

Analysis of Competency Development Strategies for Employees Through Occupational Health and Safety Training and Certification at PT Aksa Daya Indonesia Depok

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Abstract

This study aims to analyze employee competency development strategies through Occupational Safety and Health (K3) training and certification organized by PT Aksa Daya Indonesia. The research method used is qualitative with data collection techniques through in-depth interviews, observations, and analysis of company documents. The results of the study show that the implementation of K3 training in companies has been systematically designed through the stages of identifying needs, preparing the curriculum, selecting training methods (online, offline, and hybrid), to continuous evaluation. The main challenges found include limited participant time, resistance to training, and limited costs for some of the company's clients. To overcome these challenges, PT Aksa Daya Indonesia implements innovative strategies such as the use of hybrid methods, cost subsidies, and the use of Teman K3 application technology in the learning process. K3 training and certification have been proven to have a positive impact on improving knowledge, changing work behavior, and increasing compliance with safety procedures. This research provides recommendations for improvement for companies in an effort to strengthen the effectiveness of K3 training programs and improve human resource competencies.

Keywords: Training, K3 Certification, Employee Competencies, Development Strategies.

INTRODUCTION

Occupational Safety and Health (K3) is one of the fundamental pillars in maintaining the sustainability of the modern industrial world. K3 is not only a legal obligation but also a strategic investment for companies in increasing productivity while minimizing the risk of losses due to work accidents. The latest data from the International Labor Organization (ILO, 2024) states that more than 2.3 million workers lose their lives every year due to work accidents and work-related diseases. In Indonesia itself, a report by the Indonesian Ministry of Manpower (2024) shows an increase in work accident cases by 7% compared to the previous year, confirming the urgency of strengthening K3 competence in the workplace.

In the national context, regulations such as Law No. 1 of 1970 concerning Occupational Safety and Permenaker No. 08 of 2020 have become the legal basis for companies to provide K3 training and certification to workers. This training aims to increase employees' understanding of safety procedures, work risk mitigation, and the creation of a safe and productive work environment. However, the implementation of

K3 training and certification in Indonesia still faces various obstacles. Factors such as low understanding of the importance of K3, employee resistance to training, and cost limitations that are often experienced by small and medium-sized companies are significant challenges.

PT Aksa Daya Indonesia, as a K3 training and certification service provider accredited by the Ministry of Manpower of the Republic of Indonesia, has a strategic role in answering this need. The company offers a wide range of services, including class II forklift operator training based on national standards. By utilizing TOT (*Train of Trainer*) certified instructors and innovative application technology such as TemanK3, PT Aksa Daya Indonesia is able to provide adaptive training through online, offline, and hybrid methods. However, operational challenges remain, as reflected in the company's internal presurvey:

Table 1: K3 Training at PT Aksa Daya Indonesia Depok in 2025

Indicator	Description
Availability and Flexibility/Time	Workers, especially in the operational sector, have difficulty allocating time to take part in the training that takes place
Perception and Understanding of Benefit	Participants view K3 training as a formality to meet requirements for certification administration, and have not fully understood the strategic benefits of training in improving competence and occupational safety
Affordability and Cost Efficiency of Training	The cost of training involving certification from the Ministry of Manpower is a burden for client companies, especially small and medium sectors.

Source: Observation results and interviews November 28 (2025)

To overcome these obstacles, PT Aksa Daya Indonesia has adopted various innovative strategies, such as flexibility in training methods, training fee subsidies, and awareness campaigns to increase employee participation. This approach reflects the importance of adaptive and needs-based human resource management.

Table 2: Obstacles and Implementation of PT Aksa Daya Indonesia Depok 2025

Indicator	Obstacles to K3 Implementation and Certification
Time and scheduling limitations	The implementation of training often clashes with the shift work system and the client's production targets. This condition causes limited flexibility in participants' time, so companies need to adjust training methods (online, offline, hybrid) so as not to disrupt operations.
Participation and motivation levels of participants	Some employees participate in the training because of administrative obligations, not because of awareness of the importance of improving K3 competencies, so that it has an impact on the effectiveness of the learning process.
Evaluation and measurement of training impact	Measuring the impact of training on changes in work behavior, reducing accident rates, and increasing productivity still requires a multi-layered evaluation approach (reactions, learning, behaviors, and outcomes) to make the results more comprehensive and measurable.

Source: Primary Data By The Author (2026)

Although many studies highlight the importance of K3 training in improving productivity and job safety, studies on adaptive strategies implemented by training providers are still relatively limited. Previous research has focused more on general evaluation of the effectiveness of training without in-depth exploring strategic approaches to addressing barriers to training implementation, especially in the small and medium-sized industry sector.

Based on this phenomenon, this study aims to analyze the challenges of implementing K3 training and certification by PT Aksa Daya Indonesia. In addition, this research will also explore innovative strategies that can increase participation and effectiveness of training. Thus, this study is titled: "Analysis of Employee Competency Development Strategies Through Training and Certification of Safety and Security at PT Aksa Daya Indonesia Depok".

Method

This type of research is qualitative with a *field research* approach. According to Sugiyono (2020:55), qualitative research is a type of research whose discovery procedure is not carried out using statistical or quantitative

procedures. The instruments used include interviews with predetermined sources and have competence in the object being studied, documentation and unit analysis using data reduction and SWOT analysis.

RESULTS OF RESEARCH AND DISCUSSION

Analysis of PT Aksa Daya Indonesia's Competency Development Strategy

The analysis of competency development strategies at PT Aksa Daya Indonesia is a systematic process used to identify, design, and evaluate various strategic steps needed to improve the capabilities, skills, and professionalism of human resources within the company. In order to obtain data on competency development analysis at PT Aksa Daya Indonesia, the author conducted direct interviews with several employees and the results of the interviews as follows:

Table 3: Key Informant Competency Development Interview Results

Name of Informant 1 : Eko Subakti (Key Informant)

Competency Development	
Questions	Answer
What are the concrete steps that the company usually does in developing employee competency?	The concrete that we usually do are: 1. Identify needs. 2. Then determine what the learning objectives are. 3. Curriculum preparation. 4. Then followed by the selection of the method or media to use. 5. If there is a revision or test of the module that is not appropriate, there may be a revision of the module or teaching material. 6. Implementation and monitoring, it is a record of participants related to certification if needed. 7. Finally, there is continuous evaluation such as assessment when the participant is indeed in accordance with the graduation standards we need. Then later the participants will have a certificate that we issue.
Training Methods	
What training methods does the company use? Can you explain the advantages and disadvantages of each method?	1. Online (Online Learning/Virtual): Suitable for regulatory theory, repetitive, geographically dispersed modules. The advantages are cost-effective, of course, flexible time, easy tracking (LMS). Limitations on Online: lack of physical practitioners, low risk when only watching from the information that has been explained by the instructor. 2. Face-to-face (Offline/Learning): Suitable for emergency simulation, PPE training, machine operation, interaction discussion. Pros: direct interaction, real practitioners, social learning. The limitations: it requires higher facilities, cost, and schedules. 3. Hybrid: What we often use in PJK3 is a blended class, combination of theory and learning. Practitioner learning sessions are ideal for efficiency and effectiveness
Effectiveness	
How do you measure the effectiveness of the training? What are the indicators used?	1. Theoretical understanding: Often equivalent between Online and offline if the content or assessment is equivalent. 2. Practical skills: And the need for the procedure is usually better after an offline session (hands-on practice). Engagement tends to be elevated in interactive offline sessions. Online varies by design or facts on the ground
Enhanced Capabilities	
What is the extent of the training tailored to the employee's job needs? How do you measure the effectiveness of the training?	1. The process of assessing needs usually begins with a job hazard or initially, risk assessment. In it has an indication of the danger of each officer for control and what is usually needed. And the potential of metrics is usually always prepared as well. 2. The metric is usually in the form of several stickers linking the task to the competency and then to the type of training link the frequency of certification. For cross-functional consultations, it is usually the field supervisor or HR, ASE, or other staff who represent the work for validation or they are the

Source: Interview with Eko Subakti (2025)

Table 4: Interview Results of Competency Development of Key Supporting Informants

Name of Informant 1: Agung Pratama (Key Informant)



Competency Development	
Questions	Answer
How does the company design the K3 training program for employees? Can you explain how the training planning process is carried out starting from identifying needs, preparing the curriculum, to selecting the training method to be used?	1. First, we may identify training needs. Analyze the gap between the K3 competencies that employees currently have and those required by positions, regulations, and internal standards. 2. Then, prepare a curriculum and syllabus. Turn training needs into specific learning objectives, topic duration, and materials. The curriculum must be risk-based. The most high-risk materials, such as working heights or handling hazardous chemicals, should be prioritized and allocated more time. 3. Then, finally, it may be the choice of training method. What is done in the selection of the training method? Determine the best way to deliver the material in order to achieve the learning objectives. The determining factors are the characteristics of the material, the number of participants, the work location, and the budget.
Training Methods	
What training methods do companies use (online, offline, or hybrid)? Can you explain the reason for choosing the method and how does the company ensure that the chosen method is in accordance with the characteristics of the material and the needs of the participants?	1. For Online itself, it was chosen for time and cost efficiency in conveying theory and basic materials. 2. Then for offline (face-to-face) it is necessary for materials that require hands-on practice, simulation, and on-the-job training. This ensures that the employees master crucial motor skills. 3. Then for the Hybrid that we usually use or we usually call it Blended. This method was chosen to generate theoretical impact online (time efficiency on employees while practice and critical discussions are done face-to-face and are more effective in my opinion).
Effectiveness	
How effective is each of the training methods used? From your experience, what are the results seen when training is conducted online, offline, or hybrid? Is there a significant difference in participant understanding and engagement?	1. The main difference may lie in skill retention. Offline/Hybrid training is much better at ensuring employees are able to perform procedures, not just know the procedures. 2. Offline has the highest effectiveness for skill mastery and participant engagement due to live interaction, simulation, and instant feedback. Participants tend to be more focused. 3. Online is effective for theoretical knowledge transfer and flexibility, but participant engagement is often fluctuating. Understanding tends to be knowing, but less related in the field. 4. Hybrid itself produces the most balanced effectiveness, because the theory has been mastered flexibly, and face-to-face time can be fully utilized during evaluation or practice.

Source: Agung Pratama (2025)

Table 5: Interview Results for Competency Development of Supporting Informants
Name of Informant 1: Ade Biantoro (Supporting Informant)

Competency Development	
Questions	Answer
How does the company design the K3 training program for employees? Can you explain how the training planning process is carried out starting from identifying needs, preparing the curriculum, to selecting the training method to be used?	In my opinion, the company prepares the K3 training program in a planned and gradual manner. The process starts from identifying needs, namely by looking at field conditions, conducting risk analysis, and discussing with each division to find out which areas need improvement. After the needs were clear, the K3 team began to develop training curriculum that contained basic to advanced materials such as emergency procedures, the use of PPE, the operation of risky equipment, and K3 regulations. The next stage is to choose a training method that is tailored to the type of material. Theoretical material is usually given online, while practice is carried out directly in the field.
Training Methods	
What training methods do companies use (online, offline, or hybrid)? Can you explain the reason for choosing the method and how does the company ensure that the chosen method is in accordance with the characteristics of the material and the needs of the participants?	In my opinion, the company applies a hybrid method, which is a combination of online and offline training. Theoretical and regulatory material is provided online for time efficiency. Meanwhile, materials that require direct practice, such as the use of PPE, evacuation simulations, and firefighting, are carried out offline. The selection of this method is carried out so that the learning process remains effective without interfering with operational activities.
Effectiveness	
How effective is each of the training methods used? From your experience, what are the results seen when training is conducted online, offline, or hybrid? Is there a significant difference in participant understanding and engagement?	Based on my experience, online training is quite effective for understanding theory because I can relearn the material at any time. However, for practical sessions, offline training is much more effective because participants can see direct examples and directly get instructions from instructors. The combination of the two made my understanding develop faster and the participants' involvement also felt higher, especially when practicing in the field.
Enhanced Capabilities	
To what extent is the training tailored to the employee's job needs? How does mapping material carried out? Is it tailored to the risk of each division, job level, and field conditions?	In my opinion, the material provided is very tailored to the work risks of each division. The operational division, for example, received more material related to heavy equipment and emergency procedures. Meanwhile, the administration division focuses more on ergonomics and K3 document management. The determination of this material is carried out through Risk Assessment, analysis of previous incidents, and input from supervisors. Therefore, the material provided feels relevant to daily work.
Time Constraints	
Do employees have difficulties in finding time or scheduling to participate in training? Based on your observations, what obstacles do you experience?	Based on your observations, what are the most common obstacles experienced by employees, such as clashes with working hours, work shifts, gas assistance, or time constraint? Well, I think sometimes obstacles arise when training is scheduled during working hours or when the workload is high. For colleagues who work shift, adjusting the time is also quite

Source: Ade Biantoro (2025)

Based on the results of interviews conducted with three informants from PT Aksa Daya Indonesia (HRD, instructors or trainers, and

employees of the trainees), it can be concluded that the company has a strong commitment to developing human resource competencies.

In general, the three informants provided a consistent picture that competency development is carried out through structured training, technical ability improvement, and the use of adaptive learning methods. The informant from HRD explained that the company conducts *competency mapping* periodically to ensure that the training provided is in accordance with job needs and regulatory demands. The training instructor emphasized that competency improvement is done not only through theory, but also through hands-on practice, simulation, and tiered evaluation. This aims to ensure that participants really understand the material and are able to apply it in the field.

Overall, the interpretation of the interview shows that competency development at PT Aksa Daya Indonesia has been systematic, relevant, and adaptive to organizational conditions and employee needs. The strategies implemented are able to improve individual abilities and support the company's productivity and service quality.

Analysis of Occupational Health and Safety Certification of PT Aksa Daya Indonesia

The analysis of Occupational Health and Safety (K3) certification at PT Aksa Daya Indonesia is an assessment process that is carried out systematically to understand, evaluate, and ensure that the implementation of the K3 certification program is in accordance with standards, regulations, and industry needs. This analysis aims to assess the effectiveness of the K3 certification given to trainees, especially in the field of heavy equipment operation such as forklifts, overhead cranes, and other industrial equipment.

In practice, the analysis of K3 certification involves evaluating the quality of training materials, instructor competence, curriculum conformity with government regulations, and fulfillment of occupational safety requirements required by authorized institutions. The process also includes an assessment of participants' level of understanding, the feasibility of training facilities, and the quality of the published certification results.

For PT Aksa Daya Indonesia, the analysis of K3 certification is an important step to ensure that the training services provided are truly able to produce a competent, safe, and compliant workforce that meets national K3 standards. Through this analysis, companies can improve the quality of training, update instructional methods, and guarantee that the certifications provided can be accounted for and professionally recognized in the industrial world. In order to obtain data on the analysis of occupational health and safety (K3) certification at PT Aksa Daya Indonesia, the author's technique conducted direct interviews with several employees and the results of the interviews were as follows:

Table 6: Key Informant Occupational Health and Safety Certification Interview Results
Informant Name 1: Eko Subakti (Key Informant)

Occupational Health and Safety Certification (K3)	
Questions	Answer
What are the main objectives of training and certification for employees? What do you think the company can achieve through training and certification, both in terms of improving employee competencies and in terms of compliance with regulations and national safety standards?	1. Improved technical competence: Typically employees understand and are able to implement safe work procedures, the use of PPE, emergency handling, and the operation of certain machines or tools. 2. Behavior or attitude change: Building safety first habit, reporting near misses, quitting work if it is dangerous, communicating about risks. 3. Incident reduction: Hazard events in the work environment can reduce weekday accidents, costs, and damage to assets in the area or at the work site. 4. Documentation accountability: It is indeed very necessary that's why we as a K3 certification service company are in great demand by our vendors, especially in the field of construction and heavy equipment services.
Instructor Qualifications	
As a training instructor, what are the qualifications? Could you explain the background of the instructors, both in terms of experience and specific competencies that they have?	1. Formal Certification: Trainer Certification usually has a permit to teach that has been issued by the Ministry of Manpower. Usually the certification is from the institution proposed if the program taught is suitable. 2. Practitioner Experience: Have experience working in the field that is in accordance with the needs related to training, there is a request for General K3 Expert training or Forklift training (PAA) in particular, then we have practitioners/teachers/assessors from each of these fields. 3. Delivery Competence: The instructor has usually passed the discussion and assessment facilities taken from the participants. Usually the grades are written, which if the resource person lacks interaction or is less educational, usually the assessment is what we get and then we use it regularly to teach or fill in the material.
Evaluation of Training Results	
Do companies assess the results of the K3 training that has been implemented? Are there any specific evaluation methods such as tests, field observations, participant feedback, or performance outcomes used to measure the results?	1. For the pretest, we usually use it to measure the increase in knowledge of the participants and field observations, it is usual there, but it is for the expert field to improve the application of the workplace and area situations and for performance indicators or KPIs. 2. Usually for checking the time of the emergency date. Feedback from training participants, we usually hold survey satisfaction, discussions or notes of improvement in the material. Usually the materials delivered by the teacher, usually lack detail, we usually discuss after the teacher finishes filling the material. For audit certification, it is usually also a certification audit report for third-party validation between the certification issuer and to the vendor who received the certification. For simple ROI, the measurement is compared usually for the comparison of training costs, reduction in accident costs or aspects in the world of K3 in the world of production business.
Is there an increase in employee safety awareness after participating in training and certification? Can you explain what changes have been observed, both in terms of understanding and handling work risks?	For employees, it is usually quicker to recognize dangers than before.

Source: Eko Subakti (2025)

Table 7: Key Informant Occupational Health and Safety Certification Interview Results

Name of Informant 1: Agung Pratama (Key Informant)

Development of Occupational Health and Safety (K3) Certification	
Questions	Answer
What are the main objectives of training and certification for employees? What do you think the company can achieve through training and certification, both in terms of improving employee competencies and in terms of compliance with regulations and national safety standards?	The main goal of K3 training and certification is the achievement of a strong safety culture and thorough compliance. In terms of improving competencies for employees: 1. Employees are able to identify hazards, assess risks, and implement correct occupational safety procedures. 2. Behavior changes. Foster awareness of K3 and motivate them to act safely. For example, the employee consistently always uses Personal Protective Equipment or PPE in the work environment. 3. Emergency response. Workers are also aware of, with training. So, the employee can ensure that he has the competence to act quickly and appropriately when an emergency occurs.
Instructor Qualifications	
As a training instructor, what are the qualifications? Could you explain the background of the instructors, both in terms of experience and specific competencies that they have?	For the instructors, we usually take them from an external company that has a certification accredited by the Ministry of Manpower of the Republic of Indonesia. Perhaps that particular qualification is required to have: 1. Work Competency Certificate (SKK) and SKP. 2. A teaching license issued by a state authority. 3. They are usually invited for training whose final result is an official certification from the state. Then, there are also some companies that propose in-house instructors, because some companies may already have senior employees who serve as General K3 Experts who are certified by the Ministry of Agriculture of the Republic of Indonesia.
Evaluation of Training Results	
Do companies assess the results of the K3 training that has been implemented? Are there any specific evaluation methods such as tests, field observations, participant feedback, or performance outcomes used to measure the results?	Companies use a multi-layered evaluation model to measure the success of such training. The first is the reaction of the participants' feedback, the effect of fasting and suggestions. The purpose of the measurement was to measure participant perception of the instructors, facilities, and materials that took place. Then learning, there are usually written tests such as pre-test or post-test, quizzes and practical exams. The goal is to measure the increase in knowledge and skills obtained. Then maybe the behavior, yes, the behavior of the business world after conducting training, the percentage of field results, the results of training and performance assessment. The purpose is to measure the application of K3 in the workplace after training whether there is real behavior or not. The last one may be the result of accident data, yes, accident data, near-work rate, attendance rate, and insurance claims, it can and is intended to measure the impact of K3. Of course, after the training there is a change in behavior. A small example is an increase in employee discipline in using PPE correctly. More active participation in reporting potential hazards and better implementation of housekeeping. Then at the manager's own house, employees can explain and conduct a safety analysis more accurately and understand the lock-out-tag-out.

Source: Agung Pratama (2025)

Table 8: Results of Interviews for Occupational Health and Safety Certification of Supporting Informants
Name of Informant 1: Ade Biantoro (Supporting Informant)

Development of Occupational Health and Safety (K3) Certification	
Questions	Answer
What are the main objectives of training and certification for employees? What do you think the company can achieve through training and certification, both in terms of improving employee competencies and in terms of compliance with regulations and national safety standards?	I think the purpose of this K3 training and certification is to improve my ability to control potential hazards, execute safe procedures, and handle emergency situations for the company. The big goal is to ensure that all workers comply with standards, reduce the risk of work accidents, and maintain a safe work environment so that productivity is maintained. Certification is also proof that our competencies are professionally recognized.
Instructor Qualifications	
As a training instructor, what are the qualifications? Could you explain the background of the instructors, both in terms of experience and specific competencies that they have?	I think the training instructors usually come from experienced internal HSE team, plus external instructors who have official K3 certification. They not only master theory, but also have real experience such as handling work safety cases, conducting audits, and investigating incidents. The way delivery is also clear and easy to understand because it is directly related to conditions in the field.
Evaluation of Training Results	
Do companies assess the results of the K3 training that has been implemented? Are there any specific evaluation methods such as tests, field observations, participant feedback, or performance outcomes used to measure the results?	In my opinion, the success of the training is judged from several aspects, such as theory tests, practical evaluations, and participant feedback. In addition, the supervisor also assesses whether there are changes in behavior in the workplace. For example, compliance with SOPs, discipline in the use of PPE, how to handle potential hazards, the company also conducts follow-up evaluation to see if the training really affects the reduction in the number of work incidents.
Is there an increase in employee safety awareness after participating in training and certification? Can you explain what changes have been observed, both in terms of understanding and handling work risks?	In my opinion, after attending the training and certification, I feel that my abilities have improved significantly, especially recognizing hazards, understanding risk management flows, and implementing safety procedures more disciplined. I am also more aware of potential accidents and more confident when giving safety-related directions to colleagues.
Participation	
Does the company have a policy or cost efficiency in K3 training? Can you explain the company's financial related to financing training subsidies or other efforts to improve the quality of training?	In my opinion, cost is indeed a consideration, especially for the official certification of the use of training facilities and the involvement of external instructors to overcome the company's annual budget planning, determine training priorities according to the level of risk, and collaborate with certification bodies that are permanent partners so that costs are more efficient.

Source: Ade Biantoro (2025)

The results of interviews with the three

informants also show that K3 certification is an important part of the human resource development strategy at PT Aksa Daya Indonesia. The informant from HRD explained that the company provides full support for K3 certification, both administratively and financially, including cost subsidies and cooperation with official certification bodies.

Research Discussion

Analysis of Competency Development Strategy at PT Aksa Daya Indonesia

Based on the results of observations and interviews, the competency development strategy at PT Aksa Daya Indonesia is designed through a systematic and *competency-based approach*. This can be seen from the training planning process explained by the Key Informant (Director), who stated that competency development starts from identifying needs, determining learning objectives, preparing curriculum, selecting training methods, implementation, and continuous evaluation of training results.

Analysis of Occupational Health and Safety Certification at PT aksa Daya Indonesia

The analysis of K3 certification at PT Aksa Daya Indonesia is carried out to ensure that the training and certification programs held meet the regulatory standards of the Ministry of Manpower and industry needs. K3 certification is an important part of the company because it directly affects the quality of the workforce involved in the operation of heavy equipment and high-risk industrial activities.

Regarding the quality of instructors, interview data shows that PT Aksa Daya Indonesia uses certified and officially licensed instructors from the Ministry of Manpower. Some trainings even involve in-house instructors who already have a General K3 Expert license. This ensures that the delivery of material is in accordance with national standards of K3

Analysis of Competency Development Strategies for Employees Through Occupational Health and Safety Training and Certification at PT Aksa Daya Indonesia Depok

The employee competency development strategy through Occupational Health and

Safety (K3) certification at PT Aksa Daya Indonesia is an integrated approach that connects the training process, improving technical capabilities, and fulfilling occupational safety standards set by government regulations. Based on the results of interviews and observations, the company views that K3 certification is part of the competency formation process.

The results of the interviews show that the competency development stage starts from the training planning process which includes identifying needs, setting goals, preparing curriculum, selecting methods, and final evaluation as a form of measuring training success. This process was explained in detail by the informant who mentioned that each program always goes through the stages of identifying needs, designing materials, preparing methods, implementation, and continuous evaluation. Through this system, the company ensures that the training is truly relevant to the working conditions of employees as well as the demands of operational safety.

SWOT Analysis

Analysis is the process of breaking down a problem, event, data, or information into smaller pieces to be understood, studied, and interpreted in depth. The purpose of the analysis is to find out the relationships between parts, find patterns, identify the causes of a phenomenon, and produce clearer and more directed conclusions.

SWOT stands for *strenght* (strength), *weakness*, *oppurtunities* (opportunities), *threats* (threats). In this study, the analysis used is a SWOT (*Strengths, Weaknesses, Opportunities Threats*) analysis. *Strengths* and *Weaknesses* are internal factors of PT Aksa Daya Indonesia. while *Opportunities and Threats* are external factors of PT Aksa Daya Indonesia. In order to find out how the management at PT Aksa Daya Indonesia continues to run and develop, below are the results of the SWOT analysis obtained by the author

Table 9: SWOT Analysis

	Strengths	Weakness
	1. Structured training system 2. Professional and certified instructors 3. Training materials that are relevant to field needs 4. Flexible and effective hybrid learning methods	1. Trainees who are not yet motivated 2. Uneven learning readiness of participants 3. Limited training time 4. Potential disruption of the learning process
Opportunity	SO Strategy	WO Strategy
Increasing the need for K3 training Developments in training technology Increased company awareness Opening of cooperation opportunities	1. Develop more hybrid technology-based K3 training programs 2. Expanding cooperation with industry and certification bodies 3. Optimizing training materials relevant to field risks 4. Improving the marketing of training services	1. Using online/hybrid learning technology 2. Improve participant readiness through pre-tests, foundation or introductory classes 3. Hold a remedial class 4. Establish external cooperation in the form of additional training
Threats	ST Strategy	WT Strategy
Competition is getting fiercer Changes in government regulations Low risk of participant graduation Technological developments	1. Maintain the quality of instructors and training curriculum 2. Update the curriculum regularly 3. Implement rigorous training evaluations 4. Offers highly applicable training materials	1. Improving participant motivation 2. Adjust training schedules more flexible 3. Improving training quality systems 4. Conducting an initial evaluation (initial assessment)

Source: Researcher-Processed Data (2025)

Generally, SWOT analysis is used to assess the internal and external elements of an entity. This can be applied to companies as well as individuals in the context of developing their resources. The internal element includes strengths (*strengths*) and weaknesses (*weakness*) while the external element includes opportunities (*opportunities*) and threats (*threats*) (In the table above related to the SWOT analysis, there is an *IFAS* and *EFAS* analysis, the proposed strategy is related to the matching between internal and external factors such as:

1. **SO Strategy** : The SO strategy emphasizes the utilization of all the internal strengths of the company to seize existing external opportunities. PT Aksa Daya Indonesia can optimize the competencies of certified instructors and official legality to answer the increasing need for K3 training and certification in various industrial sectors. The use of learning technology such as the *TemanK3* application and the *Hybrid* allowing companies to reach more participants without being limited by space and time. With this strategy, the company not only increases competitiveness, but also expands the market share of K3 training in a sustainable manner.

2. **WO Strategy** : The WO strategy is geared towards minimizing internal weaknesses by taking advantage of external opportunities. The limited time of participants and the low motivation of some employees can be overcome by developing training methods that are more flexible, interactive, and based on industry needs. Government regulatory support related to K3 certification obligations can be used as an educational tool to increase the awareness of client companies and trainees. Thus, internal weaknesses can be

suppressed through innovative approaches that are aligned with market opportunities.

3. **ST Strategy** : The ST strategy aims to use the company's internal strengths to deal with various external threats. In the face of competition between K3 training institutions, PT Aksa Daya Indonesia can highlight the advantages of training quality, experienced instructors, and the use of adaptive learning technology. In addition, legality and compliance with regulations are differentiating factors that can increase client trust. With this strategy, the company can maintain its existence and reputation despite being in a fierce competitive environment.

4. **WT Strategy** : The WT strategy is defensive and focused on minimizing weaknesses and avoiding existing threats. PT Aksa Daya Indonesia needs to carry out operational efficiency, more optimal resource management, and increase internal evaluation of the effectiveness of training programs. In addition, strengthening cooperation with client companies and related agencies can help reduce the impact of budget constraints and regulatory changes. With the implementation of this strategy, the company is expected to be able to maintain operational stability and sustainability in the long term.

Table 10: Total Score of Each Indicator

INDICATORS	SCORE
Strength	
a. Structured training system	4
b. Professional and certified instructors	4
c. Relevant Training Materials	3
d. K3 Certificate Program	4
Weakness	
a. Unconfident trainees	2
b. Uneven learning readiness of participants	2
c. Training Time Limitations	1
d. Potential disruption of the learning process	2
Opportunities	
a. Increasing Labor Needs	3
b. Developments in training technology	4
c. Increasing company awareness	3
d. Opening of Cooperation Opportunities	3
Threats	
a. Competition is getting higher	2
b. Changes in government regulations	2
c. Low risk of participant graduation rate	1
d. Technological developments	1

Source: Researcher-Processed Data (2025)

Based on Table 4.9 above, the weight is determined based on the level of severity or urgency of the handler with the following information:

1 = Downward Indicator

2 = Sufficient Indicator

3 = Good Indicator

4 = Excellent Indicators

The stage after determining the score or value of each indicator is to calculate the weighted value of each indicator by multiplying the weight by the indicator. Once the weighted value of each indicator is found, then the weighted value is totaled. The final result of the

four is the weighted total value for all variable categories of table 4.10

Table 11: Total Weighted Values

Source: Researcher-Processed Data (2025)

Based on the results of the calculation of the total weighted value of internal and external factors in the SWOT analysis, it can be concluded that PT Aksa Daya Indonesia is in a strong strategic position and has great potential to develop. The weighted total value of internal factors shows that the company's strengths have a value of 1.90, much greater than the weakness value of 0.85. This indicates that the company has dominant internal capabilities, both in terms of the quality of instructors, a structured training system, and a well-structured K3 certification program. These strengths are able to cover existing weaknesses, such as the lack of confidence of participants and limited training time.

In external factors, the calculation results show that the total opportunity value of 1.95 is much higher than the threat value of 0.80. This condition illustrates that the company's external environment is very supportive, especially with the increasing need for certified workers, the development of learning technology, and the company's high awareness of the importance of K3.

QSPM (Quantitative Strategic Planning Matrix)

Based on the results of the QSPM (Quantitative Strategic Planning Matrix) analysis, it was found that the SO (Strength–Opportunity) strategy is the most feasible and priority strategy to be implemented by PT Aksa Daya Indonesia in an effort to improve competency development and the implementation of Occupational Health and Safety (K3) certification. This is shown by the acquisition of a TAS (Total Attractiveness Score) score of 6.15, which is higher than the WO (Weakness–Opportunity) strategy which obtained a score of 5.70. This higher value reflects that the SO strategy has a greater level of appeal and effectiveness because it can optimize the company's internal strengths while capturing available external opportunities.

Overall, the QSPM results confirm that the SO strategy is the best strategy that should be the main focus of the company's development, while the WO strategy serves as a supporting strategy to ensure that all aspects of internal

weaknesses can be minimized. The simultaneous implementation of these two strategies will strengthen PT Aksa Daya Indonesia's position as a professional, adaptive, and competitive K3 training and certification institution in the midst of increasing industry needs.

Implementation of Occupational Safety and Health (K3) Training and Certification in Improving the Work Competency of Employees of PT Aksa Daya Indonesia Depok

Based on the results of interviews, observations, and documentation, the implementation of Occupational Safety and Health (K3) training and certification at PT Aksa Daya Indonesia has been carried out systematically through several strategic stages, namely:

1. Training Need Analysis: The company conducts a needs analysis based on the type of client industry, the level of occupational risk, and the applicable regulations from the Ministry of Manpower. This ensures that the training materials are in accordance with the technical competency needs of the participants
2. Curriculum Design and Training Methods: The curriculum is prepared with reference to the national standards of K3 certification, with learning methods: *Online* (online), *Offline* (face-to-face), *Hybrid* (combination)
3. Training and Certification Implementation: Training is conducted by TOT (Training of Trainer) certified instructors. After participating in the training, participants undergo a competency test as a condition for obtaining official certification.
4. Evaluation and Monitoring. Evaluation is carried out through: Written tests, Field practice observations, Feedback of post-training monitoring participants at the client company.

The impact of implementation on work competencies based on the results of interviews, observations, and documentation is as follows:

- a. The implementation of K3 training and certification has been proven to improve:
- b. Technical knowledge related to occupational safety procedures
- c. A change in work behavior that is more disciplined and risk-aware

- d. Compliance with standard operating procedures (SOPs)
- e. Reduced potential for work accidents

Challenges Faced by PT Aksa Daya Indonesia Depok in the Implementation of K3 Training and Certification

Based on the results of the research, there are several main challenges faced by PT Aksa Daya Indonesia in the implementation of the K3 training program, namely:

1. Limited Participant Time: Most of the participants come from the operational sector that has a shift work system and high production targets, making it difficult to allocate training time.
2. Low Motivation and Participant Perception: Some employees attend training only to meet administrative requirements, not because of awareness of competency improvement. This has an impact on the effectiveness of learning.
3. Cost Limitations from Client Companies: The cost of training and certification from the Ministry of Manpower is quite high, especially for the small and medium industry sector.
4. Training Impact Evaluation: Measuring the impact of training on changes in work behavior and reducing accident rates still requires a multi-layered and continuous evaluation system.

Conclusion

1. Based on the results of the research, the implementation of K3 training and certification at PT Aksa Daya Indonesia has been carried out in a systematic, structured, and in accordance with the regulatory standards of the Ministry of Manpower of the Republic of Indonesia. Training is designed through the stages of identifying needs, preparing curriculum, selecting training methods (*online, offline, and hybrid*), and continuous evaluation. This strategy has been proven to improve employee competence, both in terms of technical skills, increasing awareness of K3, the use of PPE, and emergency response capabilities. Evidence from interviews shows that participants experience a better understanding of work risks and safety procedures after obtaining certification. The implementation of K3 training and certification at PT Aksa Daya Indonesia has been carried out systematically

Innovative Strategies Implemented by PT Aksa Daya Indonesia Depok to Increase Participation and Effectiveness of K3 Training

Innovative strategies in the form of hybrid methods, digitalization of training, cost subsidies, and strengthening safety culture are effective solutions in increasing the participation and effectiveness of K3 training.

1. Hybrid and Flexible Training Methods: Combines online and offline methods so that participants can still take part in the training without disrupting the company's operations.
2. Utilization of Digital Technology: The use of K3 learning applications (such as the company's internal digital system) for: Independent access to materials, online exams, Monitoring participant progress
3. Subsidies and Flexible Payment Schemes: Provides training fee waivers for certain client companies to improve the accessibility of certifications.
4. Awareness and Safety Culture Campaign: Increase participants' understanding that K3 training is not just a formality, but a long-term investment in their safety and careers.
5. Four-Level Model-Based Evaluation: Evaluation is carried out through: Participant reactions, Learning (knowledge improvement), Changes in work behavior, Impact on work outcomes and safety

and proven to significantly improve employee work competencies.

2. The research found that there are several challenges, namely: Limited time for participants, especially operational employees who find it difficult to follow a fairly long training schedule. Resistance to training, because some participants consider K3 training to be just a formality, thus reducing enthusiasm and participation. Cost limitations, especially for MSMEs or small companies that are clients of PT Aksa Daya Indonesia. Additional challenges include coordinating external instructors and adapting participants in a hybrid method. This constraint has an impact on the level of participation and effectiveness of training.

3. The results of the analysis show that the company has implemented a number of innovative strategies that are able to increase the effectiveness of training, including: Flexible training methods (*online, offline,*



hybrid) that allow participants to learn without interrupting working hours. The use of the TemanK3 application, which facilitates online materials, participant monitoring, and learning reminders. Subsidize training fees for certain clients to make training more affordable. Adjustment of the material based on risk assessment and work incident analysis so that the training is more relevant. Strengthening the competence of instructors through TOT and SKK/SKP qualifications. These strategies significantly help address challenges and improve the quality of learning and employee competency output.

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