
Employee Satisfaction of PT Bukit Asam TBK'S Development Program

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Abstract:

This research aims to evaluate employee satisfaction with development programs at PT Bukit Asam Tbk. The research approach used is quantitative descriptive with primary data collection through questionnaire surveys and observations as well as secondary data from company statistical datasets. The subjects in this research were employees who took part in training up to the evaluation stage. The research results show that in 2022, PT Bukit Asam Tbk has implemented a training program for 992 employees. The level of employee satisfaction with training materials, instructor abilities and training atmosphere shows an average value of 3.8 (agree). Furthermore, the assessment of superior and co-worker satisfaction with employee performance after training obtained an average score of 3.7 (effective). This shows that the development program carried out by PT Bukit Asam Tbk has had a positive impact on training with employee satisfaction and increased performance. The conclusions in this research show that PT Bukit Asam Tbk is a company that is very disciplined in implementing development programs that produce highly qualified human resources. Suggestions from this research recommend that companies use information systems to facilitate the management of employee data and training programs and provide opportunities for employees to propose training according to their needs.

Keywords: development program, employee satisfaction, employee performance, PT Bukit Asam Tbk

1. Introduction

Human resources are the most valuable asset for an organization. The success of an organization in achieving its goals depends greatly on the ability of human resources to carry out their duties and responsibilities (Samsuni, 2017). Therefore, companies are obliged to pay attention to training and development to improve the competence and abilities of their employees. This can make employees realize the valuable potential they have and encourage them to continue to develop (Gustiana et al., 2022a).

Human resource development programs in companies have a significant effect on employee job satisfaction. For example, employee training and development is an important factor in improving employee competency and organizational performance. Providing human resource development to employees to improve employee performance focused on career development programs. The job satisfaction felt by employees is obtained from how the company pays attention to employees, because employees who have a high sense of self-confidence come from how the company provides feedback and rewards in the form of salary and benefits. Employees also feel satisfied if their performance is appreciated by the company and then the company begins to realize that employees are their most valuable asset.

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PT Bukit Asam Tbk, as a mining company owned by the Indonesian government, understands the importance of improving the quality of human resources to increase the company's competitiveness. In 2022, the company targets coal production of 37 million tons and sales of 31 tons. In 2023, the coal production target is to increase to 41 million tons and sales to 37 tons (PT Bukit Asam Tbk, 2024). To achieve this target, PT Bukit Asam Tbk needs to have quality human resources to improve the company's operational performance.

One of the important steps in a human resource development program is a training needs analysis (*Training Need Analysis* or TNA). TNA assists in preparing training and development programs that suit the needs of the organization and employees. (Titik Nurbiyati, 2015). Through appropriate training programs, it is hoped that employees can experience changes in attitude, increase in knowledge and increase in skills. The central aspect of this research is to carry out a research framework that discusses training need analysis, training, job satisfaction and job performance, evaluation

The employee development program at PT Bukit Asam Tbk is one of the key aspects in ensuring employees always have the skills and knowledge needed to achieve company goals. Therefore, it is very important to discuss employee satisfaction with these programs. Employees who have developed can be seen from changes in their attitudes, improvements in their knowledge and increased skills. If these three things do not show any improvement then the company's program can be said to have failed. (Titik Nurbiyati, 2015)

In the ever-changing and increasingly competitive aspect of the business environment, PT Bukit Asam Tbk really needs to have employees with knowledge who are skilled in adapting and competing. By examining employee satisfaction with the existing development programs at PT Bukit Asam Tbk, the company will then find out how successful they are and whether there are still shortcomings in these programs. If there are still deficiencies, the company can immediately make improvements to improve overall organizational performance.

The purpose of conducting this research is because the branding training for employees carried out by PT Bukit Asam Tbk is very good and brings great prosperity to its employees by examining the satisfaction of PT Bukit Asam Tbk employees with the development programs that have been implemented. This is important to evaluate the effectiveness of the program and identify areas that still need improvement. Specifically, this research will answer two main questions:

1. How is the satisfaction assessment of employees who have been given training to vendors facilitated by PT Bukit Asam Tbk?
2. How do superiors and co-workers assess satisfaction with employee performance after being given training?

By answering these questions, it is hoped that this research can provide valuable insight for PT Bukit Asam Tbk in optimizing its human resource development

program, so that it can improve employee quality and support the achievement of company goals.

2. Theoretical Background

a. Training Needs Analysis

Training Need Analysis (TNA) is a process for identifying priority training needs in an organization, so that it can have clearer goals and objectives (Suganda et al., 2021). TNA helps in determining the right type of training to meet the needs of the organization and employees. There are several approaches to conducting TNA, including:

1. *Organization-Based Needs Analysis*: Classify training needs based on the company's strategic interests by focusing on company aspects (Asniwati, 2020).
2. *Job Competency Based Needs Analysis*: Analyze training needs based on the needs of each position or position held by employees in the company, as well as see the existence of training modules which are carried out by building and purchasing (Asniwati, 2020).
3. *People Competency Based Analysis*: Analyze individuals who need training and the type of training required (Asniwati, 2020).

The TNA process can be categorized into two types, namely reactive and proactive. Reactive TNA occurs if there are differences in perception between decision makers, while proactive TNA occurs when employee performance does not meet standards and expectations for the future. Proactive TNA is divided into two approaches, namely a preventive approach to meet future expectations from current work and a developmental approach based on the perception of assessment from managers as supervisors. (Irianto, 2007).

b. Training and development

Training and development have different meanings. Training focuses more on improving employee performance in the short term which refers to the current position. Meanwhile, development is formal in nature to improve employee work performance in the long term in order to meet changing needs in obtaining positions in the future (Gustiana et al., 2022)

To cover the gaps that exist in the company, training is carried out which aims to instill knowledge in employees, develop changes in employee behavior by carrying out obligations in carrying out tasks that refer to aspects of work skills and create awareness of attitudes that show that training is very important. (Larasati, 2018).

The process in training programs to create quality human resources (HR) includes: 1) Evaluating training needs, collecting employee data and identifying potential in both positions and training programs, 2) Developing training programs designed using appropriate methods . in accordance with training needs to meet organizational needs, and 3) Evaluation of the training program which sees whether the program

implemented is in accordance with the company's objectives and obtains feedback regarding the progress of the program(Herlina, 2021).

c. Job satisfaction

Job satisfaction is the level of employee satisfaction with the work they have done by paying attention to behavioral, affective and cognitive aspects. Job satisfaction is divided into two types, namely intrinsic job satisfaction which focuses on the job itself and extrinsic job satisfaction which focuses on conditions in the job.(Marcellea Sharon et al., 2023)

Job satisfaction divided into two, namely intrinsic job satisfaction and extrinsic job satisfaction. Intrinsic job satisfaction always focuses on the work performed, such as duties and responsibilities. Meanwhile, extrinsic job satisfaction focuses on conditions in the job such as the work environment, salary, superiors and co-workers.

Job satisfaction refers to the employee's emotional reaction regarding the extent of the employee's efforts and then given appropriate feedback regarding the results of their work. Based on aspects of the job, job satisfaction is divided into two, namely satisfaction regarding employees who like their job and dissatisfaction, namely employees who don't like their job. There is a global approach to job satisfaction, namely feelings towards work in general. It is important to know that each individual has different values and feelings based on cultural values. and job facet approach, namely evaluation per field consisting of payment, promotion, benefits, vision and mission, security, communication and working conditions.

Job satisfaction Employees must be created very well so that work morale and employee discipline increase. Satisfaction in work is satisfaction that is enjoyed and then received feedback or praise for work results. Employees who prefer to enjoy satisfaction at work will prioritize their work over remuneration(Bernice et al., 2020)

d. Work performance

Job performance is the behavior of employees who act according to their position directly or indirectly to contribute to achieving company goals(Yeshitila & Beyene, 2019).

To ensure that all employees have very satisfactory job performance, the company can carry out periodic monitoring.(Riana & Anatan, 2023).

Work performance is a process of measuring employee performance by looking at performance results in terms of quality and quantity in carrying out their work to always provide the best to help the company achieve its goals.(Anggriani & Puspa, 2023). Work performance can be influenced by two factors, namely internal factors which are influenced by the employee's personal traits and characteristics, and external factors which are influenced by the environment around the individual such as superiors and co-workers, company facilities and the organization. culture in the company(Kamijan, 2021).

To improve employee work performance, companies must carry out performance measurements or Key Performance Indicators (KPI) that are always updated so that they can monitor employee performance from time to time. Work performance is also influenced by the behavior of company employees. A phenomenon that often occurs is that company performance results are hampered due to poor employee behavior or characteristics. Therefore, companies must pay attention to the quality of their employees by providing training that suits their employees' needs (Kingsman et al., 2018).

Based on the literature review above, this research will examine PT Bukit Asam Tbk employee satisfaction with development programs that have been implemented by considering aspects such as TNA, training, development, job satisfaction and job performance. This is important to evaluate the effectiveness of the program and identify areas that still need improvement.

3. Methodology

a. Research Approach

This research uses a quantitative descriptive approach. Descriptive quantitative aims to find the middle value calculated from the numerical average of a set of values in the research process and uses an ordinal scale to provide a ranking in the evaluation process.

Descriptive quantitative research aims to describe facts and phenomena precisely and accurately as a form of answer to in-depth information about a problem (Nurdin & Hartati, 2019). A descriptive approach is used to determine independent variables without comparing variables and looking for relationships with other variables (Sugiyono, 2020). This method helps describe and summarize data constructively based on statistical descriptions and finding patterns from data samples (Sudirman et al., 2023).

b. Unit of Analysis and Research Subjects

1. Unit of analysis

The unit of analysis in this research is employee satisfaction with the development program at PT Bukit Asam Tbk.

2. Research subject

The population in this study were all employees who worked at PT Bukit Asam Tbk. The research sample was employees of PT Bukit Asam Tbk who had participated in a series of training activities from the beginning to the evaluation stage, both from superior and employee levels. (Sugiyono, 2013)

3. Data source

The data sources used in this research consist of primary data and secondary data.

- a. Primary Data: Data obtained directly from the company as the first source, including employee data, questionnaire distribution data, and official data from the company (Purba & Parulian Simanjuntak, 2011:106).

- b. Secondary Data: Data collected by other agencies for certain purposes, such as publication data, as a complement to primary data(Purba & Parulian Simanjuntak, 2011:106).

c. Data collection technique

Data collection techniques used in this research include:

1. Questionnaire Survey: Data collection technique by asking respondents questions(Sugiyono, 2013)
2. Statistical Data Collection: Use of existing data collected by official PT Bukit Asam Tbk, such as surveys, public data, scientific research, and special data.
3. Observation: Careful and direct observation activities at the research location, namely PT Bukit Asam Tbk, to seek information regarding employee satisfaction with development programs.
4. Literature Study: Collecting data from theoretical guidebooks and data on employee satisfaction with the development program at PT Bukit Asam Tbk which was then processed into final data.

By using appropriate data collection approaches and techniques using descriptive quantitative methods with an ordinal scale, this research is expected to provide an accurate and in-depth picture of employee satisfaction with development programs at PT Bukit Asam Tbk.

4. Empirical Findings/Result

PT Bukit Asam Tbk develops mandatory managerial, leadership and training competencies for employees, including:

- Bukit Asam Executive Development Program (BA-EDP) is training that aims to develop the managerial and leadership competencies of employees at BOD-1
- Bukit Asam Middle Management Development Program (BA-MMDP) is training that aims to develop the managerial and leadership competencies of employees at BOD-2.
- The Bukit Asam Leadership Acceleration Development Program is training that aims to develop the managerial and leadership competencies of top talent employees at BOD-2.
- *Directorship*The program is training which aims to equip BOD-1 and BOD-2 employees to have the competencies needed to hold positions as directors or commissioners.
- *Coaching*This training program aims to improve the skills of structural employees so they can maximize their potential, develop teams and build a coaching culture at PTBA

a. Training Need Analysis Flow Process

Before carrying out training activities, PT Bukit Asam internal parties are required to prepare and go through each process of the Training Need Analysis (TNA) flow at PT Bukit Asam Tbk, namely by identifying the following things:

- **The existence of identifying GAP competency:**

The competency gap analysis was obtained by looking at several factors below, namely:

Corporate Strategic Plannamely the company makes a company plan strategy for long-term strategy, carries out control and analysis of the goals the company wants to achieve. Career Path is a career path given by the company to its employees which aims to serve as a reference in motivating employee performance. Job Requirements are qualifications given by the company to employees for performance requirements. Employee Profile is a profile about an employee which contains the employee's identity and other information

- **Formulating development needs:**

Development Guidelines or Nine box matrixnamely a tool for measuring employee performance by deciding which employees still have gaps or are worthy of promotion. Nine box matrix is a mapping graph with two axes, namely the horizontal axis covers performance and the vertical axis covers potential. Each axis of performance and potential has low, medium and high categories. Development Matrix, namely PT Bukit Asam Tbk has a Development Matrix which contains one more advanced stage than Training Martix. This Development Matrix contains all gap data owned by employees. This aspect becomes a guide in carrying out public training. Recent KPI's Training Suggestions are work measurements and evaluations provided by superiors to assess employee performance and measure their impact on company performance.

- **Defining individual development plan**

Development needsnamely a list of development needs that have been analyzed through gaps and employee performance assessments. Superdionate's Consederation as a superior looks at the results of the employees' Current KPI (Key Performance Indicator). KPI is a draft goal for each semester that is set at the beginning of the year and the design can change. This serves to see how effective the company is in achieving its goals. The role of superiors is very important in submitting training proposals for employees, HR Validation, namely validating the provision of training suggestions from human resources. The formation of an IDP (Individual Development Program) can help employees achieve careers in the short and long term and improve performance. There are 3 types of IDP, namely formal learning, social learning and experiential learning.

- **Executive Development Program**

Development Callendernamely preparing a schedule for the training process after adjusting it to the empty schedules of the employees who will be given training. In the training process there are 4 aspects, namely training, mentoring, e-learning, and coaching which function so that employee development methods run effectively. In

this process, the training procedure will determine whether you want to provide online or offline training

- **Monitoring & Evaluating**

Monitoring all employees who carry out training and after the training is carried out, an evaluation will be carried out. This evaluation consists of two parts, namely during the training and 3 months after the training.

b. Realization of Training Need Analysis

REALISASI TRAINING NEED ANALYSIS KARYAWAN PT BUKIT ASAM TBK TAHUN 2022														
NO	SATKER	DIVISI	BULAN											
			JAN	FEB	MAR	APR	MAY	JUN	JUL	AGST	SEPT	OKT	NOV	DES
1	DIREKTUR PENGEMBANGAN USAHA	KOMERSIAL	0	0	0	0	0	0	0	0	0	0	0	0
2		PENGEMBANGAN ENERGI	1	0	0	1	0	0	0	1	3	0	0	0
3		PENGEMBANGAN LOGISTIK & INFRASTRUKTUR	2	1	0	0	0	0	0	0	3	0	0	0
4		PENGEMBANGAN HILIRIASI	0	0	0	0	0	3	2	0	0	0	0	0
5		DIREKTUR PENGEMBANGAN USAHA	1	0	0	0	0	1	0	0	0	0	1	0
6		PIMPRO PEMBANGUNAN SARANA PENUNJANG	3	0	0	0	0	1	1	0	0	0	0	1
7		PIMPRO PENGEMBANGAN INFRASTRUKTUR	0	0	0	0	0	0	0	0	1	1	3	0
8	DIREKTUR KEUANGAN DAN MANAJEMEN RISIKO	ANGGARAN & AKUNTANSI	0	1	0	0	0	1	1	0	3	0	0	0
9		TEKNOLOGI INFORMASI	0	0	3	0	0	0	0	0	2	0	0	0
10		MANAJEMEN RISIKO	0	0	0	1	0	0	2	0	1	0	0	0
11		KEUANGAN KORPORAT	0	0	0	0	0	0	4	3	0	0	0	0
12		MANAJEMEN PORTOFOLIO	0	0	0	0	0	0	0	0	0	0	0	0
13	DIREKTUR SUMBER DAYA MANUSIA	SUMBER DAYA MANUSIA OPERASIONAL	1	1	0	0	0	0	3	0	1	4	9	0
14		SUMBER DAYA MANUSIA STRATEGIK	1	0	4	0	0	0	2	0	1	2	0	0
15		SUSTAINABILITY	6	0	0	0	0	0	0	0	2	0	0	0
16		HUKUM & REGULASI	0	0	3	0	0	0	0	0	0	0	0	0
17		PENG. ASET & INFRA. SIPIL PENUNJANG	0	0	8	8	0	6	0	0	6	0	6	4
18		DIREKTUR SUMBER DAYA MANUSIA	0	0	1	0	0	0	0	0	0	0	0	0
19		PENGADAAN	0	0	24	0	0	9	1	0	4	0	0	0
20	DIREKTUR OPERASI DAN PRODUKSI	UNIT DERMAGA KERTAPATI	3	11	13	12	0	6	6	2	2	1	3	2
21		UNIT PELABUHAN TARAHAN	5	11	4	5	0	1	0	0	0	6	22	0
22		UNIT PERTAMBANGAN OMBILIN	1	0	0	0	0	0	0	0	0	2	0	0
23		PERAWATAN	42	23	32	21	0	18	57	118	10	5	24	0
24		PERENCANAAN	4	4	15	0	0	3	1	0	10	0	7	0
25		K3L KORPORAT	0	1	2	0	0	3	1	0	3	3	2	0
26		DISTRIBUSI	0	0	2	0	0	0	0	0	0	0	0	0
27	PTBA	LAYANAN OPERASI	0	0	6	0	0	0	7	0	4	2	0	0
28		OPTIMASI OPERASI PRODUKSI	0	0	2	0	0	2	1	0	1	0	0	0
29		DIREKTUR OPERASI DAN PRODUKSI	0	0	1	0	0	0	0	0	0	0	0	0
30		PENAMBANGAN	0	1	18	1	0	14	10	8	3	1	19	0
31		PENGELOLAAN LINGK. & PENUNJANG TAMB.	0	3	5	4	0	7	1	1	2	2	2	0
32		PENANGANAN & ANGKUTAN BATUBARA	4	7	4	3	16	0	1	5	2	0	47	6
33		EKSPLORASI	7	6	1	4	0	5	5	0	5	2	10	2
34		SEKERTARIS PERUSAHAAN	0	0	0	0	0	0	0	0	1	0	0	0
35		SATUAN PENGAWASAN INTERN	0	0	0	0	0	3	0	0	2	2	0	3
36		SISTEM MANAJEMEN PERUSAHAAN DAN GCG	0	0	0	0	0	0	0	0	0	2	0	3
37		TUGAS BELAJAR	0	1	0	1	0	0	0	0	0	0	0	0
TOTAL REALISASI			81	72	148	65	16	83	106	135	76	33	154	23
			992											

In the 2022 training need analysis realization data, PT Bukit Asam Tbk shows a strong commitment to developing its human resources through a comprehensive training program. Based on Training Need Analysis (TNA) realization data, the company has provided training to 992 employees from 37 existing divisions. This number covers almost a quarter of the company's total employees, which shows that PT Bukit Asam Tbk views employee development as a top priority.

The division with the highest training realization is the maintenance division which regularly participates in training almost every month. This is understandable considering the role of the maintenance division which is very crucial in maintaining the continuity of company operations. Employees in this division must have skills and knowledge that are always up-to-date to ensure equipment and machines can function properly and efficiently. Therefore, PT Bukit Asam Tbk pays special attention to developing employee competency in the maintenance division through consistent and ongoing training programs.

TIDAK TEREALISASI TRAINING NEED ANALYSIS KARYAWAN PT BUKIT ASAM TBK TAHUN 2022															
NO	SATKER	DIVISI	BULAN												
			JAN	FEB	MAR	APR	MEI	JUN	JUL	AGST	SEPT	OKT	NOV	DES	
1	DIREKTUR PENGEMBANGAN USAHA	KOMERSIAL	0	1	1	0	0	0	0	0	0	0	0	0	0
2		PENGEMBANGAN ENERGI	0	0	0	0	0	0	0	0	0	0	0	0	0
3		PENGEMBANGAN LOGISTIK & INFRASTRUKTUR	0	0	0	0	0	0	0	0	0	0	0	0	0
4		PENGEMBANGAN HILIRIASI	0	0	0	0	0	0	0	0	0	0	0	0	0
5		DIREKTUR PENGEMBANGAN USAHA	0	0	0	0	0	0	0	0	0	0	0	0	0
6		PIMPRO PEMBANGUNAN SARANA PENUNJANG	0	0	0	0	0	0	0	0	0	0	0	0	0
7		PIMPRO PENGEMBANGAN INFRASTRUKTUR	0	0	0	0	0	0	0	0	0	0	0	0	0
8	DIREKTUR KEUANGAN DAN MANAJEMEN RESIKO	ANGGARAN & AKUNTANSI	0	0	0	0	0	5	1	2	0	0	0	0	0
9		TEKNOLOGI INFORMASI	0	0	0	0	0	0	0	0	0	0	0	0	0
10		MANAJEMEN RISIKO	0	0	0	0	0	0	0	0	0	0	0	0	0
11		KEUANGAN KORPORAT	0	0	0	0	0	0	0	0	0	0	0	0	0
12		MANAJEMEN PORTOFOLIO	0	0	0	0	0	0	1	0	0	0	0	0	0
13		SUMBER DAYA MANUSIA OPERASIONAL	0	0	0	0	0	0	2	0	0	0	0	0	0
14		SUMBER DAYA MANUSIA STRATEGIK	0	0	0	0	0	0	1	0	0	0	0	1	0
15	DIREKTUR SUMBER DAYA MANUSIA	SUSTAINABILITY	0	0	0	0	0	0	0	0	0	0	0	0	0
16		HUKUM & REGULASI	0	0	0	0	0	0	0	0	0	0	0	0	0
17		PENG. ASET & INFRA. SIPIL PENUNJANG	0	0	1	0	0	0	1	0	0	0	0	0	0
18		DIREKTUR SUMBER DAYA MANUSIA	0	0	0	0	0	0	0	0	0	0	0	0	0
19		PENGADAAN	0	0	0	0	0	0	0	0	0	0	0	0	0
20		UNIT DERMAGA KERTAPATI	0	0	1	0	0	0	0	0	0	0	0	0	0
21		UNIT PELABUHAN TARAHAH	0	0	0	0	0	0	0	0	0	0	0	2	0
22	DIREKTUR OPERASI DAN PRODUKSI	UNIT PERTAMBANGAN OMBILIN	0	0	0	0	0	0	0	0	0	0	0	0	0
23		PERAWATAN	0	2	0	2	0	0	10	1	1	0	7	4	0
24		PERENCANAAN	0	0	0	3	0	1	0	0	2	0	0	0	0
25		K3L KORPORAT	1	0	0	0	0	4	0	0	0	0	0	0	0
26		DISTRIBUSI	0	0	0	0	0	0	0	0	0	0	0	0	0
27		LAYANAN OPERASI	0	0	0	0	0	0	3	0	0	0	0	0	0
28		OPTIMASI OPERASI PRODUKSI	0	0	0	0	0	0	0	0	0	0	0	0	0
29		DIREKTUR OPERASI DAN PRODUKSI	0	0	0	0	0	0	0	0	0	0	0	0	0
30		PENAMBANGAN	0	0	1	0	0	5	0	0	0	0	0	0	0
31		PENGLOLAAN LINGK. & PENUNJANG TAMB.	0	0	0	2	0	0	0	0	0	0	0	0	0
32		PENANGANAN & ANGKUTAN BATUBARA	0	0	0	0	0	0	1	1	0	0	0	0	0
33	PTBA	EKSPLORASI	0	0	0	0	2	1	2	0	0	1	0	3	0
34		SEKERTARIS PERUSAHAAN	0	0	0	0	0	0	0	0	0	3	0	0	0
35		SATUAN PENGAWASAN INTERN	0	0	0	0	0	0	0	0	0	0	0	0	0
36		SISTEM MANAJEMEN PERUSAHAAN DAN GCG	0	0	0	0	0	0	0	0	0	0	0	0	0
37		TUGAS BELAJAR	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL TIDAK TEREALISASI			1	3	4	7	2	16	23	4	4	3	13	4	
			84												

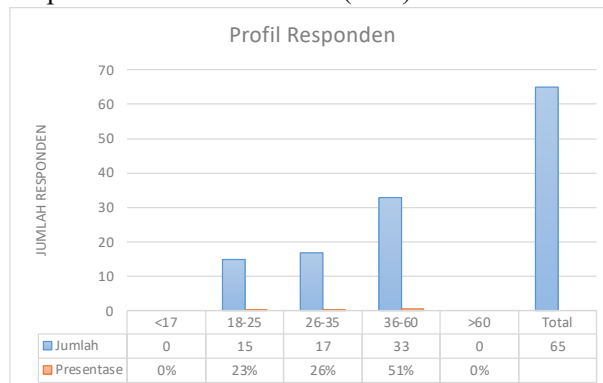
TIDAK TEREALISASI TRAINING NEED ANALYSIS TAHUN 2022												
NO	KETERANGAN	BULAN										
		JAN	FEB	MAR	APR	MEI	JUN	JUL	AGST	SEPT	OKT	NOV
1	SAKIT	0	0	1	0	0	0	0	0	0	0	0
2	CUTI	0	0	0	0	2	0	3	0	0	0	0
3	ROTASI	0	0	0	0	0	0	1	0	0	0	0
4	TUGAS LAIN	0	0	3	0	0	2	1	0	0	0	0
5	TIDAK MENCAIPI MINIMUM PESERTA	1	2	0	7	0	0	15	3	1	0	3
6	REVISI NAMA DARI SATKER	0	0	0	0	0	0	0	0	0	0	0
7	KETERBATASAN PERSONEL SATKER	0	0	0	0	0	0	1	0	0	0	2
8	TIDAK SESUAI DENGAN JOBDESK	0	1	0	0	0	0	0	0	0	0	0
9	KUOTA VENDOR PENUH	0	0	0	0	0	5	0	0	0	0	0
10	RESCHEDULE	0	0	0	0	0	0	2	1	0	0	7
11	JADWAL TERLEWAT	0	0	0	0	0	5	0	0	0	0	0
12	JADWAL MASIH TENTATIVE	0	0	0	0	0	0	0	0	3	0	0
13	TIDAK ADA JADWAL OFFLINE	0	0	0	0	0	0	0	0	0	3	0
14	TIDAK ADA JADWAL ONLINE	0	0	0	0	0	3	0	0	0	0	0
15	PERUBAHAN VENDOR TRAINING	0	0	0	0	0	0	0	0	0	0	1
16	TIDAK ADA JADWAL PADA BULAN TERSEBUT	0	0	0	0	0	0	0	0	0	0	4
17	SUDAH PERNAH MENGIKUTI TRAINING TERSEBUT	0	0	0	0	0	1	0	0	0	0	0
TOTAL		1	3	4	7	2	16	23	4	4	3	13
		84										

However, there were 84 employees who did not participate in training in that quarter. This figure is relatively small compared to the number of employees who took part in the training, but it is still a concern for companies. This failure to be realized is caused by internal factors such as employee illness, leave, attending a coaching program, or other tasks that cannot be missed. Apart from that, external factors from training vendors also contributed, such as not achieving the minimum number of participants or full quota. However, PT Bukit Asam Tbk continues to strive to minimize the number of employees who are not realized by implementing better scheduling and more intensive communication with training vendors.

KETERANGAN TNA	BULAN											
	JAN	FEB	MAR	APR	MEI	JUN	JUL	AGST	SEPT	OKT	NOV	DES
RENCANA	82	75	152	72	18	99	129	139	80	36	167	27
TIDAK TEREALISASI	1	3	4	7	2	16	23	4	4	3	13	4
REALISASI	81	72	148	65	16	83	106	135	76	33	154	23
PERCENTAGE	99%	96%	97%	90%	89%	84%	82%	97%	95%	92%	92%	85%

The level of realization of the training program at PT Bukit Asam Tbk shows very good figures, ranging from 82% to 99%. The highest percentage was achieved in January (99%), while the lowest percentage occurred in July (82%). This high realization reflects the excellent level of discipline of PT Bukit Asam Tbk employees in following the development programs provided by the company. Employees realize the importance of training to improve their competence and performance, so they are willing to spend time and energy to participate in training programs consistently.

c. Development Implementation Evaluation (EPP)



To evaluate the effectiveness of the training program, PT Bukit Asam Tbk conducted a Development Implementation Evaluation (EPP) which was given to 65 employee respondents who had taken part in the training. This evaluation aims to measure the level of employee reaction to the training program they are participating in.

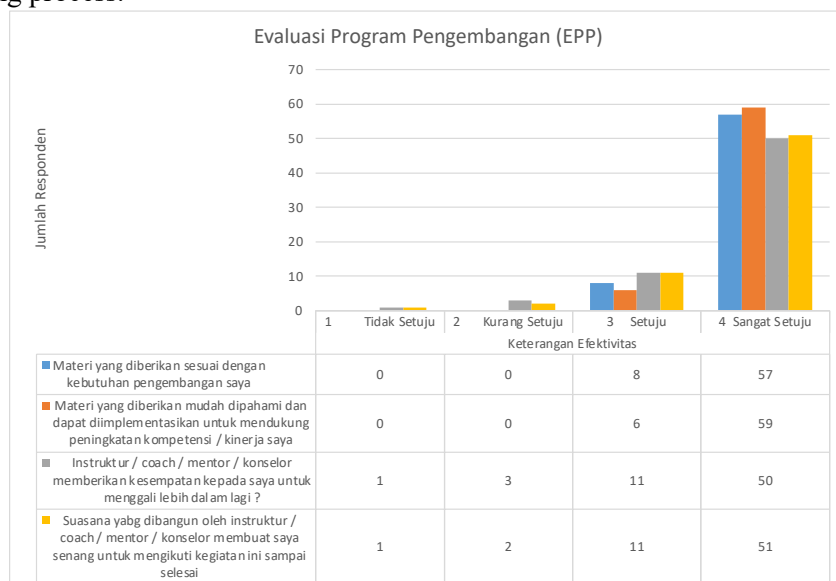
Indikator	Rata-rata	Keterangan
Materi yang diberikan sesuai dengan kebutuhan pengembangan saya	3,9	Setuju
Materi yang diberikan mudah dipahami dan dapat diimplementasikan untuk mendukung peningkatan kompetensi / kinerja saya	3,9	Setuju
Instruktur/Coach/Mentor/Konselor memberikan kesempatan kepada saya untuk menggali lebih dalam lagi?	3,7	Setuju
Suasana yang dibangun oleh instruktur/coach/mentor/konselor membuat saya senang untuk mengikuti kegiatan ini sampai selesai	3,7	Setuju
Nilai dari Mean	3,8	Setuju

The evaluation results showed an average score of 3.8 on a scale of 4, which means that respondents were satisfied with the training material, the instructor's abilities and the pleasant training atmosphere. This score shows that the training program

organized by PT Bukit Asam Tbk has succeeded in meeting employee expectations and needs.

One important aspect in this evaluation is employee satisfaction with the training material. This aspect received a score of 3.9, which shows that the training material provided by the company and vendor was successfully collaborated and in accordance with employee work needs. Training materials that are relevant to employees' daily work make it easier for employees to understand and apply the material to support increased competency and performance. This is reflected in the same score (3.9) obtained in the aspect of ease of understanding and implementing the material.

Apart from training materials, the ability of the instructor is also an important factor in the success of the training program. In this evaluation, the instructor's ability to explore employee potential and personal branding that creates a pleasant atmosphere received a score of 3.7. This score shows that instructors from training vendors have good abilities in creating an active, communicative training atmosphere and providing freedom of expression to employees. A fun and interactive training atmosphere helps employees more easily absorb the material and become actively involved in the learning process.



A training can be said to be of quality if, when measured through the level of satisfaction, participants get a good or positive reaction and employees are increasingly motivated to always practice. However, if employees have negative reactions, employees will not take part in the training program seriously, and some may even stop participating in activities before the training time ends.(Dewi, 2020).

The employee satisfaction level index is used to find out about the responses of employees who take part in training as a benchmark for the quality of development programs at PT Bukit Asam Tbk by looking at material satisfaction indicators and

then looking for the average value to be able to analyze the quality of employee satisfaction.(Saputra, 2018).

The career development process causes an increase in employee performance aspects. When employees feel satisfied with the development program carried out by PT Bukit Asam Tbk, employees will complete their work tasks well. This proves that there is a positive influence on satisfaction with existing development programs at PT Bukit Asam Tbk(Paparang et al., 2021).

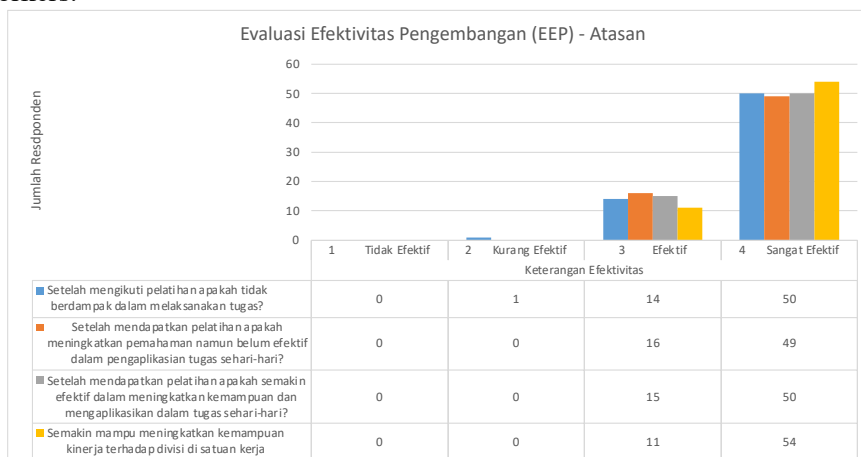
d. Development Effectiveness Evaluation (EEP)

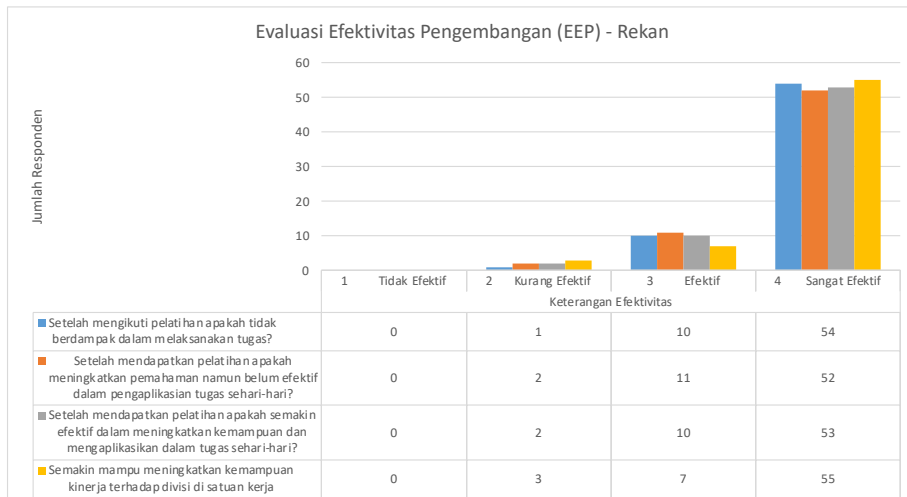
After evaluating employee reaction levels through EPP, PT Bukit Asam Tbk continued the evaluation by conducting a Development Effectiveness Evaluation (EEP). This evaluation aims to measure the impact of the training program on employee performance based on assessments from superiors and co-workers.

Indikator penilaian	Rata - rata	Keterangan
Atasan	3,7	Efektif
Rekan	3,7	Efektif
Nilai dari Mean	3,7	Efektif

The evaluation results show an average score of 3.7 on a scale of 4, which means the training program is considered effective in improving employee performance. This score is the result of an assessment carried out by superiors and co-workers on employees who have taken part in the training.

The assessment of superiors and co-workers of employees who have taken part in the training reaches the same score, namely 3.7. This shows that employees have successfully applied the results of the training in their work and shared knowledge with colleagues. This knowledge sharing has a positive impact on improving performance not only for employees who take part in the training, but also for their co-workers.





Aspects of questions that discuss performance produce valid answers with questions that can be answered by respondents, this states that these questions can be used in research instruments (Fibriany & Oktaviani, 2019)

Aspects of skills assessed in this evaluation include the impact of training on the implementation of daily tasks, increasing understanding and ability to carry out tasks, as well as the ability to make improvements to work processes to improve work unit performance. The evaluation results show that the training program has been effective in improving employee skills and performance.

One indicator of the success of a training program is the employee's ability to apply the results of the training in carrying out their daily duties. Assessments from superiors and co-workers show that employees who have attended training are able to apply the new knowledge and skills acquired in their work. This of course has a positive impact on improving the quality and efficiency of the work carried out.

Apart from that, the training program was also successful in increasing employees' understanding and ability to carry out the tasks they are responsible for. With better understanding, employees can make more informed decisions and solve problems more effectively. This increased capability also allows employees to make improvements to work processes in an effort to improve the performance of their work units.

Through this evaluation, PT Bukit Asam Tbk can ensure that investments made in training programs provide positive and real results in improving employee performance. With employees who have better competencies, companies can increase productivity and operational efficiency, as well as maintain competitiveness in the mining industry.

5. Conclusions

Based on the research results, it can be concluded that:

1. PT Bukit Asam Tbk is a company that is disciplined and consistent in analyzing the development needs of its employees. This is reflected in the realization of the training program which has implemented training for a total of 992 employees in the 2022 training need analysis realization data. Of course, this is based on the high quality of human resources so that they always want to develop the potential that exists within them.
2. Development Implementation Evaluation (EPP) – Job Satisfaction shows a high level of employee satisfaction with the development program, with an average score of 3.8 on a scale of 4 meaning agree. Employees are satisfied with the quality of the training material and their ability to apply it in their daily task performance.
3. Development Effectiveness Evaluation (EEP) – Job Performance based on assessments from superiors and co-workers shows that the development program is effective in improving employee performance, with an average score of 3.7 on a scale of 4 which means effective. It can be seen that the development program carried out by PT Bukit Asam Tbk always has a positive impact on improving employee performance which can be seen after three months of the training program.

Suggestion

Here are some suggestions that PT Bukit Asam Tbk can consider:

1. In realizing the company's training needs analysis, it is still done manually using Microsoft Excel, of course this takes a very long time. Companies should use information systems such as Ellips HR to process employee data and create training programs more efficiently and integratedly.
2. Providing opportunities for employees to propose training programs according to their development needs through the CISEA (Corporate Information System and Enterprise Application) company application. This can speed up the process of identifying training needs and their realization.
3. Conduct regular evaluations of the effectiveness of training programs and make adjustments or improvements if necessary. This evaluation is important to ensure that the training program remains relevant and in line with the company's needs (Kirkpatrick et al., 2009).
4. Increase employee involvement in the training program evaluation process by encouraging them to provide input and suggestions for improvement openly. This can help companies identify areas of improvement and improve the quality of future development programs (Dewi, 2020).
5. By implementing these suggestions, it is hoped that PT Bukit Asam Tbk can continue to improve the quality of its human resource development program and achieve sustainable competitive advantage

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