



Analysis of The Training Program on The Performance of Technician Staff at Cv Arya Rior

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ABSTRACT

Good employee performance is reflected in work results that meet standards, accurate task execution, and a strong sense of responsibility qualities that can be fostered through training programs tailored to job requirements. This study aims to analyze the impact of training programs on the performance of technicians at CV Arya Rior in Bandung. A qualitative research method was employed, involving data collection through interviews, observation, and documentation regarding five technicians and one key informant, with validity verified through data triangulation. The results indicate that the training program has a positive impact on work quality, task execution, and employee responsibility, although scheduling lacks structure and post-training evaluation remains suboptimal. Thus, while the training program positively influences the performance of technicians at CV Arya Rior, improvements in scheduling and evaluation are necessary to ensure the impact is sustainable.

INTRODUCTION

Employees are fundamental assets that determine a company's operational success, particularly in the service sector, which demands a combination of hard and soft skills to achieve optimal performance. Hard skills encompass the technical knowledge and abilities that facilitate accurate and efficient work execution, while soft skills such as honesty, adaptability, communication, and problem-solving support smooth workflows within complex environments. In the manufacturing industry, both are strategic necessities, as production activities rely not only on technical skills but also on inter-departmental coordination, punctuality, and consistent work quality.

CV Arya Rior, a Bandung-based interior design service provider, integrates processes ranging from design and production to installation and recognizes that its primary strength lies in the quality of its workforce. However, the company faces challenges regarding the performance of its technicians. Performance assessment data reveals an uneven distribution: among the five technicians, one falls into each category Very Good, Good, Fair, Poor, and Very Poor. This disparity is compounded by reports from the Customer Service division, which has noted an increase in customer complaints regarding technicians' lack of knowledge in handling complex cases and their limited product understanding. These conditions indicate a gap in the employees' skills and foundational knowledge, which do not yet fully meet the company's service Standard Operating Procedures (SOPs).

In response to this situation, CV Arya Rior has conducted periodic training programs covering theoretical material, case studies, product introductions, and hands-on field installation practice. However, the implementation of this training has not been fully structured or consistent across the entire workforce. Variations in skill backgrounds and work experience mean that not all employees are able to fully absorb and implement the training material. Furthermore, post-training evaluation and coaching processes remain limited, resulting in some acquired skills not being consistently applied in daily work. This situation highlights a gap between the intended training objectives and actual performance outcomes in the field.

A mismatch between training program elements and job requirements can have a counterproductive effect on the training's objectives. Training material that is irrelevant to actual field tasks makes it difficult for employees to bridge the gap between theory and practice; consequently, the knowledge gained tends to remain merely supplementary information rather than being internalized as practical work skills. Similarly, unsuitable delivery methods such as an overemphasis on theoretical explanations without hands-on practice risk leaving employees ill-prepared for real-world working conditions, given that the role of a technician demands mastery of practical skills. Furthermore, a mismatch between instructor competence and the requirements of the material affects the effectiveness of knowledge transfer, while inadequate facilities and infrastructure can hinder the simulation or practical exercises that should form the core of the learning process. If these issues are not addressed, the training

program risks becoming a mere formality that fails to deliver a tangible impact on improving employee performance.

The effectiveness of a training program should fundamentally be grounded in a Training Needs Analysis (TNA) a systematic process for identifying the type of training required to bridge the gap between current employee competencies and those demanded by the company's strategic objectives. A TNA can be reactive, addressing existing problems or performance declines, or proactive, preparing for future job demands. The absence of a structured needs analysis risks resulting in training programs that miss the mark regarding content, scheduling, or delivery methods.

Previous research indicates that job training programs significantly influence employee performance (**Yuyun et al., 2017**), serving both as a means to enhance technical skills and as a strategic tool to foster more productive and professional work behaviors. The effectiveness of a training program can be assessed through several interrelated subvariables. Regarding objectives, **Rosidah and Hayati (2024)** state that defining training goals is a crucial initial step in curriculum development; program aims and objectives must be clearly formulated and measurable to serve as a guide for the direction of the training implementation itself. **Dessler (2020:231-233)** explains that training programs can be conducted in various forms such as on the job training, apprenticeships, or work instruction training with the choice of method tailored to the specific needs and characteristics of the job. Regarding implementation, **Rosidah and Alifi (2024)** emphasize that the success of a training program depends on the alignment of the instructor, participants, materials, and methods; the more these four elements harmonize with the training objectives, the greater the likelihood that the program will yield positive outcomes for the participants. Meanwhile, regarding evaluation, **Fitri and Abdurahman (2026)**. Emphasizes the importance of measuring participant reactions and the learning process as initial indicators for continuously assessing the effectiveness of the training program. These findings underscore the urgency of conducting an in-depth examination of how the training program implementation at CV Arya Rior impacts the performance of technical staff, particularly given that the identified gaps have not been extensively studied within the specific context of small-to-medium-sized interior design service companies.

Based on this phenomenon, this study aims to analyze the objectives, programs, implementation, and evaluation of training provided to technical staff to analyze the performance of technical staff; and to analyze the impact of the training program on the performance of technical staff at CV Arya Rior. The findings are expected to offer a theoretical contribution to the development of human resource management literature specifically regarding the relationship between training programs and employee performance as well as a practical contribution to CV Arya Rior's management in designing more targeted training strategies to enhance service quality and the company's competitiveness.

LITERATURE REVIEW

Training Program

Dessler (2020:280) defines a training program as the process of teaching the basic skills and knowledge employees need to perform their jobs, whereas **Noe (2020:126)** emphasizes training programs as a means to bridge the gap between current competencies and required competencies. Based on these perspectives, a training program can be understood as a systematic activity designed to enhance employees' work capabilities in accordance with organizational demands.

The dimensions of a training program encompass training objectives, the program itself, its implementation, and its evaluation. Training objectives are formulated clearly and measurably to serve as a benchmark for the program's success (**Rosidah & Abdurahman, 2026**). The training program involves scheduling and the rationale for its implementation—whether reactive, in response to existing issues, or proactive, aimed at preparing for future job requirements (**Dessler, 2020:231–233**). The implementation of training depends on the alignment among the instructor, participants, materials, and methods employed throughout the program; the greater the alignment of these four elements with the training objectives, the higher the likelihood that the program will yield a positive impact (**Rosidah & Abdurahman, 2026**). Meanwhile, training evaluation is the stage dedicated to measuring the program's effectiveness assessed, for instance, through participant reactions and the learning process as initial indicators of success (**Fitri & Abdurahman, 2026**). However, a structured training program can enhance employees' understanding of work procedures, reduce errors in task execution, accelerate work completion, and foster a shift toward more productive and professional work behaviors, thereby delivering positive results for the company.

Thus, the training program is linked to employee performance, as the knowledge, skills, and changes in work behavior resulting from the program ultimately lead to improved work quality, accuracy in task execution, and the achievement of targets all of which serve as performance assessment indicators. Based on this connection, the following section will discuss the performance of the technician staff at CV Arya Rior as a variable influenced by the implementation of the training program.

Employee Performance

The definition of employee performance proposed by **Nuristuri (2024:16)** states that “Employee performance is the work result achieved by an individual over a specific period based on established standards, targets, or objectives, in terms of both quality and quantity.

Performance is measured through four key indicators: the quality of work results, the quantity or volume of work completed, the execution of tasks in accordance with operational standards, and employee responsibility for their work outcomes (**Mangkunegara, 2017:75**).

Employee training programs and performance are closely linked training serves as a means to bridge the gap between employees' current competencies and those required to meet the performance standards established by the company. Through targeted training programs, employees enhance their

knowledge and skills, directly impacting the quality of work outcomes, the accurate execution of tasks in accordance with procedures, and the achievement of set work targets. Thus, training programs function not merely as a process of knowledge transfer but also as a key factor in achieving optimal employee performance.

METHODOLOGY

Based on the characteristics and objectives of the qualitative research method outlined above, the reason for selecting a qualitative approach in this study is to determine the impact of the training program on the performance of technician employees at CV Arya Rior, Bandung City. This study employs the concept of a "social situation," which comprises three elements: place, actor, and activity (**Sugiyono, 2017:49–50**).

The research was conducted at the offices of CV Arya Rior in Bandung. The participants consisted of five informants' technicians and one key informant, who was both the owner and the direct supervisor; these individuals were selected using purposive sampling. The activities observed encompassed all operational tasks related to the implementation of training and the daily work of the technicians. Data collection involved in depth interviews, observation, and documentation, utilizing data triangulation specifically source, method, and time triangulation to verify the validity and credibility of the data obtained.

Source triangulation is carried out by cross-checking data obtained from one informant against that of another to verify the accuracy of the information (**Sugiyono, 2017:274**). Technique triangulation involves cross-referencing the results of observations, interviews, and documentation regarding the same data source to arrive at a consistent conclusion (**Sugiyono, 2017:274**). Time triangulation entails verifying data through interviews or observations conducted at different times or in different situations; thus, if discrepancies arise, checks can be repeated until data certainty is achieved (**Sugiyono, 2017:83**). This triangulation was conducted by comparing interview results across informants and cross-referencing them with findings from observations and documentation, thereby ensuring the research findings could be substantiated more objectively rather than relying on a single data source.

RESEARCH RESULT

Overview of Research Informants

This study employs a qualitative approach, utilizing data collection techniques that include in-depth interviews, observation, and documentation. The research informants consist of the owner who also serves as the direct supervisor at CV Arya Rior, as well as several technicians. Informants were selected using purposive sampling, based on the consideration that they possess direct knowledge and experience regarding the implementation of training programs and the performance of technicians at CV Arya Rior.

Interview Results Regarding Employee Training

Based on the interviews conducted with the informants, several findings regarding the training program were obtained, as follows:

1. Training Objectives

All informants stated that the training program organized by the company successfully enhanced their work skills in performing their daily tasks. Furthermore, all informants indicated that the training program contributed to increasing their knowledge and understanding of the work they perform.

2. Training Program

Most informants stated that training programs are typically provided during the installation process or when employees encounter difficulties, while others noted that training is actually conducted prior to installation. From a reactive standpoint, all informants indicated that training is provided when skill or knowledge gaps are identified or when work-related problems arise. Conversely, from a proactive perspective, all informants stated that training programs are organized to prepare for future job requirements and to help employees handle potential challenges.

3. Conducting the Training

All informants assessed that the instructors' backgrounds and capabilities aligned with the requirements of the technician role and that they were able to deliver the material effectively based on their professional experience. Regarding the content, all informants stated that the material covering everything from an introduction to materials and installation techniques to work calculations was well-suited to the goal of enhancing technician performance. As for the methodology, the majority of informants considered the approach combining hands on field practice with simulations and demonstrations to be aligned with the training objectives, although one informant felt the method has not yet fully enabled employees to work independently. Regarding the participants, the majority of informants stated that training programs were aligned with their respective job functions, although one informant reported receiving training outside the scope of their primary duties. In terms of facilities and infrastructure, all informants considered the supporting resources such as work tools, material samples, and the workspace environment to be adequate for conducting the training.

4. Training Evaluation

All informants stated that the training program enhanced their knowledge regarding material types, installation techniques, measurements, and work procedures, while also improving technical skills such as the installation of curtains and roller blinds, as well as sewing techniques. Regarding practical application, the majority of informants indicated that the knowledge gained from the training was consistently applied in their daily work, whereas one informant noted applying it only in specific situations outside of routine tasks. In terms of enthusiasm, all informants expressed

that the program provided benefits in the form of new knowledge, increased independence, and valuable work experience.

To provide an explanation based on interview findings, the following table outlines the results regarding the informants for the employee training program variable specifically for technicians at CV Arya Rior, Bandung City – along with the sub-variables under study.

NO	SUB VARIABEL	NUMBER OF INFORMANTS (PERSONS/(%))	INTERVIEW RESULTS
1	Training Objectives	5 people (100%)	Based on the objective subvariable specifically the indicator of improved work skills five informants stated that the training program provided by the company had enhanced their skills in performing their work.
		5 people (100%)	Based on the objective subvariable specifically the indicator of increased work-related knowledge five informants stated that the training program provided by the company had an impact on enhancing their knowledge and understanding in carrying out their work..
2.	Training Program	3 people (60%) 2 people (40%)	Regarding the training program subvariable specifically the training schedule indikator three informants stated that training is typically provided during the installation process or when employees encounter difficulties in their work. Meanwhile, two informants stated that training is provided prior to installation or when there are matters requiring further explanation from a supervisor.
		3 people (60%) 1 people (20%) 1 people (20%)	Regarding the training program subvariable specifically the training duration indikator three informants stated that training typically lasts between four days and one week. Meanwhile, one informant noted that the training program could span one to two days but required repetition, and another stated that the program could last up to two weeks or even longer than a month to ensure a better understanding.

NO	SUB VARIABEL	NUMBER OF INFORMANTS (PERSONS/(%))	INTERVIEW RESULTS
2	Training Program	5 people (100%)	Regarding the training program sub-variable specifically the indicator concerning identified deficiencies in work-related skills and knowledge five informants stated that training programs are provided when such deficiencies are identified.
		5 people (100%)	Based on the training program subvariable specifically the indicator regarding training provided when problems arise five informants stated that the company provides training programs when work-related issues occur.
		5 people (100%)	Based on the training program subvariable specifically the indicator regarding training for future needs five informants stated that the company provides training programs to prepare for future job requirements.
		5 people (100%)	Regarding the training program subvariable specifically the indicator concerning training for future work challenges five informants stated that the training provided helped them face the challenges of their future work.
3	Conduct of Training	5 people (100%)	Regarding the training implementation sub-variable specifically the instructor background indicator five informants stated that the instructors' educational backgrounds and competencies aligned with the requirements of the technician role. The informants assessed that the instructors possessed relevant knowledge and experience, enabling them to provide explanations that corresponded to actual working conditions in the field.
		5 people (100%)	Regarding the training implementation subvariable specifically the indicator of the instructor's mastery of the material five informants provided positive assessments of the instructor's command of the training content. The informants stated that the instructor was able to

NO	SUB VARIABEL	NUMBER OF INFORMANTS (PERSONS/(%))	INTERVIEW RESULTS
			explain the material effectively and clearly, making it easy to understand, and that this was supported by the instructor's professional experience.
3	Conduct of Training	5 people (100%)	Regarding the training implementation subvariable specifically the indicator of the training material provided five informants stated that the material aligned with the objective of enhancing technician performance. The informants explained that the material covered an introduction to materials, installation techniques, work calculations, and the handling of tasks involving direct interaction with customers.
		5 people (100%)	Regarding the training implementation subvariable specifically the indicator of material suitability five informants indicated that the training materials were tailored to the participants' needs. The informants assessed that the material provided was directly relevant to their daily work, making it easy to apply when performing tasks in the field.
		3 people (60%) 2 people (40%)	Regarding the training implementation subvariable specifically the "targets" indicator three informants expressed an expectation that employees would become capable of working more independently, understanding work materials and calculations, and adapting more quickly to task execution. Meanwhile, two informants stated that training programs were often delivered informally and adapted to ongoing work conditions, without any specifically defined targets.
		5 people (100%)	Regarding the training implementation subvariable specifically the indicator of appropriate methods five informants explained that the most frequently used method is hands-on field practice, supported by the provision of

NO	SUB VARIABEL	NUMBER OF INFORMANTS (PERSONS/(%))	INTERVIEW RESULTS
			instructional materials, simulations, and demonstrations on the use of work materials or equipment.
3	Conduct of Training	4 people (80%) 1 people (20%)	Regarding the training implementation sub variable specifically the indicator linking training methods to objectives four informants stated that the methods used aligned with the intended goals. Conversely, one informant noted that the training methods had not yet fully achieved the expected outcomes, as employees were not yet fully capable of working independently after completing the program.
		4 people (80%) 1 people (20%)	Regarding the training implementation sub variable specifically the indicator concerning participant selection based on duties and needs four informants stated that the training material provided aligned with their specific job functions, such as curtain calculations, sewing techniques, material installation, and on-site measurements. Conversely, one informant noted that the training provided did not always correspond to their assigned responsibilities, as they sometimes received training for work areas outside their primary duties.
		5 people (100%)	Based on the training implementation sub-variable specifically the participant selection indikator five informants stated that the training program is provided to employees who need to improve specific skills or knowledge in order to perform their jobs better.
		5 people (100%)	Regarding the training implementation sub-variable specifically the indicator concerning work tools that support training activities five informants provided various facilities, such as technical tools, sewing machines, material samples, writing instruments, and other work equipment available for use during the training program.
		5 people (100%)	Based on the training implementation

NO	SUB VARIABEL	NUMBER OF INFORMANTS (PERSONS/(%))	INTERVIEW RESULTS
			sub-variable specifically the indicator regarding a comfortable workspace five informants assessed that supporting facilities such as office chairs, workspaces, and the work environment were sufficiently adequate to support the training program.
3	Conduct of Training	5 people(100%)	Based on the training evaluation sub variable specifically the indicator of increased knowledge following the training five informants explained that the training program helped them understand various aspects of the job, such as material types, installation techniques, measurements, and work procedures that they had not previously mastered.
4	Training Evaluation	5 people (100%)	Based on the training evaluation sub-variable specifically the indicator of improved skills following the training five informants stated that the training helped them master various work-related skills, such as curtain installation, measuring, sewing techniques, roller blind installation, and the use of materials suited to job requirements.
		4 people (80%) 1 people (20%)	Regarding the training evaluation sub variable specifically the indicator concerning the application of knowledge in daily work four informants stated that the training outcomes helped them understand the material, installation techniques, measurements, and customer communication, as well as various other technical tasks frequently performed in the field. One informant stated that the knowledge acquired was not consistently applied in daily work, but rather utilized only in specific situations or during activities outside of work.
		5 people (100%)	Based on the evaluation sub-variable regarding the level of enthusiasm, five

NO	SUB VARIABEL	NUMBER OF INFORMANTS (PERSONS/(%))	INTERVIEW RESULTS
			informants stated that the training provided benefits in the form of new knowledge, improved skills, work autonomy, and useful experience for carrying out their work.

Based on the informants' responses presented in the table, the sub-variable receiving the most positive feedback was the training objectives and program; all informants assessed that the training had enhanced their knowledge, skills, and work understanding, supported by adequate materials, instructors, methods, and facilities. These findings are relevant to the issue of customer complaints regarding technicians' lack of knowledge highlighted at the outset of the study as well targeted training objectives and programs have the potential to reduce such complaints by improving technician competence.

Meanwhile, the sub-variables regarding training implementation and evaluation revealed more significant differences in perception, particularly concerning the lack of standardized scheduling and inconsistent evaluation practices. This situation helps explain the disparity in performance ratings among the five technicians ranging from "Very Good" to "Very Poor" as the absorption of training material varied across employees. These findings were validated through interviews with key informants, who confirmed that the program utilized on-the-job training and helped reduce error rates, although the pace of employee development varied based on individual experience and capabilities.

Interview Results on Employee Performance

Based on the results of employee performance interviews at CV Arya Rior, the following indicators can be observed:

1. Quality

The majority of the informants demonstrated diligence in their work and were capable of delivering results that met the company's established standards ranging from the neatness of the installation to the precision of measurements according to customer specifications. However, some informants were still in a phase of adjustment, particularly regarding the meticulous handling of technical details that require further experience to fully master.

2. Quantity

Most informants stated that they were able to meet established work targets and complete tasks according to schedule. However, some reported difficulties in achieving these targets when the workload increased such as when multiple installation projects were underway simultaneously requiring a stricter allocation of time and effort than usual.

3. Implementation

Most informants followed the work procedures established by the company and performed their duties in accordance with their individual responsibilities. Adherence to these procedures was reflected in the informants' consistent approach to following the installation steps, in line with the standards taught during the training program.

4. Responsibility

The majority of informants demonstrate a strong work commitment regarding their assigned tasks and are capable of working independently without requiring close supervision from their superiors. Nevertheless, some informants still require additional guidance in specific work situations, particularly when encountering technical issues in the field that they have not faced before.

To provide an explanation based on the interview results, the following table outlines the informants' responses regarding the performance of technical staff at CV Arya Rior, Bandung City, in relation to the specific sub-variables under study.

NO	SUB VARIABEL	NUMBER OF INFORMANTS (PERSONS/(%))	INTERVIEW RESULTS
1	Quality	3 people (60%) 2 people (40%)	Regarding the quality sub-variable specifically the indicators of precision and accuracy three informants were deemed capable of working meticulously, particularly when performing calculations and executing fieldwork. Meanwhile, two informants were considered to be still in the adjustment phase and did not yet fully grasp the work involved.
		1 people (20%) 4 people (80%)	Based on the quality subvariable specifically the indicator of work output conformity one informant produced high-quality work that met the company's expected standards, whereas four informants required further improvement to achieve optimal work results.
2	Quantity	3 people (60%) 1 people (20%) 1 people (20%)	Based on the quantity sub-variable—measured by the volume of work—three informants produced work in accordance with the targets set by the company; additionally, one informant demonstrated sufficient capability in meeting work targets, whereas one informant fell short of meeting the established targets.

2	Quantity	4 people (80%) 1 people (20%)	Based on the quantity subvariable specifically the task completion indicator four informants completed their work on time in accordance with the targets set by the company, whereas one informant fell short of completing work within the company-established timeframe.
3	Implementation	3 people (40%) 1 people (20%) 1 people (20%)	Based on the implementation sub variable specifically the indicator of employee ability to follow work procedures three informants were able to effectively follow the procedures established by the company, one informant was rated as following procedures well, and one informant demonstrated a sufficient level of adherence to the company's established procedures.
		4 people (80%) 1 people (20%)	Based on the implementation subvariable specifically the work responsibility indicator four informants were able to carry out their tasks in accordance with the responsibilities assigned by the company, while one informant was sufficiently capable of performing their duties and responsibilities.
4	Responsibility	4 people (80%) 1 people (20%)	Based on the responsibility subvariable specifically the indicator of employee commitment to tasks and responsibilities four informants demonstrated good commitment and responsibility regarding the tasks assigned by the company. Meanwhile, one informant showed insufficient commitment to the assigned tasks and responsibilities.
		3 people (60%) 1 people (20%) 1 people (20%)	Based on the responsibility subvariable measured by indicators of reliability and independence three informants were able to work independently in carrying out their tasks; one informant was reasonably capable of working but still required assistance in certain situations; and one informant was not yet able to work independently.

Based on the informants' responses presented in the table, the sub-variable receiving the most positive feedback was the execution of duties and responsibilities; the majority of employees were assessed as capable of working in accordance with procedures and completing tasks responsibly. This finding

aligns with the initial research observations, indicating that the training program implemented by CV Arya Rior successfully fostered technician discipline regarding company procedures. Meanwhile, the sub-variables of work quality and quantity still showed some variation, as some employees were not yet fully consistent in terms of accuracy and target fulfillment when workloads increased. This situation helps explain the disparity in performance ratings among the five technicians ranging from "Very Good" to "Very Poor" and indicates that customer complaints regarding a lack of technician competence have not been fully resolved, despite the implementation of training programs. These findings were validated through interviews with key informants, who noted that while employees gained a better understanding of work procedures and demonstrated greater responsibility after the training, challenges regarding work volume during periods of increased workload remain an issue requiring the company's attention.

Analysis of the Impact of Training on Employee Performance

Based on the results of interviews and observations, it can be concluded that the training program has a significant impact on the performance of technician-level employees at CV Arya Rior. This is evident from the following findings:

1. Training programs can enhance work understanding, leading to greater accuracy and self-confidence.
Training programs help employees better understand material characteristics, installation techniques, and measurement methods, enabling them to work with greater precision and confidence while adhering to company standards.
2. Training programs with relevant content accelerate the application of outcomes to the job.
Training programs are tailored to job requirements, allowing employees to immediately apply what they learn to their daily tasks, although implementation must still align with fluctuating project schedules.
3. A training program featuring a combination of relevant content, competent instructors, hands-on practice methods, and adequate facilities and infrastructure.
The training program helps technicians work more meticulously, reduces installation errors, and improves the quality of work.
4. The training program fosters changes in knowledge, skills, and work behavior, although the feedback is not yet optimal.
The training program has yielded positive results across those three aspects however, because evaluations remain informal and unstructured, the company is unable to objectively measure the program's effectiveness for continuous improvement.

Based on these four findings, the most notable impacts of the training were observed in improved work understanding and precision, as well as a boost in self-confidence; furthermore, training tailored to job requirements featuring a combination of relevant material, competent instructors, hands-on practice methods, and adequate facilities proved effective in developing technician

competencies aligned with actual job demands. These findings align with the initial research observations, where the training program implemented by CV Arya Rior succeeded in reducing work-related errors and customer complaints regarding a lack of technician competence. Meanwhile, the fourth point indicates that the positive impact of the training has not been fully optimized; because post-training evaluations are still conducted informally, the company cannot yet ensure the consistency of training outcomes over the long term. This situation helps explain the uneven impact of the training on the performance of the five technicians, as reflected in the disparity of performance ratings ranging from "Very Good" to "Very Poor." These findings were validated through interviews with key informants, who stated that the training consistently helps reduce technician error rates but acknowledged the need for more structured post-training evaluations to ensure the impact is sustained.

DISCUSSION

Interview results with key informants regarding the training program generally align with findings from field observations conducted on June 22–23, 2026. Key informants stated that the training program aims to enhance knowledge, skills, and technical capabilities in accordance with company standards and is conducted as on-the-job training directly within the company's work environment. This was confirmed by observation results showing that the training is integrated with daily office work activities, allowing employees to gain learning experience while receiving direct guidance from supervisors when encountering work-related difficulties. The alignment between the key informants' statements and actual field conditions reinforces the validity of the finding that the training program's objectives and structure were the aspects most positively received by informants, as both are consistently aligned with the technicians' actual job requirements.

Regarding performance, statements from key informants indicating that employees demonstrated greater responsibility and the ability to execute tasks according to procedure following the training program align with observations showing disciplined work habits, adherence to procedures, and effective teamwork in the field. However, one-point warrants emphasis: key informants explicitly highlighted challenges regarding work quantity when workloads increased; this was corroborated by observations revealing varying levels of employee independence in completing tasks without supervision. This alignment between managerial perspectives and actual field conditions indicates that the issue of work quantity is not merely a subjective perception but a genuine challenge requiring the company's attention in its pursuit of continuous performance improvement.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research findings regarding the technician training program at CV Arya Rior, it can be concluded that the aspects requiring further attention are the implementation and evaluation of the training specifically the lack of standardized scheduling and duration, as well as the informal nature of post-

training evaluations resulting in inconsistent material absorption among employees.

Regarding the employee performance variable, aspects requiring further improvement include the quality and quantity of work, as some employees lack full consistency in work accuracy and target fulfillment, particularly when the workload increases.

Regarding the impact of training programs on performance, such programs have proven effective in enhancing the knowledge, skills, and work responsibilities of technicians; however, overall performance improvement cannot rely solely on training initiatives. Other factors such as work motivation, compensation, and the work environment also play a role in ensuring consistent quality and quantity in employees' work. Consequently, the company needs to consider a more comprehensive approach that extends beyond training programs to optimize the performance of its technical staff.

ADVANCED RESEARCH

Future research is encouraged to incorporate additional variables that influence employee performance, such as job satisfaction, organizational commitment, organizational culture, leadership, the work environment, and competence. By including these variables, future studies are expected to provide a broader understanding of the internal and external factors that shape overall employee performance. Furthermore, the scope of research could be expanded to include a larger number of organizations spanning both the private and public sectors and a larger sample size; this would allow for broader generalizability of the findings and a more comprehensive analysis of the factors affecting employee performance.

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