

## **ABSTRACT**

Quality must be achieved on all components of the process to meet customer satisfaction. Good product quality is obtained from the suitability of the product with predetermined specifications. PT XYZ is a company engaged in plantations with its main product being tea commodities. In the period from June to December 2021, PT XYZ experienced an increase in the number of production. However, along with this increase, the defect products produced exceeded the tolerance limit set by the company, which was 2.5%. The main cause of the problem is packaging machine operators who are not skilled in operating the machine.

This final project aims to minimize the percentage of defect products produced. Training needs analysis (TNA-T) is used to analyze what training is needed by employees, later the results of this analysis will be used as a reference in the preparation of training programs. Meanwhile, ADDIE is a framework used to design training programs. In the analysis stage, namely identifying training needs, confirming audiences, and identifying the resources needed. In the design phase, determine what the purpose of the training is and how the testing strategy is, while in the develop phase, make the development of learning materials and media and create guidelines for participants and training instructors.

The result of the design is a training program for packaging machine operators which is prepared based on their training needs, namely on the competence of operating machines that have the largest KKJ and KKP gap values of 1.4. The training program is designed using the off the job training method, namely simulation, material development for training modules on the structure and operation of packaging machines and how to overcome light obstacles to the operation of packaging machines, development of training media using multimedia and realia programs or real objects, as well as guidance for training participants and instructors.

**Keywords – defect, competence, training, ADDIE**