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DEVELOPMENT OF MANAGEMENT TRAINING SYSTEM IN PROVIDING TRAINEE AT WEDDING ORGANIZER DELAPAN PLANNER, DENPASAR, BALI

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Abstract

Delapan Planner is one of the recommended wedding organizers in Bali. The training management system at Delapan Planner is self-taught and conducted directly in the field. However, the trainees lack learning references, leading to less efficient work performance. The purpose of this study was to develop a training management system for the trainees at Delapan Planner to enhance their efficiency and effectiveness. This study employed a qualitative descriptive research method. Data collection techniques included observation, interviews, and documentation. Data were analyzed using a fishbone diagram to identify the root causes of the problem, focusing on four factors: methods, people, materials, and measurements. Additionally, the POAC Theory (Planning, Organizing, Actuating, Controlling) was applied. The results revealed that project improvements in the training management system were developed and systematically structured using the POAC theory. These improvements included creating training guidelines, refining training SOPs, and enhancing team communication. The study suggests that Delapan Planner updates its training management system by implementing a more structured training program. This approach is expected to improve the quality of service provided to trainees, thereby enhancing the company's overall performance more effectively and efficiently.

Keywords: Management Training, Trainee Provision, Wedding Organizer

1. INTRODUCTION

Tourism is one of the largest sectors contributing to foreign exchange in Indonesia. The rise of tourism activities began with the advent of travel from one place to another. Travel occurs due to motivations that encourage people to explore. The growth of tourism activities is also balanced by the increasing wants and needs of tourists (Suwena & Widyatmaja, 2017). When discussing tourism, Bali is one of the most renowned islands in Indonesia, celebrated for its tourism and stunning natural beauty. Bali is a favorite destination for both domestic and international tourists, catering to a range of interests, including family vacations, solo travel, and couples seeking a romantic setting for their wedding. The island's exotic charm creates an unforgettable atmosphere for tying a once-in-a-lifetime sacred promise.

According to Angela Tanoë Soedibjo, Deputy Minister of Tourism and Creative Economy, in a press release in 2022, Bali is one of the best wedding destinations in the

world. It is a top choice for prospective brides from various countries to hold their wedding ceremonies. Quoted from CNN Indonesia, the latest Bounce survey revealed that Bali was ranked the second most popular wedding destination in the world in 2024, after Tuscany and Lake Como in Italy. Bali offers a wide array of wedding venues, ranging from indoor settings to outdoor locations with views of the blue ocean waves and breathtaking sunsets. The island also boasts quality vendors providing accommodation, transportation, documentation, and professional wedding organizing services.

Delapan Planner is one of the most recommended wedding organizers in Bali. It not only focuses on managing weddings but also provides pre-wedding and post-wedding services, such as pre-wedding photography, engagements, wedding anniversaries, honeymoons, hospitality, transportation, and more. According to *Honeycombers*, Delapan Planner is highly experienced in attracting prospective brides with its diverse offerings and exceptional service. These include assisting clients with budget allocation, renting decorations, and organizing transportation for guests from accommodations to the venue. Delapan Planner also maintains strong relationships with vendors and clients, collaborating to create engaging photo and video documentation, from initial preparations to the wedding day.

However, based on initial observations, the management training system at Delapan Planner for training trainees has not been operating optimally. In an interview with the Chief Executive Officer (CEO) of Delapan Planner, Jessica Helen Melania Saputra, in March 2024, it was revealed that the current management training system is self-taught and conducted directly in the field on the wedding day. A survey conducted in April 2024 with three trainees at Delapan Planner revealed that they lacked access to learning references for activities specific to their departments and did not receive adequate guidance from the company. As a result, the trainees often worked inefficiently and struggled to master their job descriptions.

Trainees expressed the need for basic knowledge about their roles before undertaking tasks to work more effectively and efficiently while minimizing errors. The training equips participants with a clear understanding of their tasks while boosting their confidence in serving guests. According to Saraswati et al. (2020), the program lays a foundation for critical thinking, enabling participants to recognize and utilize resources effectively. It also helps them hone their potential to improve family welfare, particularly in Yogyakarta. Additionally, the program fosters motivation by encouraging participants to explore their skills through courses in areas such as skin and hair beauty and culinary arts.

Based on these observations, the author recognizes the need for a review of the management training system at Delapan Planner. Consequently, the author proposes a project improvement titled “Development of a Management Training System for Trainee Debriefing at Delapan Planner Wedding Organizer, Denpasar, Bali”.

2. LITERATURE REVIEW

2.1 Management Training

Management training is an activity that focuses on the development of soft skills to enhance individual abilities, ultimately improving teamwork to make it more effective and efficient (Ikhsan, 2019). The management trainee program is a process aimed at identifying and developing human resources with specific qualities, preparing them to take on managerial positions within a company. This program is often described as a special initiative designed to cultivate future company leaders.

Management training is also conducted at the Job Training Center under the West Aceh Regency Transmigration and Manpower Service. However, a significant challenge at DISTRANAKER, particularly in the UPTD BLK (Technical Implementation Unit of the Job Training Center Service), is the shortage of teaching personnel or instructors due to the high number of retirements (Levina & Safrida, 2022). In contrast, Wedding Organizer Delapan Planner Denpasar has not yet implemented a management trainee program, leaving trainees to learn through self-study.

According to Kumar & Siddika (2017), the benefits of management training include:

- a. Increasing efficiency at work.
- b. Enhancing knowledge and skills.
- c. Boosting self-confidence and motivation at work.
- d. Helping trainees become more competent in their roles.
- e. Improving employee capacity to adopt new technologies and methods.
- f. Facilitating trainees' adaptation to and understanding of the company's culture and conditions.

2.2 Trainee Briefing

Training is an essential activity for participants, equipping them with the tools and knowledge needed to develop their potential while contributing to the achievement of company goals. This includes orientation on company culture, core responsibilities, and the use of relevant technology or work tools.

Effective human resource development depends on several factors, including personal and interpersonal inputs. Personal factors are related to cognitive abilities, while interpersonal factors focus on fostering collaboration within a community. One of the significant benefits of effective human resource development is increased self-confidence in individuals and enhanced teamwork within the organization.

Ekhsan et al., (2023) highlight that trainee programs improve the communication skills of SMK Bina Industri students through talent management training. This is a vital step in preparing students for career success in the industry. Collaboration with industry experts and practitioners provides students with access to knowledge and hands-on experience relevant to current industry demands. In addition to enhancing communication skills, these programs build professional relationships and networks that will be valuable in the future. Given the importance of providing trainees, the author proposes a project to improve management training systems.

2.3 Wedding Organizer

According to Law Number 1 of 1974, marriage is a physical and spiritual bond between a man and a woman as husband and wife, with the goal of forming a happy and eternal family (household) based on belief in Almighty God. A wedding organizer is a service provider that helps prepare all the necessities required for organizing a wedding event (Wibowo, 2013).

A wedding organizer as an institution or agency that provides specialized services for managing wedding events. They assist prospective brides and grooms in organizing every aspect of the event, from concept to execution, ensuring the event runs smoothly and aligns with the couple's vision. Wedding organizers play a crucial role, especially given the busy schedules of prospective couples and their limited knowledge about the procedures and requirements for hosting a wedding.

Typically, many vendors are involved in weddings, including caterers, makeup artists, photographers, videographers, musicians, MCs, venue providers, decorators, and others. Wedding organizers assist couples in identifying high-quality and professional vendors that meet their criteria, simplifying the planning process and ensuring the event's success.

According to Hariani (2021), challenges in event management at Allana Wedding Organizer in Yogyakarta—using the POAC framework (Planning, Organizing, Actuating, Controlling)—arise when tasks are delegated to inexperienced team members, often leading to problems and complaints. Effective wedding organizer management requires discipline, friendliness, high initiative, strong communication skills, and quick, accurate decision-making. Therefore, training programs for trainees are essential.

3. RESEARCH METHODS

This study uses a descriptive qualitative research method, which is necessary to carefully examine the object of study. Meanwhile, a research method is defined as a scientific way to obtain data with specific goals and purposes (Sugiyono, 2019). According to Sugiyono (2020), a qualitative method is used because the problem is unclear, holistic, complex, dynamic, and full of meaning. This makes it impossible to collect social situation data using quantitative research methods with instruments such as tests, questionnaires, or structured interview guidelines.

Data Collection techniques include observation, interviews, and documentation. Interviews were conducted with the CEO, Human Resource Development staff, permanent employees, and training participants at Delapan Planners. After the data was collected, it was analyzed using a fishbone diagram to identify the root causes of the problem based on four causal factors: methods, people, materials, and measurements. The Analysis of the four factors is as follows:

a. Methods:

- The training system operates in an autodidactic manner.
- There are no clear standard operating procedures (SOPs).
- Monthly evaluations are not conducted.
- Job descriptions are monotonous, with trainees working continuously in the same field.

b. People:

- Trainees do not fully understand their job descriptions due to self-taught learning and immediate fieldwork.
- Trainees lack a clear understanding of the company's SOPs.
- There is insufficient product knowledge among trainees.

c. Materials:

- There are no formal training guidelines.
- Worksheets or "to-do" lists are not provided.
- Equipment lists are incomplete.

d. Measurements:

- No evaluations are conducted.
- Trainees have limited practical experience ("flight hours").
- There is inadequate supervision of details.

The analysis employs the POAC Theory (Planning, Organizing, Actuating, and Controlling) to address and improve these issues.

4. FINDINGS AND DISCUSSION

From the results of the interviews that have been conducted, it will be analyzed using a fish bone diagram to get significant problem identification results.

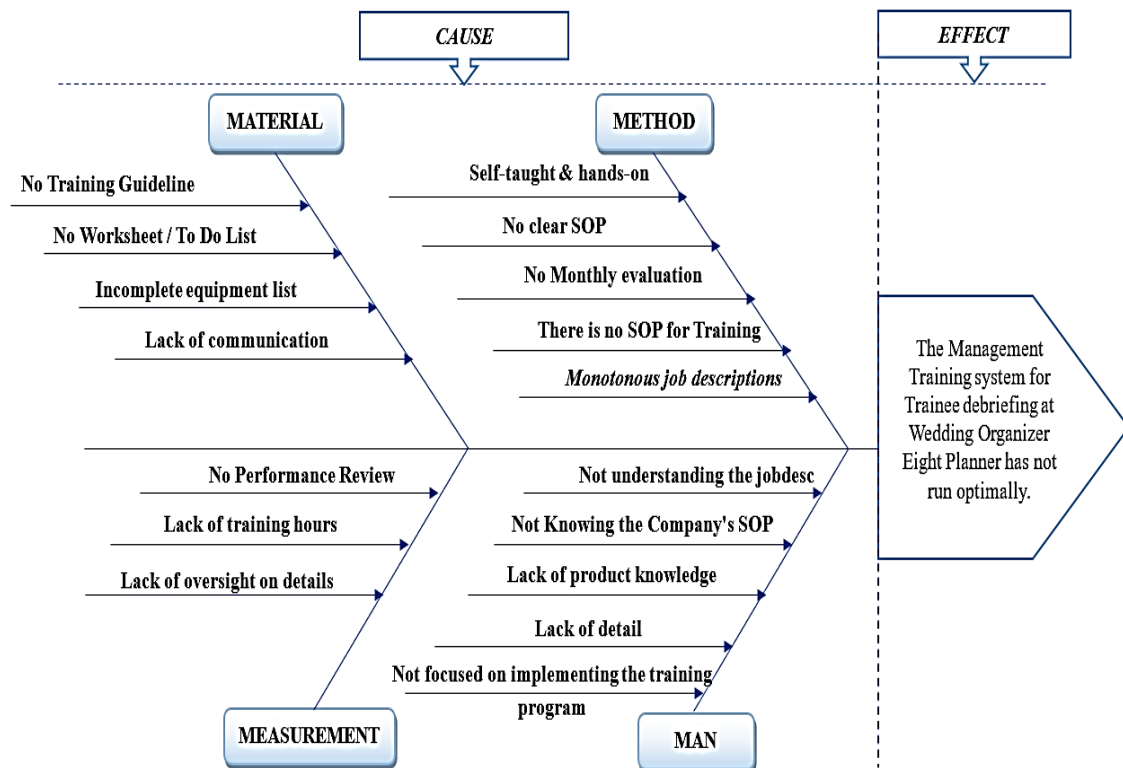


Figure 1. Fish Bone Diagram Analysis of the Possible Causes of the Management Training System for Trainee Debrief at Wedding Organizer Delapan Planner

Source: Interview and Brainstorming Results with Eight Planner Companies and Trainee

Based on the Fish Bone Diagram that has been compiled, it can be found that the root causes of the problem of the management training system for trainee debriefing at the Delapan Planner wedding organizer need to be reviewed are as follows:

1. There is no training guideline for trainees, resulting in one of the biggest effects, namely trainees do not understand their job desc properly in implementing the training program and trainees do not have product knowledge.
2. No worksheet / to do list for trainees.
3. Lack of explanation of the training SOP.
4. Trainees go directly to the field to learn by themselves which leads to trainees not understanding the work to be done due to lack of experience and understanding.
5. Lack of clear communication causes trainees to be less detailed in carrying out their work.
6. The absence of a monthly evaluation or performance review means that neither the trainee nor the company can see any significant progress from the training process.

From the root causes of the problem above, the following chart is made which contains an easy-to-understand identification of the root causes of the problem with the center column being the problem under study.

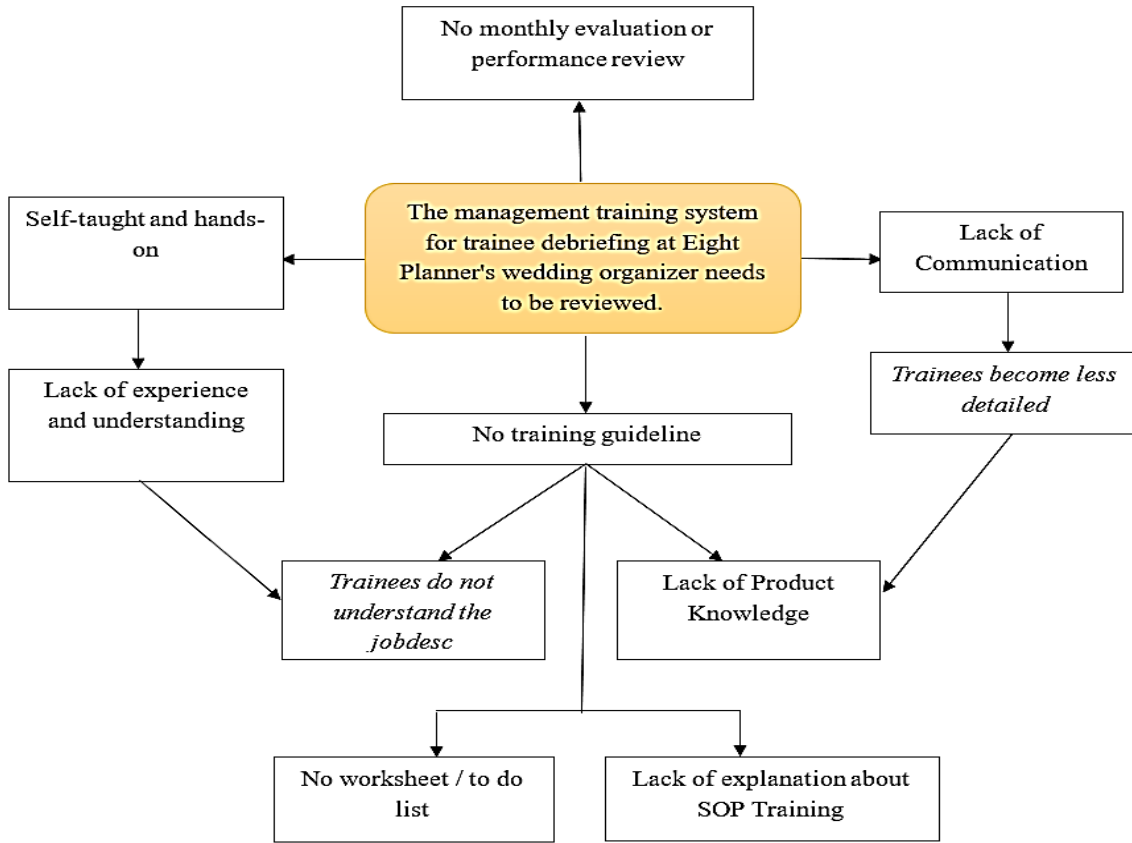


Figure 2. Root Cause Identification Chart
 Source: Fish Bone Diagram Analysis

Table 1. Determination of Alternative Solution

Root of the Problem	Solution	Consideration Factors	Alternative Solution	
			Yes	No
The management training system for trainee debriefing at the Delapan Planner wedding organizer has not been running optimally.	Create Training Guideline	<ul style="list-style-type: none"> - For trainees to have a learning reference - Trainees can record the activities they have done - Trainees have a to do list - Trainees become more familiar with their job descriptions - Trainees can understand product knowledge - Take the time to conduct monthly performance reviews or evaluations so that trainees' progress can be seen. 	✓	
	Update Training SOP	<ul style="list-style-type: none"> - Trainees can be more focused in implementing the training program. - Trainees can improvise skills in accordance with company SOPs 	✓	
	Improving communication	<ul style="list-style-type: none"> - Reduce misunderstandings with each other that can lead to things being less detailed - Accompany trainees when setting up equipment boxes 	✓	

Source: Fish Bone Diagram Analysis

Table 1 above is an analysis of problems, root causes and solutions related to the trainee training system at wedding organizer Empat Planner, Denpasar, Bali. The main problem formulation regarding the trainee provision system and project improvement of the training management system, the root of the problem is that the training management system is not yet optimal, there are no guidelines, and training SOPs. The proposed solution is to create training guidelines, update training SOPs and improve communication.

In this part of determining alternative solutions, there are 3 (Three) alternative solutions that have been agreed upon through brainstorming sessions with companies in the process of developing a management training system for trainee debriefing at the Delapan Planner wedding organizer. The following are alternative solutions that have been agreed upon along with their consideration factors:

1. Create Training Guideline

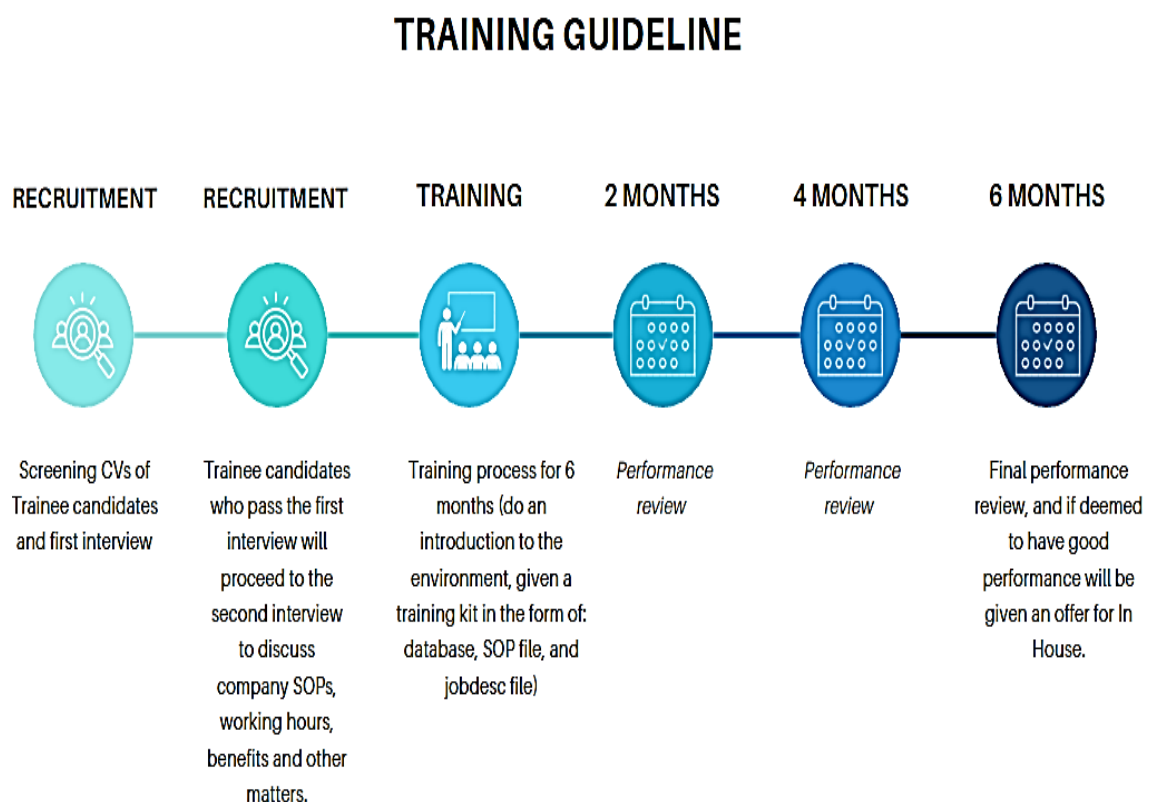


Figure 3. Training Guideline
Source: Analysis of Alternative Solution Results (2024)

Figure 3 above explains the Training Guide which details the recruitment and training process for trainee candidates, from start to final evaluation over a 6 month period. Recruitment (Stage 1) carries out screening of trainee candidate CVs and a first interview for initial selection. Recruitment (Stage 2): Candidates who pass the first interview will proceed to the second interview which includes SOP, Working hours, Benefits provided, and other things. Training (Training Process), Candidates undergo a 6-month training process. In the training, they will introduced to the work environment, Given training materials in the form of: Database, SOP (Standard Operating Procedure) File, and Job description File. 2 Months The first performance evaluation is conducted to review the progress of the trainee. 4 Months: The second performance evaluation is

conducted to continue monitoring development. 6 Months The final performance evaluation is conducted, If the trainee shows good performance, they will be offered to become part of the company full time (in-house). This guide shows a clear training structure to ensure candidates understand the work environment and meet company standards.

The factors that are considered in making this Training Guideline are intended so that Trainees can have the right learning references in understanding their job descriptions and Trainees can understand the company's product knowledge. In addition, training participants can further improve their abilities and correct mistakes made through performance assessments. done every two months.

2. Update the training SOP

Table 2. Training SOP Update

OLD SOP	NEW SOP
The rules are implemented in different ways by each wedding planner.	The rules are carried out by each Wedding Planner in a unidirectional manner in accordance with the company's agreement.
Self-taught learning and direct entry into the field	<i>Trainees will be given a training kit in the form of a file containing :</i> <ol style="list-style-type: none"> 1. Company Profile 2. Product Knowledge 3. Required Vendor and Wedding Venue Data 4. Explanation of the division and responsibilities of each jobdesc 5. Basic list of equipment that must be brought during the event
Freedom of office hours for trainees and no minimum working time as long as the work is completed on time.	<i>Trainees are not required to enter the office every day and may WFH provided that a minimum of 20 working hours per week is achieved or the equivalent of 5 working days with a division of 4 hours per day.</i>
<i>Trainees are free to take activities/work outside the office</i>	<i>Trainees are free to take activities / work outside the office with a record of prioritizing the schedule of activities in the office, such as: site inspection, food testing schedule, pre-wedding preparation, wedding day, etc.</i>
<i>Trainees are allowed to wear free clothes to the office and clothes in accordance with the wedding planner's rules on the day of the wedding.</i>	<i>Trainees are allowed to wear free clothes to the office and clothes in accordance with the wedding planner's rules on the day of the wedding.</i>
There is no monthly evaluation, if trainees make mistakes, they will be reprimanded on the spot.	If Trainees make mistakes, they will be immediately reprimanded and given improvements, in addition, an evaluation will be held at least once every 1 - 2 months to see the development of trainees' knowledge and abilities during the training program.

Source: Analysis of Alternative Solution Results (2024)

Figure 5 above compares the Old SOP with the New SOP in managing trainees at Wedding Organizer Eight Planners, regarding implementation rules, training approaches, working hours and attendance, activities outside the office, work clothes, and work evaluation. Core Changes, New SOP is more structured with clear training guides (training kit), minimum measurable working hours, periodic evaluations to monitor progress, emphasis on trainee task priorities in the office and in the field. This change aims to improve the quality and consistency of trainee training in Eight Planner.

The factors considered in updating the SOP Training are so that trainees can be more focused in carrying out the training program and trainees can improvise skills in accordance with the company's SOP.

3. Improve Communication

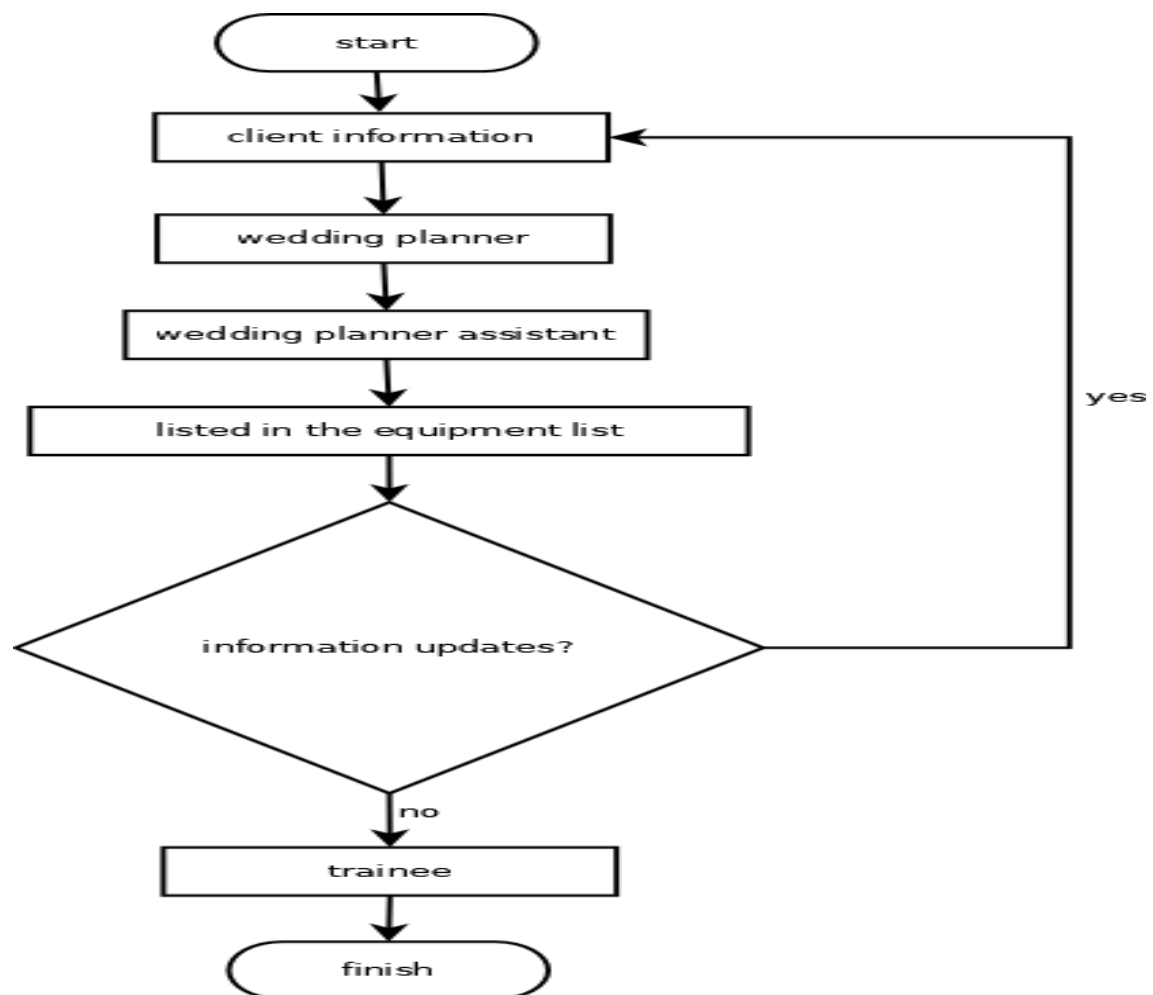


Figure 4. Structured Communication Flow
Source: Analysis of Alternative Solution Results (2024)

The consideration factor in improving this communication is to reduce misunderstandings with each other that cause things to be less detailed. The flow of communication will be made more structured, starting from the delivery of Client information through the Wedding Planner which will then be conveyed to the Wedding Planner Assistant to be included in the equipment list which will eventually be given to the trainee to prepare.

The main contribution of the development of this management training system is to increase efficiency, quality, and professionalism in wedding organizer operations. This not only has a positive impact on trainees and companies, but also supports the development of the wedding organizer industry in Bali, providing long-term benefits to the local economy and creative community.

Implications beyond the limitations of the research show that the management training system developed not only has an impact on the Eight Planners and their trainees, but also on the wedding organizer industry in general, HR management, local tourism, as well as the Balinese economy and community. This research paves the way for cross-sector collaboration, technology applications, and future innovation.

5. CONCLUSION

Based on the discussion above, conclusions can be drawn about the development of a management training system for trainee debriefing at the wedding organizer Delapan Planner, Denpasar, Bali. The improvement project to be carried out on the training management system for trainee debriefing at the wedding organizer Delapan Planner, Denpasar, Bali is developed and structured systematically using POAC theory which results in the evaluation of the best solution as follows:

a. Planning

This is done by developing a training guideline plan, developing a training SOP plan that is more specific and easily understood by trainees, and improving the communication system between teams to minimize errors.

b. Organizing

Organizing is done by educating the entire team about the plan that has been designed and explaining the purpose of the plan so that the entire team can take part so that the plan can run smoothly.

c. Actuating (Pelaksanaan)

The implementation process is carried out in accordance with the planning that has been compiled and organized.

d. Controlling

The supervision process is carried out during the implementation process, providing corrections if an obstacle occurs, and conducting performance reviews to see significant developments

Based on the conclusion above, the author provides recommendations to the wedding organizer company Delapan Planners should be able to update the training management system by providing more structured training programs, so as to improve the quality of service provided by training participants and improve company performance more effectively and efficiently. The following research is recommended, namely the Effectiveness of the Training Management System at the Eight Planner Wedding Organizer.

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