

Optimizing Company Performance Through Industrial Coordinator Training : A Practical Needs Assessment

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Abstract -- *The study of performance is incredibly fascinating. One of them is how mid-level management functions as both a conduit for information to top management and the person in control of subordinates. This study aims to enhance the coordination of the industrial department's performance. This study's data processing and analysis procedure employs a qualitative approach by carrying out an analysis using the TNA (Training Need Analysis) method. At electromotor engine repair service firms in East Java, this method is used to assess the variables that contribute to delays in the completion of repairs of goods as well as the kind of training provided to coordinators to prevent delays in the completion of repairs of goods. The outcomes show in the study, it was discovered that the absence of effective communication between division coordinators in the industrial department, skill gaps, and workers who are not suited for the job are the main causes of delays in the completion of goods. Because the percentage is still low for corporate performance and still less productive, the performance value in each division, such as industrial repair, is 6.1%, vacuum pump 6.6%, blower 6.2%, fabrication 7.4 and rewinding 7.5% to complete the items.*

Keywords: Performance, Coordinator, Training Need Analysis, Assessment

I. INTRODUCTION

The globalization period is expanding and changing with the times, therefore every business must make various preparations to deal with upcoming changes as well as invent using current human resources [1]. For every business, human capital is the most important

asset and resource. To advance business growth, every business must have innovative and creative staff [2]. The purpose of personnel as a corporate resource is to manage workplace dynamics in a way that allows for productive and efficient employee performance and the achievement of corporate objectives. Of course, to enhance their performance, every organization looks for qualified and competitive staff [3]. Therefore, human resources are the strength of the company and must be managed as well as possible so that their performance is maintained, because the success or failure of a company can be seen from how these human resources can complete the tasks assigned by the company properly and on time [4].

Achieving these goals requires a fairly good strategy of increasing the best performance of each employee, and that is what every company expects in increasing its success [5]. High performance enables businesses to create a variety of strategies to meet their objectives. Performance is the outcome of employees' efforts to reach work objectives that were established at the beginning of the workday [6]. The number, quality, and accomplishments of each employee in raising the standard of employee work are all indicators of efficiency [7]. Moreover, performance is crucial for the business because it enables it to achieve its objectives and compete with other businesses. Achieving these objectives and being competitive requires strong, consistent performance from the business [8]. Moreover, performance is crucial for the business because it enables it to achieve its objectives and compete with other businesses. Achieving these objectives and being competitive requires strong, consistent performance from the business [9]. Therefore, the factors that

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affect employee performance are work quality, quantity, work speed, effective use of human resources, independence, and work readiness [10]. One method to enhance each employee's performance is to do performance reviews [11]. Companies must also conduct work evaluations to improve performance. If performance starts to deteriorate, work evaluations will be conducted when activities related to product repair slow down or when there are numerous failures brought on by employee error, which results in significant losses for the company [12]

This company in East Java offers repair services for electromotor engines, which serve as a machine propulsion device. The issue that the industrial department is currently dealing with is the regular occurrence of delays in the completion of product repairs. Due to this, a study was done to determine what caused delays in the production of goods, how each division coordinator in the industrial department performed, and what tactics were being used to boost productivity in the industrial department.

II. METHOD

TNA (Training Need Analysis) is the research methodology used in this study; it is an analysis used to carry out training and skill development for firm employees [13]. The implementation of the company's personal training programs benefits greatly from analysis of how this training was put into practice. To ascertain what training is required by employees to receive and complete all responsibilities assigned by the organization, a training analysis is carried out. [14]. Every company will organize training to train employees and provide them with specific knowledge about their work. Training is a process carried out by the company to obtain and improve skills in each employee [15] with training, the company hopes that employees can improve their skills in the jobs offered by the company, while development is an activity carried out by the company, where each employee is trained to fulfill their respective duties.

The purpose of further training is to develop the mental abilities and personality of each employee so that every company that wants to develop and train its employees must get further training to improve their performance [16].

According to [17] training needs analysis is the right method used to conduct employee training to realize good performance quality. The following steps that can be taken when conducting training need analysis as follows:

1. Performance Analysis

The first step in conducting training need analysis is to analyze employee work by looking at their performance and skills by comparing current employee performance with the productivity desired by the company.

2. Root Cause Analysis

The second step is to analyze what is the root of the problem. An effective way to identify the cause of the imbalance between performance and skills possessed by employees. The aspects that are seen to analyze are human resources, skills possessed, incentives, and work motivation.

3. Needs Assessment

The third step is to analyze in depth what is the need for each problem that has been identified. At this stage, the analysis includes employee work, workload, work environment conditions, and benefits that employees get from the company.

III. RESULT AND DISCUSSION

The amount of arriving products (input), processed goods (Process), finished goods (output), and items in the queue are among the main firm statistics that were used to collect data for this study (queue). The following information is relevant to each division's industrial department :

Table 1. Division Data in 2022

Division	Amount			
	Input	Process	Output	Queue
Industrial Repair	524	336	32	56
Vacuum Pump	542	356	36	50
Blower	530	352	33	45
Fabrication	556	359	41	56
Rewinding	560	377	42	41

Source: Company Data Year 2022

A. Analytic Performance

Performance evaluation in light of is analyzed to identify as many company-wide issues as feasible to think about resolving any future issues. The intended standard is also determined through performance calculations and calculations of restrictions in finishing repairs from each division.

$$\frac{O}{I} \times 100\% \text{ The Performance Value} \quad (1)$$

$$\frac{Q}{I} \times 100\% \text{ The Constraint Value} \quad (2)$$

Table 2. The Result Performance Value and Constraint Value

Divisi	Performance Value	Constraint Value
Industrial Repair	6,1%	30%
Vacuum Pump	6,6%	28%
Blower	6,2%	27%
Fabrication	7,4%	28%
Rewinding	7,5%	25%

Based on the calculation table above, it is known that the performance value for finishing repairs to goods is still less productive because the percentage is still relatively small for the company's desired performance, whereas the obstacles encountered are significant enough to result in higher performance and constraints, the value of which is greater than the value of performance for each coordinator of each division in the industrial department.

B. Root Cause Analysis

According to the performance analysis, insufficient skill levels and ineffective coordination lead to delays in the manufacture of these commodities. So, the following can be stated to be the main contributing factor to this issue:

1. The organizer is typically

inexperienced and young, thus decisions and solutions are solely dependent on personal knowledge.

2. The coordinator's education level is still quite poor, which prevents him or her from knowing what causes machine damage.
3. The coordinator's work experience of less than ten years makes it difficult for him to recognize the boundaries of his competence, the lack of cooperation between coordinators, and the very poor communication that delays the handling of difficulties.

C. Needs Assessment

After a problem is identified, a needs analysis must be planned to determine the competency training requirements the business must meet to boost employee performance. The steps in

this analysis are as follows:

Table 3. Employee Training Needs

Division	Needs for Competence Training
Industrial Repair	Gearbox Proficiency
Vacuum Pump	Competency with carbon dioxide and tooling
Blower	proficient roots blower
Fabrication	competency with baseplate frames
Rewinding	Powerful electric motor

IV. CONCLUSION

The following findings are based on studies done at electromotor engine repair facilities in East Java:

1. Delays in the completion of goods repairs can be brought on by a shortage of skilled workers, people who are not suited for the job, and poor communication amongst division coordinators in the industrial department.
2. After measuring performance, it is found that the performance of each industrial department coordinator needs to deepen skills to prevent delays in completing goods. In the industrial repair division, the performance is 6.1%, the vacuum pump 6.6%, the blower 6.2%, fabrication 7.4 and rewinding 7,5% to complete the goods because the percentage is still small for the company's performance and is still less productive.
3. The techniques used to raise performance include:
 - a. The industrial repair division needs

greater in-depth training in gearbox repair and maintenance.

- b. The section that deals with vacuum pumps needs training in areas like fixing carbon vane damage and maintaining vacuum pumps.
- c. Roots blower talents require extensive training in the blower sector.
- d. The fabrication division needs training in the creation of sketches and work designs, welding. Instruction, and the selection of materials required for fabrication repairs.
- e. The rewinding division requires training in motor rewinding, including proficiency with electrical measurement devices and other auxiliary mechanical equipment, as well as the ability to perform electromotor repairs and repairs

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