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Implementation of Employee Hard Skills Development and Training Practices at PT. Ecoverse Indonesia Lestari

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ABSTRACT : PT Ecoverse Indonesia Lestari specializes in the storage and disposal of hazardous materials, including Polychlorinated Biphenyls (PCBs). This study highlights the necessity for height specialists to strengthen their hard skills while examining the opportunities and difficulties in environmental management practices within Indonesia's building industry. In order to guarantee safety compliance and improve project competitiveness, effective training programs are essential. With an emphasis on safety procedures and the usage of specialist equipment, PT Ecoverse conducts extensive training programs that blend academic understanding with real-world experience. Nonetheless, issues like staff training participation and resource limitations still exist. To enhance results, the organization intends to include cutting-edge techniques, such as virtual reality simulations, and create individualized training programs. Furthermore, PT Ecoverse acknowledges the use of soft skills in staff development. The importance of strategic HRM practices in promoting a culture of safety and ongoing improvement for long-term success is highlighted by this study.

KEYWORDS : *Employee Training, Hard Skills Development, Environmental Management, Safety Compliance*

I.   INTRODUCTION

PT Ecoverse Indonesia Lestari is a Hazardous Material Depot specializing in the storage and disposal of hazardous materials such as Polychlorinated Biphenyls (PCB). With a good objective to promote beneficial activities, Ecoverse has managed to establish itself in the waste management industry, is able to provide greatly and maintain international and local environmental standards. Ecoverse strives for the highest quality, as is evident in its extensive investment made in staff training and development, particularly on high spaces construction where there are height specialists working on this type of project.

Encompassing the emergence of sixty-three regulatory systems and industrial harmony in mind, this work puts forward a detailed analysis of the opportunities and dangers stemming from environmental management practices in Indonesia's construction sector. The Indonesian construction sector appears to possess a considerable potential to evolve as its economies expand further in the globalization process. Polenta in Indonesia portrays significant growth potential enabled by environmental sustainability especially. The evolving profile of the country's economy and its industries continues to enhance the market opportunities for construction professionals. However, due to the significant shortage of personnel at all levels within the field, this growth and the expansion in professional service provision in general appears to be somewhat hindered. For example, such women are needed for abroad projects, maintenance and dismantling operations on power stations and other high industrial structures when performing work in a raised position.

Employee hard skill development is essential in the context of PT Ecoverse for a number of reasons. First and first, safety compliance is crucial. There are many risks associated with working at heights, such as falls and accidents. Height specialists need to be well-versed in emergency response methods, equipment use, and safety measures. To ensure adherence to safety standards and reduce workplace accidents, training programs that emphasize these hard skills are crucial. Second, the workforce's skill level has a direct impact on the ability to bid effectively for new projects. Businesses with well-trained staff members are more likely to satisfy customers and produce excellent work. PT Ecoverse can become more competitive in the bidding process and eventually enhance project acquisition and income by improving the hard skills of height specialists.

Furthermore, the field of environmental management is progressively embracing cutting-edge techniques and technologies. To handle new equipment and put creative solutions into practice, height specialists need to be well-versed in the most recent technical developments. Employees that receive ongoing training are guaranteed to stay current with market trends and technical developments. A culture of ongoing learning and development is also

promoted by funding employee development. Employees are more likely to be content with their positions and stick with the company if they believe that their skills are being improved. This lowers turnover rates and the related expenses of hiring and onboarding new employees.

A variety of training initiatives have been put in place by PT Ecoverse Indonesia Lestari with the goal of improving the hard skills of its staff members, especially those who specialize in height. Both academic knowledge and real-world experience are included into these programs' comprehensive design. Safety training is an essential part of the curriculum and one of the main elements of the training programs. Workers receive extensive safety training including subjects like emergency response, danger identification, and fall protection. The training follows worldwide safety standards and is frequently carried out in conjunction with safety specialists. Additionally, height specialists are trained in the usage and upkeep of specific tools required in high-altitude work settings, such as scaffolding, cranes, and personal protective equipment (PPE). Employee competency in the safe and efficient use of these tools is guaranteed by this training.

Hard skills development requires practical experience, and PT Ecoverse places a strong emphasis on on-the- job training, allowing staff members to use their knowledge in real-world situations while being supervised by seasoned professionals. Employee confidence is increased and learning is reinforced by this practical method. The business also understands that skill development is a continuous activity. Through seminars, workshops, and online training materials, PT Ecoverse offers chances for ongoing education. This dedication to lifelong learning guarantees that workers can adjust to the ever-changing needs of the sector. Even with extensive training programs in place, PT Ecoverse still has a number of obstacles when it comes to helping its staff members advance their hard skills. Because putting good programs into place takes a lot of time, money, and access to training facilities, resource limitations may restrict the reach of training initiatives. It might also be difficult to make sure that staff members are motivated and involved in training initiatives. Instead of seeing training as a chance for advancement, some workers could view it as an extra duty. PT Ecoverse must thus promote a culture that encourages lifelong learning and highlights the advantages of skill development.

Technology breakthroughs are causing the environmental management industry to change quickly, making it difficult for training programs to keep up. In order to integrate new technologies and approaches, PT Ecoverse Indonesia Lestari must maintain flexibility and update its training curriculum on a regular basis. Furthermore, it might be difficult to gauge how effective these training initiatives are. In order to improve training programs and show stakeholders their worth, the business must set up precise metrics to assess how training affects worker performance and project results.

PT Ecoverse is dedicated to strengthening its hard skills development programs in the future. This involves incorporating technology into training, such as height training with virtual reality (VR) simulations, which give staff members a safe setting in which to hone their skills. The organization also understands that personalized training plans that are adapted to each learner's ability level and preferred method of learning are necessary to enhance engagement and results. In order to improve the caliber of training, PT Ecoverse will also fortify its alliances with professionals in the field. The organization recognizes the value of soft skills like teamwork and communication even while hard skills are still essential. To guarantee ongoing development and the applicability of training initiatives, regular evaluations and employee input will be used.

This study aims to explore Human Resource Management (HRM) strategies in implementing employee hard skills development and training practices at PT Ecoverse Indonesia Lestari, making them a strategic priority aligned with the company's commitment to excellence in environmental management. By focusing on the development of height specialists, PT Ecoverse seeks to enhance competitiveness, improve project outcomes, and foster a culture of safety and continuous improvement. Thus, this research is expected to serve as a vital reference for organizations. In navigating the challenges of an ever-evolving industrial landscape, corporate investment in employee development will be a critical factor in maintaining leadership positions and achieving long-term success.

II. THEORITICAL REVIEW

• Training, Employee training is a process designed to improve employees' knowledge, skills and competencies in performing their job duties and responsibilities. The main purpose of training is to prepare employees to be more effective in their jobs, improve performance, and support the achievement of organizational goals. Training can cover various aspects, such as technical skills, leadership development, communication, and understanding of company policies and procedures. Training also helps employees adapt to changes or developments in the industry in which they work. According to (Oktaviyani, A., 2022), training is a process in pursuing the skills needed by employees in carrying out their work, where employee training provides practical knowledge and its application in the company's world of work to increase work productivity in achieving the desired goals of the company's organization.

• Development is a process that aims to improve the quality, capacity, or ability of individuals, groups, organizations, or systems in achieving certain goals. In the context of human resources, development refers to efforts to prepare individuals to be better prepared to face future challenges and changes, whether in terms of

skills, knowledge, or attitudes. Development focuses not only on improving technical competencies but also on developing soft skills, such as leadership, communication, and decision-making. In general, development is oriented towards long-term growth and sustainability, which helps individuals or organizations develop more thoroughly and adapt to a dynamic environment (Juita et al., 2024).

- Hardskill, Hard skills are technical skills that can be learned and measured objectively, usually acquired through education, training, or work experience. According to (Putri et al., 2023) These skills are related to the specific abilities required to carry out certain tasks in a certain job or field, such as the use of computer software, mastery of foreign languages, data analysis skills, technical skills in engineering, accounting, or graphic design. Hard skills tend to be skills that can be learned and applied actively, and are usually easy to prove or demonstrate.

- Reinforcement theory, explains that a person's behavior can be modified through reinforcement or punishment. This theory focuses on how the consequences of an action affect the likelihood of the behavior being repeated. According to (Hendartho, 2024) motivation In the context of employee training, positive reinforcement occurs when pleasant consequences, such as praise or rewards, are given to encourage desired behavior. In contrast, negative reinforcement involves the removal of unpleasant consequences, such as reduced supervision, to motivate employees to maintain competence and good behavior (Gultom et al., 2024). Punishment is used to reduce unwanted behavior by providing unpleasant consequences, such as reprimands, while extinction is done by stopping the provision of reinforcement to make certain behaviors slowly disappear.

In practice, reinforcement theory is often applied through rewards such as bonuses, certificates, or recognition for good performance. It is also used in performance management (Hendartho, 2024) by providing immediate feedback to encourage behavior change. Although effective in shaping short-term behavior, this theory has drawbacks, such as the risk of dependence on external rewards and the negative impact of excessive punishment. Therefore, the application of reinforcement theory needs to be balanced with other strategies to create sustainable behavior change and build a positive and productive work environment (Akh Jalal & Mochammad Isa Anshori, 2023). Implications: Training followed by rewards (certificates, recognition, promotion) increases employee motivation.

- Training Need Analysis (TNA), Training Needs Analysis (TNA) is a systematic process to identify gaps between the skills or knowledge that employees have and those needed to carry out tasks effectively. TNA aims to ensure that the training programs are tailored to the specific needs of employees and organizational goals. According to (Kristina, 2017), TNA helps companies use resources effectively and avoid unnecessary training. The TNA process involves analyzing organizations, jobs, and individuals to determine the type of training required. According to (Asniwati, 2020) states that reactive TNA is carried out when there is a difference between the expected performance and what is achieved, so it is necessary   to conduct training to overcome the gap. Effective TNA implementation can increase the effectiveness of training and development programs. (Asniwati, 2020) in his research shows that TNA,

- The ADDIE model is a systematic framework used to design, develop, and evaluate training or learning programs. According to (Zhafira et al., 2024) this model consists of five main stages: Analyze, Design, Develop, Implement, and Evaluate. The first stage, analysis, aims to identify training needs, including learning objectives, target audience, and existing skills gaps. Next, the design stage involves planning the training structure, such as setting objectives, organizing content, selecting delivery methods, and determining evaluation tools. Once the design is complete, the development stage involves creating training materials, such as modules, videos or interactive exercises, and ensuring their feasibility through initial testing.

The implementation stage is the delivery of the training program to the target audience, where the facilitator ensures that participants understand the material well. Finally, the evaluation stage is conducted to assess the effectiveness of the training program, both during its implementation (formative) and after its completion (summative), using surveys, tests or interviews. The ADDIE model has the advantages of an organized structure and flexibility for various training needs, but it also has the disadvantage of being time- consuming if applied in detail. The framework is widely used in the design of employee training, the development of learning programs in educational institutions, and the creation of digital learning modules, thus ensuring effective and efficient results so that the training process can have an impact on employee performance (Tiwow & Sugiarto, 2024). Implications: Training designed using this model ensures alignment with organizational goals.

- Learning Transfer Theory is a concept in educational psychology that explains how knowledge, skills, or behaviors learned in one context can be applied in another context. According to (Mansyur, 2019)   Learning transfer is essential to assess the extent to which learning is successful and relevant to real life. This transfer can be positive, when learning in one context improves performance in another context, or negative, when prior learning actually hinders performance in the new context. There is also lateral transfer, where learning in one level of difficulty is applied at a similar level, and vertical transfer, where foundational learning supports mastery of more complex concepts or skills. Some learning transfer theories, such as the Element Identity Theory proposed by (Fauziyah et al., 2024), explain that transfer occurs if there are similar elements between the learning situation and its application. Generalization Theory introduced by Charles Judd states that transfer occurs when

learners are able to generalize principles or concepts from learning to new situations. Meanwhile, the Mental Discipline Theory argues that intensive practice in a specific activity can strengthen general mental abilities, and the Nonspecific Transfer Theory states that nonspecific skills, such as critical thinking, can be applied in various situations. Factors that influence learning transfer include the fit between learning and application contexts, the learner's level of understanding of the material, motivation to apply what has been learned (Hendartho, 2024), and the frequency and intensity of practice that reinforces skills or concepts. In the context of employee training, the application of this theory can be done by designing training programs that are relevant to work situations, using simulations or case studies, and conducting continuous evaluations to measure the extent to which the skills learned are applied in the workplace. Thus, a good understanding of learning transfer theory can ensure that training or education is not only successful in the classroom, but also effective in the real world.

- Motivation theory according to (King, 2023) is a psychological concept that explains the process that drives individuals to perform certain actions in order to achieve goals or fulfill needs and desires. Several well-known theories of motivation provide important insights into how external and internal factors influence human behavior. One popular theory is Maslow's Hierarchy of Needs Theory (Muhfizar et al., 2021), which states that humans have five levels of needs that must be met in sequence, starting from basic physiological needs to the achievement of self-actualization. This theory suggests that individuals will not be driven to fulfill higher needs until their basic needs are met. Furthermore, Herzberg's Two-Factor Theory (King, 2023) identifies two types of factors that influence motivation: motivator factors associated with job satisfaction, such as recognition and achievement, and hygiene factors associated with dissatisfaction, such as working conditions and salary. Adams' Justice Theory (Muhfizar et al., 2021) states that individuals will feel motivated if they feel they are treated fairly in the relationship between effort and rewards received. Meanwhile, Bandura's Social Learning Theory (Muhfizar et al., 2021) emphasizes the importance of learning through observation and example, where individuals tend to imitate successful behaviors. Finally, Vroom's Expectancy Motivation Theory (Muhfizar et al., 2021) suggests that individuals will be more motivated if they believe that their efforts will result in good performance and appropriate rewards. The application of these motivational theories in education and organizations can create a more productive and satisfying environment, by designing appropriate curriculum or reward systems to encourage individual performance and satisfaction. Implications: Well-designed training can be a tool to motivate employees.

III.   RESEARCH METHOD

This research uses a qualitative method (Rusandi & Muhammad Rusli, 2021), which is a method for investigating objects that cannot be measured with numbers or other exact measurements. Qualitative research can also be interpreted as research that is descriptive and tends to use analysis with an inductive approach. The following methods are used in qualitative research :
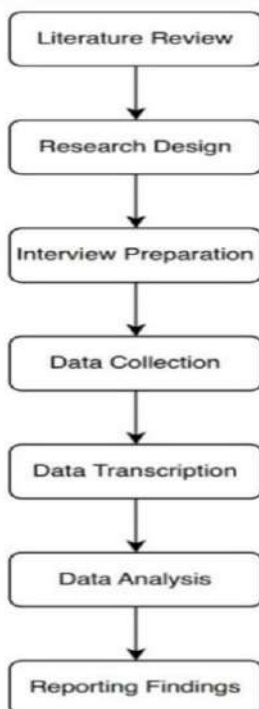

Figure 1. Qualitative Researchers Methods

The purpose of using a qualitative approach is so that researchers can describe the real practice behind the phenomena that occur related to the implementation of training and development in employees at PT Ecoverse Indonesia Lestari. The data in this study used data for the period January - December 2024. This study uses a data collection instrument technique through interviews, which according to (Sugiyono, D., 2013) interviews are used as a data collection technique to find problems that must be researched and also if you want to know things from more in-depth respondents. In this interview technique, the researcher asked questions to the HRD Manager of PT Ecoverse Indonesia Lestari online by zoom meeting. Through this interview, researchers find out more about the activities of the Implementation of Employee Hard Skills Development and Training Practices at PT. Ecoverse Indonesia Lestari.
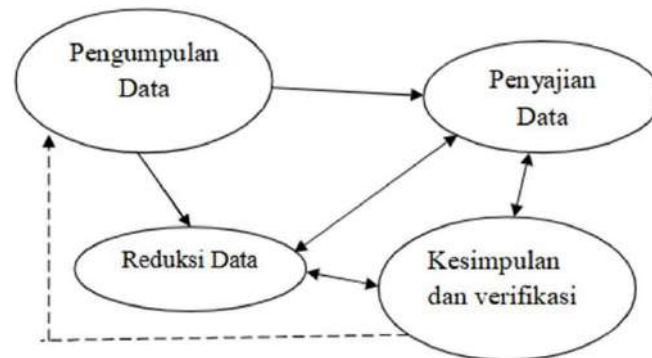

Figure 2. Analysis Technique Miles and Huberman

IV.   RESULTS

4.1 STRATEGIC IMPORTANCE OF TRAINING AND DEVELOPMENT

The HRD manager at PT. Ecoverse emphasizes the strategic importance of training and development programs, aligning with the company's commitment to excellence in environmental management "hard skills development and training practices at PT Ecoverse Indonesia Lestari, making them a strategic priority aligned with the company's commitment to excellence in environmental management. By focusing on the development of height specialists, PT Ecoverse seeks to enhance competitiveness, improve project outcomes, and foster a culture of safety and continuous improvement. Thus, this research is expected to serve as a vital reference for organizations. In navigating the challenges of an ever-evolving industrial landscape". The manager states that the primary strategy is to "ensure that every team member has the necessary skills to meet high safety and quality standards in their work". This commitment to building a "culture of continuous learning" underscores the significance of training for both individual employee growth and organizational success.

4.2 FOCUS ON HARD SKILLS

The company primarily focuses on hard skill training "But mostly hard skills", for its employees, particularly those in the field, like height specialists "Ecoverse strives for the highest quality, as is evident in its extensive investment made in staff training and development, articularly on high spaces". The manager highlights that hard skill training is often delivered through certification programs, particularly those accredited by the Ministry of Manpower "And in the Ministry of Manpower there are usually levels that you have to prepare" This ensures employees meet specific competency levels and adhere to industry standards, particularly for high-risk tasks like working at heights "So let's make sure first, friends, Is it appropriate and okay to do it? Especially in hard skills".

4.3   TRAINING NEEDS ANALYSIS AND DESIGN

PT. Ecoverse employs a Training Needs Analysis (TNA) approach to identify the necessary skills for its workforce "Still the HRD team will do it Analyze training needs The training needs analysis" "There, identification has already been carried out any skills required". This process involves:

a)   Collaboration with Department Managers: HRD collaborates with department managers to identify the skills needed for upcoming projects.
b)   Employee Feedback: The company gathers employee opinions on their training needs and areas for improvement through questionnaires and regular meetings.
c)   Monitoring Industry Trends and Technology: HRD actively monitors industry trends and

technological advancements to ensure the training curriculum remains relevant and up-to-date.

This multi-faceted approach aligns with the concept of TNA discussed in the theoretical review, emphasizing the importance of aligning training programs with specific organizational and individual needs.
The design of the training program incorporates elements of the ADDIE model, as evident in the company's periodic analysis of training needs and the involvement of department managers in identifying necessary skills. The company's efforts to collect employee feedback on their daily problems to ensure training relevance further reflect the model's emphasis on learner-centric design.

4.4   TRAINING EVALUATION AND MONITORING
PT. Ecoverse utilizes a comprehensive approach to evaluate the effectiveness of its training initiatives:

a)   Pre-training Assessments: To gauge existing skill levels and tailor training experiences.
b)   Ongoing Monitoring and Observation: Direct observation of employees in real-world settings to assess skill application.
c)   Participant Feedback Surveys: To gather insights on training experiences and identify areas for improvement.
d)   Post-training Performance Assessments: To measure the impact of training on job performance.
e)   Regular Communication with Instructors: To review progress, discuss challenges, and identify solutions collaboratively.

The company's use of Key Performance Indicators (KPIs) to evaluate the impact of training on productivity and work safety further demonstrates its commitment to measuring training outcomes. The manager also mentions incorporating observations from lead team coordinators and auditor feedback as part of the evaluation process. This suggests a focus on integrating insights from various stakeholders to enhance training effectiveness.

4.5   CHALLENGES AND FUTURE DIRECTIONS
The manager identifies several challenges related to training implementation:

a)   Resource Limitations: Time constraints and budgetary restrictions often limit the scope and frequency of training programs.
b)   Employee Motivation: Maintaining employee motivation and engagement in training, particularly among those who perceive it as an additional burden, is a key challenge.

To address these challenges, PT. Ecoverse plans to:

a)   Cultivate a Positive Mindset: Emphasize the long-term benefits of skill development and position training as an investment rather than an extra task.
b)   Incorporate Advanced Technologies: Explore the use of virtual reality (VR) simulations for height training.
c)   Develop Personalized Training Plans: Cater to individual learning styles and skill levels to enhance engagement and effectiveness.
d)   Strengthen Partnerships with Industry Experts: Collaborate with specialists to ensure training programs remain current and relevant.
e)   Promote Soft Skills Development: Recognize the importance of soft skills like communication and teamwork alongside hard skills.

These future directions reflect an understanding of the evolving landscape of employee training and development, aligning with the concepts of Learning Transfer Theory and Motivation Theory discussed in the theoretical review.

4.6   OVERALL IMPACT OF TRAINING
Despite the challenges, the manager believes the impact of training and development programs on employee performance and overall company success is significant, rating it a 9 out of 10. The manager highlights that the positive impact is evident in improved employee skills, increased project success rates, and a heightened commitment to work safety. This positive assessment underscores the value placed on training and development as a crucial driver of organizational performance at PT. Ecoverse Indonesia Lestari.

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V. DISCUSSION
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5.1 THE ESSENTIAL OF TRAINING AND DEVELOPMENT PROGRAM IN THE COMPANY

In the rapidly evolving and intensely competitive landscape of today's business world, companies must be proactive in adapting their strategies to stay relevant and successful. A pivotal aspect of achieving long-term success lies in the effective development and training of team members. By investing in the continuous growth of their employees, businesses can create a skilled workforce capable of navigating challenges and seizing opportunities. Prioritizing team member training not only maximizes individual performance but also enhances overall productivity within the organization. When employees receive proper training, they are better equipped with the knowledge and tools needed to excel in their roles, leading to improved efficiency and output.

Furthermore, a well-trained workforce fosters a culture of innovation, where team members feel empowered to think creatively and contribute new ideas. In this article, we will explore the critical significance of staff training and development. We will examine various training methodologies, the benefits of ongoing professional development, and how these initiatives are essential for cultivating a motivated workforce that drives business success.

Ultimately, organizations that invest in their employees' growth position themselves for sustained achievement in an ever-changing environment. The purpose of training and development in today's fast-paced business environment is to equip employees with the essential skills and knowledge required to perform their tasks efficiently and effectively. This alignment with the company's business objectives is crucial for maintaining a competitive edge in the market.

As technology continues to advance and market demands evolve, the workplace is undergoing significant changes. These shifts necessitate that employees remain adaptable and agile to keep pace with new developments and consumer expectations. Comprehensive training programs are essential in this context, as they aim not only to boost employees' existing knowledge but also to help them acquire new skills that are pertinent to their current roles and future opportunities. Effective training initiatives can encompass various formats, including workshops, online courses, and hands-on training, all designed to foster continuous learning and growth. Ultimately, investing in training and development is vital for enhancing employee performance and satisfaction while ensuring that the organization is well-prepared to meet the challenges of a dynamic market landscape. By prioritizing employee development, companies can cultivate a skilled and motivated workforce that contributes positively to their overall success.

Before exploring the key concepts of this scientific writing, it is crucial to establish a clear understanding of the terms "training" and "development." Training refers to a systematic and structured approach aimed at modifying the behavior of team members, ensuring they meet the specific objectives and expectations of the organization. This process is not only about imparting knowledge but also about cultivating an environment that encourages employees to adopt and demonstrate positive behaviors that contribute to a productive workplace culture. Through targeted training programs, employees are equipped to acquire or enhance crucial attitudes, skills, and behaviors that are directly relevant to their individual roles within the organization. Moreover, effective training goes beyond mere instruction; it focuses on the practical application of skills and knowledge. It empowers employees to translate what they learn into improved performance in their current positions.

By participating in training, employees are able to develop competencies that not only elevate their individual contributions but also align with the overall strategic objectives of the organization. This commitment to continuous improvement ultimately leads to a more engaged workforce and better organizational outcomes. (Ambar Teguh Sulistiyani & Rosidah, 2009). In addition, opinions from various experts were also expressed by several experts, namely Training was characterized as organized, planned, and formal education. This suggests that the form of learning taking place here is structured education performed in a systematic way. Robbins, Stephen P, (2001:282).

Training involves a range of initial initiatives to enhance employees' performance in their roles or related tasks. This often requires the modification of specific behaviors, attitudes, skills, and knowledge. Furthermore, for training to be practical, it should include experiential learning and be a structured organizational endeavor designed in reaction to identified needs. Bernardin dan Russell (1998:172).

Based on the insights of these experts, it can be confidently concluded that training is a systematic and organized process that companies can undertake to enhance the abilities, knowledge, and skills of their employees. This planned activity not only focuses on acquiring new competencies but also fosters the development of positive attitudes and behaviors within the workplace. Effective training programs are designed to shape a culture of professionalism and excellence, equipping employees with the necessary tools to perform their roles efficiently and adapt to changing demands. As a result, companies that invest in comprehensive training initiatives often

see improvements not just in individual performance, but also in overall team dynamics and organizational success.

5.2   HARD SKILL TRAINING AND DEVELOPMENT AND ITS IMPACT TO THE COMPANY SUCCESS

Each company operates within a unique core business sector, which establishes distinct overarching goals that drive its strategic direction. To achieve these objectives, it is essential that organizations harness the diverse competencies of their employees across various fields. Each team member brings specialized skills to the table, and the successful execution of technical tasks often hinges on their individual expertise. In this context, hard-skill training plays a crucial role in enhancing employees' proficiency in their respective areas. This type of training is designed to equip employees with the technical abilities necessary to perform specific tasks effectively and competently.

Companies recognize the importance of this training and actively seek to address the demand for hard skills development to ensure that employees can execute their roles with dexterity and professionalism. Moreover, while hard skills are vital, companies must also strike a balance between hard-skill and soft-skill training. Soft skills— such as communication, teamwork, and problem-solving—are equally important in fostering a collaborative and innovative workplace. However, the ever-evolving landscape of business dynamics and the increasing complexity of industry demands necessitate a heightened focus on hard-skill training. As specific skills become increasingly critical to success in the field, organizations are called to prioritize the development of these technical proficiencies to remain competitive and responsive to market needs.

It is possible to evaluate hard skills both technically and practically. Islam (2012:27) defines complex abilities as an individual's technical and knowledge-based skills. This expertise in engineering includes understanding product design and its benefits, enhancing products through technology, problem-solving skills, and assessing product advantages to generate innovative concepts for products and services. Furthermore, according to Robbins, these challenging abilities are often described as intellectual abilities, which refer to the skills necessary for thinking, reasoning, and problem-solving. However, Benjamin Molan modified this definition (2014:28).

On the other hand, another expert opinion, namely by Suhardjono (2014:49), stated that the importance of Hard Skills related to technical skills can be explained in the following points namely: (a) Pure technical knowledge or functional skills, which have a meaning in the form of pure technical knowledge or functional skills. The skill to improve the efficiency of technology is an improvement or problem-solving skill, which means a skill used to increase the effectiveness of technology, which is divided into increasing skills or skills in solving a problem.

However, Alam's opinion (2015:14) also conveys that Hard Skill is a knowledge or technical ability possessed by a person. Knowledge or technical ability, defined as a variety of things that are often needed for a particular profession and according to the needs of technology, also includes how a person can handle a complex problem to be solutive, effective, and efficient.

VI.   BUSINESS IMPLICATION

In this study, several findings were obtained from interviews with HRD PT. Ecoverse is related to the development of complex skills training in the company. The training development program running so far is considered quite effective and efficient because of PT. Ecoverse organizes a hard skills training program for employees to improve their professional abilities and fulfill PCBs' competencies. This is important because PT. Ecoverse is a company that handles and destroys materials contaminated with PCBs. It is necessary to understand PCBs, which are artificial organic chemical compounds of two Biphenyl groups that bind 2 – 10 chlorine atoms (Cl-). At room temperature, PCBs are generally in liquid form, namely in the form of oil.

Globally, over 60% of PCBs are used as an additive to dielectric oil (oil) in transformers and electric capacitors. Adding PCBs increases the oil's flash point and insulation ability so that materials or equipment that use PCBs do not heat up and/or burn quickly. At that time, PCBs in transformers and capacitors were required in various American and European countries as a safety prerequisite, especially in public installations (e.g., hospitals and schools), military bases, underground mines, etc. Therefore, the benefits and uses of PCBs are significant for companies' safety in terms of chemical compounds. Hence, Ecoverse needs competent training to master the safety of PCBs.

Based on the interviews in this study, the development and training of Ecoverse has its primary strategy to ensure that every team member has the necessary skills to meet high safety and quality standards in their work. So that employees can contribute as much as possible to the project's success and work safety. In addition, we are committed to building a culture of continuous learning to encourage employees to continue learning. When

referring to the ADDIE method, the training planning process by Ecoverse will be analyzed periodically by involving department managers to identify the necessary skills.

In this regard, Ecoverse collects employees' opinions on daily problems to ensure that the training is relevant and up-to-date; we also monitor the latest industry and technology developments. In the future, Ecoverse will have a continuous training program that includes various courses and training programs tailored to the company's needs. An assessment is carried out on team member performance before and after the training and feedback from the trainees to find out how practical the training is. In this case, Ecoverse uses key performance indicators, or KPIs, to evaluate how training impacts productivity and work safety.

The primary challenge in organizing training programs today is the limitation of resources, which encompasses both time constraints and budgetary restrictions. Many employees find it challenging to remain motivated to participate in training sessions, especially those who view these programs as an additional obligation rather than an opportunity for growth. To address this, ECoverse must actively cultivate a positive mindset among its employees, highlighting the long-term benefits of skill development. By positioning training as an investment in their future rather than an extra task, employees are more likely to appreciate and engage with these learning opportunities. In the training evaluation phase, Ecoverse employs a comprehensive approach to assess the effectiveness of its training initiatives.

Initially, a pre-training evaluation is conducted to gauge the existing skill levels and specific needs of the employees, allowing for a tailored training experience. Once the training is underway, ECoverse ensures ongoing monitoring through direct observations in real-world settings to see how participants apply their new skills in practice. To further enhance the evaluation process, participant feedback surveys are distributed to gather insights on their training experiences, which are crucial for identifying areas of improvement. Post- training performance assessments are conducted to measure the impact of the training on employees' job performance and to ensure that the skills acquired are being effectively utilized. In addition to these evaluation methods, Ecoverse prioritizes regular communication with training instructors. Scheduled meetings are held to review participants' progress, discuss any challenges faced during the training process, and collaboratively identify solutions. This ongoing dialogue is essential for addressing any issues that may arise both before and after the training sessions, ultimately ensuring that Ecoverse's training programs are effective, relevant, and beneficial for all employees involved.

VII.   RECOMMENDATION

Based on the findings from the study on employee hard skills development and training practices at PT Ecoverse Indonesia Lestari, several recommendations can be made to further enhance the company's training programs and address the identified challenges:

a)   Strengthen Resource Allocation: Prioritize allocating sufficient budget and time to training initiatives. This includes investing in quality training materials, facilities, and qualified instructors. According to (Wildana et al., 2023) the implementation of digital-based training needs to be done, Explore cost- effective training options such as online courses or partnerships with industry organizations to maximize resources (Marcellyna, 2021).

b)   Foster a Culture of Continuous Learning: Emphasize the value of skill development and its contribution to both individual career growth and company success. Encourage employees to view training as an opportunity for advancement rather than a burden. Regularly communicate the benefits of training and showcase success stories of employees who have benefited from the programs.

c)   Embracing Technological Advancements: Integrate advanced technologies such as Virtual Reality (VR) simulations for height training to provide a safe and immersive learning environment. According to (Kusairi et al., 2024) to form adaptations to technology, it is necessary to transform training using technology through Explore other digital learning tools and platforms to increase accessibility and engagement in training programs

d)   Personalize Training Plans: Conduct thorough skills assessments to identify individual learning needs and tailor training plans accordingly. Offer a diverse range of training delivery methods, including online modules, in-person workshops, and on-the-job mentoring, to cater to different learning styles and preferences.

e)   Expand Soft Skills Development: Recognize the importance of soft skills alongside hard skills training. Implement programs to develop essential soft skills such as communication, teamwork, problem- solving, and leadership to enhance overall employee effectiveness and foster a positive work environment.

f)   Strengthen Industry Partnerships: Collaborate with industry experts and professional organizations to ensure training programs are aligned with the latest industry standards, trends, and best practices. This collaboration can provide access to specialized knowledge and resources, enriching the training content and enhancing its relevance.

g)   Continuously Evaluate and Improve: Establish a robust system for ongoing evaluation and monitoring

of training programs. Utilize a combination of pre-training assessments, participant feedback, post- training performance evaluations, and KPI tracking to measure training effectiveness and identify areas for improvement. Regularly review and update training curriculum and delivery methods based on evaluation results and industry advancements.

By implementing these recommendations, PT Ecoverse Indonesia Lestari can further strengthen its commitment to employee development and create a highly skilled and motivated workforce. This will not only contribute to achieving the company's strategic goals of excellence in environmental management but also ensure its continued success in the long run.

VIII.   CONCLUSION

This study highlights the critical role of employee training and development in achieving organizational success, particularly in a specialized and high-risk industry like environmental management. PT Ecoverse Indonesia Lestari's focus on hard skills training for height specialists, combined with its commitment to safety compliance, has enabled the company to establish itself as a leader in hazardous material management. The company's proactive approach to Training Needs Analysis (TNA) and the incorporation of elements from the ADDIE model demonstrate a structured and systematic approach to training design and development. The comprehensive evaluation methods used by PT Ecoverse, including pre- and post-training assessments, ongoing monitoring, and KPI tracking, showcase a dedication to measuring training effectiveness and ensuring its impact on employee performance and company outcomes. However, challenges such as resource limitations and employee motivation need to be addressed to maximize the impact of training programs. By strengthening resource allocation, fostering a culture of continuous learning, and personalizing training plans, PT Ecoverse can overcome these obstacles and further enhance employee engagement and training effectiveness. The incorporation of advanced technologies like VR simulations, along with the expansion of soft skills training, will further strengthen the company's training programs and equip employees with the necessary skills to thrive in an evolving industry landscape. Continuous evaluation and improvement, coupled with strong industry partnerships, will be crucial for ensuring the relevance and effectiveness of PT Ecoverse's training initiatives in the long run. Overall, PT Ecoverse Indonesia Lestari's commitment to employee hard skills development is commendable and serves as a model for other organizations seeking to enhance workforce capabilities and achieve sustainable success. By investing in its employees, the company is not only fostering a culture of safety and continuous improvement but also positioning itself as a leader in the environmental management sector.

IX.   ACKNOWLEDGEMENTS

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