Analysis of Employee Training Plan PT. Batam Aero Technic Based on the Calendar of Training for One Year

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Abstract

Planning or Planning is a way to decide what steps must be taken to achieve a goal within a certain period of time. While training is learning that is prepared so that the quality and quality of an individual can increase in carrying out their duties and responsibilities. Training at PT. Batam Aero Technic is more focused on the ability to improve the performance of its employees according to their jobs. This study aims to determine the management of employee training planning in PT. Batam Aero Technic especially in the implementation and scheduling process based on the Calendar of Training in one year. This research is classified as participatory research or direct research, using interview techniques, observation, and documentation. Data analysis in this study used a qualitative descriptive method. The research was conducted in the Quality Assurance Training department using primary and secondary data collection. Primary data includes the results of interviews with respondents, while secondary data was obtained from company documents, namely manuals and journals related to Manual Procedure Training at PT. Batam Aero Technic. Based on the results of the research that has been done, it can be concluded that the main objective of training at PT. Batam Aero Technic has been running quite well as evidenced by the increased knowledge and ability of employees. The training material provided is quite appropriate by providing material in stages and in accordance with the functional jobdesk of each employee. Furthermore, the method used in determining employee training is considered to be in accordance with the company's operational standards so that employees can attend training properly. The scheduling process in training planning uses planning based on the Calendar of Training in one year which is very well prepared, this certainly makes the planning process for PT. Batam Aero Technic becomes more effective. because employees can find out what training will be carried out each month.
Keywords: Plan Training, PT. Batam Aero Technic, Calendar of Training

INTRODUCTION

The service sector is one of the successful sectors in the economic sector. The service sector is able to provide services in the form of mobility to the community, namely the mode of transportation services. Mode of transportation is a service that until now has received a lot of public attention due to the need to carry out its activities such as doing work, interacting, and other activities. The need to reach various places and regions quickly has led to an increase in service utilization, especially in air transportation modes.

Along with the development of the aviation industry, currently airlines are opening up quite large business opportunities in the aircraft maintenance and repair industry or Maintenance Repair Overhaul (MRO). The Ministry of Transportation (2011) explains, Indonesian Aviation Service Maintenance Companies must be able to compete and serve airlines from within the country and from abroad in the field of aircraft maintenance. There has been an imbalance between aircraft production and aircraft maintenance centers in Indonesia, domestic MRO companies have not been able to meet the demand for aircraft maintenance to

the fullest out of the total aircraft fleet owned by Indonesian airlines.

This was disclosed by the Ministry of Transportation (2011) above due to the licensing factor that not many Indonesian MRO companies have, such as the Federal Aviation Administration (FAA) and European licenses, namely the European Aviation Safety Agency (EASA). In addition to the lack of licenses, another influencing factor is the increasing growth in the number of aircraft fleets which is increasing from year to year which is getting higher so that they are unable to meet the availability of spare parts faced by Indonesian aviation service maintenance companies. In accordance with aviation law, all MRO companies must be registered and have an Approved Maintenance Organization (AMO) certificate approved by the Directorate General of Civil Aviation. The policy of this AMO certification is to encourage the aircraft maintenance industry in Indonesia to be ready to compete in regional and global markets. The growing development of domestic MRO companies can also affect the increase in the country's foreign exchange, because many aircraft carry out maintenance in the country.

According to the chairman of the Leadership Council of the Indonesia Aircraft Maintenance Services Association (IAMSA) Richard Budiarto explained, MRO companies in Indonesia have an international scale and are recognized by American aviation regulatory agencies. This shows that in the future Indonesian MRO companies will increase and their needs will increase.

PT. Batam Aero Technic is one of the Indonesian companies that collaborates with PT. Lion Group, which is engaged in the field of aircraft maintenance service companies, aircraft repairs at airports and hangars, without an airline aircraft maintenance service company, it cannot ensure that the aircraft is fit for operation. In PT Batam Aero Technic there are production, quality, and supporting activity sections. Supporting factors in terms of production include base maintenance, line maintenance, and shop maintenance, while for the quality section there is quality assurance, and finally the supporting activities include store or warehouse, PPC, engineer, and HRD. Where all these factors must carry out training or training in accordance with their respective fields.

Training or training is a teaching and learning process in order to improve the ability of employees. Training is an activity that aims to develop human resources through various planned activities. This seeks to help develop the capabilities of employees needed in the company so that they can carry out their duties and responsibilities properly. Training can be a tool that works to improve performance problems such as the effectiveness, productivity and efficiency of company employees. Training is also a learning effort organized by the company or organization with the aim of meeting needs in order to achieve common goals.

Research conducted at PT. Batam Aero Technic has a goal to overcome and find out the problems that exist in the planning, processing and presentation of data. Such as training schedules, classes, training participant data, instructors, report generation, and certificate creation. The obstacle in the scheduling process is checking and processing about the day of implementation, room, and instructors to schedule training classes so that no one uses the same day and room at one time. If the planning process is carried out by only one person while it is carried out in a relatively short time, it will require quite a long process. To deal with the problems that occur, a system planning is needed that can be a solution to these problems. The purposes of writing this research are as follows: To find out how the training scheduling system has been made for one year for employees of PT. Batam Aero Technic and to find out what are the constraints on PT. Batam Aero Technic based on the Calendar of Training for one year.

Relevant Research

Table 1. Relevant Research

No	Name	Year	Research Title	Research Result
1.	Oktavianus Eko Pambudi	2012	Design and Build Scheduling Application at PT. Semen Gresik (Persero) Tbk. Education and Training Division.	The employee training data scheduling system makes it easy to schedule employee training activities and speeds up the process of clarifying training data.
2.	Dwi Endah Nurjannah	2015	Training Management at the "Crystal Indonesia Management" Institute	Training planning includes planning the venue and managing the training according to the program and the number of participants, preparing schedules, media and methods that adjust the material, and presenters as seen from the quality of the teaching track record.
3.	Setiawan Almareza	2016	Planning for Life Skills Training in Candi Vocational Village, Bandungan District, Semarang Regency	Future progress after the training aims to enable learning residents to acquire skills to make citizens more self-reliant to improve their welfare.
4.	Laila Hafni Nasution	2016	Information System for Scheduling Subjects in Public High Schools with the Genetic Algorithm Method.	Scheduling computer laboratory subjects using the Microsoft Access and Microsoft Visual application information systems.
5.	Qorinul Hikam Ihsanillah	2020	Implementation of the Application for Registration and Scheduling of the Driving Course at LPK Jeftco Jepara Based on Android.	The Steering Car Course employees in this study still use manual schedule planning. For this reason, it is necessary to have an application that is useful to make it easier for employees to input schedules and generate reports.
6.	Bobi Saputra	2021	Teacher Training Management in Improving Pedagogic Competence in Madrasah Aliyah Laboratory Jambi City	Training aims to improve and develop attitudes, skills, behavior and knowledge of employees in a company. In essence, training is intended to help improve the ability of employees and employees.

Data Source: Processed Secondary Data

RESEARCH METHODS
Research Design

The research design used by the author in this study is a type of qualitative research. According to Creswell (2008), suggests that the qualitative research method is an approach or search to explore and understand a central phenomenon. To understand these central symptoms, the researcher interviewed the research participants or participants by asking several general questions broadly according to the indicators described in the study. Information is then collected in the form of words or text and analyzed. From the results of this analysis, the researcher will describe and describe it with other scientific studies or previous studies that were made previously. The final results of qualitative research are set forth in the form of a written report. In this study, researchers will collect and analyze qualitative data which is built based on the results that have been obtained at the Quality Assurance of PT. Batam Aero Technic.

Object of Research

This research was conducted at PT. Batam Aero Technic Quality Assurance section, located at Jalan Marshal Suryadarma No. 44, Rt 03/06, Selapang Jaya, Kec. Neglasari, Tangerang

City, West Java. This Field Work Practice has been carried out for 2 months starting July 1, 2022 and continued with research for 1 month starting November 1, 2022. Retrieval of training data in this study uses the COT report in 2021.

Research Data Sources

The several sources of research data used by researchers in this study are as follows:
1. Primary Data. Primary data is data that can be obtained directly from the original source, not through an intermediary. Primary data is in the form of opinions, objects individually or in groups, the results of observations of an object, as well as the activities of the testers. The primary data obtained in this study were directly from the respondents using interview techniques.
2. Secondary Data. In contrast to primary data, secondary data is data obtained by researchers indirectly or obtained and recorded by other parties. Secondary data were obtained from manuals and journals related to Manual Procedure Training at PT. Batam Aero Technic.

Data Collection Technique

To obtain the data needed in this study, of course, it is necessary to use several methods. According to Sugiyono (2013) data collection techniques are the most strategic steps in research, because the main objective of research is to obtain data. The data used in this study uses primary data obtained directly from the source, and secondary data obtained indirectly or through intermediaries (in the form of books, manuals, files or documents). In research there are several methods of data collection as follows: interviews, observation, documentation, and literature study.

Observation Method

According to Widoyoko (2014: 46) Observation is systematic observation and recording of the elements that appear in a symptom on the object of research. Observation method is research conducted directly on the object to be analyzed. This study conducted participatory observations when conducting on the job training and research because the researchers were directly involved in the activities carried out by Quality Batam Aero Technic employees. Activities carried out by researchers are ensuring that all employees carry out training according to the schedule that has been made in the calendar of training. There are several kinds of observation, as follows:
1. Participatory Observation is that researchers are directly involved in daily activities when conducting research. This observation is also divided into four, namely participatory, moderate, active, and complete.
2. Observation Frankly, in collecting data, the researcher stated frankly to the data source, even while conducting research
3. Unstructured Observation is an observation that is not prepared systematically or is not structured about what will be observed.

Method of Interview

According to Sugiyono (2018), an interview is a conversation with specific aims and objectives carried out by two parties, namely the interviewer (interview) who asks questions and the informant who is interviewed to provide answers to the questions given. Interview is a conversation with a specific intent and purpose. In this study the authors used a semi-structured method so that the questions asked were free and open. This method allows the

emergence of new questions because the answers have been given by the interviewees so that during the interview process information can be extracted in more depth. The selected informant is someone who has authority and is able to explain and provide answers to the questions raised by the researcher. The types of interviews according to Sugiyono (2018) are as follows:

1. Structured Interview. Structured interviews are used as a data collection technique if the researcher already knows the information to be obtained with certainty. In this technique the researcher has prepared instruments in the form of written questions whose answers have been prepared. In this interview each respondent was given the same question.
2. Semi-structured Interview. Semi-structured interviews are freer when compared to structured interviews. The purpose of this interview is to determine the problem in a more open manner, in which the sources are asked for their opinions and ideas. In this case the researcher recorded what was disclosed by the informant carefully.
3. Unstructured Interview. Unstructured interviews are free interviews in which the researcher does not use interview guidelines that have been systematically and completely arranged. The guidelines used in this interview are only an outline of the problems to be asked. Researchers also do not know exactly what data will be obtained so that researchers listen more to what is conveyed by respondents. Therefore, in this study the researcher plans to use a type of semi-structured interview where the researcher will use an interview guide that comes from topic development and the use of questions that are more flexible.

Documentation Method

The documentation method is a data collection technique by writing written documents or drawings and seeking statistical data from related institutions or agencies to support and add evidence from other sources to build a new theoretical framework. Documentation data taken in this study is in the form of standard procedure manual data owned by PT. Batam Aero Technic and reports on employee training activities. This documentation aims to become real supporting data to strengthen the research conducted. Documentation is also to obtain the identity of students who behave actively and the lecturer's notes regarding these students.

Library Studies

Sugiyono (2012) Literature study is a theoretical study, references and other scientific literature related to culture, values, and norms that develop in the social situations studied. The data collection method used by literature study is by reading references to several literature such as theses, journals, books, and other documents.

RESEARCH RESULTS AND DISCUSSION
Research Result

This research was conducted on Quality Assurance at PT. Batam Aero Technic. The data is generated by participating in planning the employee training program of PT. Batam Aero Technic. The data obtained are in the form of interviews, observations, and documentation regarding training planning management. Interviews were conducted with three informants who were considered capable of representing the object of the problem in this study. The following is data from three informants along with their positions and interviews in the study.

Table 2. Source Data

No	Source Name	Position	Interview Date
1.	Tsuraya Noviany	SPV/Group Leader QA	11 November 2022

| 2. | Liliek Candra | Staff QA | 14 November 2022 |
| 3. | Devi Asmeyni | Scheduler LGTC 147 | 18 November 2022 |

Source: Processed Secondary Data (2022)

Discussion

Employee Training Planning PT. Batam Aero Technic Based on the Calendar of Training for One Year

PT. Batam Aero Technic includes knowledge and skills related to employee performance. The training program must be able to ensure that each assigned employee is able to carry out changes and functions of inspection, maintenance, preventive maintenance, carrying out their duties and responsibilities at work. PT. Batam Aero Technic has training programs including, mandatory training, repeated training, and special training that ensures that all employees are competent in the tasks performed.

Implementation of training at PT. Batam Aero Technic based on observations that have been made shows that the implementation process refers to the Training Procedure Program Manual which contains the Calendar of Training, Matrix Training, tasks held by managers, stages of the training implementation process, training materials, and the type of training needed by PT employees Batam Aero Technic. Training planning based on the results of observations requires submitting a training program plan that is given to the PIC Quality Assurance. After the training program has been approved, the training planning process is carried out by the core team, namely the employees of the Training division. Training planning consists of determining the place, determining the schedule, determining the material, determining the instructor, determining the method, and determining the training manager.

The Quality Assurance Division of the training section in facilitating the preparation of training planning schedules for employees of PT. Batam Aero Technic uses planning based on the Calendar of Training for one year. The process of making a Calendar of Training must be based on an SLA (Service Level Agreement) between PT. Batam Aero Technic and LGTC 147 (Lion Air Group Training Center) After the SLA has been agreed, LGTC sends a training application form for each personnel based on the department. If each department has sent the number of participants who will take part in the training, LGTC will send a Calendar of Training plan to PT. Batam Aero Technic at the end of each year and a core team will be created to agree on planning a training schedule (Calendar of Training) for the following year. Research that has been conducted on three respondents who are employees of PT. Batam Aero Technic, it is known that several things are indicators in the employee training planning process including, type of training, training objectives, materials, methods used, participants, trainers, and time.

Type of Training

Type of training at PT. Batam Aero Technic based on needs analysis must be able to improve performance, employee productivity, and work ethics for all employees. Types of training can be categorized into Mandatory training, Initial training, Recurrent training, and Remedial training. Mandatory Training is mandatory training for every new employee who must be scheduled to attend the training within 6 months after the work contract is signed, for example: Initial Human Factor, Basic Indoctrination, Safety Management System, Avsec, and Dangerous Good Awareness. Initial training or initial training is given to employees to ensure employees are able to perform their duties. This training is planned in the long term depending on the functional job desk, for example: English course, Basic Aircraft Maintenance, Type Rating, and Training Component. Recurrent Training or repeated training has the aim of repeating material that has been delivered in previous training, for example: Recurrent Human

Factor, Recurrent Safety Management System, Recurrent Technical English Test, and Recurrent Ramp Safety Awareness. Remedial training or remedial training is training attended by employees who show a lack of knowledge and skills by failing during the training exam.

This is supported by the results of interviews with the three informants who stated that there were still several PT. Batam Aero Technic which has not developed after attending training or is deemed to have failed in carrying out the training exam. Therefore, the company provides a one-time opportunity for the employee to take the training test, and if the employee fails the test for the second time then repeated training is carried out designed to correct the employee's lack of knowledge or skills.

Training Objectives

Training or training aims to improve work skills so that participants can achieve maximum performance and understand the work ethic that is applied. The procedures for the training program for all maintenance employees with appropriate training must comply with the applicable regulations as stipulated in CASR 145, 163, and approved by the Directorate General of Civil Aviation. Training is needed so that all employees can master their duties and job responsibilities well and are able to keep abreast of developments in the world of aviation, which is currently increasingly competitive. With training, employees can learn the knowledge, skills, and technical expertise needed to carry out their jobs. Therefore, the effectiveness of employee training is very important to develop the knowledge of employees of PT. Batam Aero Technic is like the science of Airworthiness, Safety, and Human Factors which can reduce errors caused by human error itself. This statement is supported by the results of an interview by Mba Tsuraya as SPV Quality Assurance Staff, he said that: "The effectiveness of training at PT. Batam Aero Technic is very influential on employee performance and can be said to be very large. Without training, an employee may feel a lack of knowledge about what to do in terms of work, because in this training, employees will be provided with things related to work methods according to procedures determined by the company." Based on the explanation above, it can be concluded that the effectiveness of training and development in PT. Batam Aero Technic has a very important role to increase profits and progress of company development. Without training it will have a bad impact both for employees and for the company itself.

Theory

The training material needed by employees must be in accordance with what employees need to carry out their job duties and responsibilities. The results of observations and interviews show that the selection of materials is in accordance with the needs of each trainee. The material has been determined according to the employee's functional jobdesk, for example engineer employees are required to take part in the aircraft Type Rating Training material, and Quality Auditor employees are specifically given the Auditor Training material. The distribution of special training materials has been arranged in a matrix for each department at PT. Batam Aero Technic. Based on the description above, it can be concluded that the material delivered when employees attend training has been adapted to the tasks and needs of employees to do their jobs. All employees must be able to take part in the training that has been provided by the company according to what has been stated in the matrix in each department.

Method

The method applied in the company PT. Batam Aero Technic uses participatory techniques where employees must participate and be active when the training is carried out or the employee cannot be moved. The method is a systematic or procedure of implementation

applied by the company for its employees. Company PT. Batam Aero Technic has several methods of implementing training depending on how the training will be carried out, while some of these methods are: Classroom Training, On the Job Training (OJT), Computer Based Training (CBT), Distance Learning, E-learning, External Training, and Simulator Training.

Based on the results of interviews with the three informants, the training method that is often used at PT. Batam Aero Technic namely Classroom Training, Distance Learning, and E-learning systems. Classroom training or class training is training by instructors that is carried out in class, usually at the Balaraja office or in the Batam hangar. Class method training is used when a group of individuals need the same training, using structured audio-visual media or delivering material by an instructor using a presentation system. While the Distance Learning method is a method that uses digital technology and the internet where instructors and training participants can communicate without face to face face to face in one room. This Distance Learning method began to be implemented after the Covid 19 pandemic occurred because employees were limited to carrying out activities in person so that training materials were delivered online via zoom meetings. The last method that is often used is the E-learning method or electronic learning. E-Learning usually uses computers as a medium for delivering training material, participants will get an account to access the material links that have been made by the instructor, through this method participants will get material and can immediately take the training exam. The E-Learning method is usually applied when there is recurrent training or repeated training.

Participant

Participants who took part in the training were all employees of PT. Batam Aero Technic which requires training and increased work productivity. Participants are the main component in the training implementation process, without training participants it will not be implemented. The training carried out must be attended by all employees of PT. Batam Aero Technic because before employees get assigned, companies are required to provide material or equip employees with training according to company needs. The list of participants will be sent by each department to the training division to record who will take part in the training. However, there are several trainings that are mandatory for all employees, both managerial and non-managerial employees, such as Basic Indoctrination, Human Factor, Avsec, and Ramp Safety Awareness training. Based on the explanation above, it can be concluded that the training participants are employees of PT. Batam Aero Technic is required to take part in the Mandatory Training in accordance with the needs of employees. This has been regulated based on the matrix for each department that has been included in the Training Procedure Manual and if there are employees who do not take part in the training that has been written in the matrix, these employees will get a finding from the audit party.

Instructor

An instructor or trainer is someone who is truly able to understand the training material that will be delivered, and can provide motivation to participants when training activities are carried out. Instructors play an important role in advancing the abilities of employees to be developed. The selection of instructors is adjusted to the material to be delivered to the training participants, for example Type rating instructors are specifically for licensed engineers or mechanics, General Familiarization training instructors are specifically for non-licenced or supporting employees, and Airworthiness instructors are instructors who provide training materials on Mandatory training such as Basic indoctrination, Human factors, or Safety Management System. Company PT. Batam Aero Technic has qualifications or requirements for

an employee to become a training instructor, as for some of these requirements, as follows:
1. Have experience in the field at least 3 years.
2. Holding license and AMEL for aircraft type rating training.
3. Having the ability to convey information is determined by observation, demonstration, or experience.
4. Must attend instructor training and obtain a Basic Instructor Training certificate

The statement above is strengthened based on the results of interviews that have been conducted by the author, that to become an instructor there are several qualifications that have been set by the company PT. Batam Aero Technic and has been contained in the Training Procedure Manual guide owned by PT. Batam Aero Technic. Prior to participating in the Instructor Training to obtain a Basic Instructor Training certificate, employees will be submitted for an assessment which aims to find out whether the employee is fit to become an instructor. Instructor qualifications will be further explained in the respective instructor training syllabus.

Time
Training does require a lot of time in its implementation. Training takes place in short periods of time from two to three days to two to three months. To simplify the process of scheduling training for employees of PT. Batam Aero Technic Training division plans a training schedule based on a period made in accordance with the Calendar of Training for one year. The Calendar of Training is made with the aim that no employee will be disturbed by their work to attend the scheduled training. Based on the explanation above, the conclusions that can be drawn are, with the process of making a Calendar of Training for one year, it can make it easier for management to arrange employee work schedules, organize employee work activities outside the office, and employee leave. Apart from that, making a Calendar of Training is very effective for employees because the existence of a Calendar of Training allows employees to know the implementation of the training provided in one year and in what month the training will be held.

Factors of Training Planning Obstacles Based on the Calendar of Training for One Year
In the process of making a Calendar of Training for one year, of course there are several obstacles or constraining factors that affect the planning of the Calendar of Training and its implementation. According to the results of observations and interviews conducted by the author while conducting research, the obstacles or obstacles that often arise in making the Calendar of Training include, among other things, a lack of training participants usually occurs because training scheduling is made to coincide with high season or maintenance production in the field is increasing, and if instructor was unable to attend. If this happens, a rescheduling will be carried out between the provider (LGTC) and BAT Training. For example, this training can be held in the next three to six months based on the readiness of the training division to carry out the training.

Another factor in the process of making the Calendar of Training, namely the delay in the department proposing its personnel to take part in the training, is certainly an obstacle because the implementation of the training will not be in accordance with the Calendar of Training planning that has been agreed upon by BAT Training and LGTC at the end of each year. The solution, the training division must make additional training or unplanned training. Additional training is carried out if there is a request for training needs by the production department that is not scheduled in the Calendar of Training for one year and will be included in the monthly

Calendar of Training, while unplanned training is training that is not planned beforehand and must be carried out immediately or is urgent because there will be audits from the auditors. Based on the results of the explanation above, it can be concluded that training planning based on the Calendar of Training for one year makes companies and employees more effective in managing training schedules with their jobs. However, in planning the training based on the Calendar of Training for one year, several obstacles or constraining factors were found that made the implementation of the training not as planned.

CONCLUSION

Based on research conducted at PT. Batam Aero Technic regarding PT. Batam Aero Technic based on the Calendar of Training for one year, the following conclusions can be drawn: Employee training planning for PT. Batam Aero Technic includes types of training that are tailored to company needs, preparation of training schedules based on the Calendar of Training, methods that adapt to the material, as well as requirements to become a training instructor. All training programs are arranged according to the procedures owned by PT. Batam Aero Technic. The training division also knows what obstacles or constraints usually occur in the planning process of the Calendar of Training. So that the training division has found a solution so that the implementation of training can still be carried out according to the needs of the company so that it does not interfere with the performance of employees at work.

Based on the conclusions in this study, suggestions that need to be considered are as follows: For companies, the company makes a meeting agenda for all departments to discuss planning for the Calendar of Training, at least 3 months before the Calendar of Training is agreed upon by BAT training and LGTC. If the training division lacks instructors during training, the training division must be able to maximize the number of instructors to fulfill training implementation. For example, the instructor is unable to attend during the teaching schedule, the training division must provide a substitute so that the training can continue according to the implementation schedule. The training division must ensure that participants are able to attend during the training, if participants are unable to attend, the training division must be able to find replacement participants so that the training does not lack participants so that it can run according to the scheduled time. For future researchers, future researchers are expected to review more sources and references related to training planning based on the Calendar of Training so that their research results can be even better and more complete.

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