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## International Journal of Advanced Science and Technology

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## **Development of training model for technical worker In manufacturing industry (case study of batam manufacturing industry)**

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### **Abstract**

*Training for the technician is important in manufacture industry. This study conducted in manufacture industry in one of Industrial Park in Batam. Objective of this study is to develop training model that can improve training effectiveness for the technician. Development model of Dick & Carey was used to develop the training model for technician in manufacture industry. The use of computer technology and digital for training activity reveal can improve the effectiveness and practicality of the training. In this study, experiment class shows higher average score compare to control class.*

**Keywords:** *Manufacture industry, training, technician, information technology*

### **Introduction**

In the manufacturing industry, Overall Equipment Effectiveness (OEE) is one of production indicator. This OEE is one of method to measure production equipment performance which part of the Total Productive Maintenance (TPM). There are 3 main components used in measuring equipment performance using OEE method such as equipment availability, production performance and production quality. OEE is stated in percentage unit. OEE measurement is important to evaluate the success level of TPM implementation in manufacturing industry. Study of Raffaele Iannone and Maria Elena Nenni revealed most of industry has OEE at the level of 60%. However, best practice in world class manufacturing industry can achieve OEE beyond 85%, in which the equipment availability is about 90%.

Equipment availability is significantly affecting the level of OEE. In other word, production equipment shall be available anytime for production activity. In fact, many factors causing equipment is not available for production such as; a) equipment is break down, or b) equipment is under repairing c) equipment is under set-up or conversion. Those situation is un-avoidable, however it can be controlled. Equipment breakdown can be controlled thru well preventive maintenance program. Reduction of equipment set-up and conversion can be managed thru good production scheduling.

Maintenance activity aims to get the equipment ready for use. The time required for this activity is depend on the spare part availability, tool availability and skill of technicians. Skillful technician able to do maintenance activity with optimum time consume. Experiences and training can upgrade the skill level of technicians. Now day challenge in manufacturing industry is employment status of technicians. Many companies apply contract technicians, therefore technician turnover is quite high in manufacturing industry.

In Industrial Park at Muka Kuning Batam, technician turnover rate vary 6 – 9% per annum. High turnover mostly caused by expiration of contract agreement. While, many company by considering business condition, not able to hire technician as permanent employment. This situation affects the skill and competency of the technician. Most the company in industrial park of Muka Kuning Batam provide training program to their new hired technicians. The training covers general matter related to the organization, product and process introduction and specifically training on the equipment set-up/maintenance. Training

duration is about 4 to 12 weeks. Based on the survey to 5 companies, it revealed that the training effectiveness is ranging 65% - 75%.

Table 1. New technician training effectiveness

<b>Nr.</b>	<b>Company</b>	<b>Training effectiveness</b>
<b>1</b>	<b>P01</b>	<b>75%</b>
<b>2</b>	<b>P02</b>	<b>70%</b>
<b>3</b>	<b>P03</b>	<b>65%</b>
<b>4</b>	<b>P04</b>	<b>67%</b>
<b>5</b>	<b>P05</b>	<b>72%</b>

This research is to develop the training model for technicians that can improve training effectiveness. It will provide implication to the improvement of equipment availability. Developed model will be tested for the validity, effectiveness, and practicality of the model. Additional impact of the developed model is to improve Overall Equipment Effectiveness (OEE).

This research is categorized as development research. Research location is one of electronic manufacture located in industrial park Muka Kuning Batam. Preliminary data revealed that training effectiveness for the technician is 65% with training duration ranging 12 to 16 weeks. While the OEE level in 2017 is 57.30%.

## **Literature Review**

### **Training Need**

Company has obligation to provide training for its employees, according to Indonesia Labour Law. Training activities aims to develop competencies of the employees respect to the organization needs as well as the effort to grow the employees' career. Few reasons drive the employee's training such as; competencies gap between employee and the organization need, career development, product development, technology development, change of customer's demand, change of procedure or policy and organization growth

Several factors significantly determine the training effectiveness such as training material, media, methodology and execution of training program. Generally, there are few steps in conducting training program, ie; training need analysis, define training objective, training content, learning process and program realization, assessment on the skill and knowledge required for the job and program evaluation.

In manufacture industry, few challenges is faced by the training facilitator for the training program realization such as time allocation for training realization and training support availabilities. Tight production schedule causing the difficulty for supervisor to release their technicians attend to the training class. Therefore, the flexibility of training schedule and training program availability is the effective solution. The use of information technology and digital technology can provide the flexibility and attract the technician to actively join the training session without disturbing their A tight production schedule that requires the presence of workers in the production area makes it difficult for trainees to be able to attend training, so the flexibility of training activities that allows trainees to choose when to attend training is an effective solution. Use of daily work.

### **Digital Technology**

At present the implementation of education in Indonesia refers to the direction of world education oriented to 21st century learning that is in line with the development of the industrial revolution 4.0 (Hidayati, et al, 2020; Johan et al, 2019). Digital technology is one of the characteristic of Industry Revolution 4.0. The curriculum must be relevant to the era of the industrial revolution 4.0. (Hendriyani,at al, 2020). The importance of using technology in learning.(Raimon Efendi, et al, 2019; Asnur,at al, 2019).

Digital technology enables us to connect many processes to automation and computer. This technology improve human civilization, inclusive the learning and training. Data and image is transformed into encoding using digital format and sent to the computer. The teacher must be able to use digital technology in learning (Feladi, et al, 2020; Verawadina, et al, 2020).

Evgeny Kaganer and Gabriel A. Giordano, Sebastien Brion, and Marco Tortorello studied about the utility of tablet (gadget) to support learning activities while the mobile (mobile learning). Mobile learning is strategy to facilitate learning and or training by using mobile communication device (gadget). Furthermore, mobile learning enable individual to program their training need according to their needs. They can select the training topic that they need and arrange the schedule of training according to their available time. This study revealed that organization should prepare to adopt the mobile learning. The employee's need to sustain their job and taking opportunity for keep upgrading their competencies make the digital technology more important.

### **Manufacture Industry**

Manufacture Industry is the industry process raw material, component to be a quality products fulfils required specification. This industry required human as main part of production process. Therefore the human is important production factor. Organization is required to prioritize the training program for its employees. Competencies will affect the productivity.

### **Methodology**

Dick & Carey Research and Development model is the method used to conduct this project. This model uses three phases of work such as pre-development, development and post development. The work started with the need analysis then develops the solution to close the gap.

There are 10 procedural steps in this Dick & Carey model. All the steps are dependence each other. In general, those all steps can be classified into five main procedure which are analysis, development, design, implementation and evaluation.

### **Data Collection Techniques**

The data collection technique used is questionnaires and data collection sheets. Questionnaires are distributed to the research object such as trainer, employees and management. The current practices is reviewed to get initial perception about the training method applied in the research field.

### **Data Analysis**

Data analysis method used is descriptive qualitative data analysis method. Descriptive qualitative data analysis methods in a qualitative study are useful for developing theories that have been built from data that has been obtained in the field. Qualitative research methods in the early stages of the researcher doing exploration, then carried out data collection in depth, ranging from observation to preparation of reports in the form of an online exam design for electronic learning.

### **Results and Discussion**

Study is conducted at one of manufacturing industry at Batamindo Industrial Park Muka Kuning, Batam. This company employs 868 persons categorized as follow;

. Table 2. Employees category

Category	Total
Operator	575
Technician	145
Supervisor	18

Engineer	19
Executive	40
Non Executive	60
Management	11
Total	868

Focus of this study is the training activity for technicians. Most those technician are contract worker with 1 – 2 year contract period. This is causing the turnover rate for technicians are quiet high, ranging 8% to 17% annually.

Prior to handle the task, a technician shall be trained and qualified. This process is performed internally by training section. The existing training model (pre-development) as follow;

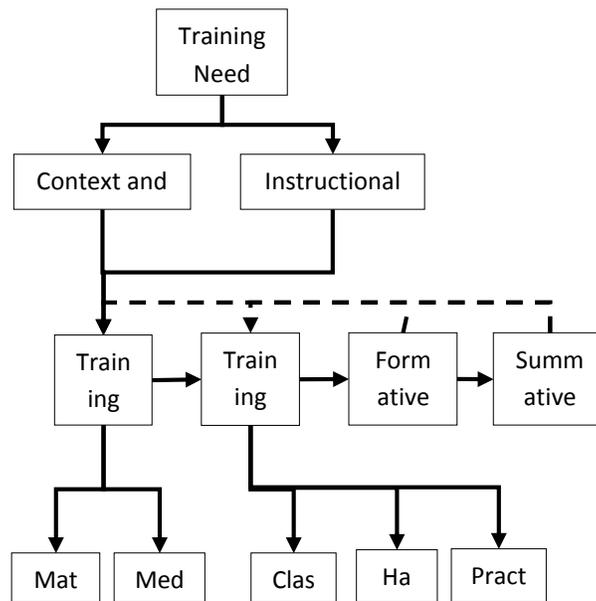


Figure 1. Pre-developed training model

**a. Need Analysis**

The needs analysis was studied to understand the requirement for development. Based on this needs analysis, solution is developed.

Table 3 Needs analysis

No	Category	Needs
1	Training program availability	Company has training program for employees.
		Company training program is useful to improve employees' skill in performing their task.
		Training completion is prerequisite for the career development.

2	Flexibility of training event	Training schedule is flexible to the employee's working schedule.
		Employee able to access the list of training program and schedule easily.
		Training is conducted on-line or thru portal. Allow employee to join the training program according to his/her available schedule.
3	Easy accessibility to training event.	Employee able to access the information about training program
		Employee can do registration easily.
		Training material can be accessed on-line or thru Local Computer Network.
4	Ability to communicate with training facilitator	Direct communication with the trainer.
		Facilitator can be contacted during training session. Communication thru e-mail, or other social media.

In the developed model, the use of information technology was incorporated into the existing training model.

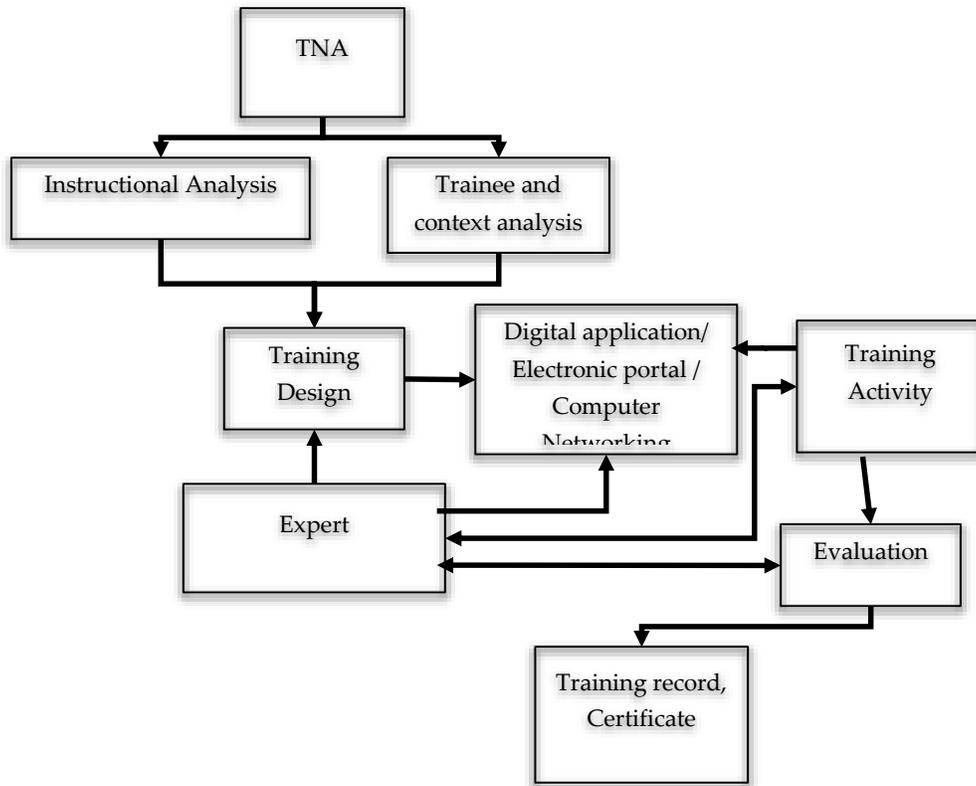


Figure 2. Post-development training model

The developed model was validated by conduct small experiment class and small control class, which consist of 15 technicians respectively. This validation test is to verify the model validity, effectiveness, and practicality. As a confirmation, a big class consist of 40 technicians was selected to verify the consistency of the developed model.

**b. Validity Test**

Based on validation by 5 experts, the developed model is considered as valid. Coefficient of validity is calculated using V Aiken’s formulae as follow;

$$V = \frac{\sum s}{n(c - 1)}$$

Where;

V = Aiken’s coefficient

S = r – 1

r = rating given by expert

n = number of expert

c = the highest rating given (4)

Value of Aiken’s coefficient (V) varies between 0 and 1, 00. V value at minimum 0.6 is interpreted as “valid”. The V- Aiken’s calculation to the expert perception about the Model Book and Training Model Manual Book revealed that those products are valid.

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Table 4. Validity Coefficient for Model Book

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
V	0.9	0.8	0.9	0.9	0.9	0.9	0.8	0.8	0.9	0.7	0.9	0.8	0.8	0.9	0.8

Table 5. Validity Coefficient for Model Manual Book

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14
V	0.9	0.8	0.8	0.9	0.9	0.9	0.8	0.8	0.9	0.8	0.9	0.7	0.8	0.9

**c. Effectiveness Test**

Evaluation to the model effectiveness can be performed by comparing the test result of control class and experiment class. Both classes are attending the same training topics such as Electrostatic Discharge (ESD), Single Minute Exchange Die (SMED) and Overall Equipment Effectiveness (OEE).

Test results of both classes were subjected to the T test or means test to verify the significance of the different between those classes. Significant level 0,05 and 0,01 is used.

Two hypotheses were developed for this T test. Hypothesis H<sub>0</sub> is no significant difference between those two classes. The second hypothesis H<sub>1</sub> is there is significant different between those two classes. From the calculation, for the significant level 0,05 , if T calculated is out of range of -T<sub>0,975</sub> and +T<sub>0,975</sub>, then H<sub>0</sub> is rejected. In other word, H<sub>1</sub> is accepted. Value of -T<sub>0,975</sub> is – 2,05 and value for +T<sub>0,975</sub> is +2,05. While for the significant level 0,01, if T calculated is out of range of -T<sub>0,995</sub> and +T<sub>0,995</sub>, then H<sub>0</sub> is rejected. In other word, H<sub>1</sub> is accepted. Value of -T<sub>0,975</sub> is – 2,76 and value of +T<sub>0,975</sub> is +2,76..

Table 6. Significant difference test between two classes

Nr.	Topic	Experiment Class			Control Class			□	T <sub>cal</sub>	H <sub>0</sub>	H <sub>1</sub>
		X <sub>1</sub>	S <sub>1</sub>	S <sub>1</sub> <sup>2</sup>	X <sub>2</sub>	S <sub>2</sub>	S <sub>2</sub> <sup>2</sup>				
1	ESD	94.00	4.31	18.57	81.00	6.04	36.43	5.43	6.56	Reject	Acc
2	SMED	92.67	5.63	31.67	79.33	6.51	42.38	6.30	5.80	Reject	Acc
3	OEE	93.67	5.16	26.67	75.67	5.30	28.10	5.42	9.10	Reject	Acc

T test revealed that H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. It means that there is significant difference between experiment class and control class. This is indication that the developed model is effective.

**d. Practicality Test**

Model practicality was tested by distributing the questionnaires to the stake holder. The practicality was determined by using the formulae,.

$$DP = \frac{\sum X}{n \times \sum b_p \times S_{maks}} \times 100\%$$

Where,

DP = Level of practicality

□X = total score from all respondents

n = number of respondents

□b<sub>p</sub> = number of questionnaires

S<sub>maks</sub> = maximum score

Table 7. Category of Model Practicality

DP (%)	Category
81 - 100	Very Practical
61 - 80	Practical
41 - 60	Quiet Practical
21 - 40	Less Practical
0 - 20	Not Practical

Based on the responds to the questionnaires to the pre-development model, it is revealed that the value of practicality is 60,33% which is considered as Quiet Practical. While the value of practicality of the developed model is 90% which is considered as Very Practical..

## Conclusion

Development of the training model for technician by enhancing the use of information technology able to provides the flexibility for technician to determine their training schedule according to their available time. It is confirmed significantly improve the training effectiveness. This developed model is also revealed improving the practicality of the training program.

## Recommendations

1. Developed training model can be incorporated to the cloud or organization portal or website in order to be accessed using internet connectivity.
2. Considering the training material may be considered as confidential information, need to apply some protection to the system.

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