

Analysis of Human Resource Development in Supporting Worker Productivity of PT. Tambang Bumi Sulawesi (TBS)

Basmala Septian Jaya ¹, Abdul Razak ², Nofal Supriaddin³

^{1,2,3} Program Studi Manajemen Sekolah Tinggi Ilmu Ekonomi Enam-Enam Kendari

Email: basmalahseptian23@gmail.com

Diinput : 04 August 2025
Diterima : 04 August 2025

Direvisi : 20 August 2025
Diterbitkan : 20 August 2025

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis: Pengembangan sumber daya manusia dalam menunjang Produktivitas Pada PT. Tambang Bumi Sulawesi. Manfaat dalam penelitian ini adalah Bagi pengembangan ilmu pengetahuan, hasil penelitian ini diharapkan dapat menambah informasi dan khasanah mengenai strategi pengembangan sumber daya manusia dalam menunjang produktivitas pekerja Pada PT. Tambang Bumi Sulawesi, sumbangan pemikiran serta sebagai bahan masukan untuk mendukung dasar teori penelitian yang sejenis dan relevan. Penelitian ini menggunakan metode kualitatif deskriptif. Data dikumpulkan dengan cara observasi, interview (wawancara).

Hasil penelitian bahwa: (1) Pengembangan sumber daya manusia pada PT. Tambang Bumi Sulawesi (TBS) dengan pelatihan yang dilaksanakan setiap ada produk atau program baru dari manajemen perusahaan, (2) PT. Tambang Bumi Sulawesi (TBS) menyelenggarakan pendidikan tambahan dan pendidikan penyegar untuk meningkatkan kerja sama antar pekerja, dan (3) Dalam meningkatkan Produktivitas Kerja pada PT. Tambang Bumi Sulawesi (TBS) setiap pekerja harus menganalisa pekerjaan dan menguasai tentang jobdesknya masing-masing.

Kata Kunci: Pengembangan Sumber Daya Manusia, Produktivitas

ABSTRACT

This research aims to find out and analyze: Human resource development in supporting Productivity at PT. Bumi Mine Sulawesi. The benefit of this study is that for the development of science, the results of this research are expected to add information and treasures about human resource development strategies in supporting worker productivity at PT. Sulawesi Earth Mine, a contribution of thought and as input material to support the basis of similar and relevant research theories. This research uses a descriptive qualitative method. Data was collected by means of observation, interviews. The results of the study are that: (1) Human resource development at PT. Tambang Bumi Sulawesi (TBS) 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 (TBS) Every worker must analyze the work and master their respective jobdesks.

Keywords: Human Resource Development, Productivity

INTRODUCTION

Human resources (HR) are a primary element in any company; therefore, every organization strives to have high-quality human resources. Without competent HR, a company cannot operate effectively. There must be a mutually beneficial relationship



between employees and the company: the company requires skilled, productive employees with high job satisfaction, while employees rely on the company to meet their livelihood needs. As two interdependent parties, it is essential to create a harmonious relationship between them. When harmony is established, the work atmosphere improves, which in turn enhances employee job satisfaction and boosts company productivity.

Human resources are the company's main asset, serving as planners and active actors in various organizational activities. They possess thoughts, feelings, desires, status, and educational backgrounds that they bring into the corporate environment. Unlike money, machinery, or materials, which can be fully controlled, human resources require adequate motivation to perform optimally. This motivation can be fostered through rewards, such as career development opportunities, which provide personal satisfaction for employees. One strategy that management must implement is career planning and development for all employees during their tenure in the company. For most employees, career certainty is essential as it defines the highest position they can achieve, thereby motivating them to continuously improve their abilities and remain loyal to the company.

A company that applies a strategic role is characterized by the presence of career planning and development for both managerial and non-managerial employees. In other words, every individual has the right to opportunities for career advancement. However, in practice, some employees experience delays or stagnation in their career growth. This may be due to flaws in the employee performance appraisal system or discriminatory practices. On the other hand, a reliable career system should eliminate factors that cause individual delays.

PT Tambang Bumi Sulawesi is a company engaged in nickel mining. A common phenomenon observed recently is that some employees have not performed their tasks satisfactorily as expected by the company. This is partly due to the absence of training, which ideally should be provided to prospective employees before they begin working at PT Tambang Bumi Sulawesi. This situation automatically hampers operational activities and leads to decreased employee performance in the eyes of management.

The human resource development practices at PT Tambang Bumi Sulawesi have not been implemented as they should be, partly due to subjectivity in managerial performance assessments, as well as nepotism in recruitment processes, where educational background is not prioritized. This has resulted in a decline in employee performance. Management should minimize these issues by implementing career development management that aligns with the standards and job specifications set by the company leadership.

The purpose of this study is to examine and analyze human resource development in supporting productivity at PT Tambang Bumi Sulawesi.

Human Resource Management Theory

Basically, Human Resource Management (HRM) is a movement to recognize the importance of the human element as a potential resource, which is developed so that it is able to make a maximum contribution to the organization and to 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 competitive advantages which include decision-making activities in planning, implementing and controlling human resources (Mangkuprawira, 2003: 6). HR management activities as strategic management are the application of HR functions that refer to the external environment conditions 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 organization; (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 done in a planned and sustainable manner. In order for development to be carried out properly, a human resource development program is first established (Hasibuan, 2001: 68).

The development has a wide scope. As Smith (2000:2) put it, "Development: the growth or realization of a person's ability through conscious or unconscious learning". This means that development encompasses 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 of school, in the context of building Indonesian unity and a just and prosperous society based on Pancasila. Practice is a part of education that involves the process of learning to acquire and improve skills outside the applicable 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 the process of improving work skills, both technical and managerial. Education is theory-oriented, conducted in the classroom and lasts a long time, and usually answers the answer to why. Practice-oriented exercises, conducted in the field, are short and usually answer how

Employee education and training contribute to increasing productivity, effectiveness and efficiency of the organization. Education and training for employees must be provided periodically so that each employee maintains their 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 applied to the job. Through training, every effort is made in order to improve employee

performance in the job he is currently occupied. 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 the agency's consideration in carrying out training for its employees is the coaching and career development of the employee concerned, the importance of promotion, the availability of the budget and the requirements of employees who participate in the training. The selection of employees who are included in the training is based on the needs of the organization, reasons for improving performance, employee abilities and skills, and departure.

Donalson and Scannel (2001: 164) state that effective training is not just telling or showing someone how to do a task but an effort to transfer skills and knowledge so that the trainee receives and performs the exercise while doing his job. The trainee must learn specific skills or techniques that can be demonstrated and observed in the workplace. The emphasis of training is on improving the ability to carry out current tasks.

Human resource development aims to produce a logically and comprehensively related framework to develop an environment where employees are encouraged to learn and develop. Human resource development activities include traditional training programs, but the emphasis is more on developing intellectual capital and promoting organizational, team and individual learning. Focus on creating a learning organization in which knowledge is managed systematically. Human resource development is also about a planning approach to encourage self-development with adequate support and guidance from within the organization

In general, the goal of human resource development is to ensure that the organization has qualified people to achieve organizational goals, to improve performance and growth (Amstrong, 2003:507). The above goals can be achieved by ensuring that everyone in the organization has the knowledge and expertise to achieve the level of ability needed to carry out their work effectively. In addition, it should also be noted that in these HR development efforts, individual and group performance is subject to continuous improvement and that people in the organization are developed in an appropriate way to maximize their potential as well as promotion. In detail, the goals of human resource development can be described as follows:

1. Increase Work Productivity

With development, employee work productivity will increase, the quality and quantity of production will be better, because the technical skills, human skills, and managerial skills of employees are getting better.

2. Achieving Efficiency

Human resource development aims to improve the efficiency of labor, time, raw materials, and reduce the wear and tear of machines. Waste is reduced, production costs are relatively small so that the company's competitiveness is even greater.

3. Minimizing Damage

Human resource development aims to reduce damage to goods, production, and machinery because employees are increasingly skilled and skilled in carrying out their work.

1. Reduce Accidents

The development aims to reduce the accident rate of employees, so that the amount of medical expenses incurred by the company is reduced.

2. Improving Service

The development aims to improve the better service of human resources to the company's customers, because the provision of good service is a very important attraction for the company's partners.

3. Maintaining Employee Morale

With moral development, human resources will be better because their expertise and skills are in accordance with their work so that they are enthusiastic to

Finish the job well.

4. Increase Career Opportunities

With development, the opportunity to improve an employee's career is even greater, as his skills, skills, and work performance are better. Scientific promotion is usually based on a person's skills and work achievements.

5. Improving Conceptual Abilities

With development, human resources are more capable and faster in making better decisions, because their technical skills, human skills, and managerial skills are better

6. Improving Leadership

With development, the leadership of a manager will be better, the human relations will be more flexible, the motivation will be more directed so that the development of vertical and horizontal cooperation will be more harmonious.

7. Increased Return to Service

With development, the remuneration (salary, incentive wages, and benefits) of human resources will increase because their work performance is getting bigger.

According to Amstrong, (2003: 505) the indicators of human resource development are as follows:

Education

Education is a systematic and loving effort to build the nation's civilization. Behind the economic and technological success shown by developed countries, all of them were originally encouraged by human values so that life can be lived easier, more productive, and more meaningful (Nasibit, 2010:42).

The purpose of education is to form character that is manifested in the essential unity of the subject with his behavior and attitude of life. Character is something that qualifies a person. Characters become identities that overcome the ever-changing experiences of contingents. It is from this maturity of character that the quality of a person is measured.

Education is an activity and effort of human beings to improve their personality by fostering their personal potentials, namely spiritual (thought, karsa, taste, creation and conscience). Education also means an institution that is responsible for setting educational ideals (goals), content, education systems and organizations. These institutions include the family, school and community (Ihsan Fuad, 2005:39).

2. Training

The definition of training according to Mangkunegara, (2005:43) defines training as follows: "Training is a short term educational processutilizing systematic and organized procedure by which non-managerial personnel learn technical skills for a definite pyrpose".

Training is a short-term educational process using systematic and organized procedures, so that operational employees learn knowledge of working techniques and skills for a specific purpose. Mathis, Robert and Jackson (2002:5), define "Training is a process in which people achieve a certain ability to help achieve organizational goals because this process is tied to various organizational goals, training can be viewed narrowly or broadly". Thus, as stated by Ambar Teguh Sulistiani and Rosidah in Siagian (2003:175), who provide a definition of Training is a short-term educational process by

using a systematic procedure of changing the behavior of employees in one direction in order to improve organizational goals.

Sujoko (2012:141) stated that training is the management of education and training as a whole including the functions contained in it, namely planning, organizing, controlling and assessing general activities and skill training, as well as special education and training for employees. The arrangements include formulation activities, the need to provide satisfactory services, guidance, licensing and transgression. Factors that support the Effectiveness of Training according to Veithzal Rivai (2009:240) include: (1) Training material or content, (b) Training method, (c) Trainer (instructor/trainer), (d) Training participants, (e) Training facilities, (f) Training evaluation.

Work Productivity Theory

According to Sinungan (2014:12) Productivity is a measure of the quality and quantity of the 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 resources in producing goods". According to Afandi (2017:93), work productivity is a scientific comparison between the amount produced and the amount of each resource 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 the results of expenditure and income. Inputs are often limited to labor, whereas output is measured in physical units of 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 ultimately 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 produce goods or services according to expectations within a predetermined time.

According to Sutrisno (2009:102) To measure work productivity, an indicator is needed, as follows:

1. Ability.

Have the ability to perform tasks. An employee's ability depends on their skills as well as their professionalism at work.

2. Improve the results achieved.

Strive to improve the results achieved. The result is one that can be felt both by those who do the work and those who enjoy the results of the work.

3. Work ethic.

This indicator can be seen from the work ethic achieved in one day later compared to the previous day.

4. Self-development.

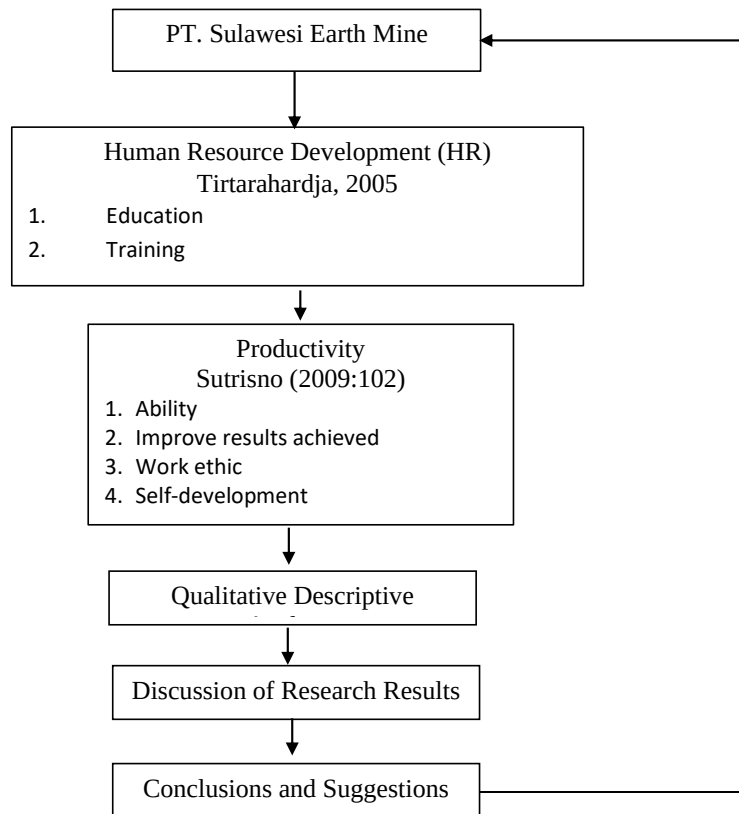
Always develop yourself to improve your work skills. Self-development can be done by looking at the challenges and expectations with what will be faced.

The development of human resources in theory and concepts cannot be separated from the application of education and training related to the purpose of work as stated by Hasibuan (2001: 68). The education carried out at PT. Sulawesi Earth Mines is a formal education

The educational activities carried out include informal education, namely education held within PT. Tambang Bumi Sulawesi, then formal education is given to employees in order to continue higher education while non-formal education is held to

increase knowledge through cooperation with other institutions. In the implementation of training, every employee has the opportunity to be trained to have work technical skills, expertise and skills in carrying out work at PT. Bumi Mine Sulawesi. Based on the explanation above, the frame of mind can be described as follows:

Figure 1 Research Mindset



METHOD

Research Design

The research design used by the author is qualitative descriptive. Qualitative research includes an inductive approach to knowledge preparation that uses research and suppresses subjectivity as well as the meaning of experience for individuals. According to Sugiyono (2011: 32) he defines the descriptive method as a method used to describe or analyze a research result but is not used to make broader conclusions

Data Types and Sources

The types of data used in this study are:

1. Quantitative data is data in the form of numbers. In this case, in the form of report data, the number of employees and other quantitative data related to this research
2. Qualitative data is theoretical data. In this case, it is in the form of information and explanations from the authorities obtained from the results of interviews with informants.

The data used in this study are primary data and secondary data, with the following description:

1. Primary Data Primary data is research data obtained directly from data sources that are specifically collected and are directly related to the results being studied. The

primary data used in this study is based on background information from employees/workers of PT. Sulawesi Earth Mine

2. Secondary Data Secondary data is data obtained from various media, including books, journals, articles, and/or data from websites.

Research Informant

The informants of this research who will provide various information needed during the research process are employees/workers of PT. The Sulawesi Earth Mine and the key informants are:

1. Zulkifli Suleman, ST (Head of Mining Engineering of PT. TBS)
2. Yusran Azis (Head of HRD)
3. Muhammad Syahreal (Head of Environmental Division)
4. Agi Triwibowo (Head of Preparation/Quality Control)

Data Collection Techniques

1. The procedure carried out for data collection is Field Research, which is research that is directly carried out on the organization or object concerned, where it is taken by the Interview technique or interviews with structured performances
2. Documentation, is the collection of secondary data to obtain data that supports this research.

Data Analysis Techniques

The data analysis method used is adjusted to the purpose of the research, which is to describe and analyze a phenomenon by describing the focus of the research related to the problem being studied. In this study, the qualitative descriptive analysis method was used in accordance with the opinion of Miles and Huberman (2014:255) stating that there are four types of qualitative data analysis activities, as shown in the following figure.

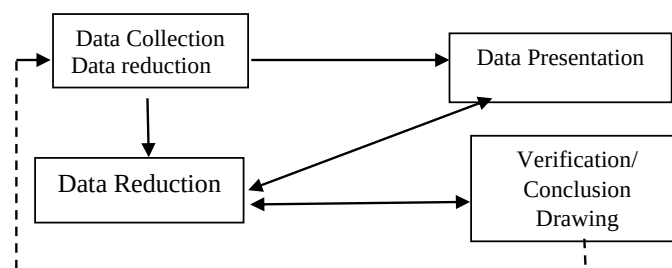


Figure 2. Data Analysis of Interactive Models from Miles and Huberman (2014:255)

1. Data Reduction. The amount of data obtained in the field is quite large, for that it is necessary to record it carefully and in detail.
2. Data Display Model. After the data is reduced, the next step is to display the data.
3. Conclusions/Conclusions. The third step is the drawing of conclusions and verification.
4. Conclusions in qualitative research may be able to answer the problem formulation formulated from the beginning, but it may also not, because the problems and problem formulations in qualitative research are still temporary and will develop

after the research is in the field. The expected conclusion in the qualitative research is a new finding that has never existed before.

Variable Operational Definition

1. Human resource development is an activity process that includes all aspects of improving the quality of employees, not only 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.
2. Productivity is a measure of the quality and quantity of work that has been done, taking into account the cost of the resources used to do the work

RESULTS AND DISCUSSIONS

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 PT. TBS, 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 on June 1, 2024 with the Head of Mining Engineering of PT. TBS Mr. Zulkifli Suleman, ST, How are the abilities you have in accordance with education ? Informant Mr. Zulkifli Suleman, ST replied:

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

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

"The training that I participated in had a very important effect on my ability to work, not only for myself personally but as a summit I emphasized the rule that the company I lead must obey all applicable mining rules, be it mining activities, sales, even up 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/training for all workers. The training technique carried out at PT. TBS in the form of a presentation where the instructor provides material directly to the trainees. For training schedules, for example, the admin and PT. TBS at least 3 times a year, for the usual engineering section 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 trainings that are carried out are almost in 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, and even within the scope of security units. This is usually done and led by the respective Division Heads."

Next, 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 targeted by the company, because most of the workers are people from

the island of Kabaena whose level of education is very minimal. With training in the mining sector, this has a great effect on worker productivity. Precisely because of this, training is usually carried out if there are additional activities from management or 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 Earth Mine (FFB). Who provides instructors training themselves from within the company".

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

"The factors that affect the improvement of results or development are the first internal factors, such as training carried out to increase workers' knowledge and insight 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 the 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 asked whether in your opinion at PT. Tambang Bumi Sulawesi (TBS) to increase work morale 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 trainings, both internal and external, the enthusiasm of workers increases. Because of the curiosity and enthusiasm of the workers is very high. Where workers want to know something that was not known before, master their jobs better, minimize mistakes in 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 in increasing work morale. This is in line with the trainings made by the government to make management in the management of mining activities better. Where is the management of PT. Tambang Bumi Sulawesi is very supportive of the above, so that what is my programs can run as they should. In increasing the work morale of workers, management assesses workers, this is seen from their attendance, work performance, circumstances that occur during work, and creativity in work. The assessment is carried out at the end of each year and those who get good assessment results can reward while those who are minus will also get vanism"

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

"Yes, it is relevant and appropriate because the instructors who provide the training are each of their jobs that have been determined by the company"

Then the researcher asked what could be obtained after participating in training on PT. Sulawesi Earth 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 in terms of salary increases and positions".

Then the researcher asked how the assessment system for leaders in PT. Sulawesi Earth 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 assess the attitude and responsibility of each subordinate, for workers who do not understand the jobdesk, we conduct retraining and conduct further evaluations.

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

"The strategy is to include workers in trainings in the mining sector, both carried out by internal and external companies. After that, an evaluation is carried out on the performance, abilities and knowledge possessed by the workers".

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

"Yes, it is clearly influential, with the training it hones skills, increases skills, and we can see the development of the worker's performance".

Furthermore, the researcher asks whether the quality of workers has made a good contribution to the company? The 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 together 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? The informant, Mr. Agi Triwibowo (Head of Preparation/Quality Control) replied:

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

A needs analysis for the implementation of training and development at PT Tambang Bumi Sulawesi must and is very important to be carried out. 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 related training and will later help their respective jobs.

The following are the results 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 did a matrix analysis with two quadrants. Among others, quadrant culture and skills. Culture is used to see their attitudes and skills to see their abilities. After that, we assess, there is an assessment, for example, of 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 look at the attitude through the culture at PT. Bumi Mine Sulawesi (TBS), it turns out that this worker lacks skills but his attitude is good which means he still needs training. But if his skills and attitude are good in his

current position, then he needs to be developed to a higher position, who knows 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 needs for training and human resource development by looking at the work and individuals 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 the interview regarding the timing of the training and development.

"The time for the implementation of internal training is when the Management only needs it, so it is not scheduled. Even if the worker proposes that they need, 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, waiting for the schedule from the committee or the government.

The training method used by PT. Tambang Bumi Sulawesi (TBS) is a Seminar, workshop and Competency Exam, while for the development of methods used is On Job Training and project delivery. The materials and projects provided during the training and development are tailored to the work and individual needs of the participants. Presenter at PT. Tambang Bumi Sulawesi (TBS) comes from external companies, while for the development of PT. Tambang Bumi Sulawesi (TBS) appointed several mentors from within the company to accompany 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 Earth Mine (TBS) 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 giving, in the past at PT. Tambang Bumi Sulawesi (TBS) has an Innovation team, so in one month this team is given a challenge "what project do you want to do" and this team member can be taken from several different divisions so that the ability of each worker can be seen. For example, this A staff turned out to be managerial because the project he held was successful."

Based on the results of interviews between researchers and resource persons regarding the methods used by PT. Tambang Bumi Sulawesi (TBS) 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, among others, managers are active in supervising workers who will become training and development participants, as well as being active in providing information about training and development directly to prospective participants. Employees of PT. Tambang Bumi Sulawesi (TBS) 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 are the results of the researcher's interview with Zulkifli Suleman, ST (Head of Mining Engineering of PT. TBS) namely;

"The factors that support the implementation of training and development are more managerial proactive, if the boss is indeed concerned about the development of their workers or they feel that the abilities of their subordinates are still below expectations, then the hope is that managers are concerned and encourage 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, then yes, because the HR division is just carrying out training. To control their daily lives, yes, the managers. Some workers said they needed this training, this training was like that, but not all workers could express their wishes, because maybe they were still awkward and hesitant towards their respective managers.

Presenters in training and development activities must be well determined. The right presenter is 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 choose speakers from outside the company for the implementation of 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 an MOU. 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 Earth Mine (TBS);

"I think the speakers who were brought in and at the seminars outside should be appropriate because during the training they 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 take 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 are the results of the researcher's interview with Zulkifli Suleman, ST (Head of Mining Engineering of PT. TBS) namely;

"For facilities, yes, the infrastructure facilities that we provide are standard, including 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 (TBS) felt the presence of inhibiting factors during training and development activities. These inhibiting factors come from participants and managerial. 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 get requests and approvals from 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 worker is less or less strong. Maybe it's because they don't know why they have to participate in this training."

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

"The factor that hinders me the most is from myself, because yes I feel lazy, then I feel yes maybe I don't need this material or the material that was conveyed I have actually gotten it elsewhere, like that. Apart from the obstacles from myself, I actually didn't experience any difficulties while participating in the training given."

"For "On Job Training" I don't think anything is lacking, for the whole I think the track record should 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 have been successful or not. Many companies have spent considerable funds on training and development but it will be in vain if these activities do not have a positive impact on all parties. PT. The Sulawesi Earth Mine (TBS) has never conducted a formal assessment until now, so the effectiveness and success of the implementation of training and development are not visible.

PT. Tambang Bumi Sulawesi (TBS) has not conducted a formal or written evaluation. The researcher conducted interviews with several sources 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 yet 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."

b. Discussion of Research Results

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

The results of the study descriptively show that the development of human resources to work productivity at PT. Sulawesi Earth Mine (FFB). Based on the results of the researchers' interviews, the development of human resources with training can increase the productivity of workers at work.

Training is part of the development of human resources in a company for workers, where companies hire trainer instructors who are already talented and have higher positions based on their respective jobs and have been trained before. 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 information about new programs or new products, along with explaining more fully about the activities that will be carried out while working in the company. Thus, companies can increase workers'

work productivity with training to develop workers' skills. Training also creates workers' creativity and minimizes mistakes that will occur at work.

PT. Tambang Bumi Sulawesi (TBS) conducts human resource development with training so that workers better 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 failure, 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 gained by workers after participating in the 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 the value of the worker during work and if he gets a good score he will get a reward while a negative score will get punishment from the office. Likewise, a worker also assesses his leadership while on duty and carrying out his responsibilities of leading 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 in 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 company products. The goal is for workers to get additional and always follow 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 is carried out every year in various different places to increase cooperation and mentality between workers. This refreshing education can be in the form of lectures and so on. The goal is to refresh the past understanding and have a relationship with the company.

Based on the results of interviews and theories submitted by (Hasibuan, 2001: 69), a gap was found in the analysis of training and development needs at PT. Sulawesi Earth Mine (FFB). According to (Hasibuan, 2001: 69) to conduct a needs analysis, it is necessary to analyze the organization with the goal for participants who participate in training and development activities determined directly by the managers at PT. Sulawesi Earth Mine (FFB). Participants selected for training and development are those who are considered to need materials to support their tasks and work at the 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.

CONSLUSION

Based on the results of research and researcher analysis, it can be concluded that the development of human resources at PT. Tambang Bumi Sulawesi (TBS) 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 increase cooperation between workers. In increasing work productivity at PT. Tambang Bumi Sulawesi (TBS) Every worker must analyze the work and master their respective jobdesks

SUGGESTIONS

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

on the needs of organizations, jobs or individuals even though they must involve all levels of management.

2. PT. Tambang Bumi Sulawesi (TBS) must improve the evaluation process, in addition to the sharing session, it should have a list of criteria that must be achieved by participants after participating in training and development activities, providing assessments, and helping to overcome obstacles that may be experienced by participants during training and development activities, so that the motivation of workers 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 researchers, they can further develop this research by using quantitative research to test the influence of Human Resource development on employee productivity

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