

ANALYSIS OF HUMAN RESOURCE DEVELOPMENT IN SUPPORTING WORKER PRODUCTIVITY OF PT. SULAWESI EARTH MINE (TBB)

ANALISIS PENGEMBANGAN SUMBER DAYA MANUSIA DALAM MENDUKUNG PRODUKTIVITAS PEKERJA PT. SULAWESI EARTH MINE (TBB)

Basmala Septian Jaya, Abdul Razak, Nofal Supriaddin

Master of Management, Sekolah Tinggi Ilmu Ekonomi Enam Enam Kendari

*basmalahseptian23@gmail.com

*Corresponding Author

ABSTRACT

This study aims to find out and analyze: Human resource development in supporting Productivity at PT. Sulawesi Bumi Mine. The benefits of this study are For the development of science, the results of this research are expected to add information and knowledge about human resource development strategies in supporting worker productivity at PT. Sulawesi Bumi Mine, contribution of ideas and as input material to support the basis of similar and relevant research theories. This study uses a descriptive qualitative method. Data was collected by observation, *interview*. The results of the study are: (1) Human resource development at PT. Bumi Sulawesi (FFB) Mine with training that is carried out every time there is a new product or program from the company's management, (2) PT. Tambang Bumi Sulawesi (TBS) organizes additional education and refresher education to increase cooperation between workers, and (3) In increasing Work Productivity at PT. Tambang Bumi Sulawesi (FFB) each worker must analyze their work and master their respective job description.

Keywords: Human Resource Development, Productivity

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis: Pengembangan sumber daya manusia dalam menunjang Produktivitas pada PT. Tambang Sulawesi Bumi. Manfaat dari penelitian ini adalah Bagi pengembangan ilmu pengetahuan, hasil penelitian ini diharapkan dapat menambah informasi dan pengetahuan tentang strategi pengembangan sumber daya manusia dalam menunjang produktivitas pekerja pada PT. Tambang Sulawesi Bumi, sumbangan pemikiran dan sebagai bahan masukan untuk mendukung dasar teori penelitian sejenis dan relevan. Penelitian ini menggunakan metode kualitatif deskriptif. Pengumpulan data dilakukan dengan cara observasi, wawancara. Hasil penelitian adalah: (1) Pengembangan sumber daya manusia pada PT. Tambang Bumi Sulawesi (FFB) dengan pelatihan yang dilakukan setiap ada produk atau program baru dari manajemen perusahaan, (2) PT. Tambang Bumi Sulawesi (TBS) menyelenggarakan pendidikan tambahan dan pendidikan penyegaran untuk meningkatkan kerjasama antar pekerja, dan (3) Dalam meningkatkan Produktivitas Kerja pada PT. Tambang Bumi Sulawesi (FFB) setiap pekerja harus menganalisis pekerjaannya dan menguasai uraian tugasnya masing-masing.

Kata Kunci: Pengembangan Sumber Daya Manusia, Produktivitas

1. INTRODUCTION

Human resources (HR) are a very primary element in a company, therefore every company always strives to have quality human resources, because without quality human resources a company will not run well. Employees and the company must have a relationship that needs each other, the company needs employees who are qualified, productive, and have good job satisfaction, while employees need the company to be able to meet their life needs.

As two parties who need each other, it is necessary to create a harmonious relationship between the two. When a harmonious relationship between employees and the company has been created, the working atmosphere will also improve and in turn will have an impact on employee job satisfaction and company productivity.

Human resources are the main asset for companies that are planners and active actors in an organization. They have thoughts, feelings, desires, status, and educational background that are brought into a corporate organizational environment. They are not like money, machines, and materials that are positive in nature and can be fully regulated in support of the achievement of the company's goals. To achieve the company's goals, human resources need to be given enough encouragement so that they can be motivated, it is necessary to be given awards in the form of career development that can provide satisfaction for employees. One of the strategies that must be implemented by the management is to make career planning and development for all employees during their time in the company. For most employees, career certainty is very important because they will know the highest position they will achieve, so they will be motivated and continue to strive to improve their abilities and be loyal to the company

Companies that implement strategic roles are characterized by having a career plan and development for their employees (management and non-management). In other words, every individual has the right to have the opportunity to develop his or her career. However, in practice, there are employees whose careers are late and even hampered. The reason could be because there is something wrong in the employee performance appraisal system and there is also usually discrimination. On the other hand, the career system is considered reliable by eliminating the factors that cause delays from the individual concerned.

PT. Bumi Sulawesi Mining is a company engaged in nickel mining. A phenomenon that often occurs lately is that there are still some employees who have not been able to do their work perfectly as expected by the company, this is because some of these employees have not participated in training, where this training should be given to prospective employees when they are going to work at PT. Sulawesi Bumi Mine. In addition, it can automatically hinder work operations and this results in a decrease in the performance of the employee in the eyes of management.

The phenomenon that occurred regarding the development of human resources at PT. The Sulawesi Bumi Mine has not run as it should because there is still an element of subjectivity from the managerial in assessing employee performance, besides that there is a family element in employee recruitment so that employee recruitment based on educational background is not the main thing. So that it has an impact on the decline in employee performance. Management should be able to minimize this, by managing career development in accordance with the standards and fields set by the Company's Leadership

The purpose expected by the author in the study is to find out and analyze the development of human resources in supporting Productivity at PT. Sulawesi Mine

2. LITERATURE REVIEW

a. Human Resource Management Theory

Basically, Human Resource Management (HRM) is a movement that recognizes the importance of the human element as a potential resource, which is developed so that it is able to make maximum contributions to the organization and its development. (As'ad, 2007:5).

Human Resource Management (HRM) can be interpreted as an approach that leads to the management of the workforce in the company by using an integrated cultural order through the development of strategies, capabilities and commitments in order to create a competitive advantage which includes decision-making activities in planning, implementing and controlling human resources (Mangkuprawira, 2003: 6). HR management activities as strategic management are applications of HR functions that refer to the conditions of the external environment that develop and interact with the organizational environment.

Nawawi (2002: 256-264), the functions of human resource management consist of: (1) Recruitment; (2) Staff arrangements include: selection process, screening and selection methods, interview methods in worker selection, orientation and training; (3) Performance appraisal; (4) Career development; (5) Compensation; (6) Indirect compensation; (7) Work motivation; (8) International dimensions of human resource management. Meanwhile, Hasibuan (2001: 21), stated that the functions of human resource management include: (1) Planning and organizing; (2) Direction and handling; (3) Procurement; (4) Development; (5) Compensation; (6) Integration; (7) Maintenance; (8) Discipline; and (9) Separation.

b. Human Resource Development Theory

Development is the second operational function of personnel management. Employee development needs to be carried out in a planned and continuous manner. In order for development to be carried out properly, a human resource development program is first established (Hasibuan, 2001: 68).

The expansion has a wide scope. As Smith (2000:2) puts it forward "Development: the growth or realization of a person ability through conscious or unconscious learning". This means that development includes all aspects of employee quality improvement not just education and training. Development is more focused on the general long-term needs of the organization. The results are indirect and can only be measured in the long term. Training is geared towards improving current job performance while development is to develop skills for future jobs.

Education is all efforts to foster personality and develop Indonesian human abilities, physical and spiritual that last a lifetime, both inside and outside the school, in the context of building Indonesian unity and a just and prosperous society based on Pancasila. Practice is a part of education that concerns the learning process to acquire and improve skills outside the prevailing education system, in a relatively short time and with methods that prioritize practice over theory.

Hasibuan (2001: 70) stated that education and training are the same as development, which is a process of improving work skills, both technical and managerial. Education is theory-oriented, conducted in the classroom and lasts for a long time, and usually answers why. Practice-oriented exercises, conducted in the field, last short and usually answer How

Employee education and training contribute to increasing the productivity, effectiveness and efficiency of the organization. Education and training for employees must be provided periodically so that each employee maintains his or her competence to improve organizational performance. Therefore, the training program must receive attention through planning training needs for each employee. Rivai (2009:213) stated that training is usually focused on improving employee performance through the provision of learning special skills or helping them correct weaknesses in their performance. In the training, instructions are given to

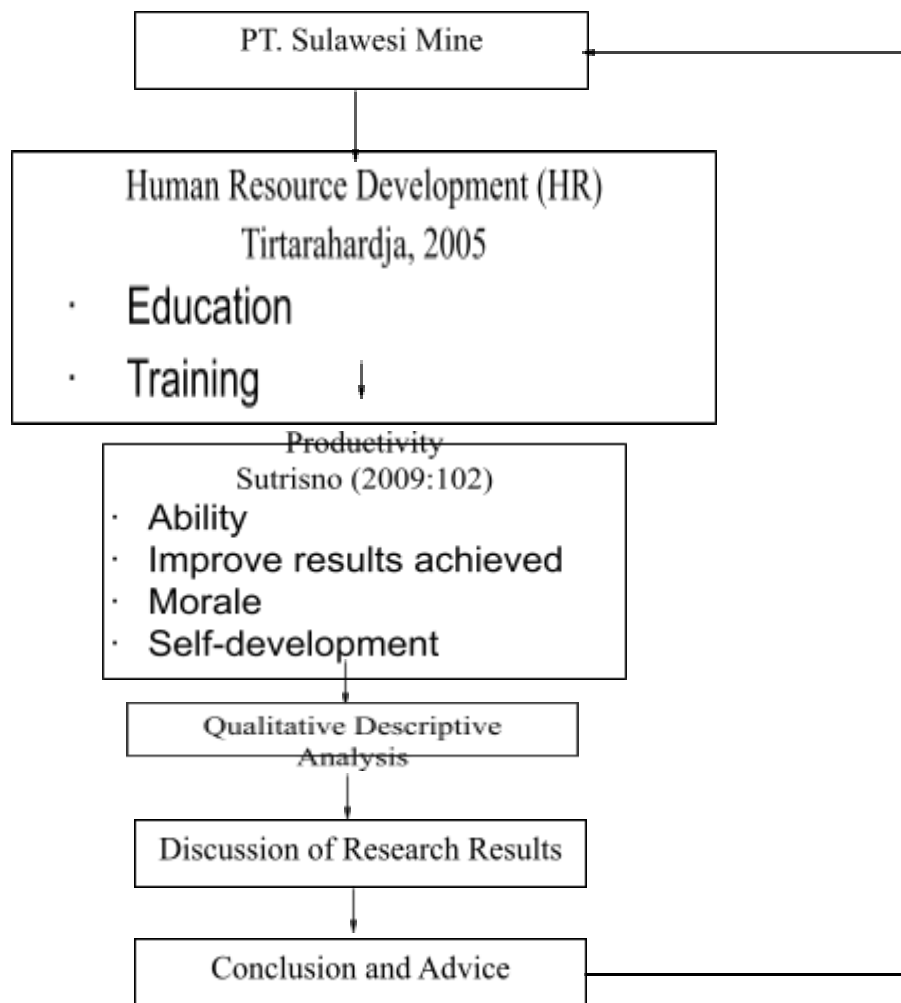
develop skills that can be directly used in the job. Through training, all efforts are made in order to improve employee performance in the jobs they currently occupy. The training is directed to improve the competence of employees in carrying out their current duties better.

Thoha (2005: 195) stated that the basis for consideration of agencies in carrying out training for their employees is the coaching and career development of the employees concerned, the importance of promotion, the availability of budgets and the requirements for employees who participate in training. The selection of employees who are included in the training is based on organizational needs, reasons for improving performance, employee abilities and skills, and rank.

Work Productivity Theory

According to Sinungan (2014:12) Productivity is a measure of the quality and quantity of work that has been done, taking into account the cost of resources used to do the work. Productivity is defined as the level of efficiency in producing goods or services: "Productivity expresses how to make good use of the source in producing goods". According to Afandi (2017:93), work productivity is a scientific comparison between the amount produced and the number of each source used during production.

According to Sutrisno (2009:99) Productivity is generally defined as the relationship between output (goods or services) and input (labor, materials, money). Productivity is a measure of productive efficiency. A comparison between expenditure and income. Inputs are often limited by labor, while outputs are measured in physical unity, form, and value. Productivity is very important for employees in the company. With the existence of work productivity, it is hoped that workers will be carried out efficiently and effectively, so that all of this is finally needed in achieving the goals that have been set. So it can be concluded that the definition of work productivity is the ability of employees to produce, an employee can be said to be productive if he is able to

Research Mindset**3. RESEARCH METHODS**

The design of this study uses a qualitative descriptive approach that aims to understand the phenomenon more deeply. This qualitative research applies an inductive method that emphasizes the subjective understanding of individuals and their experiences. According to Sugiyono (2011:32), the descriptive method is used to describe and analyze the results of the research without drawing broader conclusions. With this approach, researchers can capture the meaning behind the data obtained. This allows researchers to present rich and in-depth information regarding the subject being studied.

In this study, there are two types of data used, namely quantitative and qualitative data. Quantitative data includes numbers such as employee reports, while qualitative data includes information obtained from interviews with informants. The data collected consisted of primary data, which was obtained directly from employees of PT. Bumi Sulawesi Mine, and secondary data taken from books, journals, and articles. The use of these two types of data will enrich the analysis and provide a more comprehensive picture. Thus, this research is expected to provide better insights into the phenomenon being studied.

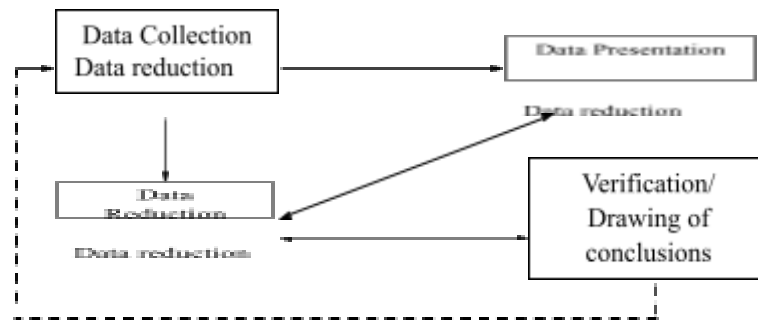


Figure 2. Interactive Model Data Analysis from Miles and Huberman (2014:255)

1. Data Reduction. The data obtained in the field is quite large, for that it needs to be recorded carefully and in detail.
2. Data Model (Data Display). Once the data is reduced, the next step is to display the data.
3. Withdrawal/Verification of Conclusions. The third step is drawing conclusions and verification.
4. The conclusion in qualitative research may be able to answer the formulation of the problem formulated from the beginning, but it may also not, because the problem and problem formulation in qualitative research are still temporary and will develop after the research is in the field. The conclusion in the qualitative research that is expected is a new finding that has never existed before.

4. RESEARCH RESULTS AND DISCUSSION

Research Results

Data from the results of this study were obtained through interviews conducted with respondents. Based on an interview conducted by the researcher with the Head of Mining Engineering of PT. FFB, Head of HRD, Head of Environmental Division and Head of Preparation/Quality Control, the researcher described the results of the interview as follows:

First, the researcher conducted an interview, June 1, 2024 to the Head of Mining Engineering of PT. TBS Mr. Zulkifli Suleman, ST, How do you have the ability to be in accordance with education ? Informant Mr. Zulkifli Suleman, ST replied:

"The ability I have is in accordance with my education, namely S1 Mining Engineering. To develop my skills, I have participated in several training and several competency exams in the mining sector which I will later distribute to my subordinates or employees who work at PT. Bumi Sulawesi Mine so that all workers can do their respective duties based on the Job Description."

Then the researcher asked how the training you participated in could improve your employability? Informant Mr. Zulkifli Suleman, ST replied:

"The training that I participated in had a very important effect on my work ability, not only for myself but as a summit I was emphasized by the rule that the company I lead must obey all applicable mining rules, be it mining activities, sales, even to the stage of reclamation and post-mining activities. Because it is my responsibility as the head of Mining Engineering. For this reason, we have been holding training sessions for all workers. Training techniques carried out at PT. TBS in the form of a presentation where the instructor provides material directly to the trainees. For the training schedule, for example, the admin section and PT. FFB

at least 3 times a year, for the ordinary engineering part 1 time a month, then 1 time a year outside training".

The researcher also asked: What types of training are carried out to workers to improve the results achieved? Informant Mr. Zulkifli Sulaeman as the summit replied:

"The training is carried out in almost all fields or divisions, including training related to the operation of heavy equipment vehicles, training on the use of preparation tools such as Niton XL2 and XL3, training in the field of land reclamation, even within the scope of security units there is training. This is usually done and led by the Head of the respective Division."

Furthermore, the researcher asked, can your current education and training improve the results achieved? Informant Mr. Yusran Azis as the Head of HRD replied:

"The education or training that I or the workers receive is very helpful in improving the results that are the target of the company, because most of the workers are Kabaena island people whose education level is very minimal. With training in the mining sector, this has a great influence on worker productivity. Precisely because of that, training is usually carried out if there are additional activities from management or there are new programs from the company. The training is carried out at the company's center, where all worker training in the company is carried out at the head office of PT. Sulawesi Bumi Mine (FFB). Who provides the instructor with his own training for people from within the company".

Then the researcher asked: Can the training you take can improve the results achieved in the company? Informant Mr. S Muhammad Syahreal (Head of the Environmental Division) replied:

"The factors that affect the improvement of results or development are first, internal factors, for example, training is carried out to increase the knowledge and insight of workers in work, and second, external factors, for example, from the surrounding environment. Because my division is a field that requires a solid team, precisely because of that knowledge in education and training that I get I teach to my subordinates or team. So that all the company's vision and mission in the environmental field are achieved."

The researcher then asks you whether in PT. The Sulawesi Bumi Mine (TBS) to increase work morale is seen based on education? Informant Mr. Agi Triwibowo (Head of Preparation/Quality Control) replied:

"60% of my subordinates have minimal education. With the implementation of training, both internally and externally, the spirit of workers has increased. Because the curiosity and enthusiasm of workers is very high. Where workers want to know something that was not known before, master their job designs better, minimize the occurrence of errors at work, and most importantly the goal is to increase their work productivity."

Then the researcher asked if the training you participated in could increase work morale? Informant Mr. Zulkifli Suleman, ST (Head of Mining Engineering of PT. TBS) replied:

"With the development of Technology and Regulations that are increasingly developing and changing, it is a challenge for me personally to increase work morale. This is in line with the training made by the government to make the management of mining activities better. Where the management of PT. Tambang Bumi Sulawesi strongly supports the things mentioned above, so that my program can run as it should. In increasing the morale of workers, management assesses workers, this is seen from their attendance, work achievements, circumstances that occur during work, and creativity at work. The assessment is carried out at the end of every year and for those who get good assessment results can reward while those who are minus will also get vanishment"

The researcher conducted an interview with Agi Triwibowo (Head of Preparation/Quality Control). The researcher asked if the training method was relevant and in accordance with the job desc? Informant Mr. Agi Triwibowo (Head of Preparation/Quality Control) replied:

"Yes, it is relevant and appropriate because the instructor who provides the training is each of the jobs that have been determined by the company"

Then the researcher asked what could be obtained after participating in the training for PT. Sulawesi Bumi Mine (FFB)? Informant Mr. Agi Triwibowo (Head of Preparation/Quality Control):

"We get a lot of knowledge and as workers, of course, we apply and apply the activities that will be carried out from the direction of the instructor after participating in the training. For workers who have good productivity, they will usually get rewards, both related to salary increases and positions."

Then the researcher asked about the assessment system for leaders in PT. Sulawesi Bumi Mine (FFB)? The informant replied:

"The assessment system is carried out at the end of every year, where I as the head of the division assesses the attitude and responsibilities of each subordinate, for workers who do not understand the job desk, we retrain and conduct further evaluations."

The researcher conducted a re-interview on June 3, 2024 with Zulkifli Suleman, ST (Head of Mining Engineering of PT. FFB). The researcher asked how you can increase work productivity in PT. Sulawesi Bumi Mine (FFB)? The informant replied:

"The strategy is to involve workers in training in the mining sector both carried out internally and externally. After that, an evaluation of the performance, abilities and knowledge possessed by the workers is carried out".

Then the researcher asked whether training had an effect on the productivity of PT. Sulawesi Bumi Mine (FFB)? Informant Mr. Yusran Azis (Head of HRD) replied:

"Yes, it is clearly influential, with the training honing skills, adding skills, then we can see the development of the performance of the workers".

Furthermore, the researcher asked whether the quality of workers has made a good contribution to the company? Informant Mr. Muhammad Syahreal (Head of the Environmental Division) replied:

"Yes, every worker must make a good contribution to the company, be able to work with the team to get the results/targets that have been determined".

Then the researcher asked whether the quantity of workers carried out was in accordance with the standards that had been set? Informant Mr. Agi Triwibowo (Head of Preparation/Quality Control) answered:

"Yes, it is appropriate, where the quantity of workers can be seen from the punctuality of coming to work starting at 08.00, resting at 12.00 and leaving work at 17.00, all types of work should not be taken home but completed during working hours"

The needed analysis for the implementation of training and development at PT Tambang Bumi Sulawesi must and is very important to be carried out. The needs analysis is carried out so that the training and development that will be carried out is in accordance with what is needed by the company's workers and also in accordance with the needs of the

organization. This needs analysis will lead workers to take part in related training and will later help their respective jobs.

The following is the result of an interview with Zulkifli Suleman, ST (Head of Mining Engineering of PT. TBS) on June 4, 2024, that:

"To determine who should take part in training and development, but yesterday we made a matrix analysis with two quadrants. Among others, quadrant culture and skills. Culture is used to see attitudes and skills to see their abilities. After that, we assess, for example, from the position of field worker, the communication skills must get a score of three or in what presentation, and all of them have qualifications. After that, the boss will assess, then the boss will also see the attitude through the culture in PT. Bumi Sulawesi (TBS) Mine, it turns out that this worker lacks skills but in attitude he is good which means he still needs training. But if the skills and attitude are good in his current position, then he needs to be developed to a higher position, who knows if he has competence in a higher position. For new workers there is a training period, but the training is provided internally so that they have the right skills in the position they will occupy."

Based on an interview with the Head of Mining Engineering of PT. TBS, analyzes the training and development needs of human resources by looking at the work and individual of each worker. The analysis of training and development needs should look at the scale of the importance of its implementation. The following are the results of interviews regarding the timing of training and development.

"For the time of implementing internal training, it is only when the Management needs it, so it is not scheduled. Even if the worker proposes that they need it, if the boss (HR Manager) hasn't allowed it, yes I can't schedule it, like that. And what is considered is that for external training, we are waiting for a schedule from the committee or the government.

The training method used by PT. The Sulawesi Bumi Mine (FFB) is a seminar, workshop and Competency Exam, while for the development of the method used, it is On Job Training and project delivery. The materials and projects provided during training and development are tailored to the work needs and individual participants. The speaker at the PT. The Sulawesi Bumi Mine (FFB) comes from the company's external sources, while for the development of PT. Tambang Bumi Sulawesi (TBS) appointed several mentors from within the company to meet the participants. The following are the results of the interview with Yusran Azis (Head of HRD);

"The method used for training at PT. The Sulawesi Bumi Mine (FFB) is a workshop method, so our participants participate in workshops held outside the office."

"For the development of methods, we only do OJT and project delivery, in the past at PT. Tambang Bumi Sulawesi (TBS) has an Innovation team, so in one month this team is given the challenge "what project do you want to do" and the members of this team can be taken from several different divisions, hoping that the abilities of each worker can be seen. For example, staff A turns out to be managerial because the project he holds is successful."

Based on the results of interviews between researchers and resource persons regarding the method used by PT. The Sulawesi Bumi Mine (FFB) for training and development consisting of seminars, workshops, on the job training, and project delivery is the right method. The participants felt that in addition to getting the materials needed to support their work, they also got more experience and relationships than they needed.

Support from PT. Tambang Bumi Sulawesi (TBS) for training and development activities include the active managers in supervising workers who will be training and development participants, as well as being active in providing information about training and development directly to prospective participants. Workers of PT. The Sulawesi Bumi Mine (FFB) was given the

opportunity to convey that they needed training. PT. Tambang Bumi Sulawesi (TBS) will also appoint several mentors to accompany the workers who participate in the development. The following is the result of the researcher's interview with Zulkifli Suleman, ST (Head of Mining Engineering of PT. FFB), namely;

"The factors that support the implementation of training and development are more proactive managerial, each manager, if the boss is indeed concerned about the development of their workers or they feel that the ability of their subordinates is still below expectations, then it is hoped that the managerial concerns and encourages human resources in providing input for training and development. This is what can support other than budgeting. But if the boss does not pay attention to the training and development of his subordinates, yes, because the HR division only carries out training. To control their daily lives, the managers. Some workers said they needed this training, this training was like that, but not all workers could convey their wishes, because maybe they were still awkward and hesitant about their respective managers.

Presenters in training and development activities must be well determined. The right speakers are not only seen from the content of the material to be delivered, but also those who are able to interact with the training and development participants so that the material is delivered well. PT. Tambang Bumi Sulawesi (TBS) decided to select speakers from outside the company for the implementation of the training, and from within the company for the implementation of development. The following are the results of the researcher's interview with Muhammad Syahreal (Head of the Environmental Division), namely;

"Yes, we also cooperate with external parties but not with MOUs. So we only use the services of a vendor once, then we will look for another one that we need. For direct development, they are guided when the training is completed."

The researcher also conducted an interview with Agi Triwibowo (Head of Preparation/Quality Control) who has participated in several trainings and developments at PT. Sulawesi Bumi Mine (FFB);

"In my opinion, the speakers who are brought in and at outside seminars should be appropriate because during the training they have never had difficulty receiving material from them."

The facilities provided by the company will affect the implementation of training and development. Good facilities will help the effectiveness of the implementation of training and development itself. Training and development participants will also feel comfortable, so they can receive the material delivered well. PT. Tambang Bumi Sulawesi (TBS) always sends participants to attend seminars and workshops as a training method, that's why the company will provide facilities in the form of permits to leave working hours, pocket money and transportation, lodging accommodation if the training is carried out outside the city. As for development activities, the company provides facilities in the office according to the needs of workers who are working on the project as one of the development methods as well as "On The Job training". The following is the result of the researcher's interview with Zulkifli Suleman, ST (Head of Mining Engineering of PT. FFB), namely;

"For facilities, yes, the infrastructure that we provide standards includes Sppd, then we give our pocket money they have to take part in training during holidays. And the rest of us are flexible in working hours."

Inhibiting factors must appear in all forms of activities, as well as the implementation of training and development. PT. Tambang Bumi Sulawesi (FFB) felt that there were inhibiting factors during training and development activities. These inhibiting factors come from participants and managers. The following are the results of the researcher's interview with Agi Triwibowo (Head of Preparation/Quality Control), namely;

"The inhibiting factor is back to the superiors who are less concerned about the training and development of their workers. Because we have not recorded the results of

training and development of workers as a whole, one of them is whether this training and development is effective or not, the managers know. Meanwhile, we will only follow up on training and development if we receive the request and approval of managers or superiors. In addition, obstacles have also arisen from workers. Suppose there are workers who are late during their training or workshop even though the company has spent a large budget. From there, it can be seen that the motivation of the workers is less or less strong. Maybe it's because they don't know why they have to take part in this training."

The researcher also conducted an interview with one of the workers who has participated in several trainings and developments, namely Zulkifli Suleman, ST (Head of Mining Engineering of PT. FFB);

"The biggest inhibiting factor in my opinion is from myself, because yes I feel lazy, then I feel that maybe I don't need this material or the material presented is actually something I have gotten elsewhere, like that. Apart from the obstacles from myself, I actually did not experience any difficulties during the training provided."

"For "On Job Training" I don't think there is anything missing, for the whole I think the track record should be something that needs to be improved, and I want the assessors or HR to be more transparent, so that we also know what is lacking, which needs to be improved."

In training and development, evaluation is a stage where management or HRD provides an assessment of the activities that have been carried out, whether the training and development carried out has been successful or not. Many companies have spent considerable funds on the implementation of training and development but it will be very useless if these activities do not have a positive impact on all parties. PT. The Sulawesi Bumi Mine (FFB) has never conducted a formal assessment until now, so the effectiveness and success of the implementation of training and development are not visible.

PT. The Sulawesi Bumi Mine (FFB) has not conducted a formal or written evaluation. The researcher conducted interviews with several resource persons to find out whether the evaluation was still going well. The following are the results of the researcher's interview with Agi Triwibowo (Head of Preparation/Quality Control), namely:

"As I have mentioned many times, we do not know whether the training and development we are doing is effective or not. We don't have the size yet, it should be human resources who do the assessment, but yesterday we couldn't record it properly."

Discussion of Research Results

The results of the study found that the existence of training will shape worker behavior, make workers better understand their duties and responsibilities, increase worker skills, hone workers' knowledge, abilities, skills and expertise according to their field of work. As well as reducing the level of errors that occur at work.

The results of the descriptive study show that human resource development on work productivity at PT. Sulawesi Bumi Mine (FFB). Based on the results of researcher interviews where human resource development with training can increase the work productivity of workers at work.

Training is part of the development of human resources in a company for workers, where the company takes trainer instructors who are already talented and have higher positions based on their respective job desks and have been trained beforehand. Where the training is held at the company's headquarters and gathers all workers to take part in training for both new and old workers every year. With this training, it provides a lot of overview of new programs or new products, along with a more complete explanation of the activities that will

be carried out while working in the company. Thus, companies can increase worker work productivity with training to develop worker skills. Training also creates worker creativity and minimizes mistakes that will occur at work.

PT. Tambang Bumi Sulawesi (TBS) develops human resources with training so that workers master their respective jobs with the aim of increasing work productivity. Where a worker must work according to SOPs, see things that can cause production failures, pay attention to the completeness/stock of goods that are ready and must master good and correct mining techniques. The factors that affect human resource development are internal factors (training) and external factors (environment). The knowledge that workers gain after participating in training will be applied and applied in work. Then the performance of workers will be assessed at the end of each year where the leader gives a score for the worker during work and if he gets a good score, he will get a reward while a negative score will get a punishment from the office. Likewise, a worker also assesses his leaders while on duty and carrying out their responsibilities to lead a company.

In addition, education is also one of the factors in a company, it can be seen from the determination of the position in the company where the lowest education is high school occupies the field and for the next level, the minimum education is S1. The additional education is held to develop workers and discuss the company's products. The goal is for workers to get additional and always keep up with the development of everything in their work environment, especially with the rapid advancement of techniques and other knowledge. Additional education that is organized systematically and periodically will bring great benefits to development. For refresher education, outbound training is carried out every year in various different places to improve cooperation and mentality between workers. This refresher education can be in the form of lectures and so on. The goal is to refresh the understanding that has been in the past and has a relationship and is related to the company.

Based on the results of interviews and theories presented by (Hasibuan, 2001: 69), a gap was found in the analysis of training and development needs in PT. Sulawesi Bumi Mine (FFB). According to (Hasibuan, 2001: 69) to conduct a needs analysis, it is necessary to analyze the organization with the purpose that participants who participate in training and development activities are determined directly by the managers at PT. Sulawesi Bumi Mine (FFB). Participants selected to participate in training and development are those who are considered to need materials to support their duties and work at that time. According to Hasibuan (2009:73) participants who can take part in training and development from an organization or company are new and old employees, both operational and managerial employees.

5. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the research and analysis of the researcher, it can be concluded that the development of human resources at PT. The Sulawesi Bumi Mine (FFB) is by organizing training that is carried out every time there is a new technique or program from the Company's management. Additional training and education can be an encouragement and refresher to improve cooperation between workers. In increasing work productivity at PT. Tambang Bumi Sulawesi (TBS) each worker must analyze their work and master their respective job desks

Suggestion

1. Needs analysis should be carried out systematically, there is a clear record of skill gaps and other qualifications, or more specifically, competency targets for workers. The analysis of training and development needs should not only be determined by people with certain authority, but people who are effective or who have a direct influence on

the needs of the organization, work or individuals even though it must involve all levels of management.

2. PT. Tambang Bumi Sulawesi (FFB) must improve the evaluation process, in addition to the sharing session, it should have a list of criteria that participants must achieve after participating in training and development activities, provide assessments, and help overcome obstacles that may be experienced by participants during training and development activities, so that workers' motivation can be great to participate in future training and development. One of the formal evaluation models that can be used is CIPP (context, input, process, product/output).
3. For the next researcher, this research can be developed by using quantitative research to test the influence of Human Resource development on employee productivity

6. REFERENCES

- Amstrong Michael, 2003. *Human Resource Management*. Jakarta : Bina Aksara
- As'ad Muhammad, 2007. *Personnel Management*. Jakarta : Salemba Empat
- Dessler, Gary, 2004. *Human Resource Management*, Edition 9. Volume 1. Jakarta: Gramedia Group.
- Flippo B. Edwin, 2004. *Personnel Management*. Yogyakarta : BPFE-UGM.
- Garavan, T. N., Morley, M., Gunnigle, P. & Collins, E. 2001. "Human Capital Accumulation: The Role of Human Resource Development". *European Journal of Industrial Training*, 25 (2/3/4), 48-68.
- Hasibuan, Malayu. 2015. *Human Resource Management*, Revised Edition. Jakarta : Bumi Aksara Publisher
- Ihsan Fuad, 2005. *Education Management. Apparatus Development*. Jakarta : Binarupa Aksara
- Mathis, Robert L. & Jackson. John H. 2001. *Human Resource Management*. Jakarta: Salemba Empat Publisher
- Mathis, R,L & Jackson. 2016. *Human Resource Management*, Volumes 1 and 2, Translation: Bayu Brawira. Jakarta : Publisher PT. Salemba Four.
- Mangkunegara, A.A. Anwar Prabu, 2000. *Strategic Human Resource Management*. Jakarta : Ghalia Indonesia
- Miles,M.B, Huberman,A.M, dan Saldana,J. 2014. *Qualitative Data Analysis, A Methods Sourcebook*, Edition 3. USA: Sage Publications. Terjemahan Tjetjep Rohindi Rohidi, UI-Press.
- Moleong, Lexy.2014. *Qualitative Research Methods*, Revised Edition. PT Remaja Rosdakarya, Bandung.
- Nawawi, Hadari. 2006. *Human Resource Management.*, 10th edition. Jakarta : Publisher PT. Salemba Four.
- Rivai Veithzal, 2009. *Human Resource Management*. Murai Kencana: Jakarta.
- Robbins, Stephen P. 2001. *Organizational Behavior: Concept, Controversy, Application*, Volume 1, Edition 8, Prenhallindo, Jakarta
- Schultz, D.P., & Schultz, S.E. 1994. *Psychology anda Work Today: An Introduction to Industrial and Organizational Psychology* (6th Ed.). New York: MacMillan Publishing Company.
- Sedarmayanti, 2009. *Human Resource Management*. Jakarta: Refika Aditam. Jakarta.
- Siagian in Paper academia Allrise, 2015 : Bumi Aksara.
- Simanjuntak Payaman. J, 2002. *Apparatus Resource Development*. Jakarta : Balai Pustaka
- Simamora, Henry. 2013. *Human Resource Management*. Yogyakarta : YKPN Publishing Agency
- Simamora Henry, 2006. *Human Resource Management. Concept and Application*. Jakarta: Bina Aksara.
- Sujoko Alfaris, 2012. *Employee Development*. Concept and Application. Jakarta: Ghalia Ilmu.

- "
- Sutrisno, 2009. Human Resource Management First Edition. Jakarta: Kencana Prenada Media Group.
- Tirtarahardja Umar, 2005. *Performance Management and Organizational Development*. Jakarta : Salemba Empat
- Thoha Mifta, 2005. *Perilaku Organization*. Jakarta : Rajawali Press
- Werther, William B. & Keith Davis, 1998. *Human Resource Planning*. Translated Edition. Jakarta : Binarupa Aksara
- Wibowo. (2017). Performance Management. Fifth Edition. Depok: PT. King Grafindo Persada.