

**PENERAPAN TNA PADA PERENCANAAN PELATIHAN MODEL ADDIE
DI PT. SANOFI INDONESIA**
(Studi Pada Program Pelatihan *Professional Medical Representative Certification* (PEDFI)
Bagi Karyawan Marketing)

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ABSTRAK

Banyak terdapat karyawan PT. Sanofi Indonesia yang tidak memiliki sertifikat *Professional Medical Representative*. Terdapat beberapa pelatihan yang dilaksanakan tidak berdasarkan kebutuhan karyawan. PT. Sanofi menggunakan model pelatihan ADDIE dalam menyusun perencanaan kegiatan pelatihan. Kegiatan *Training need analysis* di PT. Sanofi Indonesia kurang efektif 75% karyawan tidak lulus mengikuti tes dari kegiatan pelatihan PEDFI. TNA dianggap membuang-buang waktu.

Pada tahap analisis pengelola dan karyawan di PT. Sanofi melakukan proses kegiatan *needs assessment* (penilaian kebutuhan), mengidentifikasi masalah (kebutuhan), dan melakukan analisis tugas (*task analysis*). Oleh karena itu, *output* yang dihasilkan adalah berupa karakteristik atau profil calon peserta belajar, identifikasi kesenjangan, identifikasi kebutuhan dan analisis tugas yang rinci didasarkan atas kebutuhan.

Penelitian ini bertujuan untuk mengetahui, menggambarkan, dan mengukur keberhasilan kegiatan *training need analysis* pada model pelatihan ADDIE di PT. Sanofi Indonesia. Penelitian ini menggunakan metode penelitian deskriptif kualitatif, dengan menggunakan instrument observasi, catatan lapangan, angket, wawancara, dan dokumentasi. Hasil penelitian diperoleh bahwa tidak semua pelatihan dilaksanakan berdasarkan hasil kebutuhan karyawan, namun pada pelatihan PEDFI (*profesional medical representative certification*), perusahaan melakukan tahap demi tahap sesuai pada desain model pelatihan ADDIE, yang sangat mendukung kegiatan pelatihan tersebut. Kegiatan analisis kebutuhan pelatihan berlangsung sangat efektif, karyawan dan pengelola bekerjasama dengan baik, sehingga karyawan bebas mengungkapkan segala kebutuhan yang dirasakan. Berdasarkan data hasil dari kegiatan analisis kebutuhan pelatihan bahwa karyawan sangat membutuhkan sertifikat keprofesian farmasi. Hal tersebut menjadi dasar untuk perusahaan menyelenggarakan pelatihan PEDFI (*profesional medical representative certification*) setiap tahunnya, untuk membantu karyawan dalam meningkatkan kinerja dan memenuhi kebutuhan karyawan dalam mendukung peningkatan mutu bekerja.

Kata kunci : *Training need analysis, model pelatihan ADDIE.*

TNA APPLICATION IN ADDIE TRAINING TRAINING IN PT. SANOFI INDONESIA

**(Study In Professional Training Program Medical Representative Certification
(PEDFI) For Employee Marketing)**

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ABSTRACT

Many employees of PT. Sanofi Indonesia have not Professional Medical Representative Certification. Some of trainings have not been based on the employee needs. PT. Sanofi uses the ADDIE training design in the planning of the training activities. The training needs analysis at PT. Sanofi Indonesia is not quite effective and, therefore, 75% of employees are not passing from the PEDFI training test. TNA is considered a waste of time. In the phase of analysis, managers and employees of PT. Sanofi perform needs assessment, identify problems (needs), and make task analysis. Therefore, output delivered is characteristics or profiles of prospective learners, identification of gap, identification of needs, and detailed task analysis based on needs. This study is designed to know, describe, and measure the success of training needs analysis on the ADDIE training at PT. Sanofi Indonesia. This study is conducted by using descriptive qualitative research method along with observation instruments, field notes, questionnaires, interviews, and documentation. The results of the study showed that not all of trainings are conducted based on employee needs; however, in the PEDFI training (professional medical representative certification), the company performs the ADDIE training phase by phase; it is simply supporting the training. The training needs analysis is extremely effective, employees and managers are properly cooperative, thereby making employees free to express their needs. Based on the data about the results of the training needs analysis, the employees are simply in need of the pharmaceutical profession certification. It is a basis for the company to implement annually PEDFI (professional medical representative certification) training, helping employees in improving their performance and meeting their needs to support the improvement of quality work.

Keywords: Training need analysis, ADDIE training model.

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