

Improving Leadership Skills Through Supervisory Leadership Training at J&T Express Jawa Timur

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ABSTRACT

This study aims to evaluate the effectiveness of the Supervisory Leadership Training program in enhancing the leadership skills of supervisors at J&T Express East Java. Utilizing a quantitative approach with a one-group pretest-posttest design, data were collected through questionnaires administered before and after the training. The analysis results indicate an improvement in leadership skills following the training, with the average score increasing from 163.5445 in the pre-test to 167.0034 in the post-test, reflecting an increase of 3.4589 points. This 2.11% increase serves as strong evidence of the training's effectiveness in enhancing supervisors' leadership skills. The statistical test using the Paired Sample t-Test confirmed that this improvement is statistically significant ($p < 0.05$). The most notable improvements were observed in task delegation and communication aspects. The validity and reliability of the research instrument were also confirmed through factor analysis and Cronbach's Alpha test. In conclusion, the Supervisory Leadership Training program has been proven effective in improving supervisors' leadership skills. This finding suggests that the Supervisory Leadership Training program can serve as a solid foundation for developing similar training programs in the future to enhance supervisory leadership competencies across various industrial sectors.

Keywords: Training, Supervisory Leadership Training, Development, Leadership, Training

INTRODUCTION

In the competitive business world, leadership skills are one of the key factors determining the success of an organization. Supervisors, as middle-level leaders, play a crucial role in directing and managing teams effectively. Supervisors help organizations achieve their goals by overseeing teams efficiently through strategic planning, organization, leadership, and control. Furthermore, supervisors are responsible for providing clear guidance to their subordinates while facilitating effective communication within the team. The function of supervisors is essential in ensuring operational efficiency, overseeing field personnel, and ensuring effective coordination among teams. Effective supervision requires advanced leadership skills, which include communication proficiency, decision-making sharpness, conflict resolution abilities, and the capacity to motivate subordinates (Kurniawan, 2020).

Leadership represents a multifaceted phenomenon that integrates various styles and methodologies, shaping how individuals inspire and guide others toward achieving shared

goals. Different leadership paradigms can significantly affect team dynamics, productivity levels, and overall organizational culture. Competent leaders often possess the adaptability to modify their leadership styles according to situational demands and team member attributes, fostering a more inclusive and productive work environment (Khan, 2016).

Enhancing leadership skills through training allows companies to build internal leadership, reduce reliance on external recruitment, and improve employee loyalty and productivity. With a planned skill enhancement strategy, companies can create an organizational culture oriented toward sustainable growth while ensuring that employees are equipped to face long-term challenges. The enhancement of leadership skills and training are closely related, both focusing on increasing the capacity of individuals and organizations to face long-term challenges, especially in the context of social, economic, and environmental changes. However, there is still a need to delve deeper and understand how these two concepts can be combined to create effective supervisor development strategies.

Training serves as a bridge between potential and success. It plays a vital role in helping individuals develop their potential optimally to achieve tangible success. Training plays a significant role in improving leadership skills, including communication skills, decision-making abilities, conflict management skills, motivational and influence skills, strategic thinking, self-confidence building, delegation improvement, and adaptability in change (Waringin, 2005).

Training is the creation of an environment where the workforce can acquire and learn specific attitudes, skills, expertise, and knowledge related to the job. Training is a learning process that involves the acquisition of skills, concepts, rules, or attitudes to improve workforce performance (Rahayu, 2023).

Effective training can empower individuals with the necessary skills and motivation to achieve personal success, which ultimately supports the overall success of the organization (Covey, 2024). Training is one approach to making changes in Human Resource Management (HRM) with the goal of improving competencies in performing tasks. Competent human resources have the potential to contribute their best to the organization.

Therefore, growing organizations continually strive to facilitate their HR's learning process to achieve certain qualification capabilities. This process involves developing the skills and knowledge needed to adapt to rapid business environmental changes.

J&T Express, as one of Indonesia's leading logistics companies, faces complex challenges in human resource management, particularly in ensuring that supervisors possess adequate skills. With a broad operational scope, J&T Express in East Java requires supervisors who not only perform technical tasks but also have strong leadership abilities to manage teams effectively.

To address these operational challenges, J&T Express East Java implemented the Supervisory Leadership Training program as an investment in the development of its supervisors' competencies. This program is designed to equip participants with the necessary knowledge to lead teams effectively.

The Supervisory Leadership Training is a competency development program aimed at supervisors or those responsible for overseeing their teams. This training aims to strengthen leadership abilities in supervision and motivate teams by understanding the concepts of supervisory leadership and the importance of competency in team management.

The program also aims to develop communication skills, conflict resolution, and performance management effectiveness in supervision.

Thus, this study aims to evaluate the effectiveness of the Supervisory Leadership Training program using a quantitative approach. The primary focus of this study is on the improvement of participants' knowledge before and after the training. By measuring the change in participants' understanding, this study will provide an objective overview of the success of the training program in enhancing leadership skills.

Leadership training primarily aims to provide new insights and strategies that supervisors can apply in their work environment. Therefore, it is important to measure how much participants' understanding has improved after completing the training program. A data-driven evaluation will provide more accurate information about the impact of the training on enhancing participants' skills.

The method used in this study is quantitative, with instruments in the form of pre-test and post-test questionnaires. The data collected will be analyzed using the Paired Sample t-test statistical method to identify differences in participants' knowledge levels before and after the training. Thus, this research can provide more valid results regarding the effectiveness of the Supervisory Leadership Training program.

The results of this study are expected to benefit J&T Express management in developing more effective training strategies. By understanding the extent of participants' improvement in understanding, the company can make improvements or adjustments to the training program to better meet the needs of supervisors in the field. Additionally, this research is expected to contribute to the development of leadership training theory, particularly in the logistics industry context. With quantitative data to support it, this study can serve as a reference for other companies wishing to apply a similar approach in developing their employees' leadership skills.

METHODE

The research method used in this study on enhancing leadership skills through the Supervisory Leadership Training at J&T Express East Java is a quantitative approach with a quasi-experimental design. The quantitative approach is a method used to prove a specific theory by further examining the relationships between variables. Variables are measured using research instruments so that the data in the form of numbers can be analyzed according to statistical procedures (Cresswell, 2009).

This approach allows the researcher to collect numerical data that can be statistically analyzed, thus providing a clear picture of the effectiveness of the training in improving participants' leadership skills. The data collected will include the results of the pre-test and post-test of the participants, aiming to measure the changes in leadership skills before and after the training.

The design applied is the one-group pretest-posttest design, where the participants' knowledge of leadership skills is measured before and after they participate in the Supervisory Leadership Training. The population in this study is the employees of J&T Express in the East Java region who participated in the training. The sampling technique used is purposive sampling, with the criteria that participants must have a role as supervisors, and the sampling is limited to training participants only.

Data collection is carried out using a questionnaire, which is designed based on leadership skills indicators relevant to the content of the Supervisory Leadership Training. This questionnaire is administered twice: before the training (pre-test) and after the training (post-test), to measure the improvement in leadership skills. The research instrument used is a closed-ended questionnaire with a Likert scale, covering aspects such as communication, decision-making, problem-solving, task delegation, and team motivation.

Data analysis is conducted using descriptive and inferential statistical techniques. Descriptive statistical tests are used to describe the distribution of data and provide an overview of leadership skills before and after the training. In addition, the Paired Sample t-Test is used to determine the significant difference between the pre-test and post-test results, along with a normality test to ensure the data distribution before conducting the t-test. To ensure the quality of the instrument, the validity of the questionnaire is tested using construct validity through factor analysis, while reliability is tested using Cronbach's Alpha to ensure the internal consistency of the instrument.

The results of this data analysis are expected to provide in-depth insights into the impact of the training on the development of leadership skills and serve as a foundation for the development of future training programs. The findings of this study will offer concrete recommendations for J&T Express in designing more effective training programs tailored to the needs of field leaders. Therefore, these findings are expected to contribute to improving leadership quality at J&T Express and creating a more productive and innovative work environment.

DISCUSSION

This study aims to measure the effectiveness of the Supervisory Leadership Training in enhancing the leadership skills of supervisors at J&T Express East Java. To achieve this objective, data was collected using a quantitative method with a pretest-posttest design on a single group (one-group pretest-posttest design). Data was gathered through a structured and measurable questionnaire containing questions related to leadership skill indicators. The questionnaire was administered to training participants before (pretest) and after (posttest) they participated in the training.

The results of the research on improving leadership skills through the Supervisory Leadership Training at J&T Express East Java successfully collected and analyzed data from participants. The data collection process involved two phases: pre-test and post-test, conducted before and after the training implementation. The analysis was performed using both descriptive and inferential statistical techniques, applying the Paired Sample t-Test to measure the differences between the two phases.

The data obtained from the pre-test and post-test were then analyzed using two statistical approaches. Descriptive statistical analysis was used to describe the characteristics of the data, such as the average pre-test and post-test scores for each leadership skill indicator and the spread of scores (standard deviation). This information provides an overview of the participants' leadership skills before and after the training. Additionally, inferential statistical analysis was used to test for significant differences between the pre-test and post-test scores. The Paired Sample t-Test was chosen due to the research design employed. This test allows the researcher to compare the average scores of the two paired measurements (pre-test and post-test) within the same group and determine whether the

differences are statistically significant. Statistical significance indicates the level of confidence that the observed differences are not due to chance but rather the impact of the training.

The results of both descriptive and inferential statistical analysis provide empirical evidence regarding the effectiveness of the Supervisory Leadership Training in improving the leadership skills of supervisors at J&T Express East Java. Therefore, this research provides valuable information for J&T Express in designing more effective and measurable leadership training programs in the future.

Description of Leadership Skills Before the Training

The analysis of the pre-test data revealed an initial overview of the leadership skill levels of the participants in the Supervisory Leadership Training at J&T Express East Java. The average score of 163.5445 on a scale of 200 indicates that, overall, participants possessed a fairly strong foundation of leadership skills prior to attending the training. However, this score also indicates significant room for improvement. These results highlight the importance of a training program designed to reinforce and further develop existing leadership skills.

Table 1
Pre-test result

No	Batch	Mean	N
1	Batch 1	160.95	110
2	Batch 2	168.18	74
3	Batch 3	163.0093	108
Rata Rata		163.54	292

Furthermore, a more detailed analysis of the pre-test scores showed disparities in the mastery of various leadership skill aspects. Although the average score falls within the "fairly good" category, there were significant weaknesses in two specific areas: communication and decision-making. The lower scores in these areas indicate an urgent need for focused interventions and training aimed at improving effective communication and rational, sound decision-making processes. Weaknesses in communication could impact the effectiveness of instruction delivery, team coordination, and conflict resolution, while deficiencies in decision-making could lead to delays, strategic mistakes, and potential losses for the organization.

These findings are highly relevant in the design and implementation of the training program. A well-structured, focused training approach aimed at enhancing communication and decision-making skills will assist participants in overcoming these weaknesses and improving overall performance. Developing these skills will not only increase operational efficiency but also contribute to greater job satisfaction and enhanced team productivity at J&T Express. Therefore, the pre-test results serve as an essential foundation for evaluating the success of the training program and identifying areas that require special attention moving forward.

Training Implementation

The Supervisory Leadership Training organized for supervisors at J&T Express East Java was designed to be intensive and structured, lasting for three days and two nights. This duration was chosen to provide ample time for participants to absorb the material, practice

its application, and interact with instructors and fellow participants. The training approach was designed to facilitate a comprehensive understanding and mastery of leadership skills.

The training methodology emphasized active and participatory learning. Various teaching methods were applied to ensure optimal understanding and full engagement from participants. Group discussions allowed participants to share experiences, perspectives, and challenges they faced in their leadership roles. Case studies provided opportunities for participants to analyze real-life situations and apply the leadership concepts they had learned. Simulations, on the other hand, offered practical experience in handling various leadership scenarios, enabling participants to practice their skills in a safe and controlled environment. This combination of methods was expected to enhance knowledge retention and skill transfer into daily work contexts.

The training material focused on five key aspects of leadership skills that are critical to success in a supervisory role: communication, decision-making, problem-solving, task delegation, and team motivation. Effective communication is essential in building strong relationships with team members, delivering clear instructions, and providing constructive feedback. The ability to make sound and rational decisions is crucial in addressing various challenges and situations in the workplace. Effective problem-solving enables supervisors to overcome obstacles and achieve organizational goals. Task delegation ensures optimal use of resources and increases team productivity. Lastly, motivating the team is a key factor in building work morale and achieving optimal results. These five aspects synergistically contribute to the development of holistic and effective leadership skills.

Post-Training Results

After completing the Supervisory Leadership Training, all participants took a post-test using the same questionnaire as the pre-test. The purpose was to measure the improvement in their leadership skills after the three-day training program. The post-test results showed a significant and encouraging improvement in the participants' average scores. The average score increased from 163.5445 in the pre-test to 167.0034 in the post-test, reflecting an increase of 3.4589 points. This 2.11% improvement is a strong indicator of the training's effectiveness in enhancing the leadership skills of the supervisors.

Table 2
Post-test result

No	Batch	Mean	N
1	Batch 1	166.09	110
2	Batch 2	169.80	74
3	Batch 3	166.0185	108
Rata Rata		197.0034	292

The training was conducted in three batches, with the first batch consisting of 110 participants, showing an average score increase of 5.14 points between the pre-test and post-test. The second batch, with 74 participants, showed a smaller increase of 1.62 points. The third batch, with 108 participants, showed an increase of 3.0092 points. Thus, it can be concluded that there was a general increase in the participants' leadership skills before and after the training.

To ensure that this score improvement was not due to chance but was a direct result of the training, a Paired Sample t-Test statistical test was conducted. This test was chosen

because of the pre-test and post-test design applied to the same group. The statistical test results showed a p-value of less than 0.05. A p-value of less than the commonly used significance level (0.05) indicates that the difference between the pre-test and post-test scores is statistically significant. In other words, there is a high level of confidence that the observed score improvement is not due to chance but rather the direct impact of the Supervisory Leadership Training.

Tabel 3
Paired Samples Test
Paired Differences

		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		T	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	Batch 1	-5.136	11.681	1.114	-7.344	-2.929	-4.415	109	0.000
Pair 2	Batch 2	-1.622	10.952	1.273	-4.159	-2.916	-1.243	73	0.207
Pair 3	Batch 3	-3.009	12.454	1.1984	-5.385	-2.633	-2.752	107	0.014

The average score differences are shown in the significance score or by comparing the calculated t-value with the t-table value. From the table, Batch 1 shows a significant result with a p-value of 0.000 (less than 0.05), and Batch 3 has a p-value of 0.014 (also less than 0.05), indicating that the differences between the pre-test and post-test scores are statistically significant. On the other hand, Batch 2 shows a p-value of 0.207 (greater than 0.05), which means that the difference between the pre-test and post-test is minimal (an average difference of 1.62 points). Overall, participants showed significant differences in their scores before and after the training, which indicates that the training led to an increase in knowledge and skills, particularly in understanding the material covered in the training.

CONCLUSION

The findings of this study clearly demonstrate the effectiveness of the Supervisory Leadership Training program in enhancing the leadership skills of supervisors at J&T Express East Java. Empirical evidence obtained from pre-test and post-test data analysis, supported by statistically significant test results, indicates a measurable and substantial improvement in various aspects of leadership skills. This improvement extends beyond theoretical understanding, encompassing practical skills that can be directly applied in daily work contexts. These results suggest that the design and implementation of the training program have successfully achieved their objective of enhancing participants' leadership capacities.

Furthermore, a detailed analysis reveals that while improvements were observed across all measured aspects, the most significant enhancements were noted in communication and decision-making skills. These findings provide valuable insights for J&T Express in planning future training programs. A more targeted focus on improving communication and decision-making abilities will further strengthen supervisors' leadership skills, preparing them to navigate the complexities and challenges of an increasingly dynamic work environment. Therefore, it is recommended that this training program be conducted regularly and integrated into J&T Express's human resource development system.

Overall, this study makes a significant contribution not only to the individual development of participating supervisors but also to the overall improvement of leadership quality at J&T Express East Java. The enhancement of leadership skills at the supervisory level is expected to have a positive impact on the entire organization. With more skilled and confident supervisors, improvements in operational efficiency, team productivity, and the creation of a more innovative and productive work environment are anticipated. These findings can serve as a foundation for strategic human resource development planning at J&T Express, ensuring that the company cultivates resilient leaders capable of addressing future challenges.

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