



Application of The Kirkpatrick Level 3 Model to Evaluate The Human Resource Training Program at PT X

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ABSTRACT

Learning is a process that takes place to gain knowledge and knowledge. Learning activities carried out in the corporate or work world are better known as training and development activities. With training activities, it is hoped that there will be an increase in employee knowledge, skills and attitudes, so that company goals can be achieved. Training evaluation is a stage that should be an integral part of the training program. PT X is one of the companies that has also managed Learning & Capability Development, the implementation of which continues to be in the process of development and improvement. The process of Training Needs Analysis, implementation and evaluation has been carried out and carried out in 3 stages, however the evaluation of stage 3 cannot yet be carried out because there is still the problem of not having tools implemented in the Company to carry out level 3 evaluations. The evaluation model used is known as Donald L. Kirkpatrick.

KEYWORDS

Training, Evaluation, Learning & Capability, Krikpatrick

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INTRODUCTION

Learning can be defined as the process by which individuals acquire new knowledge, skills, understanding, or attitudes through experience, instruction, interaction, or reflection. Learning involves changes in a person's understanding, behavior, or thought patterns as a result of interactions with information, the environment, or other people. Learning is not only in the world of school education, learning is also carried out wherever people are, one of which is in organizations or companies. Learning activities carried out in the corporate or work world are better known as training and development activities. With training activities, it is hoped that there will be an increase in employee knowledge, skills and attitudes, so that company goals can be achieved.

One of the functions of human resource management is learning and development, meaning that to obtain an educational workforce with good and appropriate human resources, training and development is very necessary. This is an effort to prepare educational workers to face job duties that they are deemed not to have mastered.

The training program is an indication of how important and necessary three things are, namely the objectives of implementing the training program, the training program strategy, and the evaluation of the training program. The training program that is held certainly has a goal and to find out whether this goal has been achieved, an evaluation needs to be carried out. Training evaluation is a stage that should be an integral part of the training program.

PT X already has a Learning & Capacity Development management system. The Training Needs Analysis process, implementation and evaluation have been carried out, however the evaluation carried out is still at level 1, namely to measure participants' reactions to the material, resource persons and training implementation and level 2, namely learning evaluation which measures knowledge and skills using pre and post tests, while for level 3, namely behavior or behavior change has not been implemented.

Even though the Board of Directors' Decree regarding PT X's Learning & Capability Development Guidelines states that evaluation should be carried out up to level 3 (Behaviour Change) where the assessment is carried out by superiors, this cannot yet be done because it is still hampered by the lack of tools implemented in the Company to carry out level 3 evaluations. The evaluation model used was first known in 1959 when Donald L. Kirkpatrick consisted of level 1 reaction stages, level 2 learning stages, level 3 behavior change stages, and level 4 result stages (organizational performance).

MATERIALS AND METHODS

This activity is an internship program carried out at PT X. The methods used were observation and interviews as well as reviewing company literature and documents as part of preparing the Kirkpatrick level 3 evaluation questionnaire and conducting trials by distributing questionnaires to superiors and co-workers of employees who had been given training.





RESULTS AND DISCUSSION

In this internship activity, the program used is an intervention implementing the Kirkpatrick level 3 model after 3-6 months of training. The purpose of this program is to develop level 3 evaluation questionnaire (kirkpatrick) tools to evaluate employees who have been assigned training within the previous 3-6 months. The method used is to distribute behavior change evaluation questionnaires (Kirkpatrick level 3) to measure changes in the behavior of employees who have been assigned to take part in training. Stages of the internship program that will be implemented:

1. Stages of preparing the Questionnaire.
2. (Anggoro Prasetyo Utomo and Karinka Priskila Tehupeiry, 2014) Evaluation of Behavior Change (Kirkpatrick Level 3), preparation of the questionnaire refers to the 4 main aspects measured, namely:
 - 1) The relevance of the training to the participants' needs/roles within the Company (relevance).
 - 2) Readiness of training participants to implement training results (preparedness).
 - 3) How often do participants feel their work is helped by the material obtained in the training (frequency).
 - 4) How big is the impact of the training on the participants' performance on the job (impact).
3. Intervention Stage (Questionnaire Trial)

Develop a list of questions for the Kirkpatrick Level 3 Evaluation Questionnaire in accordance with existing theory and adjust the questions in the questionnaire

1. Preparation of a list of questions and answer scale.
Referring to 4 things, namely relevance, preparedness, frequency, and impact, a questionnaire was created which will later be tested to be filled out by the employee's direct superior and the employee's co-workers. The questionnaire consists of 5 questions (1 question measuring relevance, 1 question measuring preparedness, 1 question measuring frequency and 2 questions measuring impact), where each question is answered with a scale value range of 1-5.
2. Determining value targets
Determination of minimum value targets is carried out based on management's perception of the level of importance of each aspect. From the results of discussions with the HR manager, it was determined that the target value was 4-5.
3. Determination of weighting and final result indicators
Each question is given the same weight, namely 20%, with 5 questions for a total of 100%, this is based on management's perception that each item has the same important aspects. The categories are as follows:
0- 1 = "Very bad"
>1- 2 = "Poor"
>2- 3 = "Fair"
>3- 4 = "Good"
>4- 5 = "Very good"



Based on the results of the questionnaire that was carried out, the following results were obtained:

1. Table Direct Supervisor Questionnaire Results

Supervisor's name	Employeess being evaluated	Q1	Q2	Q3	Q4	Q5
DRW	E	5	5	5	5	4
AF	AAA	5	5	5	5	5
NJ	R	5	1	2	5	2
NJ	ANS	5	5	5	5	4
AKP	M	4	4	4	4	3
DTA	S	5	5	4	4	4
MM	AF	4	4	4	3	3
RS	NK	5	5	5	5	5

2. Table Coworker Questionnaire Results

Partner Name	Employeess being evaluated	Q1	Q2	Q3	Q4	Q5
NK	E	5	5	5	4	4
TH	AAA	5	5	5	5	5
AR	R	5	2	2	3	3
NI	ANS	5	5	5	4	4
ZN	M	4	4	4	4	3
AB	S	5	5	4	4	4
YU	AF	4	4	3	3	3
CA	NK	5	5	5	5	5

and co-workers, scoring and interpretation of the Level 3 evaluation results are then carried out in the following table:



3. Table Scoring and interpretation of Level 3 Evaluation Questionnaire Results

Employee Name	Name of the appraiser	Relevance (20%)	Preparedness (20%)	Frequency (20%)	Impact 1 (20%)	Impact 2 (20%)	Total	Category
E	DRW	1	1	1	0,8	0,8	4,8	Good
	NK	1	1	1	0,8	0,8	4,6	Good
AAA	AF	1	1	1	1	1	5	Good
	TH	1	1	1	1	1	5	Good
R	NJ	1	0,2	0,4	0,4	0,4	2,4	Enough
	AR	1	0,4	0,4	0,6	0,6	3	Enough
ANS	NJ	1	1	1	0,8	0,8	4,8	Good
	NI	1	1	1	0,8	0,8	4,6	Good
M	AKP	0,8	0,8	0,8	0,6	0,6	3,8	Good
	ZN	0,8	0,8	0,8	0,6	0,6	3,8	Good
S	DTA	1	1	0,8	0,8	0,8	4,4	Good
	AB	1	1	0,8	0,8	0,8	4,4	Good
AF	MM	0,8	0,8	0,6	0,6	0,6	3,6	Good
	YA	0,8	0,8	0,6	0,6	0,6	3,4	Good
NK	RS	1	1	1	1	1	5	Good
	CA	1	1	1	1	1	5	Good

Based on the results of table 3, it can be seen that of the 8 employees who underwent level 3 evaluation, 1 employee (12.5%) still did not meet the target, namely still in the sufficient category for post-training behavior change, while the remaining 7 people (87.5%)) has met the target, namely in the good and very good categories in behavior change.

The author will also test the questionnaire results by testing the relationship/correlation between the assessment results between superiors and co-workers' assessments using the rank correlation technique, namely the Spearman Rank Test.



4. Table Spearman Rank Calculation

No	x	y	Rx	Ry	d	d ²
1	5	5	1,5	1,5	0	0
2	5	5	1,5	1,5	0	0
3	4,8	4,6	3,5	3,5	0	0
4	4,8	4,6	3,5	3,5	0	0
5	4,4	4,4	5	5	0	0
6	3,8	3,8	6	6	0	0
7	3,6	3,4	7	7	0	0
8	2,4	3	8	8	0	0
TOTAL						0

Based on the results of table 9 calculations, the calculated rho result is 1, with a sample size of 8, the 5% level rho table is 0.738, so $1 > 0.738$ (the calculated rho is greater than the table rho which means H_0 is rejected, so it can be concluded that there is a correlation between superior's assessment results with co-workers' assessment results.

The results of follow-up interviews on the results of the questionnaire on the causes of non-optimal behavioral changes in employees who had been given training showed that there was still a mindset among employees which was difficult to change from the start because the belief had been created that the old knowledge used was good to use even though it was no longer updated. However, in this case the leadership already has efforts to overcome this, one of which is by conducting coaching with the staff. From the description above, it can be concluded that the behavioral evaluation that has been carried out is quite effective and can have a positive impact on the Company, at least it has raised awareness and also the alertness of leadership to immediately take follow-up if things do not go as expected. So it is hoped that in the future the training provided to employees can really have an impact on improving employee performance which can ultimately improve the Company's performance.

CONCLUSIONS

Based on the results of the writing carried out at PT X, it was found that the application of the Kirkpatrick level 3 model to evaluate human resource training programs at PT X proved to be effective enough to be used to evaluate training programs at PT X.

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