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Analysis of the role of pt ASDP Indonesia Ferry (Persero)'s training and development program to improving customer satisfaction

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Abstract. As a public service company, PT ASDP Indonesia Ferry (Persero) needs to improve the quality of human resources and service quality in order to maintain customer satisfaction. The type of study used is descriptive with a qualitative approach. This research was conducted to determine the role of the training and development program carried out by PT ASDP Indonesia Ferry (Persero) as an effort to improve the quality of service to the community. This study was design to show whether efforts to improve PT ASDP Indonesia Ferry (Persero)'s service quality are able to compete with their competitors.

Keywords. Human Resources, Training and Development, Public Service, Customer Satisfaction, PT ASDP Indonesia Ferry (Persero)

1. Introduction

The Transportation Services Sector is one of the most important service trade sectors for Indonesia. This is due to the condition of Indonesia as an archipelagic country which requires connectivity in the transportation sector, especially in terms of transporting goods and also passengers (Transportation Services Sector Information Book, 2021: 7). Bambang Susanto, Deputy Minister of Transportation during President SBY's era, said that sea transportation is one of the lifeblood of the Indonesian economy. If sea transportation is disrupted, the national economy will also be disrupted. In the 2020-2024 National Medium-Term Development Plan (RPJMN), it is stated that the transportation and warehousing services sector is one of the contributors or engines of economic growth in Indonesia. The transportation services sector has grown by around 8.8 percent per year. (Transportation Services Sector Information Book, 2021: 7).

There are several types of sea transportation in Indonesia, one of which is passenger ships. The capacity of the passenger ship is so wide that it can accommodate many passengers. In Indonesia, there are several companies that provide sea transportation services, one of which is PT ASDP Indonesia Ferry (Persero). PT ASDP Indonesia Ferry (Persero) is a State-Owned Enterprise (BUMN) that provides crossing transportation services that function as bridges connecting road networks separated by waters to transport passengers and vehicles and their

cargo. The main function of this company is to provide access to public transportation between adjacent islands and to unite large islands as well as provide access to public transportation to areas that do not yet have crossings in order to accelerate development (pioneer crossings).

As a state-owned enterprise engaged in public services, PT ASDP Indonesia Ferry (Persero) need to maintain and improve the quality of employees in carrying out their duties to serve PT ASDP Indonesia Ferry (Persero) service users. One of many way companies do to maintain the quality of their employees is through training and development programs. Training and development are educational activities within an organization that are designed to improve the job performance of an individual or group and allows employees to acquire new skills, sharpen existing ones and perform better. By improving employees skills and performance, it allows company to improve customer satisfaction of their service. Training and development helps companies gain and retain top talent, increase job satisfaction and morale, improve productivity and earn more profit.

PT ASDP Indonesia Ferry (Persero) has 3 (three) business segments, which consist of: (1) the transportation and ferry business, (2) the port business, and (3) various services and cooperation businesses. The Company's activities in the Transport and Ferry business segment are still guided by 2 (two) main missions, namely commercial and pioneering. This segment is supported by crossing services on 52 commercial routes served by 72 ships and 154 pioneer routes served by 69 ships. The production of the port business is obtain Transportation Services Sector Information Book from services at 35 ports which have 53 piers, 23 *plengsengan* piers, and 4 floating piers spread across 17 branches owned by companies throughout Indonesia. Production in the Miscellaneous Services and Cooperation Business segment consists of land concession income, rental business income, electricity, power generation and water service revenues, and miscellaneous service revenues. Therefore, training and development program are vital for transportation service provider company like PT ASDP Indonesia Ferry (Persero) to maintaining their service quality to customer. The quality of services provided by PT ASDP Indonesia Ferry (Persero) are one of the factors for customer satisfaction in using the services provided by PT ASDP Indonesia Ferry (Persero).

Based on what has been described in the background above, the existing problems can be formulated as follows: What is the role of PT ASDP Indonesia Ferry (Persero)'s training and development program in improving consumer satisfaction?

2. Literature Review

2.1. Human Resources Management

Human Resources is a design of formal systems within an organization to ensure the effective and efficient use of human talents and potential in order to achieve organizational goals (Mathis & Jackson, 2010). According to Hasibuan (2013), Human Resource management is the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the company, employees and society achieve the goals. According to Hasibuan (2013), there are several HR management functions: (1) planning; (2) organizing; (3) briefing; (4) control; (5) procurement; (6) development; (7) compensation; (8) integration; (9) maintenance; (10) discipline; (11) dismissal.

According to Edwin Flippo, Human Resource Management is planning, organizing, directing and controlling procurement, development, compensation, integration, maintenance and separation of human resources until individual and community goals are achieved. Gary Dessler define human Resource Management as the process of acquiring, training, appraising,

and compensating employees, and paying attention to their work relations, health, safety and fairness issues.”

In this study, the development function in HR management is used to explain. The development function is the process of improving the technical, theoretical, conceptual and moral skills of employees through education and training. The education and training provided must be in accordance with current and future job needs.

2.2. Training and Development

Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks. Training is a short-term reactive process meant for operatives and process while development is designed continuous pro-active process meant for executives. In training employees’ aim is to develop additional skills and in development, it is to develop a total personality.

In training, the initiative is taken by the management with the objective of meeting the present needs of an employee. In development, initiative is taken by the individual with the objective to meet the future need of an employee. Training and development in Human Resource Management (HRM) refers to a system of educating employees within a company. It includes various tools, instructions, and activities designed to improve employee performance. It’s an opportunity for employees to increase their knowledge and upgrade their skills. Employee training and development isn’t just for earnings growth, though. According to Work Human (2022), there are four (4) purposes of training and development in HRM:

1. **Increase company productivity**

Use advanced tools and technology might improve their efficiency. Able to face challenges and adapt to changes quickly.

2. **Improve product or service quality**

Training and development programs are an opportunity for experts within your organization to share their techniques. Within a short span of time, employees will get to learn tips and best practices for their work. This will allow them to provide more satisfying services.

3. **Lessen employee turnover**

Research has shown that training and development has a positive impact on employee turnover. Workers will surely appreciate your company’s investment in their development. This will strengthen their sense of job satisfaction, belongingness, and commitment.

4. **Decrease costs and errors**

If a company has highly trained employees, there are few to no mistakes being made every day. As a result, less time and resources are spent on redoing incorrect work. Properly trained employees know how to use materials efficiently and how to take care of equipment. Thus, company will spend less because waste and spoilage are minimal.

2.3. Service Quality

According to Law no. 25 of 2009, Service quality is an activity or series of activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services, and or administrative services provided by public service providers Singh and Sirdeshmukh (2000), service quality is a form of consumer assessment of the level of service received (perceived service) with the level of service expected (service). The positive impact of good service will increase customer satisfaction and loyalty

as well as the desire to make repeat purchases which will certainly increase the income received from products that have been sold (Fornell, Johnson, Anderson, Cha, & Bryant, 1996).

Public services provided by the Government can be classified into two main categories, namely: basic needs services and public services Mahmudi (2005). PT ASDP is a state-owned enterprise that provides transportation services in Indonesia. Services are services that produce various forms of services needed by the public, for example: higher and secondary education, health care, transportation, environmental sanitation, waste management, and so on.

Good and excellent services will be felt by the community if the agencies and companies that provide these services can really serve in a courteous and professional manner with standard quality services, good procedures, smooth, safe, orderly, there is certainty of cost and time, and law for the services that have been provided (Rianti, Rusli and Yuliani, 19: 413)

Efforts to improve quality and guarantee the implementation of public services based on the general principles of good governance and corporations and provide protection for every citizen and community from abuse of authority in the administration of public services (Winarno., Retnowati, 2019: 10).

2.4. Consumer Satisfaction

In general, the definition of consumer satisfaction has not been fully accepted (McCoolough, 2000). However, there is one debate that is still ongoing regarding consumer satisfaction, which is defined as a cognitive process and/or emotional state. Howard and Sheth (1969) define satisfaction as “the buyer's cognitive state of adequate or inadequate appreciation for the sacrifices he or she has experienced.” Engel and Blackwood (1982) view it as “a (cognitive) evaluation that the chosen alternative is consistent with prior beliefs regarding that alternative.” It may be a complex human process involving “a broad range of cognitive, affective and other undiscovered psychological and physiological dynamics” (Oh and Parks, 1997).

Anderson (1996) explains that customer satisfaction is a person's feelings of pleasure or disappointment, which arise after comparing their perceptions or impressions of the results of a product from the company. Promotion carried out by the company will create its own assessment in the minds of consumers so that the consumer's assessment of product promotion will directly or indirectly create an image for a product. (Ryu & Han, 2010).

3. The Method of Research

The type of study used is descriptive with a qualitative approach. Qualitative research is a type of research that explores and understands the meaning in a number of individuals or groups of people derived from social problems (Creswell, 2016). Qualitative Research was initiated in 2001 by Sara Delamont and Paul Atkinson. Qualitative Research encourages writers to engage critically with the orthodox and the heterodox, the familiar and the innovative, the modern and the postmodern, and the experimental and the traditional. Qualitative research can also be interpreted as research that is descriptive in nature and tends to use analysis. The purpose of using a qualitative approach is so that researchers can describe the real practice behind the phenomena that occur related to the implementation of training and development at PT ASDP Indonesia Ferry (Persero).

4. Result and Discussion

4.1. Brief History of PT ASDP

PT ASDP Indonesia Ferry (Persero) was established on March 27, 1973 under the name ASDP Ferry Project under the auspices of the Ministry of Transportation. Along with the times, the need for the presence of ferry services has also increased, so that in 1986, the ASDP Ferry Project was transformed into the ASDP Public Company (Perum). (p.70)

Seven years later, the status of Perum ASDP changed to a Limited Liability Company, followed by a change of name to PT ASDP (Persero) which was recorded in Deed Number 82 concerning Limited Liability Company Limited Liability Company (Persero) PT River, Lake and Crossing Transportation dated 29 June 1993 (p.70) ASDP has 3 (three) business segments, which consist of (1) transportation and ferry business, (2) port business, and (3) various services and cooperation business. (p.78)

As the organizing body for providing transportation services, every year ASDP increases the number of ships to support community mobilization activities. As many as 142 ferries are provided by PT ASDP Indonesia Ferry (Persero) to support sea transportation services. ASDP has increased the number of vessels annually by 146 (2017), 151 vessels (2018), 154 vessels (2020).

The increase in the number of ships is also accompanied by an increase in the number of routes and ports to carry out services optimally. A total of 35 ports and 204 routes are provided by PT ASDP Indonesia Ferry (Persero). This number has increased dramatically in 2020 to 58 ports and 266 routes.

4.2. ASDP Training and Development Program

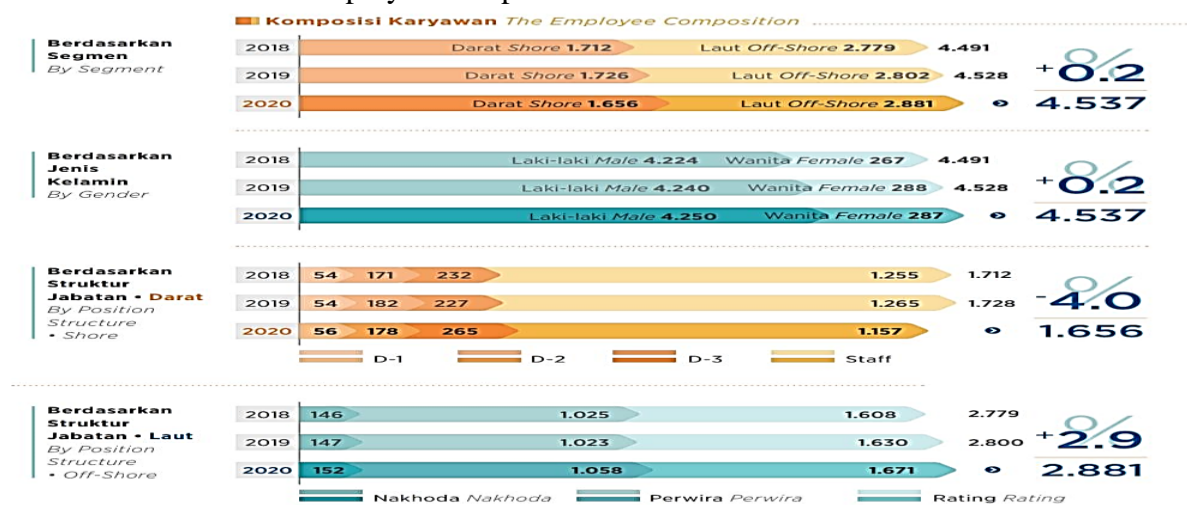
In addition to increasing the number of ships, ports and routes, PT ASDP Indonesia Ferry (Persero) continues to fulfill and develop Human Resources (HR) on an ongoing basis according to the needs of the business dynamics that occur. This is of course a demand in facing the dynamics of the ferry transportation industry for passengers, vehicles and goods. PT ASDP Indonesia Ferry (Persero) understands the meaning and existence of human resources who have a strategic position in an effort to achieve the vision of becoming a company that connects communities and markets through integrated port crossing services and waterfront tourist destinations with world-class standards.

PT ASDP Indonesia Ferry (Persero) views human resources (HR) as one of the central stakeholders as the spearhead and determinant of the company's success in realizing its vision and carrying out its mission. The presence of the best human resources who are professional, competent, dedicated and with integrity will make the company have a solid foundation to continue to grow and develop to achieve its goals. (p.120)

The management of human resources carried out by PT ASDP Indonesia Ferry (Persero) is based on the Decree of the Board of Directors of PT ASDP Indonesia Ferry (Persero) number 37 of 2005 concerning Guidelines for Procurement of Employees within PT ASDP Indonesia Ferry (Persero). Efforts to fulfill HR needs by PT ASDP Indonesia Ferry (Persero) are carried out in 3 ways, namely: (1) Appointment of Prospective Employees as Permanent Employees (2) Contract Employees with Fixed Time Work Agreements (3) Collaboration with Outsourcing Service Providers or Companies Receiving Contracts Profession. While fulfilling the needs of employees who fill structural and functional position formations is carried out through the position auction method, the implementation of which is regulated in a direct decision of the directors.

As of the end of 2020, the number of employees was 4,537 people, an increase of 0.2% compared to 2019. (P.113) PT ASDP Indonesia Ferry (Persero) continuously strengthens employee competence (knowledge, skills and attitude) to improve overall performance and productivity of PT ASDP Indonesia Ferry (Persero) and carry out development employee. Budget realization for employee competency development amounted to IDR 3,747,384,224, a decrease of 23.98% of the total education and training budget which was revised due to the impact of Covid-19 amounting to IDR 15,624,550,000 of which the initial budget for employee education and training was IDR 21,474,550,000. (p. 120)

Picture 1.1 PT ASDP Employee Composition for 2018-2020



Source: PT ASDP 2020 Annual Report

Mel Kleiman (2000) explains that an important part of a decent employee training program is built on employee orientation, management skills, and operational skills. These theories are the basis of all employee development programs.

Requirements for technical training programs for employees increase job satisfaction and help them to understand organizational culture, which leads to organizational success. We must maintain these elements that employees must be updated with current job knowledge. Employees will be more productive if the company provides them with training according to job requirements.

Employee training and development programs are very important to improve employee performance. In fact, a 2019 report published in The International Journal of Business and Management Research showed that 90% of employees surveyed either agreed or strongly agreed that training and development programs improved their job performance.

PT ASDP Indonesia Ferry (Persero) continuously strengthens employee competencies (knowledge, skills and attitudes) to improve overall performance and productivity of PT ASDP Indonesia Ferry (Persero) and carry out employee development. Implementation of the intended development program refers to efforts to fulfill competencies for employees based on the field of work of the employees concerned. The theme of organizing employee training education focuses on Certification, Tourism, Innovation, Learning Projects, Generic Programs which will be implemented through in-house training and online/offline public training by collaborating with internal or external organizers (Page 57). Throughout 2020-2021, PT ASDP Indonesia Ferry (Persero) has carried out many trainings to improve the quality of HR from various levels of positions. The following is data on the implementation of PT ASDP Indonesia Ferry (Persero) employee training activities for 2020-2021:

Picture 1.2 PT ASDP Indonesia Ferry (Persero) Training Program 2020-2021

LEVEL JABATAN <i>Level Jabatan</i>	PELATIHAN <i>Pelatihan</i>	TUJUAN PELATIHAN <i>Tujuan Pelatihan</i>	PESERTA <i>Peserta</i>	PELAKSANAAN <i>Pelaksanaan</i>
Marine Superintendent (Owner Surveyor) & Staff	Marine Surveyor Certification	Memberikan pengetahuan teoritis dan praktis sebagai Marine Surveyor, menciptakan visi yang sama antara Marine Surveyor dan Class Surveyor serta menyiapkan Marine Surveyor yang terampil dan berkompoten. <i>Providing theoretical and practical knowledge as Marine Surveyor, creating the same vision between Marine Surveyor and Class Surveyor and preparing skilled and competent Marine Surveyor.</i>	20	<ul style="list-style-type: none"> • Batch #1 16 - 20 Maret 2020 • Batch #2 02 - 06 November 2020 • Batch #1 March 16 - 20, 2020 • Batch #2 November 02 - 06, 2020
Senior General Manager dan General Manager Cabang <i>Senior General Manager and Branch General Manager</i>	Training Designated Person Ashore Certification	Memberikan pemahaman tentang persyaratan ISM Code, Tugas dan tanggung jawab DPA dalam Implementasikan ISM Code, Internal Audit dan Tim Tanggap Darurat, mengerti aspek keselamatan kapal dan perlindungan lingkungan. <i>Providing comprehension regarding the requirements of the ISM Code, Duties and responsibilities of the DPA in implementing the ISM Code, Internal Audit and Emergency Response Team, understand aspects of vessels safety and environmental protection.</i>	20	04 - 06 Maret 2020 <i>March 04 - 06, 2020</i>
Level D-1 (Vice President, Senior General Manager dan General Manager Cabang) dan Pejabat Level D-2 (Setingkat Manager) <i>Level of Diploma-1 (Vice President, Senior General Manager and Branch General Manager) and Level of Diploma 2 (Manager Level)</i>	Qualified Risk Management Officer (QRMO) Certification	Meningkatkan awareness tentang Manajemen Risiko agar peserta mendapatkan pemahaman yang lebih baik bahwa mereka juga adalah pemilik risiko, baik itu di level proyek maupun operasional dan pemahaman tersebut dapat diuji dalam ujian sertifikasi profesi. <i>Improving awareness regarding Risk Management that the participants get a better comprehension that they are also risk owners, either at the project and operational level and that comprehension may be tested in professional certification exams</i>	30	<ul style="list-style-type: none"> • Batch #1 tanggal 22 - 25 Juni 2020. • Batch #2 tanggal 02 - 05 November 2020 • Batch #1 June 22 - 25, 2020. • Batch #2 02 - November 05, 2020



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Just In Time (JIT) (Logistic Training)	<i>Head Office, Regional and Branch Manager in the field of logistics within the ASDP</i>	<i>Understanding the concept of efficiency and target approach Just In Time (JIT) in fulfilling the working target, improvement process in the organization in order to improve the quality of work, and output, and its impact in decreasing the operational expense and best practices issues related to JIT.</i>		<i>July 06 - 08 2020</i>
Software Maxsurf (Supporting Training)	Vice President, Manager, dan Staf Divisi Perencanaan Infrastruktur <i>Vice President, Manager and Staff of Infrastructure Planning Division</i>	Memahami dan menyusun analisa stabilitas dan hidrodinamika dalam rekayasa engineering/modifikasi kapal serta mengimplementasikan tahapan dalam Software Maxsurf yang meliputi: Basic Ship Modeller, Advance Ship Modeller, Ship Resistance Analysis, dan Ship Stability Analysis <i>Understanding and Composing the stability and hydrodynamic analysis in engineering/ modification of vessels and implementing stages in Software Maxsurf which is including: Basic Ship Modeller, Advance Ship Modeller, Ship Resistance Analysis, and Ship Stability Analysis</i>	15	11 - 13 Februari 2020 <i>February 11 - 13 2020</i>
Workshop Akuntansi Properti dan Sewa <i>Property and Lease Accounting Workshop</i>	Manager yang membidangi Akuntansi, Properti dan Sewa di lingkungan ASDP <i>Manager in the field of Accounting, Property and Lease in the ASDP</i>	Meningkatkan pengetahuan dan pemahaman tentang Akuntansi Properti dan Sewa sesuai ketentuan SAK. <i>Improving knowledge and understanding of Property Accounting and Lease in accordance with SAK provisions.</i>	30	14 Februari 2020 <i>February 14 2020</i>
Workshop PSAK 16	Vice President, Manager, dan Staf Divisi	Meningkatkan kemampuan karyawan pada unit kerja Direktorat Keuangan dan Direktorat terkait dalam penguatan sistem keuangan yang handal, pengelolaan likuiditas dan pengelolaan aset ASDP.	20	10 Juli 2020



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Vessel Traffic Services (VTS) Certification	Supervisor, Koordinator dan Petugas STC <i>Supervisor, Coordinator and STC Officer</i>	Meningkatkan kompetensi para Supervisor, Koordinator dan Petugas STC selaku Vessel Traffic Service dalam mengimplementasikan Konvensi IMO terkait Konvensi Keselamatan Kehidupan di Laut (SOLAS) untuk performance keselamatan kapal-kapal milik ASDP. <i>Enhancing the competence of supervisor, coordinator and officer of STC as Vessel Traffic Service in implementing the IMO Convention related to the Convention on The Safety of Life at Sea (SOLAS) for the performance of the safety of vessels owned by ASDP.</i>	15	24 - 27 Agustus 2020 <i>August 24 - 27 2020</i>
Supply Chain Management (SCM) (Logistic Training)	Manager Kantor Pusat, Regional dan Cabang yang membidangi terkait dengan bidang logistik di lingkungan ASDP <i>Head Office, Regional and Branch Manager in the field of logistics within the ASDP</i>	Memahami peran Logistik dan Supply Chain Management dalam rangka menjamin proses plan-source-make-deliver-return, konsep perencanaan Supply Chain, dan isu-isu best practice terkait Supply Chain. <i>Understanding the role of Logistics and Supply Chain Management in order to ensure the process of plan-source-make-deliver-return, supply chain planning concept, and best practice issues related to Supply Chain.</i>	30	22 - 24 Juni 2020 <i>June 22 - 24 2020</i>
Just In Time (JIT) (Logistic Training)	Manager Kantor Pusat, Regional dan Cabang yang membidangi terkait dengan bidang logistik di lingkungan ASDP	Memahami konsep efisiensi dan pendekatan target Just In Time (JIT) dalam memenuhi target kerja, proses improvement di organisasi dalam rangka peningkatan kualitas kerja, perbaikan mutu kerja dan output, dan dampaknya dalam menurunkan biaya operasional serta isu-isu best practices terkait JIT.	30	06 - 08 Juli 2020



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Workshop PSAK 16	<i>Vice President, Manager, and Division Staff</i>	<i>Improving the ability of employee in the Directorate of Finance Work Unit and related Directorates in strengthening a reliable financial system, liquidity management and asset management of ASDP.</i>	20	July 10 2020
Workshop SAP Modul Material Management	Panitia Pengadaan Barang dan Jasa Cabang-Cabang di Regional I dan Peserta Tambahan sebagai Observer masing-masing 2 Orang dari Tim PBJ Cabang Surabaya dan Balikpapan untuk menjembatani Keinginan untuk Benchmark/Magang Di Divisi PBJ Kantor Pusat ASDP	Meningkatkan kompetensi bagi Tim Pengadaan Barang dan Jasa di Cabang Regional I dan untuk Pencapaian Key Performance Indikator (KPI) Bidang SDM.	20	13-14 Oktober 2020
SAP Material Management Module Workshop	<i>Committee for The Goods and Services Procurement of Branches in Regional I and Additional Participants as Observer, 2 People from the Procurement Committee Team of Surabaya and Balikpapan Branch respectively to bridge the passion for Benchmark / Internship In the Procurement Division of the Head Office of ASDP</i>	<i>Improving the competency for the goods and services procurement team in Regional Branch I and for achievement of Key Performance Indicators (KPIs) in the field of HUMAN RESOURCES.</i>		October 13-14 2020
Workshop Project Management Officer (PMO)	Vice President, Para Manager, Para Staf dan Tim Business Development Project (BDP) dan Business Operation Project (BOP) Digitalisasi ASDP <i>Vice President, Managers, Staffs and Business Development Project (BDP) and Business Operation Project (BOP) Digitization of ASDP</i>	Memberikan perspektif lebih luas kepada para peserta dan pemahaman yang lebih baik terhadap manfaat dan kegunaan Project Management sehingga mempermudah Project Team dalam melakukan pengelolaan proyek. <i>Providing broader perspective to the participants and a better comprehension of the benefits and uses of Project Management that making it easier for the Project Team in project management.</i>	20	<ul style="list-style-type: none"> ● Batch #1 tanggal 22 – 24 Juni 2020 ● Batch #2 tanggal 08 – 10 Juli 2020 ● Batch #1 June 22 – 24, 2020 ● Batch #2 July 08 – 10, 2020



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Workshop PSAK 16	<i>Vice President, Manager, and Division Staff</i>	<i>Improving the ability of employee in the Directorate of Finance Work Unit and related Directorates in strengthening a reliable financial system, liquidity management and asset management of ASDP.</i>	20	July 10 2020
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SAP Material Management Module Workshop	<i>Committee for The Goods and Services Procurement of Branches in Regional I and Additional Participants as Observer, 2 People from the Procurement Committee Team of Surabaya and Balikpapan Branch respectively to bridge the passion for Benchmark / Internship In the Procurement Division of the Head Office of ASDP</i>	<i>Improving the competency for the goods and services procurement team in Regional Branch I and for achievement of Key Performance Indicators (KPIs) in the field of HUMAN RESOURCES.</i>		October 13-14 2020
Workshop Project Management Officer (PMO)	Vice President, Para Manager, Para Staf dan Tim Business Development Project (BDP) dan Business Operation Project (BOP) Digitalisasi ASDP	Memberikan perspektif lebih luas kepada para peserta dan pemahaman yang lebih baik terhadap manfaat dan kegunaan Project Management sehingga mempermudah Project Team dalam melakukan pengelolaan proyek.	20	<ul style="list-style-type: none"> ● Batch #1 tanggal 22 - 24 Juni 2020 ● Batch #2 tanggal 08 - 10 Juli 2020
	<i>Vice President, Managers, Staffs and Business Development Project (BDP) and Business Operation Project (BOP) Digitization of ASDP</i>	<i>Providing broader perspective to the participants and a better comprehension of the benefits and uses of Project Management that making it easier for the Project Team in project management.</i>		<ul style="list-style-type: none"> ● Batch #1 June 22 - 24, 2020 ● Batch #2 July 08 - 10, 2020



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Workshop Project Amazing Slide Infografis	Manager dan Staf Kantor Pusat ASDP <i>Manager and Staff of Head Office of ASDP</i>	Memberikan perspektif lebih luas kepada para peserta dan pemahaman serta praktek yang lebih baik terhadap manfaat dan kegunaan Infografis sehingga mempermudah dalam pembuatan slide presentasi. <i>Providing broader perspective to the participants and better comprehension and practice of infographic benefits and usages that making it easier in creating presentation slides.</i>	20	6 – 27 Oktober 2020 <i>October 6 - 27 2020</i>
Inhouse Training Online Design Thinking & Innovation Class	Manager dan Staf Kantor Pusat ASDP <i>Head Office Manager and Staff of ASDP</i>	Menjadikan design sprinthink sebagai budaya bekerja yang lebih cepat dan agile agar korporasi dapat tetap efektif dan efisien dalam bersaing di industri <i>Making sprinthink design as work culture faster and agile that corporation may remaining the effective and efficient in competing at the industry</i>	15	31 Agustus – 03 september 2020 <i>August 31 –September 03, 2020</i>
Diklat Pra Purna Bakti <i>Pre-Retirement Training</i>	Karyawan yang akan memasuki masa Pensiun dengan komposisi Karyawan usia 46 – 56 tahun <i>The Employee that entering retirement with the composition of the Employee aged in between 46 - 56 years old</i>	Memberikan pembekalan kepada karyawan dalam menghadapi masa pensiun yang meliputi psikologi, kesehatan, financial planning, kewirausahaan, workshop unit usaha dan sharing session dana pensiun karyawan. <i>Giving advising to the employee in facing retirement that including psychology, health, financial planning, entrepreneurship, business unit workshop and employee retirement financing sharing sessions.</i>	45	24 – 28 Februari 2021 <i>February 24 – 28 2021</i>

Source: PT ASDP Indonesia Ferry (Persero) 2020 Annual Report

Based on research conducted by Rachmadi, Hairudin and Jayasinga (2020) shows that there is an effect of training and employee performance on service quality at the BPJS Employment Office Lampung I by 29.6% and the remaining 70.4% is influenced by other factors not examined in the study this. In another study by Luhur Budi (2020), which examined the correlation between training and education and the performance of employees at the Samboja District Office, explained that the results of the correlation test stated that there was a strong and positive correlation between education and training with employee performance. The better the quality of education and training, the performance of employees at the Samboja sub-district office will increase. This can be seen during the training every employee participated in the training with great enthusiasm thanks to the presenters who delivered the material well, so that they were able to understand every knowledge shared by the presenters. Because the education and training process goes well, it results in increased employee performance such as, employee work processes become more effective, efficient and good cooperation between employees.

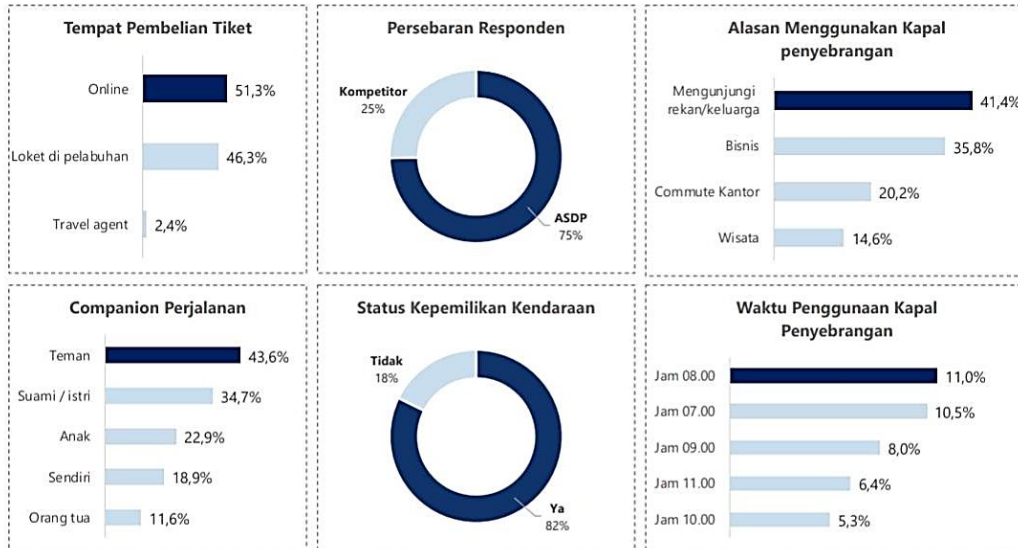
From the two studies above, it can be concluded that the existence of a training and development program conducted by PT ASDP Indonesia Ferry (Persero) will have a positive impact on improving the quality of service to users of PT ASDP Indonesia Ferry (Persero)'s services. By improving the quality of service as the output of the training and development program carried out by PT ASDP Indonesia Ferry (Persero), it is hoped that it will also increase customer satisfaction with PT ASDP Indonesia Ferry (Persero)'s services.

4.3. PT ASDP Indonesia Ferry (Persero) Consumer Satisfaction

Consumer satisfaction is the next important thing that must be created by the company, where one of the important elements in achieving customer satisfaction is the quality of service delivery to customers. Customer satisfaction will increase along with the high quality of service provided by the company. So that good service quality is a quality that encourages customers to establish good relations with the company, this is also in line with the characteristics of good customers who are loyal customers, but to achieve that all qualities to achieve customer satisfaction can be achieved immediately. Because to maintain customer loyalty it needs to be added value that needs to be given to customers (Hasfar, Militina, and Achmad, 2020: 85)

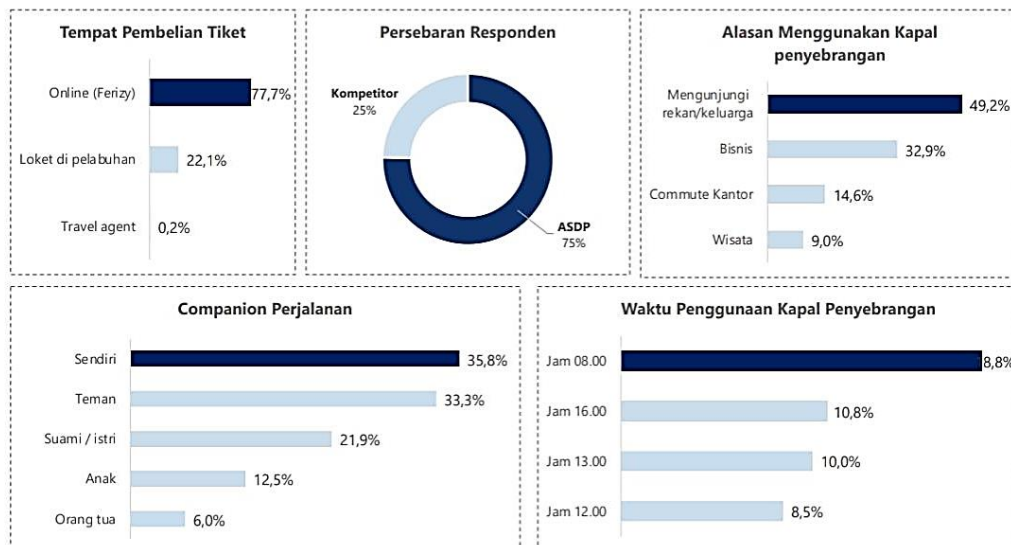
Efforts to improve the quality of human resources by PT ASDP Indonesia Ferry (Persero) such as conducting training from various levels of positions show the seriousness of PT ASDP Indonesia Ferry (Persero) to provide maximum quality service to passengers or consumers who use their services. Based on the results of a survey conducted by MarkPlus, Inc which was published in December 2020, 35.8% of respondents traveled alone for the purpose of visiting family/colleagues.

Picture 1.3 Driver Behavior Respondents



Source: PT ASDP 2020 Annual Report

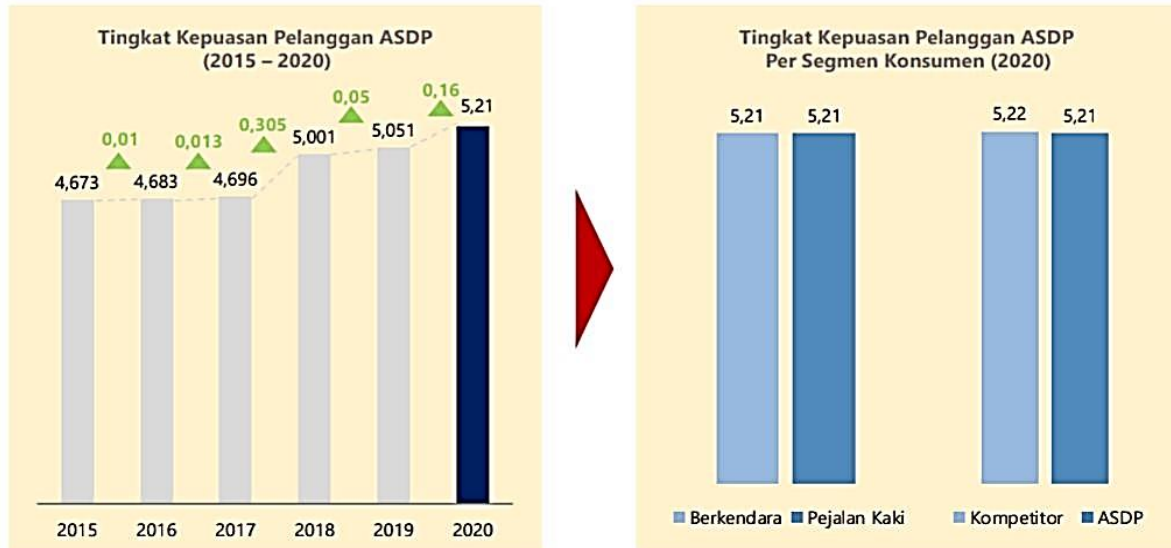
Picture 1.4 Pedestrian Respondents Behavior



Source: PT ASDP Indonesia Ferry (Persero) 2020 Annual Report

The increase in consumer satisfaction from year to year continues to increase by 0.01 (2016), 0.013 (2017), 0.305 (2018), 0.05 (2019), 0.16 (2020). Unfortunately, ASDP's customer satisfaction level is still low 0.01 point compared to competitors based on a survey conducted by MarkPlus, Inc.

Picture 1.5 PT ASDP Indonesia Ferry (Persero)'s Customer Satisfaction Level in 2015-2020



Source: PT ASDP Indonesia Ferry (Persero) 2020 Annual Report

5. Conclusion

PT ASDP Indonesia Ferry (Persero) is a state-owned enterprise (BUMN) that provides transportation services that has been established since 1973 and continues to make changes and innovations to improve services to the community. Efforts to fulfill HR needs by PT ASDP Indonesia Ferry (Persero) Based on the Decree of the Board of Directors of PT ASDP Indonesia Ferry (Persero) number 37 of 2005 concerning Guidelines for Procurement of Employees within PT ASDP Indonesia Ferry are carried out in 3 ways, namely: (1) Appointment of Prospective Employees to become Permanent Employees (2) Contract Employees with Fixed Time Work Agreements (3) Collaboration with Outsourcing Companies or Employment Recipient Companies.

PT ASDP Indonesia Ferry (Persero) continuously strengthens employee competencies (knowledge, skills and attitudes) to improve overall performance and productivity of PT ASDP Indonesia Ferry (Persero) and carry out employee development. Efforts to improve the quality of human resources by PT ASDP Indonesia Ferry (Persero) such as conducting training from various levels of positions show the seriousness of PT ASDP Indonesia Ferry (Persero) to provide maximum quality service to passengers or consumers who use their services. The results from research conducted by MarkPlus, Inc. in 2020 show an increase in consumer satisfaction from year to year, which continues to increase by 0.01 (2016), 0.013 (2017), 0.305 (2018), 0.05 (2019), 0.16 (2020). Although this figure always increases every year, PT ASDP Indonesia Ferry (Persero)'s consumer satisfaction level is still low at 0.01 point compared to its competitors based on a survey by MarkPlus, Inc.

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