ABSTRACT

PT. XYZ is an official dealer company for the Honda car brand which has several sub dealers, one of which is in Karawang. In the period of 2021, car unit sales from PT. XYZ Sub Dealer Karawang experienced fluctuations and did not achieve sales targets. The root of the problem causing the symptoms of the problem is because the marketing methods used by sales team employees are still traditional and do not use online media to reach a wider market reach. Data shows that in 2021, the Honda car brand only ranks the 4th largest retail sales in Indonesia resulting in competition with dealer companies that sell competitor brand units. So far, the company has not implemented a HR development policy and has only focused on providing punishment to employees who do not achieve sales targets.

Based on the problems, data acquisition, and alternative solutions, this study aims to design training needs and training programs for sales employees of PT. XYZ Sub Dealer Karawang to improve job requirements and performance. The design approach or framework uses ADDIE (analyze, design, develop, implement, evaluate) which is a standard framework in designing training programs and has been used for years. The ADDIE framework is used as an approach to designing a training program for sales employees of PT. XYZ Sub Dealer Karawang based on a training needs analysis that has never been carried out before.

The design process starts from the design stage of selling skills needs consisting of interpersonal skills, salesmanship skills, and technical skills to training needs assessment tools (TNA-T) to identify gaps between job skills (KKJ) and personal work abilities (KKP). The TNA-T data shows that there is a skill level gap of more than one (> 1) for the requirement for closing sales ability with a gap of 2.54 and the ability to convey sales messages with a gap of 1.23. The analysis using the training needs diagram also shows that the two requirements are located at the intersection point in area B, which means that there is a need for development through training for the requirements of the selling skills. Then, the design of the training program uses the

ADDIE framework which consists of an analyze stage. Performance gap validation shows that there is a performance gap and skill level of sales employees, sets instructional goals for training, training participants are 13 employees of Team A and Team B sales, as well as identification of resources. The next step is the design stage to determine performance goals and deliver training materials using off the job training methods consisting of simulated learning, lecturing, and vestibule training with a test strategy consisting of learning tests in the form of post-tests and performance tests. In the develop stage, the development of training materials consists of 3 main materials for training on sales closing skills and 3 main materials for training in the ability to convey sales messages. The training is supported by the development of media in the form of visual media based on the training materials. As well as a guide designed for participants and instructors which consists of points of administrative requirements, duties and responsibilities, as well as regulations during the training.

The result of the design is a training module for the ability to close sales and the ability to convey sales messages designed using the ADDIE framework. The design results are verified based on their comparison with the specifications and design standards. The managerial implication shows that the design results are in accordance with the goals and needs because they are validated based on the fulfillment of the aspects of performance targets, management requirements, and reference standards. The design of the training program in this study provides benefits to the object of research in order to design a training program for sales employees of PT. XYZ Sub Dealer Karawang systematically and structured with implementation and evaluation using the Kirkpatrick Model to measure the effectiveness of training and its effect on employee performance.