

# Addie Model-Based Training Management as An Effort to Improve Employee Competence (Case Study at Ramayana Department Store Salatiga)

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**ABSTRACT:** The purpose of this study is to investigate how Ramayana Department Store Salatiga has implemented training management using the five stages of the ADDIE model: analysis, design, development, implementation, and evaluation. An exploratory qualitative method was employed in this investigation. Interviews with many Ramayana Department Store resource people were done. Five individuals served as the study's resources: the head office, the store manager, the HR supervisor, the consignment team, and the employees. Based on the study's findings, Ramayana has implemented training management using ADDIE in line with many stages, including analysis, planning, development, implementation, and assessment. In order to ensure that this training supports Ramayana's vision and goal, it is necessary to design a few stages, namely the implementation and assessment stages. Ramayana has performed training to the fullest extent possible at each level.

**Keywords:** Training, Training Management, ADDIE.

## INTRODUCTION

The rapid development of science and technology makes companies must be able to adapt to various changes and challenges that occur and must be able to take advantage of existing opportunities to continue to advance. The company's efforts in developing its company are to improve the skills and abilities of employees through training and human resource development (Wicaksono, 2016). In reality, the placement of employees in a job is

sometimes wrong because employees have not mastered the work in certain parts and new employees do not clearly know their job roles and responsibilities, especially employees who do not have work experience so that training and development need to be done to facilitate employees to understand and do their jobs effectively and efficiently (Sihombing & Verawati, 2020).

Company training is needed so that employees are ready to be placed in certain positions in a company with the

intention that employees have the ability to work professionally and are willing to comply with all regulations set by the company (Purwanto & Prasetya, 2021). Carrying out the functions and duties of employees in a professional and qualified manner requires training and development to help employees develop the skills, attitudes and skills needed by the company (Roswaty & Siddiq, 2019). Training and development programs are a must for every company that wants to improve the competence and quality of each employee (Haryati, 2019). According to Putra (2019), With training and development programs can improve the performance of a job and play a role in determining the efficiency of a company.

Changes in the world of work that move rapidly and the magnitude of competition in a company so that a competency gap arises that requires companies to *upgrade* competencies through training. Training has been carried out in various companies to overcome the competency gap, but the training programs carried out are sometimes poorly managed. Ineffective job placement, poor cooperation between the company and employees and lack of motivation for employees to develop (lucu & Platis, 2012). Therefore, one approach emerged, namely the ADDIE training program which helps companies to ensure that training programs are managed properly and run effectively which eventually the company gets competent employees.

Training management that is made must be structured, careful and made based on employee needs that have an impact on improving competence and provide many benefits for the company in achieving its goals (Chattrawening, 2019). According to Rusmulyani (2020), Training management requires a training material and in developing training materials it is necessary to pay attention to the development model to ensure the training process produces employees who have competencies that meet the needs of the company, one of the training development designs is the ADDIE model (*Analysis, Design, Development, Implementation and Evaluation*). Almomen et al., (2016) said that the ADDIE model as an instructional system design that presents a series of stages to build effective training so that the aims and objectives of training management by the company can be achieved.

Ramayana is a retail company that has many branches throughout Indonesia. Ramayana Salatiga is one of the destinations for buyers in Salatiga because it is one of the largest department stores in Salatiga. Ramayana Department Store also has many employees and opens job opportunities for the people of Salatiga. Ramayana Department Store Salatiga has a vision that prioritizes excellent service to shopping partners and becomes a branch of the company that is effective, efficient, obeys SOPs, and *profitable*. And its mission is to train human resources to

become reliable marketing and become conscientious supervisors to support the company's work programs, target to achieve sales and suppress stricture.

Ramayana Department Store in its implementation conducts management training for employees so that employees have *skills* and abilities in good work. Ramayana already has several trainings in Ramayana, namely new SPG / SPB training, administrative training, fire training / simulation, *security system training*. This form of training is carried out to increase the *skills* of employees in carrying out their work. Examples of *training* developed from the HO division are regeneration training, warehouse and IT training, *refreshment training*. The training carried out to adjust to the state of development of an all-digital era such as employees are also given an explanation about social media updates, this has also been done by Ramayana such as training on how to use gopay, OVO, modern payment instruments for cashiers in Ramayana, because along with the development of the times, payment instruments are not only with cash or by using ATMs.

Based on the background described above, the author is interested in conducting research entitled "ADDIE Model-Based Training Management as an Effort to Improve Employee Competence (Case Study at Ramayana Department Store Salatiga).

## METHOD

The type of research used is exploratory research with a case study design. This type has the goal of digging information and looking for a problem and connecting it. The information referred to in this study is loose and broad (Mudjiyanto, 2018). The case study option is *a single case* with Ramayana Department Store Salatiga as the object of research. Case study research According to Luthfiyah (2017) is a strategy for careful research of an event, activity, process, program or group of individuals. The case study research design was chosen, with the hope of providing an explanation of ADDIE Model-Based Training Management as an effort to improve employee competence at Ramayana Department Store Salatiga.

In supporting and answering the research, researchers used primary data sources and secondary data obtained through communication with the human resources department at Ramayana Department Store Salatiga. The primary data source was obtained through interviews with 5 resource persons who played an important role in training management at Ramayana Department Store Salatiga.

Primary data were collected by researchers to answer research problems and obtained from interviews from the three speakers. In addition to the primary data used in this study, there is also secondary data. Secondary data is obtained through data collection found on the company's official website such

as company profile pictures, company organizational structure, company projects equipped with information from interviews with the three speakers. Secondary data is used by researchers as a reference in completing and supporting to answer problems regarding ADDIE Model-Based Training Management conducted at Ramayana Department Store Salatiga.

Questions in the interview are submitted in accordance with the research framework and are intended to answer research problems. The types of unstructured questions include how to implement ADDIE model-based training management at Ramayana Department Store Salatiga, whether ADDIE model-based training management is effective to acquire competent employees, what are the factors that support and hinder ADDIE model-based training management at Ramayana Department Store Salatiga.

Training Management Research Based on the ADDIE Model as an Effort to Improve Employee Competence, so that the implementation of research is directed and systematic, research stages are arranged. According to Milles & Huberman (1992), Qualitative research data analysis is divided into 3, namely data reduction, data presentation, and conclusion drawing / verification.

Validity of research data by triangulation. Researchers use source triangulation techniques to obtain valid and accurate data. Triangulation is done by comparing the results of interviews that have been obtained for several

days, besides that the interview results are also compared with documents that have been collected.

## **RESULT AND DISCUSSION**

PT Ramayana Lestari Sentosa Tbk. is a retail company engaged in department stores that provide clothing products, bags, shoes, and accessories. Ramayana has opened many branches throughout Indonesia, one of which is in Salatiga City. The vision of Ramayana Department Store Salatiga is to prioritize excellent service to shopping partners, as well as to become a branch of the company that is effective, efficient, complies with standard operating procedures, and profitable. While the mission of Salatiga Department Store trains existing human resources to become reliable marketing and become conscientious supervisors to support the company's work programs. Target reach sales and suppress shrinkage.

Vision and Mission of Ramayana Department Store Salatiga can be achieved if the company optimally makes efforts to optimize all performance from all aspects, one of which is from the aspect of HR (human resources) therefore the company needs to conduct training to improve employee skills so that the vision and mission of the store can be achieved and buyers can be satisfied with the service at Ramayana Department Store.

### **Analysis Phase of ADDIE model in Ramayana**

The analysis stage is the initial stage of conducting research as the beginning of the company's plan to find out what training is suitable for the company. Ramayana Department Store itself is a retail company that certainly focuses on selling products to increase company profits. At the Ramayana analysis stage, designing training programs and conducting processes in assessing what training needs are in accordance with the Ramayana. This process is by collecting valid data and information related to problems that arise in Ramayana in employee training. This was also explained by the Head Office of Ramayana Department Store Salatiga as follows:

*"Identifying the problem is very important to know the right steps for us to solve the problem. Our own problems here range from those that are quick to finish and those that take long enough to solve."*

Furthermore, the explanation from Ramayana Store Manager is related to the initial analysis used by Ramayana for employee development."

*"Carrying out the functions and duties of employees professionally and qualified, training and development are needed to help employees develop themselves, this is also what we do to improve skills."*

The Consignment Team added that one of the trainings carried out by

Ramayana is refreshment training which is suitable training for rich people following the explanation:

*"Training refreshment is a training that is suitable for us, this training is used to remind employees about what to do, SOPs that must be obeyed, and what abilities must be improved by employees, it makes us, the analysis that we usually do when at the end of the month we see the performance of employees to what extent."*

The analysis phase is carried out in several steps, namely the **first** to identify the problem. Problems in company training must be minimally suppressed so that training can run in accordance with the company's vision and mission. Head Office Ramayana explained that:

*"Problems that often occur can usually be resolved quickly by our team, for example, our team is gptek in the use of IT, we immediately do application training. The training carried out to adjust to the state of development of an all-digital era such as employees were also given an explanation of social media updates, this has also been done by Ramayana such as training on how to use gopay, OVO, modern payment instruments for cashiers in Ramayana, because along with the development of the era payment instruments are not only with cash or by using ATMs."*

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Store Manager Ramayana explained related to the problems faced by the company, here is the explanation.

*"This year we will start to grow again after Covid, so we have to rack our brains for better sales, employees are also required to update sales and work according to existing SOPs"*

The **second** stage is carried out by analyzing the Company's needs in training. This stage is prepared in order to achieve good training for employees, another thing that must be prepared is effective and efficient teaching materials for employees in accordance with the goals in the company. Related to this, the Head of Ramayana Office explained that:

*"The training carried out to adjust to the state of development of an all-digital era such as employees are also given an explanation of social media updates, this has also been done by Ramayana such as training on how to use gopay, OVO, modern payment instruments for cashiers in Ramayana, because along with the times, payment instruments are not only with cash or by using ATMs."*

The **third** step is a step to determine the goals in the training conducted by the company. Ramayana has determined the purpose of employee training, namely improving employee performance, improving skills, making work more effective and efficient

because it will support product sales in Ramayana.

Head Office of Ramayana Department Store Salatiga explained that:

*"The purpose of training is to get good employee skills and can improve every year. Employee knowledge must be increased and developed because it makes sales certainly high. Yes, our goal is like that."*

Furthermore, Store Manager Ramayana explained that the objectives of employee training are:

*"Training must have a purpose, especially we are a Rintel company, excellent service is prioritized in the company, so employee training to improve excellent service is our goal."*

The Consignment Team added that one of the trainings carried out by Ramayana is refreshment training which is suitable training for rich people following the explanation:

*"Training refreshment is a training that is suitable for our ole, this training is used to remind employees about what to do, SOPs that must be obeyed, and what abilities must be improved by employees, it makes us, the analysis we usually do when at the end of the month we see employee performance to what extent."*

**Fourth**, companies must be able to determine what targets the company wants in conducting training. The target consignment team in the Ramayana

company itself is certainly increasing product sales from all products, not just 1 or 2 products, the following explanation:

*"Our target is one of them is sales even the most important, therefore how training must be done for that."*

The HR supervisor explained that: *"our target is to prioritize excellent service to shopping partners, as well as to become an effective, efficient, SOP-compliant, profitable branch of the company."*

The last stage, the **fifth stage**, is to identify the company's desire for employees. The company must know the training to be carried out be it HR or the person who formulates and implements the training that the training is in line with the wishes of the company. This facilitates the purpose of training in accordance with the wishes of the company.

Head Office of Ramayana Department Store Salatiga said that:

*"The company's desire is stated in the company's vision and mission, namely the vision of Ramayana Department Store Salatiga is to prioritize excellent service to shopping partners and become a branch of the company that is effective, efficient, obeys SOPs, is*

*profitable. While the mission of Salatiga Department Store trains existing human resources to become reliable marketing and become meticulous supervisors to support the company's work program."*

The explanation from Store Manager Ramayana is related to the company's desire for employees.

*"The main desire is increased sales. For training, of course, employees can take part in training well and apply knowledge during training, because it is mandatory for us."*

Furthermore, the HR Supervisor explained about the company's desire for employees, namely:

*"The desire that is also seen is that employees can work effectively and efficiently to increase product sales. Employees must provide excellent service for customers."*

Infoman from employees explains that:

*"The average employee knows the company's wishes, yes, I myself also know that this company definitely wants to sell a lot of products in the Ramayana."*

The results of interviews by informants about the stages of analysis conducted by Ramayana can be summed up as follows :

**Table 1**  
**Analysis Levels**

<b>Stages of Analysis</b>	<b>Result</b>
Identifying the Problem	The stage of identifying problems is carried out by Ramayana by looking at sales and work culture in the

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		company in accordance or not with the company's vision and mission. Things that must be improved in Ramayana are apart from the need for training to improve the performance and quality of employees, there are also several problems with Salatiga stores, one of which is that new employees need to be trained so that no mistakes occur.
Analyzing Needs		The needs needed by Ramayana are new employee training, street vendor training, administrative training, fire training / simulation, security system training, regeneration training, warehouse & IT training, refreshment training. The training needs have been carried out by Ramayana.
Defining Objectives	Training	Ramayana has determined the purpose of employee training, namely improving employee performance, improving skills, making work more effective and efficient because it will support product sales in Ramayana. In addition, employees are also required to know the products sold, therefore employees are given training on product knowledge, training on products must also be carried out on an ongoing basis.
Setting Training Targets		Targets can be determined by aligning the training to be carried out with the capabilities of existing human resources, so that they will get targets that are in accordance with the plan. The target in the Ramayana company is that product sales increase from all products, not just 1 or 2 products.
Identifying Desires		The Company's desire in training is stated in the vision and mission of the company, namely the vision of Ramayana Department Store Salatiga is to prioritize excellent service to shopping partners, and become an effective, efficient, SOP-abiding, profitable branch of the company. While the mission of Salatiga Department Store trains existing human resources to become reliable marketing and become conscientious supervisors to support the company's work programs.

The analysis phase is carried out in several steps, namely the **first** to identify the problem. The problems in a company training must be identified to know the right way to handle so that the problem does not become big. Problems in company training must be minimally

suppressed so that training can run in accordance with the company's vision and mission (Hamse et al., 2022). Ramayana has carried out the initial stage, namely Analysis in several ways, namely the first to identify problems by looking at sales and work culture in the



company in accordance or not with the company's vision and mission. Judging from this

The **second** stage is carried out by analyzing the Company's needs in training. This stage is prepared to achieve good training for employees, another thing that must be prepared is effective and efficient teaching materials for employees in accordance with the goals in the company. Companies must know the training that is suitable for employees. If you already know these things, the company can determine training that is in accordance with the company's conditions (Hamse et al., 2022). Analyze needs. The needs needed by Ramayana are new employee training, street vendor training, administrative training, fire training / simulation, security system training, regeneration training, warehouse & IT training, refreshment training. The training needs have been carried out by Ramayana.

The **third step** is a step to determine the goals in the training conducted by the company. The company must know the training objectives to know what outputs must be achieved in the training that has been created, these objectives will be the basis of training. Ramayana has determined the purpose of employee training, namely improving employee performance, improving *skills*, making work more effective and efficient because it will support product sales in Ramayana.

**Fourth**, companies must be able to determine what targets the company wants in conducting training. Targets can be determined by aligning the training to be carried out with the capabilities of existing human resources, in order to get targets that are in accordance with the plan (Prasetyo & Agustina, 2019). Determining Targets, Ramayana determines targets seen from sales made by Ramayana.

The last stage, the **fifth stage**, is to identify the company's desire for employees. The company must know the training to be carried out be it HR or the person who formulates and implements the training that the training is in line with the wishes of the company. This facilitates the purpose of training in accordance with the wishes of the company (Prasetyo & Agustina, 2019). Identify the company's desire for employees. The company's desire is stated in the company's vision and mission, namely the vision of Ramayana Department Store Salatiga is to prioritize excellent service to shopping partners, and become a branch of the company that is effective, efficient, obeys SOPs, is profitable. While the mission of the Salatiga Department Store trains existing human resources to become reliable marketing and become meticulous supervisors to support the company's work programs.

#### **Design Phase of ADDIE model at Ramayana Department Store Salatiga**

The second stage is the design stage, the stage to be carried out is to formulate goals and arrange a sequence

of tasks and objectives. This design explains the results of the analysis into the form of a training design to be carried out. The design needs to be coordinated by all parties involved so that all are on target in accordance with the targets and objectives of the training.

Head Office of Ramayana Department Store Salatiga explained the training design conducted by Ramayana as follows:

*"For example, from the beginning we conducted Fintech Training by conducting training on how to use gopay, OVO, modern payment instruments for cashiers in Ramayana. This training contains about employees knowing the Trend of Fintech Development, Digital Banking Transformation, Digital Banking Innovation, it is very effective to develop employee knowledge, especially financial issues."*

Store Manager Ramayana explained related to the design used by Ramayana for employee development:

*"The design needs to be coordinated by all parties involved*

*so that all are on target in accordance with the targets and objectives of the training. Ramayana in company training there are several types of training, namely training held by the store for example new employee training, administrative training, fire training / simulation, security system training. Training from HO such as regeneration training, warehouse & IT training, refreshment training, fintech training."*

The HR supervisor explained that the training conducted by Ramayana had clear goals and outputs. Here's an excerpt of the interview:

*"Training must have clear goals and outputs, our team will validate the right design for employees in accordance with the training objectives."*

2.1

From the results of interviews from informants, it can be concluded that in the design stage there are several results from the training design stage, as follows:

**Table 2**  
**Design Phase**

<b>Design Stages</b>	<b>Training Design Results</b>
This design explains the results of the analysis into the form of a training design to be carried out. The design needs to be coordinated by all parties involved so that all are on target in accordance with	<ol style="list-style-type: none"> <li>1. New employee training is training intended for new employees in order to get training that suits the employees need. The main purpose of training is to increase employee productivity, develop new skills that are relevant to job demands, and strengthen skills already possessed.</li> <li>2. Administration Training is learning related to administration used by Ramayana, namely the</li> </ol>

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the targets and objectives of the training.

- management and regulation of company activities in a systematic and structured manner.
3. Fire training / simulation that aims to provide knowledge of the causes of fires and dangerous conditions. This is very important to do in Ramayana and every employee must know it.
  4. The Security Training system aims to create a security system in the workplace by involving elements of management, labor, working conditions and environments that are professionally integrated to prevent and reduce losses due to threats, disruptions and / or disasters and realize a safe, efficient and productive workplace.
  5. Warehouse and IT Training, Warehouse Training is very important given this training teaches about good warehouse management considering Ramayana has a lot of goods. Furthermore, technology training is urgently needed. Technology Training is key to dealing with rapid technological change and ensuring employees have skills that match today's demands.
  6. Training Refreshment, also known as retraining program, is a form of human resource (HR) development in Ramayana aimed at helping employees face changing work demands or shifting company needs.
  7. Training Fintech, Financial technology is a way to develop financial science with technological advances such as examples of digital payment, internet banking, mobile banking. This has been done by Ramayana with training on how to use gopay, OVO, modern payment instruments for cashiers in Ramayana.
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The design stage is a stage where there is an intervention process in it, this process is carried out to map the learning system. The company must map out the training to be carried out to find out the right training/learning system for the company. This mapping requires careful consideration because it has an impact on the duration of the training held (Cahyadi, 2019). Ramayana in company training there are several types of training, namely: (1) New employee training is training intended for new employees to get training that suits the employees need. The main purpose of

training is to increase employee productivity, develop new skills that are relevant to job demands, and strengthen skills already possessed. (2) Administrative Training is learning related to administration used by Ramayana, namely the management and regulation of company activities in a systematic and structured manner. (3) Fire training / simulation that aims to provide knowledge of the causes of fires and dangerous conditions. This is very important to do in Ramayana and every employee must know it. (4) Training Security system aims to This training is

intended to create a security system in the workplace by involving elements of management, labor, working conditions and environments that are professionally integrated to prevent and reduce losses due to threats, disruptions and / or disasters and realize a safe, efficient, and productive workplace. (5) Warehouse and IT Training, Warehouse Training is very important given this training teaches about good warehouse management considering Ramayana has a lot of goods. Furthermore, technology training is urgently needed. In an increasingly digitally connected business world, technology plays an important role in increasing a company's productivity, efficiency, and adaptability. Therefore, Technology Training is key to dealing with rapid technological changes and ensuring employees have skills that match today's demands. (6) Training Refreshment, also known as retraining program, is a form of human resource (HR) development in Ramayana aimed at helping employees face changing work demands or shifting company needs. Refreshment programs focus on providing new skills or upgrading skills employees already have, so they can stay relevant and effective in an ever-changing work environment. (7) *Fintech Training, Financial Technology* is a way to develop financial science with technological advances such as digital payment, internet banking, mobile banking. This has been done by Ramayana with training on how to use gopay, OVO, modern payment

instruments for cashiers in Ramayana. This training contains employees knowing the Trend of Fintech Development, Digital Banking Transformation, Digital Banking Innovation.

### **Development Phase of ADDIE model at Ramayana Department Store Salatiga**

The development stage can be done in several ways, the first is that the company must determine the method in delivery. This method is done online, face-to-face, or combining both. The company can decide what method is suitable in the delivery of material. The delivery of material can also use internal companies, or it can also be by company-wide parties.

Head Office of Ramayana Department Store Salatiga explained about the development of the training carried out, following the results of the interview with him:

*"The method is done by inviting speakers, giving material modules to the employees. The learning strategy should be relevant to the state of the ramayana as well as the training design, to be in line with the training objectives. Ramayana itself ensures that technology has been accommodated as a training facility. This can be seen from the hardware and software, internet connection, physical room, books, training experts."*

Further explanation from Store Manager Ramayana related to teaching materials and methods used by

Ramayana When conducting training, here are excerpts from the interview:

*"As explained by Mr. HO, we conduct training, usually using speakers and modules for employees, if there are certain*

*facilities such as computers, modules, wifi facilities."*

Based on the results of interviews with informants, here is a resume of the stages of training development.

**Table 3**  
**Development Stage**

<b>Development Stages</b>	<b>Result</b>
Development Stage	This method is done by Ramayana online, directly face-to-face, or combining both. The delivery of material can also use internal companies or it can also be by company-wide parties. Ramayana uses a training method by inviting speakers, providing material modules to employees. The learning strategy should be relevant to the state of the ramayana as well as the training design, to be in line with the training objectives. Ramayana has ensured that technology has been accommodated as a training facility.

The development stage can be done in several ways, the first is that the company must determine the method in delivery. This method is done online, face-to-face, or combining both. The company can decide what method is suitable in the delivery of material. The delivery of material can also use internal companies or it can also be by parties outside the company (Wisastra & Sagala, 2016). This method is carried out by Ramayana in training, namely First by online. The online method is carried out by training using virtual (virtual) by utilizing electronic devices connected to the internet. Online conducted at Ramayana through several applications, namely Zoom and Google Classroom. This online was carried out at a time when the increase in Covid 19 in Salatiga

City required employees to be minimal face-to-face.

**Second**, tailor learning products to learning designs. The Company in this case must adjust the form of learning and training in accordance with the design that has been formulated at the beginning of the design The Company must also formulate and determine training strategies so that training can be effective and efficient (Wisastra & Sagala, 2016). Secondly, by face-to-face with employees, this method is very effective in the implementation of training. Ramayana decides the suitable method in delivering material, namely using internal companies or it could also be by parties outside the company.

**The third** is a learning strategy in training, this strategy can be in the form of training media, methods carried out,

fiber material modules to employees. The learning strategy should be relevant to the circumstances of the company as well as the training design, to fit the training objectives (Ramly et al., 2022). Third, training in accordance with the employee's part. Training is something that really needs to be done to find out how employees understand *the job desk*. Employee training will be supervised by Ramayana to find out the potential and understanding of each employee.

#### **ADDIE model implementation stage at Ramayana Department Store Salatiga**

The fourth stage is the implementation stage, this stage is a stage which includes the implementation of trials, field testing, revision of training guidelines, and implementation of training in the field. The implementation stage is the most important stage and must be prepared to get maximum results.

New employee training is training intended for new employees to get training that suits the employees need. The HR supervisor explained:

*"New employee training is training aimed at new employees by giving initial material for job desk introductions that will be carried out, learning with seniors in each job."*

Administration Training is learning related to administration used by Ramayana, namely the management and regulation of company activities in a systematic and structured manner. The HR supervisor explained that:

*"Material Administration Training from the Center I think this training needs to be held outside the company, so that employees have wider insights."*

The Surya Putra Consignment Team explained that:

*"I agree with Zenis, administrative training is usually only internal, so there needs to be training out so that our learning is more updated."*

Fire training / simulation that aims to provide knowledge of the causes of fires and dangerous conditions. This is very important to do in Ramayana and every employee must know it. The Consignment Team explained that:

*"There is a fire simulation every 1 year 3 times, so that employees know and are not afraid to face it and have been trained."*

The Security Training system aims to create a security system in the workplace by involving elements of management, labor, working conditions and environments that are professionally integrated to prevent and reduce losses due to threats, disruptions and / or disasters and realize a safe, efficient, and productive workplace. The Surya Putra Consignment Team explained that:

*"Training security aims to create a security system in the workplace by involving elements of management, labor, working conditions and environment, therefore this training is carried out periodically not only 1 or 2"*

*times but every time there is a change in work must be held training."*

Warehouse and IT Training, Warehouse Training is very important given this training teaches about good warehouse management considering Ramayana has a lot of goods. Furthermore, technology training is urgently needed. In this regard, the HR Supervisor explained:

*"What is done is learning by speakers and direct practice in the field and self-training is carried out so that training gets maximum results."*

Training Refreshment, also known as retraining program, is a form of human resource (HR) development in Ramayana aimed at helping employees face changing work demands or shifting company needs. This can be seen from the statement of the Consignment Team which explains:

*"Refreshment programs focus on providing new skills or upgrading skills employees already have, so they can stay relevant and effective in a changing work environment."*

*Refreshment is an example of an HR development program in a company where employees will be re-skilled to be able to face changing work demands."*

Training Fintech, Financial technology is a way to develop financial science with technological advances such as examples of digital payment, internet banking, mobile banking. This can be seen from the statement of the Head Office who explained:

*"Fintech training by conducting training on how to use gopay, OVO, modern payment instruments for cashiers in Ramayana. This training contains about employees knowing the Trend of Fintech Development, Digital Banking Transformation, Digital Banking Innovation, it is very effective to develop employee knowledge, especially financial issues".*

Based on the results of interviews with informants, the following is a resume of the results of the implementation stages in training management:

**Table 4**  
**Implementation Phase**

<b>Stages of Implementation</b>	<b>Result</b>
Implementation Phase	1. New employee training is training intended for new employees in order to get training that suits the employees need. In Ramayana Training, new employees are carried out by being given initial material for the introduction of the job desk that will be carried out, learning with seniors in each job, practicing directly in the store according to the division.

2. Administration Training is learning related to administration used by Ramayana, namely the management and regulation of company activities in a systematic and structured manner.
  3. The Security Training system aims to create a security system in the workplace by involving elements of management, labor, working conditions and environments that are professionally integrated to prevent and reduce losses due to threats, disruptions and / or disasters and realize a safe, efficient and productive workplace.
  4. Warehouse and IT Training, Warehouse Training is very important given this training teaches about good warehouse management considering Ramayana has a lot of goods. Furthermore, technology training is urgently needed.
  5. Training Refreshment, also known as retraining program, is a form of human resource (HR) development in Ramayana aimed at helping employees face changing work demands or shifting company needs. Refreshment programs focus on providing new skills or upgrading skills employees already have, so they can stay relevant and effective in an ever-changing work environment.
  6. Training Fintech, Financial technology is a way to develop financial science with technological advances such as examples of digital payment, internet banking, mobile banking. This has been done by Ramayan with training on how to use gopay, OVO, modern payment instruments for cashiers in Ramayana. This training contains about employees knowing the Trend of Fintech Development, Digital Banking Transformation, Digital Banking Innovation.
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The fourth stage is the implementation stage, this stage is a stage that includes the implementation of trials, field testing, revision of training guidelines, and implementation of training in the field (Ramly et al., 2022). The implementation stage is the most important stage and must be prepared to get maximum results. This stage is a very important stage to find out whether the training is successful. At this stage everyone in the company plays a role and engages with each other.

Implementation can be done in several stages, the first company in training makes side training aimed at helping the implementation process, side training in the form of digital and interactive training. This has been

applied by Ramayana, namely the existence of financial technology is a way to develop financial science with technological advances such as examples of digital payment, internet banking, mobile banking. This has been done by Ramayana with training on how to use gopay, OVO, modern payment instruments for cashiers in Ramayana. This training contains employees knowing the Trend of Fintech Development, Digital Banking Transformation, Digital Banking Innovation.

Second, the company in this case must have a delivery of the training that has been carried out, this is a way of training. The way of delivery can be done by delivering other materials outside the



exercise that can help the company to achieve targets and goals more efficiently. This can be done in various ways, for example creating modules, or other resources that can help the learning process more optimally (Nafisah & Noor, 2022). Ramayana in terms of training always conveys the training that will be carried out and what has been done, it is a way of training. The way of delivery can be done by delivering modules, or other resources that can help the learning process more optimally.

The third is that companies can change the work environment, this is also very important for companies to do (Nafisah & Noor, 2022). Ramayana itself in training also pays attention to the work environment, one example of new employee training is training aimed at new employees to get training that suits the employees need. In Ramayana Training, new employees are carried out by being given initial material for the introduction of the job desk that will be carried out, learning with seniors in each job, practicing directly in the store according to the division. The implementation of new employee training is carried out according to the needs of Ramayana.

#### **ADDIE model evaluation stage at Ramayana Department Store Salatiga**

The fifth stage, namely evaluation, consists of evaluating all the steps above, namely analysis, design, development, and implementation. Evaluation is used to determine the results of training that has been run by

the company. The success of the training will be seen from the evaluation and results of existing training. This evaluation is carried out to see failures and successes in training. Ramayana in training must also encounter obstacles and always evaluate training by looking at the tests carried out at the end of training, interviews with employees, employee work results. In this case, the Head Office informant explained below:

*"Evaluation must be there for training, the first team must update training activities so that employees do not get bored, maximize the training carried out so that the vision-mission is achieved. Especially I concentrate on training new employees, the average employee needs self-training. This is an evaluation of how we facilitate what kind of self-training. Other trainings that need evaluation may be administrative training that we need to improve."*

In line with the Head Office, Store Manager Ramayana explained about the evaluation that must be done as follows.

*"Being a PR for us does increase training for new employees, because it greatly impacts the performance of other employees who have been in the store for a long time, whether new employees can hinder the work of other teams, it certainly can. Therefore, we always update this training and emphasize new employees about the company's vision and mission."*

Furthermore, the Consignment Team added that one of the training evaluations carried out by Ramayana is an exam or test given to new employees as initial capital to see the ability of new employees and be able to evaluate them in the future, following the explanation:

*"The test conducted at the beginning of this training aims to see the ability of employees one by one that can help us to direct employees to work. IT training also*

*we always update in accordance with technological developments. In the past, the payment was only cash but now you can debit, use mobile banking. One that supports it all is employees who quickly catch new learning.*

Based on the results of interviews with informants, the following is a resume of the results of the evaluation stage.

**Table 5**  
**Evaluation Phase**

<b>Evaluation Stages</b>	<b>Result</b>
Evaluation Phase	<ul style="list-style-type: none"> <li>The evaluation that has been carried out in Ramayana is to increase employee initiative to conduct and implement self-training All employees are encouraged to do self-learning to improve skills to benefit the employees themselves. Further evaluation by conducting training outside the company. This must be done for the development of knowledge from employees, not just internal knowledge.</li> <li>Carry out tests for trainees, bail pre test and post test.</li> </ul>

The fifth stage, namely evaluation, consists of evaluating all the steps above, namely analysis, design, development, and implementation (Nafisah & Noor, 2022). Evaluation is used to determine the results of training that has been run by the company. The success of the training will be seen from the evaluation and results of existing training. This evaluation is carried out in order to see failures and successes in training (Cahyadi, 2019).

Evaluation of a training also refers to the training design carried out by a company. The internal instructional

design team must also use this as a moment to learn as a team, evaluate which processes are working well and which should be improved in the future (Cahyadi, 2019). Ramayana evaluation from analysis, design, development, and implementation has been carried out which concludes that the evaluation that has been carried out on Ramayana is to increase employee initiative to conduct and implement self-training All employees are encouraged to do self-learning to improve skills to benefit the employees themselves. Further evaluation by conducting training

outside the company. This must be done for the development of knowledge from employees, not just internal knowledge.

## CONCLUSION

The need to increase Employee Competence through Training Programs in Ramayana is needed to improve employee skills and achieve the vision and mission of Ramayana. Therefore, Ramayana uses an employee training method, namely ADDIE model training to obtain employees in accordance with Ramayana qualifications. The implementation of this model is divided into 5 stages, namely analysis, design, development, implementation, evaluation.

**The first stage of** Ramayana analysis has carried out the initial stage, namely Analysis in several ways, namely the first Identify problems by looking at sales and work culture in the company in accordance or not with the company's vision and mission.

**The second stage** is Design, Ramayana in company training there are several kinds of training, namely training held by the store for example new employee training, administrative training, fire training/simulation, security system training. Training from HO such as regeneration training, warehouse & IT training, refreshment training, fintech training.

**Third Stage,** development. This method is carried out by Ramayana in training, namely First by online. Online conducted at Ramayana through several applications, namely Zoom and Google

Classroom. This online was carried out at a time when the increase in Covid 19 in Salatiga City required employees to be minimal face-to-face. Secondly, by face-to-face with employees, this method is very effective in the implementation of training. Ramayana decides the suitable method in delivering material, namely using internal companies or it could also be by parties outside the company. Third, training in accordance with the employees' section.

**The fourth stage,** the first Ramayana implementation is that the company in training makes side training aimed at helping the implementation process, side training in the form of digital and interactive training that has been carried out in the form of employees always getting training according to their needs and training always updating according to the needs and development of the times. Second, Ramayana in terms of training always conveys the training that will be carried out and what has been done, it is a way of training.

**The fifth stage,** evaluation. The evaluation that has been carried out in Ramayana is to increase employee initiative to conduct and implement self-training all employees are encouraged to do self-learning to improve skills to benefit the employees themselves. Further evaluation by conducting training outside the company. This must be done for the development of knowledge from employees, not just internal knowledge.

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