Employee Development Programs for Successful Business Targets in CV. MT Farm

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Abstract

The intention of this research stems from a decline in the sales of CV MT FARM products. After further investigation, it was discovered that the main cause problem is a lack of qualified human resources. Employees are unaware of the importance of food product quality, resulting in less-than-ideal results from the production process. As a result, it is necessary to provide training in the development of future employees so that the employee understands the importance of quality. The training has shown excellent results, with employees gaining a thorough understanding of the concept of food product quality, which will have a positive impact on product sales and the accomplishment of the Top Brand Award in 2020. This study used the CIPP method (Context, Input, Process, Product) completed with scoring method and paired sample Paired sample t-test. The assessment at the end of training is the main tool in data collection and further investigation. The training is carried out by HRD and as the object is educated employees, trained employees, and untrained employees. While the training process is using ISO 9001:2015, GMP/GDP, ISO22000:2018.

Keywords: *Evaluation Model CIPP (Context; Input; Process; Product); Food Product Safety and Quality; Training; Paired Sample T-Test; Human Resource*

Introduction

CV Mitra Tani Farm is a meat processing company established in 2018. The company produces a variety of processed beef products, including sausages, nuggets, and meatballs. During the early stages of the production process, the company experienced high demand for its products. As a result, this company has added a large number of uneducated and unskilled production personnel. The objective for employing operators is to be able to produce a large volume of products at a low salary. This is due to the high cost of cattle required to prepare these processed meat products (Sari et al., 2021). As a result, if personnel costs are kept low, the company's profits will remain consistent even if the price of beef remains high.

Sales declined significantly the next year, at the beginning of 2019, as a result of a decrease in the number of standard products manufactured and a rapid deterioration in the quality of the product. Therefore, this condition serves as a guide for the company's management in determining how to analyze the company's sales fall. The company's management use a form of evaluation system known as the CIPP, which includes context, input dimensions, process dimensions, and product dimensions, among other

elements. One of the most distinctive features of this approach is that each type of evaluation is linked to a set of decision-making tools that are used in the planning and execution of a program. The advantage of this evaluation model is that it can provide a comprehensive evaluation format at each stage of the evaluation process. This model was designed by Stufflebeam and is widely used in education (Stufflebeam, 1983).

During the investigation, it is discovered non-standard products in taste, color, shape, and quality (faster slimy) after conducting an evaluation of the CIPP approach and conducting interviews and product observations with the QA/QC Manager, Marketing Director, and Operations Director. As a consequence, consumer acceptance of the product will be impacted. HRD conducted additional study and discovered that employees at the time had a map of the number of employees at the operator level that was significantly larger than the other employee levels. According to the category of employee type, operators are untrained and uneducated types of employees (Arrozi & Sutrisna, 2018). They have absolutely no experience in the food sector because they are all fresh graduates. This is what makes employee development programs so important in this company. For information, the number of trained and educated employees in this company is very small. Trained employees are employees who are used to doing work but do not have or lack knowledge in the food sector, which usually on Supervisor level. Meanwhile, educated employees are employees with extensive experience and knowledge in the food sector according to their scientific fields in food science and technology which are related to Manager level.

In this research process, after the CIPP method model is described, HRD will provide employee management development programs in the form of food product safety and quality training to all employees in each category. Furthermore, the results of the employee training are assessed from the post test carried out. The total questions are 20 questions. The post-test value is included in the scoring limit (scoring method). Where the scoring is divided into 4 rankings (1st, 2nd, 3rd, and 4th). Employees who are ranked 3 and 4 are declared not to pass. Then they will be continued back to the repetition training stage and then post-test again. This training is repeated until the employee's score is in the 1st rank. This training is then reviewed twice a year and is included in the Paired sample. The IBM Series 22 software uses the paired sample t-test statistical method. This is done in order to determine how much of a difference is between before and after training in terms of employee knowledge.

Materials and Methods

CIPP theory is used to evaluate human resources in this company. In this CIPP process there is a process concept that contains about food safety and quality training with scoring methods on the basis of post-test value data generated and continued with the Paired sample t-test method to find out how much impact the results of the training have on this company.

Training Food safety and quality carried out are divided into how to process food properly (GMP/GDP), ISO 9001:2015 related to the quality control system, and ISO 22000:2018 related to food safety (Nurhayati, 2016).

Results and Discussions

Preliminary research

The first step taken by management is to describe the CIPP concept. The concepts are context, input, process and product. Then from these components, they are divided into preliminary research and final research. The preliminary research consists of the Input Context and process 1. The final research is divided into Process 2 and product.

Referring to Table 1, the CIPP component is divided into evaluation aspects. In the evaluation aspect, it is management who makes the company's target into a point with the elaboration as an evaluation criteria. Then HRD explained it again as input from the evaluation aspect where the assessment of all employees became the intended evaluation aspect.

Table 1 Initial evaluation of the CIPP method for target companies

Component	Evaluation Aspect	Evaluation criteria
Context	Company Target	1. A high understanding of the safety and quality of food products to carry out the production process; 2. High brand awareness; and 3. Increased sales
Input	HR	HRD will assess all employees at all levels and positions
Process 1	Training of safety and quality of food products ISO 9001:2015, GMP/GDP, ISO22000:2018	1. The first stage of training then post-test 1; 2. Scoring method; 3. The second stage of training is repetition and then post-test 2; 4. Scoring Method

Table 2 CIPP method rating scale

Description	Description Rating Scale
Low	All evaluation criteria are not met or partially fulfilled below fifty percent of the total criteria
Medium	Evaluation Criteria Medium partially fulfilled fifty percent or more of the number of criteria items
High	High Evaluation Criteria met or close to 100 percent

Furthermore, the CIPP method is deepened and output is produced in the form of evaluation findings and decisions. In the context component findings, it was found that most of the employees of this company are uneducated and untrained employees with very low education who have low understanding of the food product production process. The scale rating of this component is very high. Hence, the decision taken from this context component is that the evaluation criteria are met as a whole. Due to the fact that the results of the training carried out are very different for untrained and uneducated employees before training and after training so that they can achieve company targets (the context component of the CIPP method). Moreover, the input component and decision process 1 component is the evaluation criteria are met as a whole. The value of untrained and uneducated employees in the post-test results at the final research stage is ranked 1, the same as the post-test results of trained and educated employees. With a high rating scale. The rating scale for the CIPP method and the output of the CIPP method in the initial research can be seen in following table.

Table 3 CIPP output in the preliminary study

Component	Evaluation Criteria	Evaluation Finding	L	M	H	Decision
		Rating				
Context	1. A high understanding of the safety and quality of food products to carry out the production process; 2. High brand awareness; 3. Increased sales	More than half of the employees of this company are uneducated and untrained employees with very low education who have low understanding of food product production processes			v	The evaluation criteria were met in its entirety. The results of the training carried out were very different between untrained and uneducated employees before and after training.
Input	HRD will assess all employees at all levels and positions	The discovery of products that do not have standards is the biggest job for HRD to improve employee skills			v	The evaluation criteria were met in its entirety. The value of untrained and uneducated employees in the post-test results at the final research stage is ranked 1, the same as the post-test results of trained and educated employees.
Process 1	1. The first stage of training then post-test 1; 2. Scoring method; 3. The second stage of training is repetition and then post-test 2; 4. Scoring Method	1. Using the scoring method, it was found that the value of untrained and uneducated employees had rankings of 3 and 4 (must be repeated); 2. After the repetition of the training the grades became very good			V	

Final Research

At this stage, the components are divided into process 2 and the production of a product from this method. Evaluation aspects of process component 2 are the safety and quality training of FOOD PRODUCTS ISO 9001:2015, GMP /GDP, ISO 22000:2018, and statistical test method paired sample t-test. The evaluation criteria in this component are training review and then the third post-test, followed by the use of the scoring method again and then all data collected into the statistical method paired sample t-test. Moreover, the evaluation aspect obtained on the product component is the formation of skilled employees, with evaluation criteria the formation of employees who understand well the process of making quality and safe products, which explained in following table.

Table 4 Final evaluation of the CIPP method for the target company

Component	Evaluation Aspect	Evaluation criteria
Process 2	1. Training on food product safety and quality ISO 9001:2015, GMP/GDP, ISO22000:2018; 2. Paired *sample t-test*	1. Training review then post-test 3; 2. Scoring method; 3. Paired *sample t-test*
Product	Skilled employees	Employees at each division and level understand well the process of making quality and safe food.

Furthermore, in the final research on the CIPP method, the components are deepened and output is produced in the form of evaluation findings and decisions as in the initial research. In the findings of process component 2, it was found that the value of untrained and uneducated employees has a very good value so that training has a significant effect on employee skill. The rating of this component's scale is high. The decision taken from this process component 2 is that the evaluation criteria are met as a whole.

The value of employees who untrained and uneducated in the post test results at the final research stage can match the post test results of trained and educated employees. Then on the product component, the component's decision evaluation criteria are met as a whole. Employees at any level and position can carry out a good production process and produce standard products. This has a positive effect on the company in increasing sales and the formation of brand awareness, with a high valuation scale. Here is the output of the CIPP method on the final research as in the following table.

Table 5 CIPP Output of the final study

Component	Evaluation Criteria	Evaluation Finding	Rating			Decision
			L	M	H	
Process 2	1. Training review then post-test 3; 2. Scoring method; 3. Paired sample t-test	1. With the scoring method, it is found that the value of untrained and uneducated employees has a very good value 2. Training has a real effect on employee skill			v	The evaluation criteria were met in its entirety. The value of employees that untrained and uneducated in the post test results at the final research stage can match the post test results of trained and educated employees.
Product	Skilled Employee	Employees who are placed in any division can carry out a good and safe production process. Every employee can be relied on to produce products that are standard, safe and quality. Product quality is also uniform.			v	The evaluation criteria were met in its entirety. Employees at any level and position can carry out a good production process and produce uniform products (standard). This can have a significant impact on the company to increase sales and generate brand awareness.

Employee knowledge development about ISO 9001:2015, GMP/GDP, and ISO 22000:2018 which reviewed from the beginning of training to the review at the end of the training can be seen in the following figure.
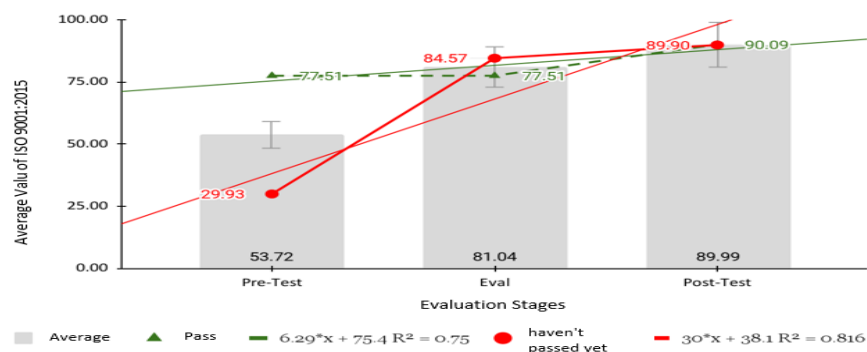

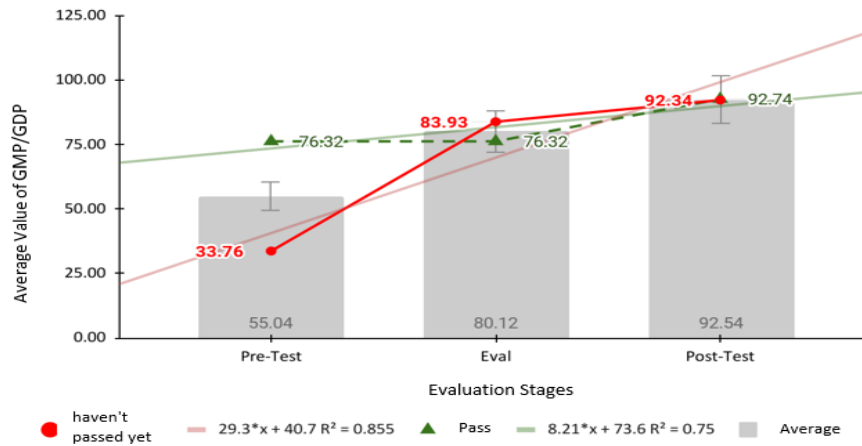Figure 1 Graph of ISO 9001:2015 regarding training value

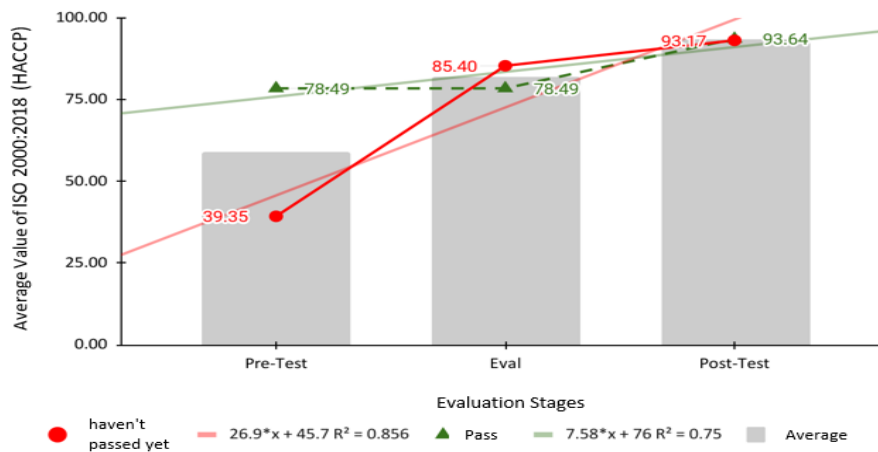Figure 2 Graph of GMP/GDP regarding training value

Figure 3 Graph of ISO 22000:2018 regarding training value

It can be seen from the results of reading the graph that the safety and quality training of food products regarding ISO 9001: 2015, GMP/GDP, and ISO 22000: 2018 from the beginning of the training to repetition and review of training again, untrained and uneducated employees who did not pass the initial training can have as good a value as a trained and educated employee.

Table 6 The results of the paired sample t-test on ISO 9001:2015, GMP/GDP, and ISO 22000:2018 training (comparison of pre-test and post-test assessments)

Evaluation aspect	Paired sample differences		T	df	p-value (p-value, 2 tailed)*
	Average	Standard deviation			
ISO 9001:2015	-58.59	8.94	-49.91	57	.000
GMP/GDP	-59.97	11.68	-39.11	57	.000
ISO 22000:2018	-53.82	11.14	-42.40	76	.000

*Significance at the 95% confidence level (α=0,05)

　　　　The significance level was then tested by the method *paired sample t-test*. Table 6 shows that food product safety and quality training on ISO 9001:2015, GMP/GDP, and ISO 22000:2018 from the beginning of the training until the repetition and review of training again have significantly different results. This means that untrained and uneducated employees will understand about the production process with the safety and quality standards of food products. This is in accordance with previous research where statistical tests using paired samples of *t-test* can evaluate the results of tests carried out in 2 stages whether they show a significant impact significant or not with 95% confidence level (Herry & Ariyanto, 2012; Montolalu & Langi, 2018). This is also in accordance with Istiqamah (2019) statement which states that the paired sample t-test can be the basis for statistical tests that can assess the progress of learning outcomes (understanding of learning something from someone). And also presented the results of the analysis with graphs, trendlines and Paired sample t-test for the post-test results of GMP training values both at the beginning of training, training repetition and training review results. The following figure shows a graph per year as a result or output of the success of this company to increase sales (target or company goals).
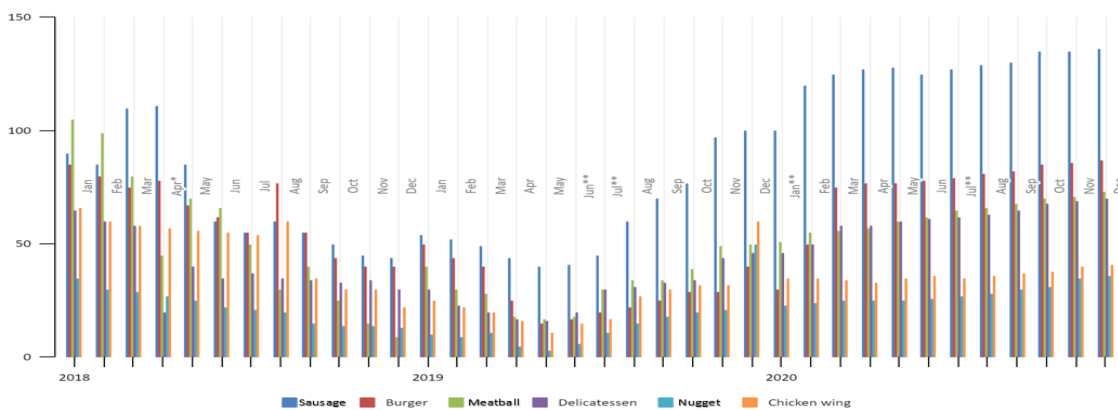
Note: *recruitment process for untrained employees (Apr 2019).
　　　　**process training of untrained employees (June and July 2019, January and July 2020).
　　　Figure 4 Sales data, employee recruitment records and training programs

Table 7 Sales data per month for 2018–2020 of CV MT FARM

Year	Month											
	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2018	446	414	410	338	343	300	272	282	234	196	178	158
2019	209	180	168	125	102	117	153	189	210	231	272	346
2020	285	334	373	377	385	388	395	403	412	427	436	443

　　　　Based on the figure as well as a table above, it can be seen that there was employee recruitment in April 2018. In that month it was clear that there was a decline in sales due to this recruitment process. After that month, the company experienced a decrease in monthly sales by more than 10%. Where the cause is the lack of grade and product quality of this company. That is why an employee development program was held, namely the first food product safety and quality training in June 2019. Further, a repeat of the training was held in July 2019. It was seen that sales in August 2019 increased significantly. Then, in January and July This 2020 training is reviewed so that sales are increasing. This proves that if the products produced are of good quality, sales will increase (Doloksaribu, 2017). This is in line with the results by Supriyadi et al. (2017) which states that the quality or grade of the product is one of the important factors that can greatly influence the choice of consumers to buy the product. In addition, in

July 2020 the company received a Brand awareness certificate, which means that the company's brand is already in the hearts and minds of the people. Clearly, by the CIPP method, which includes an employee development program with a scoring mechanism and the paired sample T-test statistic, is ideal for usage in the meat processing industry company as can be seen in the example above. Because by analyzing this model, it may be used as a recommendation tool, allowing for the identification of existing hurdles and the development of solutions to overcome such. So that the company's final goal can be achieved in the end is possible.

Conclusion

The CIPP method used in the company is proven to be able to achieve the company's target, namely increasing sales and creating product brand awareness. The steps in this method are employee development training on the safety and quality of food products, scoring method from the resulting post-test and paired sample t-test to find out how much positive impact training has on employees.

Acknowledgments

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