

Management of Industrial Relations Mediator Training at the Employment Human Resource Development Center

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Keywords

Management, Training, Training Management, Industrial Relations, Mediator.

Abstract

This study aims to analyze the planning, implementation and evaluation related to the training of industrial relations mediators batch 98 at the Center for Manpower Human Resource Development. This study uses a descriptive method with a qualitative approach. Data collection techniques include observation, documentation studies, and interviews. Data validity check techniques include credibility, transferability, dependability, and confirmability tests. Data analysis techniques include data reduction, data presentation, conclusion drawing and data verification. The results of this study show that the planning stage starts from the analysis of training needs, the preparation of programs and curriculum, and the determination of widyaiswara. The implementation stage includes online and offline learning, assignments and exams, then the final seminar of the training. The evaluation stage starts from making training evaluation instruments including participant evaluation, widyaiswara, training implementation, coaches, mentors, testers, after all data is collected, the evaluation field makes a report on the training results

INTRODUCTION

Good governance requires quality human resources (HR). Human resources are an important factor whose quality must be maintained in order to make a positive contribution to the organization and society (Sari et al., 2021). Therefore, the government implemented regulations that require Civil Servants (PNS) to undergo training in accordance with national standards. This is done to improve the quality and performance of civil servants in carrying out their duties and responsibilities.

In accordance with Government Regulation Number 101 of 2000 concerning Education and Training for Civil Servants, which regulates basic, technical, functional, leadership and ranking education and training for civil servants. As a form of developing the competency of State Civil

Service Employees (ASN), which is the right and opportunity for civil servants to improve their abilities, knowledge, skills and attitudes in accordance with the demands of their position, duties and responsibilities. The government maintains the quality of civil servant human resources by providing training to provide quality public services and supporting the achievement of the vision, mission and national development goals. With this government regulation, it is very important for civil servants to take part in training because it can help to improve their quality.

According to information obtained by researchers from field observations, the Human Resources Development Center of the Ministry of Manpower (PPSDM) organizes various types of training for civil servants in accordance with government regulations which require civil servants to attend training as a form of effort to maintain the quality of human resources. PPSDM Ketenagakerjaan is an educational institution or training place whose task is to improve the quality of human resources in the field of employment. Based on Minister of Manpower Regulation Number 1 of 2021, PPSDM is a supporting element of the Ministry of Manpower's duties in the field of Education and Training for Manpower Human Resources which is under and responsible to the Minister of Manpower through the Secretary General. PPSDM has the task of carrying out technical policy preparation, implementation, as well as monitoring, evaluating and reporting on employment education and human resource training.

PPSDM Ketenagakerjaan has also obtained the ISO 9001: 2015 Quality Management System certificate by PT. Indah Karya Register Certification Services. And, it has obtained accreditation as a Level III and IV Leadership Training Institute as well as Class III, II and I Pre-Service Training from the State Administration Institute (LAN) to carry out PIM IV, PIM III and Pre-Service Training. In order to achieve training objectives, it is very necessary to have appropriate planning, implementation and evaluation in accordance with the ISO 9001:2015 Quality Management System, which is an international standard for quality management systems. So, to realize the implementation of the ISO 9001:2015 Quality Management System in PPSDM, it must carry out all procedures and quality standards contained in it in sequential and continuous implementation, including fulfilling the requirements for facilities and infrastructure as well as implementing a quality management system in its management. The Employment Human Resources Development Center has good facilities and infrastructure for carrying out training. The physical building available is very good, where the training is held is located on Jl. Department of Manpower Education and Training Center, Kampung Lembur, Kel./Kec. Makasar, East Jakarta 13570.

PPSDM Ketenagakerjaan has two trainings, which include: Functional Training and Management and Technical Training. PPSDM Ketenagakerjaan also uses the TNA (Training Need Assessment) training model, this model aims at analyzing the needs of training participants before the start of training with the aim of finding out what needs the participants deserve from the training they will take part in (Septiyanti & Almadani, 2023). Furthermore, one of the functional trainings organized by PPSDM is Industrial Relations Mediator Training, namely Industrial Relations Mediator Basic Training Class 98.

Basic mediator training is programmed for civil servants within the Ministry of Manpower and Provincial/Regency/City Regional Governments. Furthermore, mediator training according

to law is training held to improve the competency of civil servants who sit in the functional position of industrial relations mediator. This functional position is regulated in the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 83 of 2020, which is for career development and increasing the professionalism of civil servants who have the scope, duties, responsibilities and authority in coaching, developing and resolving industrial relations disputes, as well as for To improve organizational performance, it is necessary to establish the Functional Position of Industrial Relations Mediator. Basic mediator training for civil servants is also included in the competency development of ASN employees as regulated in State Administration Institution Regulation Number 5 of 2018.

Industrial relations mediators are the spearhead in a mediation mechanism for resolving industrial relations disputes outside of court (Prasetya, 2019). Settlement of industrial relations disputes is carried out by mediators in each government agency responsible for the employment sector. Only mediators in each agency responsible for the employment sector have the authority to mediate the resolution of industrial relations disputes. This is in accordance with Law no. 2 of 2004 concerning Settlement of Industrial Relations Disputes.

Furthermore, the problems in basic training for industrial relations mediators are very complex in nature. According to the Central Statistics Agency, the number of companies in Indonesia is around 206,605 companies (Kemnaker, 2024). Meanwhile, as of August 2023, the number of Industrial Relations Mediators in Indonesia is 1,073 people. Around 17.43% were first expert mediators, 67.57% were young expert mediators, 14.91% were intermediate expert mediators and 0.09% were primary expert mediators. The ideal number there should be is 2,692 mediators. Thus, there is a shortage of 1,619 mediators because currently there are only 39.86% of the ideal mediators.

In 2023, from January to August, the number of industrial relations dispute cases will reach 5,698 cases. These include 1,495 cases of rights disputes, 229 cases of interest disputes, 3,876 cases of layoff disputes, and 98 cases of disputes between trade unions. Meanwhile, 5,515 cases were successfully handled, with the following details: 4,908 cases were resolved through mediation, 608 cases were resolved through bipartite, 3 cases were resolved through HI courts, all of which were layoff dispute cases. With the remaining 183 untreated cases.

Many mediation cases are handled and can only be carried out when the parties agree to take the mediation route, by signing a statement that they are each willing to carry out the mediation process and are assisted by a mediator who is registered with the Manpower Office as a party who facilitates the resolution of the parties' problems (Rangkuti & Nadhirah, 2023). However, there are cases that cannot be handled, one factor is the lack of a mediator. In fact, basic mediator training aims to provide knowledge, skills, attitudes and work behavior for prospective Industrial Relations Mediator Functional Officials in carrying out their duties in accordance with statutory regulations. This training includes material on employment law, mediation techniques, effective communication, negotiation, professional ethics, and others. The training provided is adjusted to the results of the training needs analysis and performance assessment. Technical training in the field of guidance, development and resolution of Industrial Relations Disputes is also provided to Industrial Relations Mediator. This training also provides opportunities for

participants to obtain a certificate as a mediator issued by the Supreme Court or an accredited institution.

As mentioned above, training is very important for civil servants because training is part of the civil servant development system, which is related to career development which can help improve the quality of human resources in an organization. Quality human resources in an organization are an important asset that can support the organization's progress by continuing to carry out training and development so that they can always adapt to a changing environment and in accordance with what society expects (Pratiwi et al., 2022). Because human resources are the key to an organization's success in achieving the goals and targets that have been set (Lase & Ndraha, 2023). Training can also help employees to acquire, improve and maintain work skills, attitudes and ethics at certain levels of abilities and skills, in accordance with the standards and qualifications of positions and jobs (Sari, 2019).

Thus, good training can help organizations to increase their productivity and performance. Training needs to be managed well, in order to achieve the goals that have been set, as well as to achieve the effectiveness and efficiency of the training itself. Therefore, training management has an important role in the process of planning, implementing and evaluating training which is carried out systematically and in an integrated manner. Management is an activity, the implementation of which is managing, while the implementer is called a manager or administrator (Terry & Rue, 2021).

Training management is a series of training processes that are managed through various procedures or activities including training planning, training implementation and training evaluation by utilizing human resources, information, systems and financial sources while still paying attention to management functions, roles and expertise to produce appropriate training, with a purpose and benefit for participants (Indriyani et al., 2019). Good training management will influence training effectiveness. The quality of training needs to be assessed and measured properly so that the training activities held truly provide optimal benefits (Tamsuri, 2022). The effectiveness of training can be measured from the level of satisfaction, learning outcomes, learning transfer, and the impact of training on increasing mediator competence and performance.

RESULTS AND DISCUSSIONS

Planning for Basic Training for Industrial Relations Mediator Batch 98

Based on the results of research conducted by researchers ranging from observations, documentation studies, and interviews. The Planning Stage of Basic Training for Industrial Relations Mediators Batch 98 begins with a Training Needs Analysis carried out by the program field, with related Technical Units, namely the Bureau of Organization and Human Resources of the Apparatus (OSDMA) and the Directorate General of Industrial Relations Development and Labor Social Security (JSK) to determine the needs and number of training batches in order to produce training programs that are in accordance with the qualifications, demands, tasks, and developments organization, knowledge, and technology. In this case, the Directorate of Industrial

Relations Mediator Development (Echelon II) acts as a user or user and PPSDM acts as the main organizer of the training.

PPSDM issued a Circular Letter of the Minister of Manpower of the Republic of Indonesia Number 1/16/HK.04.00/XII/2022 concerning Training in the Field of Manpower and Capacity Building of Human Resources of the Ministry of Manpower Apparatus in 2023 with requirements, procedures for proposing prospective participants, level/type of training. PPSDM also made observations to the manpower offices, looking at the needs of each different Province/Regency/City. Furthermore, conduct a quantitative analysis by looking at the number of functional positions that need to be trained. PPSDM determines the number of trainees for functional positions and batches that are adjusted to the budget obtained by PPSDM.

After distributing the circular, PPSDM received a letter of proposal for prospective trainees coordinated by the OSDMA Bureau of the Ministry of Manpower. The PPSDM also prepared programs and curriculum that were not separated from the coordination of the Directorate of Industrial Relations Mediator Development and the widyaiswara at PPSDM, then PPSDM held a meeting to discuss the curriculum to be used. In the curriculum meeting, the material, syllabus, and widyaiswara were discussed that would fill in the material for the Basic Training of Industrial Relations Mediators.

The training program is prepared to be a reference in carrying out training, so that the training carried out can be standardized. The purpose of this training is to improve knowledge, skills, and work attitudes for Industrial Relations Mediator Functional Officials in carrying out their duties in the field of industrial relations in accordance with applicable laws and regulations. The preparation of the curriculum is in accordance with the Decree of the Minister of Manpower and the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform concerning Competency Standards for Functional Positions of Industrial Relations Mediators, then the preparation of a training syllabus based on competency units: Basic Group, Technical Competency Group, Managerial and Sociocultural Competence, Field Work Practice, Learning Evaluation, Miscellaneous Materials.

Each unit of material competence is determined by the widyaiswara who will teach. Widyaiswara industrial relations mediators come from within PPSDM, officials within the Ministry of Manpower, and other related agencies. The determination of the widyaiswara who will fill in the material is carried out during the discussion of the curriculum. Widyaiswara or Material Facilitators must have participated in TOT (Training of Trainers). From the results of the determination meeting, data is then given to the organizers to make a tentative schedule during the industrial relations mediator training so that an overview of the training process will be seen at the time of implementation. The tentative schedule shows in depth the series of training activities from the beginning to the end.

After the process of preparing the curriculum and programs, PPSDM prepares training facilities and infrastructure, both online and offline. Starting from a zoom account, internet connection, schedule, Learning management system (LMS). Then participant dormitories, classes, clinics and so on. This is very important to do in planning the training implementation

process and as a reference for the implementation of the Basic Training for Industrial Relations Mediators Batch 98.

Based on the data that has been presented, the Basic Training Plan for Industrial Relations Mediators Batch 98 at the Manpower Human Resources Development Center can be presented in the form of the following scheme:

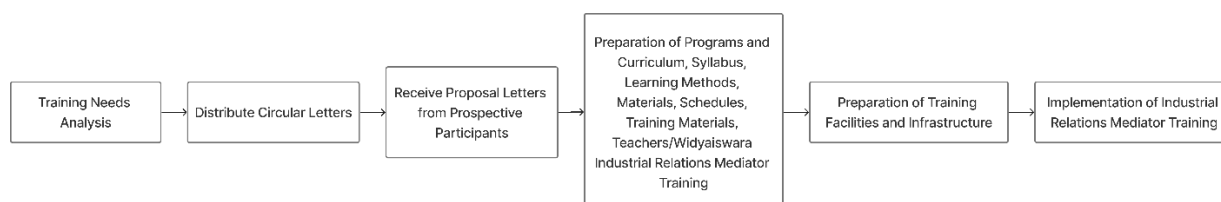


Figure 1. Planning for Basic Training for Industrial Relations Mediators Batch 98 at the Center for Manpower Human Resources Development

Implementation of Basic Training for Industrial Relations Mediators Batch 98

Based on the results of research conducted by researchers ranging from observations, documentation studies, and interviews. The Implementation Stage of the Basic Training for Industrial Relations Mediators Batch 98 is a follow-up to planning starting from the receipt of files of prospective participant proposals to the training organizers. Then from the data of prospective participants in the Basic Training of Industrial Relations Mediator Batch 98, the selection of participants was carried out by the OSDMA Bureau, the Directorate of International Relations Mediator Development and PPSDM Employment and in accordance with the requirements contained in the Circular Letter, including: Young Administrators, room group III/a; Level I Youth Administrator, room group III/b; Minimum S1/DIV education; Candidates for Industrial Relations Mediators who have been appointed to the functional position of Industrial Relations Mediator; Graduated and participated in basic training for prospective civil servants; Maximum age of 53 years for those who will occupy the Functional Position of First Expert Industrial Mediator and Young Expert HI Mediator; The maximum age is 55 years for those who will occupy the Functional Position of Associate Expert HI Mediator.

Furthermore, when the selection of participants is complete, in accordance with the regulations that have been set for the participants, the OSDMA Bureau issues a Decree and is signed by the Secretary General of the Ministry of Manpower for the participants of the Industrial Relations Mediator Training, and the letter is sent to PPSDM to continue the summoning of participants by the PPSDM organizing field. When summoning participants, PPSDM sends a letter to participants via WhatsApp, then after participants confirm their willingness to take part in the training, the participants are included in a group to facilitate the communication process.

When determining the participants/SK (Decision Letter) of the participants, the organizers also process the results of the curriculum and syllabus given in the field of curriculum methodology, for the preparation of a tentative schedule for the four months of training. The schedule is processed into a weekly schedule. The organizers also made a teaching request letter to widyaiswara who would fill in the material.

Furthermore, the implementation stage of the Basic Training for Industrial Relations Mediators Batch 98. Participants were programmed as many as 30 people, consisting of employees of the Central Industrial Relations Mediator and Provincial/Regency/City Regional Governments. The training period starts from August 7 to December 19, 2023, starting from online learning from August 7 to September 6, 2023 at the location of each participant/outside the office area, then offline/classical learning starts from September 11 to October 13, 2023 at the PPSDM Employment Building, Jl. Pusdiklat Depnaker No.13, RT.13/RW.6, Kampung Lembang, Makassar District, Makassar District, East Jakarta City, Special Capital Region of Jakarta, 13570, for approximately 34 (thirty-four) days. Then, the Field Work Practice (PKL) started from October 16 to December 8, 2023 which was carried out in the work units of each participant. Then, the last Seminar and Closing started from December 11 to December 19, 2023 with an online method.

Online learning from Monday – Friday, starting at 08.00 – 17.15, hours are subject to change at any time. During online learning, there are many obstacles experienced by participants, both internally and externally, obstacles such as inadequate networks, participants off camera during zoom, all of which will be assessed by the committee on duty that day and then will be given to the evaluation later. In the classical implementation, it starts with apples and morning gymnastics (according to the set schedule) then continues with lessons in the morning to evening with the following details: Monday – Friday 08.00 – 12.00 WIB; 13.00 – 17.15 WIB; Saturday 08.00 – 12.00 WIB. During the classic, participants get supporting facilities which include accommodation, consumption, transportation, stationery, materials and learning facilities, health in the form of light medicines and laundry facilities.

During the classical implementation, widyaiswara uses several teaching methods, including: Lectures/Lectures; Q&A; Discussion/Panel; Case Study. Then, the training session: Broadcast material; Hand Out; Related reference materials. Participants are usually given assignments and exams 1 week 2 times a week to find out the participants' knowledge of the material that has been taught by widyaiswara. Participants were given material in accordance with the curriculum and syllabus that had been made by the planner, participants were also given theoretical and practical learning in the form of coaching and counseling simulations. When the classical takes place, there are also obstacles during the lesson, or sometimes not all participants can take part in the full learning because the participant is sick or so on. The committee facilitates if the sick participant is immediately taken to the clinic available at PPSDM or to the nearest health center/clinic. If participants need additional ATK/print assignments, the committee also facilitates them.

Then, in the context of implementing the curriculum of the Basic Training Program for Industrial Relations Mediators and in order to obtain adequate training quality to hold the Functional Position of Industrial Relations Mediator, participants carried out Field Work Practice (PKL). The street vendors held must be able to provide real experience in applying the theory given previously so that the street vendor program can function to improve the abilities and insights of participants. In the Field Work Practice stage, participants will visit the company to see the application of theory and practice some skills that have been simulated during classroom learning. Street vendors are programmed for approximately 40 (forty) days. Street vendors for

Industrial Relations Mediator Training participants are carried out in the participant's work unit and in the company. One company can only be a street vendor location for one participant. During the visit to the company, each participant will be accompanied by a mentor who has been appointed. PKL participants are divided into 5 (five) street vendor guidance groups. Each group will be facilitated by one coach. Participants were also guided to write a final report.

Participants are given the task of compiling Competency Practice Results Reports (LHPK) and Individual Work Papers (KKP) when participants have completed street vendors. The LHPK is compiled based on data and information obtained from the company where the street vendors are implemented. LHPK is reported to mentors and coaches periodically according to a predetermined schedule. The LHPK is uploaded in Word and PDF formats according to the time determined by the Committee. The LHPK attachment is uploaded separately in format. Then, the KKP is a working paper made by each participant of the Basic Training for Industrial Relations Mediators which contains Industrial Relations Development Practices and/or assists and analyzes Industrial Relations Dispute Resolution and employment data in the participant's work unit. Later, participants will seminar in groups according to the group at the time of street vendors. Participants prepare KKP broadcast materials (power point). The KKP was held with a moderator from Widyaaiswara. Furthermore, it will be assessed by widyaaiswara, starting from mastery of material and presentation techniques.

After going through a long learning process, it comes to the closing of the training, which is the determination of the graduation of the trainees which is announced at the time of closing. The graduation of participants was assessed from several aspects of assessment. Starting from the aspect during learning during the training period. Then, the exam aspect, seminar assessment, and PKL assessment. The exam is carried out per unit of competence which contains knowledge, skills, and attitudes that have their own weights. After that, the final score is obtained whether or not they pass. Participants who graduate, participants who meet all competency units that meet the requirements as an industrial relations mediator, will then get a certificate or STTP (Certificate of Completion of Training) issued by PPSDM and will get a Decree of the Minister of Manpower/Legitimacy of the HI mediator consisting of several competencies that the participants have participated in. However, graduation will be postponed if the participant does not meet all the competency requirements.

Based on the data that has been presented, the Implementation of the Basic Training for Industrial Relations Mediators Batch 98 at the Center for Manpower Human Resources Development can be presented in the form of the following scheme:

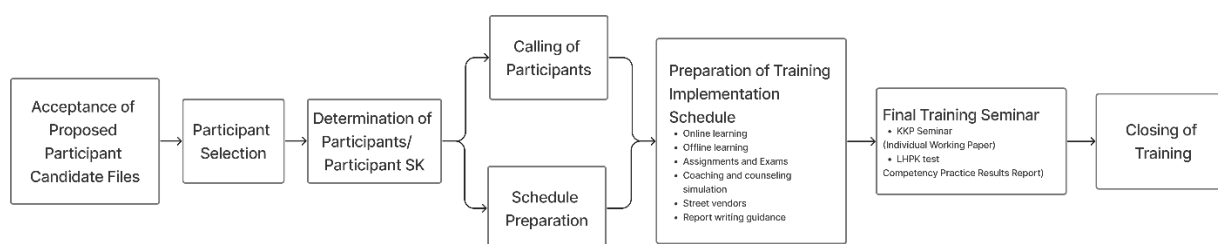


Figure 2. Implementation of Basic Training for Industrial Relations Mediators Batch 98 at the Center for Manpower Human Resources Development

Evaluation of Basic Training for Industrial Relations Mediators Batch 98

Based on the results of research conducted by researchers ranging from observations, documentation studies, and interviews. The evaluation of the Basic Training of Industrial Relations Mediators Batch 98 was carried out to find out the final results or achievements of the implementation of the training. The purpose of the Evaluation of the Basic Training of Industrial Relations Mediators Batch 98 is to see and assess whether the trainees are ready to become a competent mediator. PPSDM uses the Kirkpatrick evaluation model (Kirkpatrick, 2009). The evaluation process consists of 3 (three) main aspects, namely: Evaluation of Participants; Evaluation of Teachers/Widyaiswara; Evaluation of the implementation of training.

The initial stage of evaluation of the participants of the Basic Training for Industrial Relations Mediator Class 98, namely by preparing a question instrument that will be used as a means of data collection. Data collection in the training of industrial relations mediators is carried out using evaluation instruments and processed quantitatively and then presented qualitatively. Quantitative data supported by qualitative interpretation allows for a more comprehensive understanding of training outcomes, as mixed-method evaluation approaches are considered effective in capturing both measurable performance and contextual insights. (Jones et al., 2020).

The evaluation process is carried out in the field of evaluation. In the evaluation of participants, participant assessments are carried out through observation of attitudes and behaviors during the learning process, discussions/panels, seminars which are grouped as follows: 1) Aspects of Daily Attitudes and Behaviors, This aspect of assessment is related to the attitudes and behaviors of participants during the implementation of training through daily observation activities in the classroom and outside the classroom; 2) Cooperation, assessment of the ability of participants to complete all activities together and establish relationships with other participants, widyaiswara and the committee; 3) Initiative, an assessment of the participant's ability to propose ideas that are beneficial to the interests of the group or the broader interest; 4) Leadership, assessment of the participant's ability to motivate and motivate other participants, convince others of their opinions, bring together opinions and overcome tensions that may exist for a positive purpose. Evaluation of daily attitudes and behaviors is carried out by all training implementers, namely the organizing committee, widyaiswara and participants during the training. Evaluation of cooperation, initiatives and leadership of participants was carried out by widyaiswara.

Furthermore, in the evaluation of teachers and widyaiswara, it is intended to find out the effectiveness of the delivery of the subject or the knowledge and skills of the teacher/widyaiswara assessed by the training participants. Participant feedback is a critical component in evaluating instructional effectiveness, as it provides direct insights into teaching quality, engagement, and relevance of learning materials (Constantinou & Wijnen-Meijer, 2022). The assessment is carried out by participants at the end of each meeting, participants immediately fill out the google form provided by the evaluation field, which contains instruments or several assessments including: Mastery of the material, Systematics of presentation, Ability to present/facilitate training, Relevance of material to instructional purposes, Use of training methods and means, Use of language, Tone and voice, How to answer participants' questions, Widyaiswara's positive style/attitude and behavior/attitude, Providing motivation to participants, Quality of teaching materials, Neatness of dress, Discipline of attendance.

The last evaluation is the implementation of training, with the aim that the implementation of training can be effective and successful, it is necessary to evaluate the program and the implementation of training which includes the completeness of training information, infrastructure, and committee services carried out by PPSDM and the final evaluation, so that it is expected that the implementation of the training program is in accordance with the goals and objectives that have been set, as well as the improvement and development related to all components of training implementation.

After all the evaluation data is collected, an evaluation report on the training of industrial relations mediators is then made. This report was prepared by the Training Evaluation and Reporting Division. The evaluation report will be used as material for the training evaluation meeting to see the success of the training and as a reference for the next industrial relations mediator training. The evaluation meeting was divided into 2, namely the MHI Training Evaluation Meeting or per training name, attended by PPSDM, OSDMA Bureau, Directorate of MHI Development, Quality Assurance Team and Training Implementation Evaluation (all training), attended by PPSDM (all fields) and all widyaiswara. Evaluation reports serve as strategic decision-making tools that support continuous improvement and future training design through evidence-based findings (Jesson & Parr, 2019).

The evaluation field also conducts post-training evaluations, aimed at participants who have graduated from the training. This evaluation was carried out in order to find out how far the benefits/contributions of participating in the Industrial Relations Mediator Training to the implementation of duties and the quality of the performance of training alumni in the context of carrying out tasks in the field, then Monitoring Training Alumni is needed. Monitoring of Training Alumni uses an instrument in the form of a questionnaire/list of questions, which is expected to be filled out by training alumni objectively. The monitoring of training alumni has nothing to do with the career path, position and rank of the training alumni who are respondents. The measurement is qualitative, so it requires an objective understanding from the respondents.

Based on the data that has been presented, the Evaluation of the Basic Training of Industrial Relations Mediators Batch 98 at the Manpower Human Resources Development Center can be presented in the form of the following scheme:

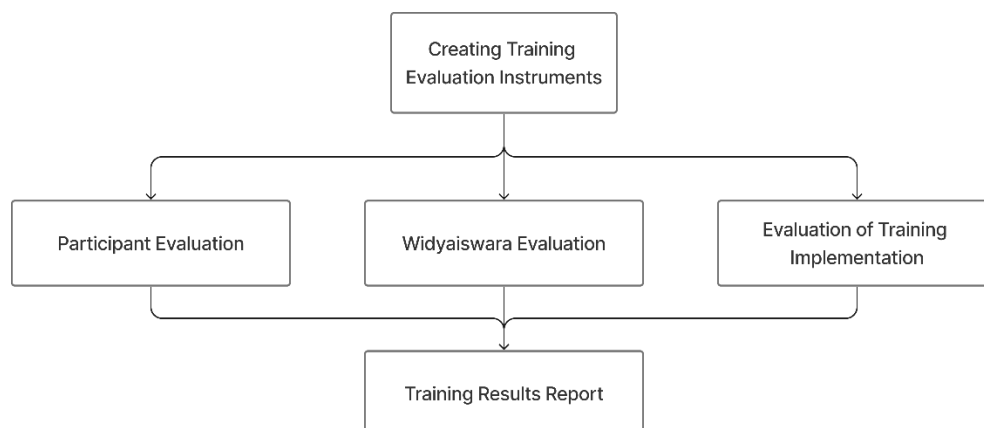


Figure 3. Evaluation of Basic Training for Industrial Relations Mediators Batch 98 at the Center for Employment Human Resources Development

CONCLUSIONS

The training planning for the 98th batch of Industrial Relations Mediator (MHI) conducted by the Employment Human Resource Development Center (PPSDM) begins with a Training Needs Analysis, followed by the preparation and distribution of a Circular Letter. PPSPDM collects data on prospective participants proposed by their respective regional work units. Furthermore, PPSPDM develops training programs, curriculum, syllabus, learning methods, materials, schedules, and assigns trainers or Widyaiswara. The planning stage is finalized by preparing both online and offline training facilities and infrastructure.

The implementation stage begins with the verification of participant proposals, followed by participant selection conducted collaboratively by the OSDMA Bureau, the Directorate of Industrial Relations Mediator Development, and PPSPDM Employment. Selected participants are officially invited, and training schedules are prepared based on the developed curriculum. The training process includes online learning, classical (face-to-face) sessions, assignments and examinations, coaching and counseling simulations, fieldwork practices (PKL), and report writing guidance. Participants are required to prepare a Competency Practice Results Report (LHPK) and Individual Working Paper (KKP), which are supervised and evaluated periodically. The training concludes with a formal closing session.

The evaluation of the training program consists of three main aspects: participant evaluation, trainer (Widyaiswara) evaluation, and overall training implementation evaluation. Data collection is conducted using structured instruments, including multiple evaluation links covering coach, mentor, examiner, implementation, and Widyaiswara performance. Participants also engage in peer evaluation. The collected data are compiled into a comprehensive evaluation

report by the Training Evaluation and Reporting Division. Additionally, post-training evaluation is conducted to assess the long-term impact of the program on participants.

The findings of this study have several important implications for the development of industrial relations mediator human resources. Effective training management contributes to enhancing the competencies of mediators, particularly in analytical skills, dispute resolution, and professional ethics. A well-structured training system also supports the development of adaptive and responsive mediators in handling increasingly complex industrial relations issues.

In terms of strengthening the national training system, this study recommends the need for continuous improvement in curriculum relevance, integration of digital learning systems, and enhancement of coordination between central and regional institutions. Standardization of training implementation and evaluation across regions is also necessary to ensure consistent quality of mediator competencies at the national level. For future research, it is suggested to explore the effectiveness of training outcomes in real workplace settings, particularly in relation to mediator performance in resolving industrial disputes. Further studies may also examine the integration of technology-based learning models and comparative analyses across different training institutions to provide a broader perspective on training effectiveness.

ACKNOWLEDGMENTS

Dr. Desi Rahmawati, M.Pd. as Coordinator of the Education Management Study Program, Faculty of Education, UNJ and also supervisor I who has helped researchers, guided, examined, directed and provided the right motivation in preparing this article. Then, Mr. Dimas Kurnia Robby, M.Pd. as supervisor II lecturer who has helped researchers, guided, checked, directed and provided appropriate motivation in preparing this article.

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