



ABSTRACT

A design for evaluating green belt training effectivity, Case Study on Managerial Training at PT. XYZ

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The objective of this research is to define targets and indicators from strategy map between green belt training program and its effectiveness, especially in Return on Training Investment (ROTI). This research also gives input to PT. XYZ management for improving their capability to perform better planning and evaluation on green belt training with also defining key success factor for green belt training program.

This research was using descriptive analysis method through conducted case study using quantitative and qualitative data. Primary data were obtained by interview, observation, and questionnaires, and secondary data were collected from internal organization data, books, journals, internet, and previous research.

The results of this research showed that Balanced Scorecard could be combined with Jack Phillips method for measuring green belt training effectiveness, especially ROTI. In this case study on green belt training, the financial perspective which measuring ROTI result was 97.35%, Benefit Cost Ratio (BCR) result was 1.97, and Break Even Time (BET) result was 2 years. These showed that the achievement was performed by group 1, but group 2, 3, 4, 5, did not gain profit nor payback. For group 1, ROTI result was 97.35% meant that ROTI percentage bigger than zero (0), hence green belt training cost was smaller than training benefit. BCR was 1.97 meant that that every one Rupiah invested by company for green belt training, would return the benefit of 1.97 Rupiah. BET result was 2 years, interpreted as payback period of the investment made was 2 years. Customers' perspective measure customers' satisfaction from green belt trainees and management, and the results were trainees and management felt so satisfy with the green belt training after more than 3 months. Learning and growth perspective assesses the learning process of participants with post test, and the average score was 83.57 of 100, this meant most of the green belt trainees had good knowledge about continuous improvement and six sigma concept, this perspective also measure behavioural changes before and after green belt training, and result was trainees had better quality behaviour after green belt training. Business process perspective measures cost improvement, quality improvement, time improvement, dan increase output from the succesfull green belt project. Green belt training program will perform well if management executes Balanced Scorecard concept and key success factors of green belt training program.

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