Evaluation of The Effectiveness of The Initial Flight Attendant Training Program in Garuda Indonesia Training Center

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ABSTRACT

The purpose of this study is to evaluate the training effectiveness on GITC by applying the four levels Kirkpatrick model consisting of reaction, learning, behavior & Results. This study is cross sectional, primary data was collected through interviews from different batches representing different levels of the Kirkpatrick model. Effectiveness of training at the different levels was being evaluated through construct/theme developed on the basis of literature review. For level one evaluation interviews were conducted from employees who had recently completed their training; for level 2,3&4 the respondents, who had completed same training about 3 months, 6 months and year earlier respectively. The results indicated that reaction of the participants were positive for training except duration was too short, secondly they have applied skills & knowledge which they had learnt from training. A positive consequence of the training is that most of the participants got promoted from their current designation with the improvement in their pay scales. Thus, the soft skills trainings were effective with the participants desiring more opportunities to attend soft skills training session at least quarterly basis, to further improve their skills and enhance their knowledge users.

How to Cite:

INTRODUCTION

According to Vemic (2007), the emergence of fierce competition in the external environment, complexity in work and innovative technological breakthroughs, and the uncertainty of turbulent communities, training needs are becoming common in Indonesia. There is a gap between knowledge provided in formal schooling and required in business organization. In order to fill this gap training is required. Training is a necessity for a company to take place. Effective training is a training that can achieve an organizational goal, increase the ability of resources, and satisfy consumers and improve internal processes. Knowledge is really a reliable source to deal within turbulent, uncertain and complex global environment. Knowledge provides competitive advantage. Complex business challenges have to be answered easily with special and selective knowledge gathered during training. This is the reason almost all companies are paying more attention to training.

In relation to winning business competition, evaluation of training effectiveness is important considering the learning outcomes of a training can produce knowledge, abilities and attitudes possessed by cabin crew in conducting flight services. In addition, the effectiveness of the training carried out to provide knowledge, abilities and attitudes in the form of behavior that reflects service during the flight is also influenced by psychological factors such as: individual goals, individual learning, individual needs, and reinforcement received, while the non psychological factors are: facilities, materials and instructor teaching methods

Garuda Indonesia Training Center (GITC) is a training program facility for Initial Flight Attendants and provides an opportunity for Indonesia's best daughters to get international standard cabin crew education and training where all graduates can join Garuda Indonesia. Initial Flight Attendant training program lasts for 2 months which is carried out every Monday to Saturday at 08.00 – 16.00 WIB at GITC, Jl Duri Kosambi 125, Duri Kosambi, Cengkareng West Jakarta. During this period, participants will receive material related to the stewardess profession in terms of safety, security, service, and personal development. After completing the training for 2 months, participants of the Garuda Flight Attendant will enter the bridging program to get more specific training from Garuda Indonesia for approximately 21 days. If they can complete all the training well, all Initial Flight Attendant graduates can join Garuda Indonesia flight attendants. In carrying out Initial Flight Attendant training activities supported by a team of qualified instructors, competent in their fields and holding a Letter of Authorization (LoA) GITC in addition to mastering the material in depth, the instructor team also uses a fun and learner-centered approach to creating a learning atmosphere productive and attractive. This training can provide and create competent air cabin crew performance so that they can win the competition in the aviation business.

In addition to involving reliable instructors, the excellence of the quality of the Initial Flight Attendant training lies in the existence of facilities and training media that provide comfort and real life environment for the trainees. The training held at the Garuda Indonesia Training Center (GITC) has met ISO 9001 international standards. However, in order to be able to maintain these international standards, the Garuda Indonesia Training Center has collaborated with national and international agencies and institutions as well as aircraft manufacturing companies in conducting training to perfecting the capabilities and expertise of Garuda Indonesia employees. Garuda Indonesia Training Center (GITC) has complete facilities and infrastructure. Facilities owned by the Garuda Indonesia Training Center include 50 classrooms, laboratories, demonstration rooms, aircraft interior mock ups which are practice rooms for flight attend-

ants, swimming pools for wet drills used for flight safety training, B-737 aircraft simulators, B- 747, and Airbus, an auditorium that can be used to accommodate large meetings (+ 500 people). In addition, the Garuda Indonesia Training Center (GITC) is also equipped with a dormitory for accommodation for trainees from outside the city and several sports facilities such as tennis courts, basketball courts and swimming pool. When someone has passed the flight attendant selection test on Garuda Indonesia airline, then immediately gets training at the GITC training center. Training is given for 454 hours of study with 741 cabin crew graduation figures every year.

The problem that is often faced by evaluators in conducting evaluations is the selection of a model that is considered the most appropriate for the program to be evaluated. the selection of an evaluation model is important because each program has different characteristics and has different assumptions, approaches, terminology, and logic of thinking. In this study the authors used Kirkpatrick's evaluation model, because the problems to be assessed were the reactions of the participants in the Initial flight attendant training program, program student behavior, program student learning outcomes, training program results in the form of skills, attitude, knowledge and performance.

According to Kirkpatrick, evaluation is defined as an activity to determine the level of effectiveness of a training program. In this model, evaluation is carried out through four levels of evaluation, namely reaction, which aims to determine the level of participant satisfaction with the implementation of the training program; learning aims to determine the level of change in knowledge, skills and changes in attitudes of participants after attending the training; behavior aims to determine the level of change in work behavior of training alumni after returning to their work environment; and the results which aim to determine the impact of changes in the work behavior of training alumni on the productivity level of company performance(Fitzpatrick et al., 2009)

LITERATURE REVIEW

Sanders (2011), has presented a new point of view of training, according to him, previously training was considered to be an expenditure, but now it is serve a role of an investment activity. Janzeb and Bashir (2012) says that organizations follows a modernization. To cope with this, organization need employees with updated skills & knowledge, and this can be done through training.

According to Aguinis and Kraiger (2009) that organization not run in isolation or not only face local challenges but they work with different multinational organization, and these multinational bring global competitive culture and environment which affects the local economy and operating business entities. He also stated that training & development not only improves the individual capabilities or skills but also whole team and overall organization. Training advances the individual skill which help in improving his performance in an organization as a result organizations effectiveness improves in society or in general. Thus training of employee definitely play key role in enlightening the organization performance, well-being, profitability in a society. Individual training results organization's effectiveness.

Training is for improving, enhancing and updating the skill, knowledge & abilities to perform better. As challenges of external environment increases day by day which ultimately affect the internal customers as well (Niazi, 2011). And planning put effectiveness in training, along with this participant's selection, administrative support, venue, moderator or facilitator, and contents of training. Training means equipping em-

ployees with new or traditional methods or techniques or modules to translate information, knowledge & skills to practice it in an organization to improve overall effectiveness of organization. Training is for current stage and development is for future stage (Silvia, 1999). Training is a part of prime objective of an organization. In some organization learning culture is their social responsibility. From various study it has been found that there is a link between organizational performance and training. Training has strategic contribution in organizational goal (Niazi, 2011). On the other hand Silvia (1999), stated that training play a vital role by contributing to the nation's human capital

For better result organization should invest in improving hard and soft both type of skills. In addition to this, Djaali and Muljono define evaluation as the process of evaluating something based on standards or objectives that have been set, and then followed by decision making on the object being evaluated (Djaali & Muljono, 2008). And planning put effectiveness in training, along with this participant's selection, administrative support, venue, moderator/facilitator, and contents of training. On the other hand Silvia (1999), stated that training play a vital role by contributing to the nation's human capital. All training design, need analysis, implementation & evaluation has done by HR department. As HR is the policy maker, they design policy for betterment of company's performance, and now training has become one of the part of HR policy. Because it direct contributes to the employee performance, which leads to overall organizational performance (Adralin, 2004).

Training directly contributing to employees career development Organization focus on key position's career development but according to him organization must emphasizes on fresh employee for their high ranking position in future, so that against organization's this effort guaranteed loyalty, commitment, sincerity with the same organization. This is not written agreement but rather emotional & psychological commitment. In order to tackle with financially competitive & dominant market. As business environment is continuously fluctuating due to haphazardly changes taste, preferences, life style, more advance needs, in order to embark upon these condition organization must have competent and well equipped employees. This equipment of talent material and skills is incorporated in employees through training programs.

According to the Gronlund, evaluation is a systematic process for determining or making a decision and to what extend objectives or programs have been achieved (Gronlund & Linn, 1990). Kaufman and Thomas suggest that evaluation is a process used to assess (Kaufman & Thomas, 1980). Schriven defines evaluation as quoted by Fitzpatrick, Sanders and Worthern, "Evaluation as judging the worth or merit of something"(Fitzpatrick et all, 2004). Training is for improving, enhancing and updating the skill, knowledge & abilities to perform better. As challenges of external environment increases day by day which ultimately affect the internal customers as well (Niazi, 2011). Training means equipping employees with new or traditional methods or techniques or modules to translate information, knowledge & skills to practice it in an organization to improve overall effectiveness of organization. Training is for current stage and development is for future stage (Silvia, 1999).

It was further explained that "Evaluation as the identification of clarification and application of defensible to determine an evaluation object's (worth and merit) in relation to those criteria" (Fitzpatrick et al, 2004). From this description it can be concluded that the evaluation is essentially an effort to assess whether the results of the program carried out in accordance with existing criteria. Training is a part of prime objective of an organization. In some organization learning culture is their social responsi-

bility. From various study it has been found that there is a link between organizational performance and training.

Without evaluation, it will not be known how the condition of the evaluation object is in the design, implementation, and results. As an analysis tool for social studies, Fitzpatrick stated that:Evaluation is used for investigation and assessment methods, including (1). Establishing standards for determining quality and deciding whether these standards are relative or absolute, (2). Gathering relevant information, and (3) application of standards to determine quality, usefulness, effectiveness or meaning. This leads to recommendations that aim to optimize the object of evaluation and its relationship with the goal or help users determine whether the object of evaluation is worth adoption, continuation or expansion (Fitzpatrick et al., 2004).

According to Arikunto, program evaluation is an effort to determine the level of implementation of a goal carefully by knowing the effectiveness of each component (Arikunto&Jabar,2004). Evaluation requires an assessment of the impact of the training program on attitudinal behavior in the short and long term. The measurement of the effectiveness of the assessment includes: a). Reaction (reaction), namely how the participants feel about the program, b). Learning (learning), namely the knowledge, skills, and attitudes obtained as a result of training, 3). Behavior, namely the changes that occur at work as a result of training, 4). Results (result), namely the impact of training on overall organizational effectiveness or achievement of organizational goals (Simamora, 1997).

According to Moekijat (1993: 15) the training program is a process to determine whether there has been progress towards a training objective that has been determined using appropriate standards and costs. In the context of evaluating the effectiveness of the training program, evaluation on the level of reaction effectiveness is the assessment obtained through the training participants' perceptions of the implementation of the training both administratively and in terms of the process.

RESEARCH METHODS

In general, this research is to assess and obtain information about program effectiveness, evaluation of program implementation and evaluation of program impact. This information is used to make alternative decisions and recommendations for the development, improvement and refinement of the Initial Flight Attendant Training Program at the Garuda Indonesia Training Center. As an evaluative research, this study aims to explain the components that support the effectiveness and development of a program.

The method used in program evaluation research uses the Kirkpatrick model. The type of research used in this research is the type of quality research. This research is fundamental in nature and is interrelated between the relationship between Reaction, Learning, Behavior and Outcomes with the Effectiveness of the Initial Flight Attendant Training Program. Fundamental is a concept that describes an event, and the circumstances that must be accounted for and communicating it to interested parties.

The data collection technique in this study was carried out through a Focus Group Discussion (FGD), which is a data collection technique that is generally carried out in qualitative research. Focus Group Discussion is usually conducted at the evaluation stage of training levels 2,3, and 4 where the Focus Group Discussion can dig up information that comes not only from one person.

RESULT AND DISCUSSION

1. Reaction Level

Basically the level of reaction is a program evaluation of the training students' dissatisfaction with the various activities that have been followed. Student reactions can determine the level of achievement of a goal rather than the training administration. The training implementation program is said to be successful if the training students are satisfied with the elements involved in the implementation process. The success of the learning process cannot be separated from the interest, attention and motivation of the training students in participating in the training. Students learn better when they react positively to the learning environment. The reaction instruments in evaluating the reaction level are:

a. Student reaction to administration. The aim is to find out the training student's satisfaction with the success of the learning activity process, which is inseparable from the interest, attention and motivation associated with membership, the committee, accommodation, curriculum, consumption, and training facilities.

b. Student reactions to sources. The aim is to determine the satisfaction of training students with the learning process that is assessed from several aspects, such as the material provided, the facilities available, and the sources.
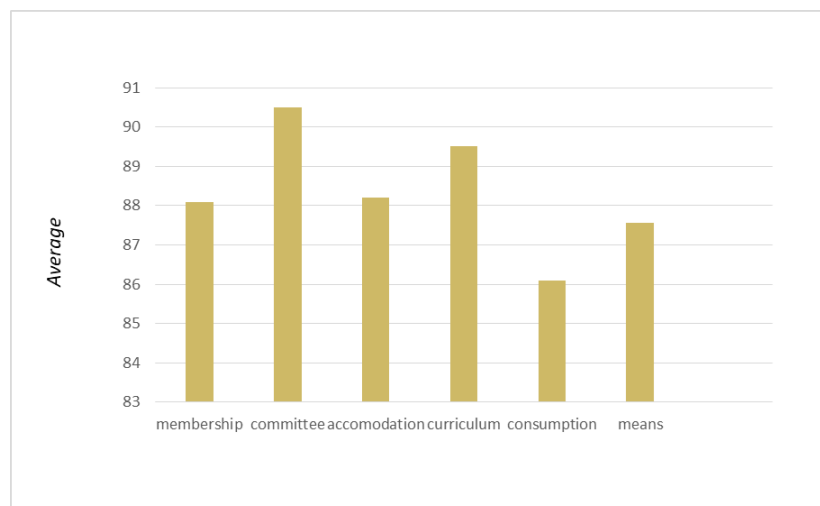
The results of the assessment of the student's evaluation of the organizing committee on the components and average scores are: (a). participation (student discipline) 88.10; b). committee (service, discipline, cooperation with participants, service to resource persons, and attitudes towards resource persons) 90,50; c). accommodation (cleanliness and comfort) 88.30; d). curriculum (training schedule, training materials, training material benefits, and extracurricular activities) 89.50; e). consumption (menu and presentation) 86.10, and f). training facilities (classrooms, aids, and learning materials) 87,50. The average result of the overall evaluation of student reactions to the organizer was 85.7, including the "Good" category.

Based on the evaluation of students' reactions to training, it can be said that it is effective. However, there are some that are of concern or not in accordance with student expectations, namely consumption, the availability of teaching materials and computers so that students do not need to move seats in completing their assignments. Based on the results of observations in the field, it is found that students are quite active every session. However, there were a small number of students who looked sleepy in several sessions presenting the material, perhaps because of the coming month of Ramadan. Students are always present in every session and they are active in participating in the material presentation session. The results of the interviews indicated that students were generally quite enthusiastic about participating in the Initial Flight Attendant training program at the Garuda Indonesia Training Center, Jakarta.
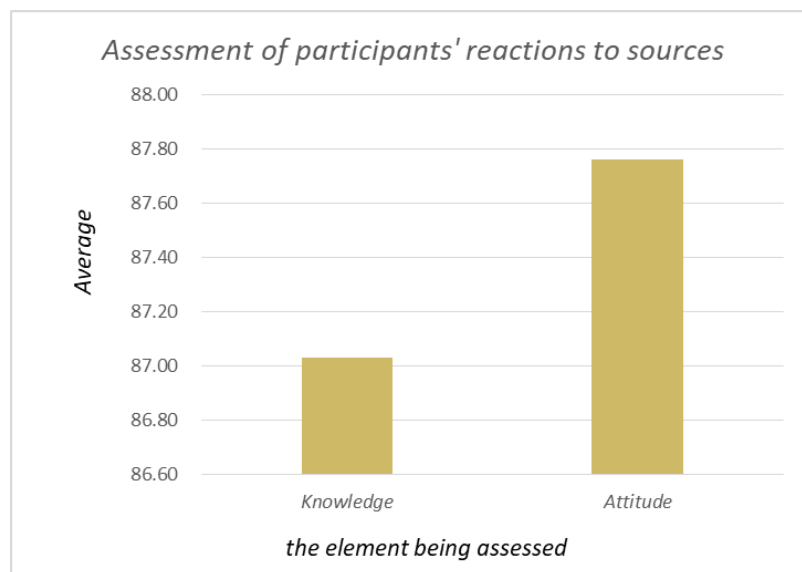
The results of the research from the students' evaluation of the resource persons in the "Good" score were proven by the overall average score of 88.37. There were 2 resource persons, namely Mr. Yoga Pratama and Mrs. Desmayanti. The components that are assessed are:

a. In terms of knowledge, which includes the following indicators: Teaching knowledge and skills, mastery of material, presentation systematics, use of methods, and learning aids. The average value obtained is 87.03

b. Attitudes include the following indicators: ethics, attitudes, towards participants, how to answer participant questions, how to communicate, give motivation, time discipline, skills in dress, how to walk, and cooperation (Team). The average value obtained is 87.76. So the overall student assessment of resource persons is 87.40 and is included in the "Good" category.

Based on the results of interviews with students, data was obtained that the resource persons not only explained in theory about designing learning programs but also with examples that were applied through teaching practice in class.

2. Learning Level

At the learning level, evaluation of learning outcomes is carried out, namely the achievement of learning objectives and learning outcomes that are expected from a learning process. The learning outcomes that are tested must be in accordance with the learning subjects taught and the objectives of the learning process in the Initial Flight Attendant training program at the Garuda Indonesia Training Center, Jakarta.

In measuring the effectiveness of learning, there are three aspects that need to be measured, namely: attitudes, knowledge, and skills. At the learning stage, it is hoped that changes will occur from program students in these three aspects and in accordance with the objectives of the training program. Without a change in attitude, an increase in knowledge, or an improvement in skills in students, the program can be said to be a failure. Measurement of learning outcomes (learning measurement) is as follows: a). change of attitude, b). knowledge that has been learned, and 3). Improved skills. Determination of graduation of training students based on evaluations carried out during the evaluation process of the implementation of the initial flight attendant training program at the Garuda Indonesia Training Center Jakarta, is carried out from several aspects, namely: a). assessment of student attitudes by 30%, b). assessment of student knowledge by 40%, c). assessment of student skills by 30%. The determination of graduation qualifications for initial flight attendant training students at the Garuda Indonesia Training Center, Jakarta which is carried out by the organizing committee and resource persons from the Directorate of Airworthiness and Aircraft Operations (DKUPPU) is above 76 (seventy six). Evaluation at the learning stage aims to measure the level of students' understanding of the learning material or the extent to which students absorb the initial flight attendant training program at Garuda Indonesia Training Center Jakarta on the material provided in terms of attitudes, knowledge and skills. The initial flight attendant training program is said to be successful if the three aspects have improved by comparing the measurement results before and after the learning process.
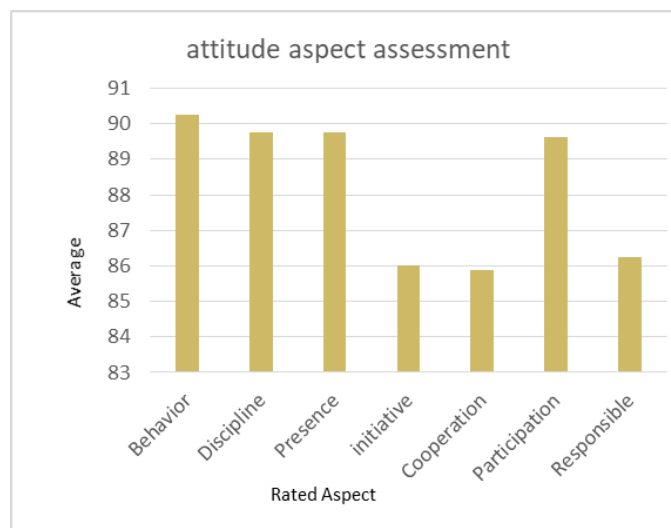
Training program students are judged by the organizing committee and resource persons in 3 (three) aspects, namely:

in order to facilitate the placement of key positions of the company by applying succession management patterns to improve corporate success. One pattern of succession management carried out by company leaders should involve elements in the organisation that involves employees so that they are also responsible for the input they propose if the proposal becomes part of the decision taken. Thus, employees are also required to carry out their responsibilities in carrying out the decisions taken, 2. Organisational commitment and work motivation of employees need to be grown by the leadership of the company so that employees feel they have the company where they work. With high work commitment and motivation they will continue to fight for the interests of the company and encourage the carrying out of tasks so that this will have an impact on improving employee performance. Besides giving awards and bonuses, it should distinguish between those employees who have low work motivation and those who have high work motivation, done fairly and correctly, so that employees are more precise in making decisions in carrying out work so that it has an impact on increasing corporate success and 3). Companies need to do the design pattern of learning succession management, so that managers are able to make adjustments to the pattern of succession management in accordance with the situation faced by employees by assessing the working position in the future, which is done by assessing the work and the requirements of competence in leadership positions in the future. Decision makers must try to assess future work requirements and competencies to be aligned with the strategic direction of the organisation. Future leaders must prepare ways to cope with changes and strategic objectives of the organisation. The company always assesses employee performance against prospective successors from the contributions made.

3. Behavior Level

Behavior evaluation is carried out to identify the extent to which the material in training can be applied to the flight attendant student's job. There are 4 (four) conditions needed to apply behavior change, namely (Kirkpatrick, 2006): 1). Someone must have a desire to change, 2). Someone must know what to do and how to do it, 3). One must work in the right work environment, 4). One has to get rewarded because students change. Behavior evaluation focuses on changes in participant behavior after attending the training. Assessment is done after the participants return to their respective workplaces. Because what is assessed is the behavior of the participants after returning to their respective workplaces, then level 3 evaluation can be called an evaluation of the outcome of the training activity. Behavior evaluation can be done by comparing behavior before and after training, as well as by conducting a survey or interviewing trainers, superiors and subordinates of training participants after returning to the workplace. The following are guidelines for behavior evaluation, namely: allocating time for changes in participant behavior at work, evaluating before and after training if possible, surveying and or interviewing one or more participants, supervisors, or supervisors, co-workers and anyone who frequently observes their behavior , repeating evaluations at appropriate times, weighing costs and benefits.

At the behavior level, an assessment of the alumni of the flight attendant training program at the Garuda Indonesia Training Center Jakarta is conducted to determine changes in behavior after attending training and returning to their respective assignments. Based on the results of interviews that have been conducted, it was found that alumni showed very significant changes. These changes occur in discipline, attendance, student appearance, independence, attitudes in teamwork or in groups that are more cooperative, as well as speed and accuracy in completing tasks more quickly and on time, all of which have had very good changes. The level of discipline was good before joining the training, but there were also those that had not changed after the training.

In reviewing the results of interviews with students, it was clear that students were very enthusiastic and their behavior got better. It can be said that the actualization task given to students of the initial flight attendant training program at the Garuda Indonesia Training Center Jakarta is fully carried out. Various responses and behavioral indicators in the flight attendant work unit can be categorized as good, meaning that after flight attendant training at the Garuda Indonesia Training Center Jakarta, students can carry out their duties according to actualization tasks.

4. Impact Level

The evaluation of the training program aims to get good results, such as: an increase in quality, productivity, or level of safety. Evaluation at the impact level aims whether the training program is useful in achieving company goals. The final result of the impact evaluation is customer satisfaction (customer satisfaction), an increase in student flight attendant work. Evaluation of the impact of training is focused on: a). cost reduction, b). decreased turnover and coworker absence, and c). increased student morale. As a student or alumnus of a flight attendant training student at the Garuda Indonesia Training Center. Guidance and direction from alumni to peers is needed, not only for the addition of knowledge but also for improvement, especially in terms of learning and behavior.

The results of interviews with program instructors and students with alumni showed clearly the impact of the initial flight attendant training program at the Garuda Indonesia Training Center. The effectiveness of Kirkpatrick's model training program is to measure the extent to which training affects the achievement of the training program objectives which impacts on the achievement of individual goals for the place of duty. It should be noted that the initial flight attendant training at the Garuda Indonesia Training Center is not only on knowledge, but also in general students' attitudes and skills so that in improving their task performance it is necessary to specifically assess the head of GITC and their colleagues with the most important indicator is the actualization task report. self which was given by Human Capital Management JKTIDGA PT Garuda Indonesia (Persero) Tbk.

Based on the evaluation findings that have been described, it appears that there is an increase in the performance of student alumni in better job systematics.

Discussion

In creating a program it must be based on needs (need analysis), the point is that training is an important investment in strategies that lead to internal promotion, employee planning sequences. Need assessment is not a result but a specific activity in making certain decisions. Needs analysis is a constructive and positive tool in making changes, such as changes based on rational logic, functional changes that can meet the needs of groups and individuals. Need analysis is a way or method to find out the difference between the conditions you want / should (should be / ought to be). Training needs analysis can be divided into three parts, namely: (1) analysis at the organizational stage where training can and should be carried out. The focus is on the company as a whole and the analysis is related to the objectives of the company, its effectiveness indicators and the company's organizational climate; (2) analysis at the job level using data collection. The analysis will determine what standards are needed, what knowledge, skills and attitudes are needed to achieve these standards; (3) focus on person / personal analysis. Personal analysis was conducted to answer the question: who needs training? And what kind of training will you do? For that it takes time, in order to make a complete diagnosis of each employee's ability. Efforts need to be made to obtain this information through achievement tests, observations, and interviews. Needs analysis is a scientific activity in identifying supporting and inhibiting factors (gaps) in the learning process in order to achieve learning goals (goals and objectives) which lead to improving the quality of student flight attendant learning.

The Need Assessment method is designed to be able to measure the level of gaps that occur in student learning from what is expected and what has been obtained. Need Assessment is carried out in stages including preparation, data collection, data analysis and interpretation, dissemination and report preparation. According to Morrison, the function of need assessment is as follows (Morrison, 2001):

a. Identify needs that are relevant to the current job or task
b. Identify urgent needs related to financial, security, or other problems that interfere with the work and learning environment of flight attendant students
c. Presenting priorities in choosing action (reaction)
d. Provide base data to analyze the effectiveness of flight attendant student learning.

While the steps of the need assessment are as follows (Morrison, 2001):

a. Planning, what needs to be done is to classify the flight attendant students, who will be involved in the activities and how to collect them.
b. Data collection, what needs to be done is to consider the size of the sample in the distribution (spread).
c. Data analysis, what needs to be done is to collect data and then analyze it with consideration of their needs
d. Making a final report, including: objective analysis, process analysis, analysis of results using tables, and recommendations related to data.
e. Formulate objectives in accordance with the training (Set learning objectives)

The benefits obtained from a training held by the company as stated by Flippo (1988:215) are as follows: Development programs planned to provide benefits to people in the form of increased productivity, increased morale, reduced costs, and stability and flexibility (flexibility) of the greater person to adapt to changing external requirements. The success of a training program is determined by five components, namely (As'ad, 1987):

a. Training or development goals: every training must have clear objectives that can be broken down into observable and measured behaviors in order to know the effectiveness of the training itself.

b. Trainer (Trainer): the trainer must be able to teach training materials with a certain method so that the participants will acquire knowledge of the skills and attitudes needed in accordance with the set sasaian).

c. Exercise materials: training materials must be arranged based on the established training objectives

d. Training methods (including tools): After the material from the exercise is determined, the next step is to formulate an appropriate training method.

e. Participants (Trainees): Participants are a fairly important component, because the success of a training program also depends on the participants.

f. Another goal is one that is meaningful as a goal, both aimed at organizations and community groups, namely emphasizing the success of a program in the short term that we can manage. In training, it is more often referred to as specific learning objectives, for example: after completing a prime subject or certain skill the participants can formulate the meaning of excellent service and be able to carry it out.

2. Make a program schedule according to the time needed (Schedule the program at the right time)

A program schedule is a timetable showing work in a project, program, or portfolio. Schedules can be made for different aspects of the job and there is an understanding of important communication with all team members and stakeholders. The objectives of program schedule management are: 1) to determine the time scale in work, 2). Calculating the profit demand for resources, 3). Shows schedule reports in a format suitable for different stakeholders. The steps in managing the program schedule can be seen in Figure 1.
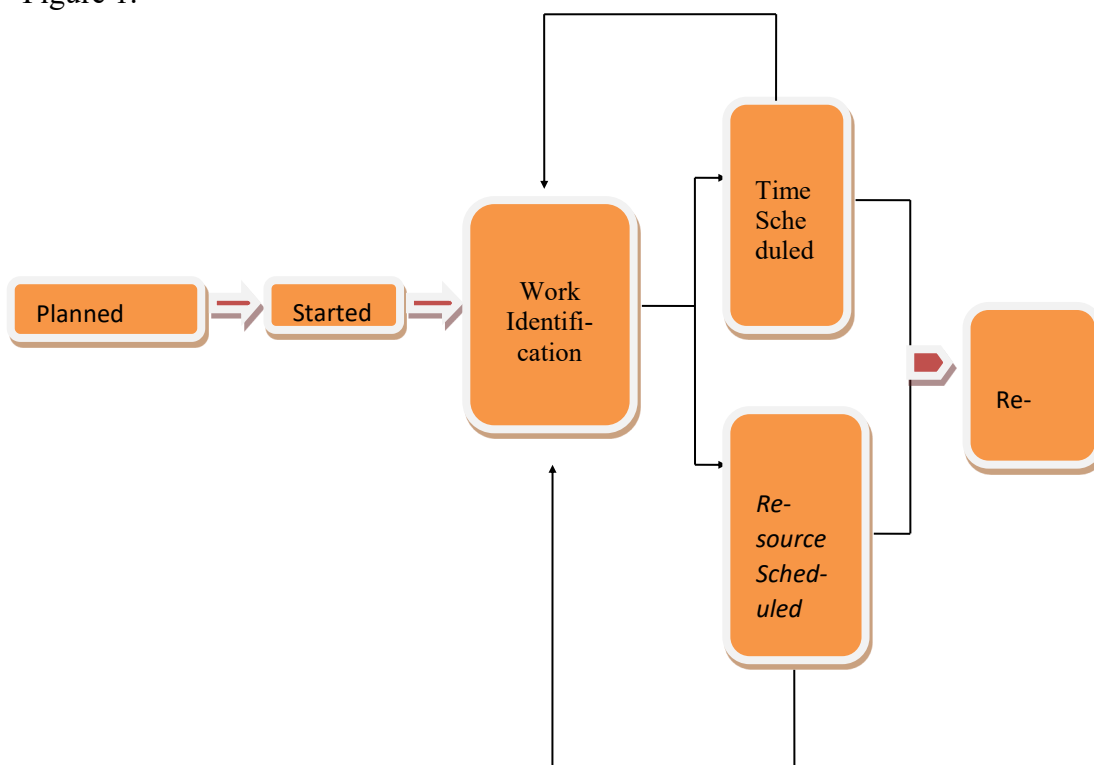
Scheduling starts with the identification and definition of the work that must achieve the goals. The factors that influence the way the schedule is presented are as follows:
a. The level of detailed scheduling requested
b. Should the schedule information be combined with resource information and / or the scope of the work context, hearings for information

3. The program location must be in accordance with the time and place of training (Hold the program at the right place with the right amenities)

The implementation of the program is situational in the sense that the calculation of organizational interests and the needs of the participants may differ in accentuation and intensity which is ultimately reflected in the use of techniques in the learning process. Implementing training and development programs in principle carrying out the teaching and learning process means that there are trainers who teach a subject. Therefore whether or not a teaching technique is appropriate depends on the highlighted considerations, such as savings in funding, available materials and facilities, the ability of participants, the ability of the trainer and the learning principles used.

Placement of work personnel within the scope of an organizational unit greatly determines the continuity of employees in continuing their careers, among others by paying attention to the following matters: 1). Is the worker suitable to be placed in the workplace, 2). Are workers able to carry out their duties well, 3). Does the employee get sympathy from other friends, 4). Are workers able to adapt, 5). Are workers able to maintain a balance between personal and official needs.

Workers will be able to do their job well if there are adequate work support facilities including work environment and work facilities. Work facilities are work tools that include work equipment, materials, and facilities / infrastructure that can affect work implementation by taking into account: 1). Use of work facilities, 2). Intellectual

4. Can bring in the right people to assess and evaluate the training program (invite the right people to attend)

Training evaluation is a part that should be integral to the overall training program. Training evaluations are arranged systematically to measure the level of success of the training program being organized. One of the evaluation techniques related to behavior is:
a. Select competent instructors (select effective instructors)
b. Using the right technique or method (use effective techniques and aids)
c. Implement the program properly (accomplish the program objectives)
d. Can meet the expectations of all customers (satisfy the participants)
e. Can evaluate programs (evaluate the program)

The following is an analysis of the 2015-2019 Budget Realization Report based on variance, trend, growth ratio and efficiency ratio.

Table 1. Budget and Realization of Garuda Indonesia Training Costs

Cost Budget Realization		
Year	*Actual Cost*	*Plan Cost*
2015	231.958.566. 905	225.004.635.175
2016	232.235.208.122	177.247.545.020
2017	233.677.907.237	178.709.565.471
2018	240.135.328.250	215.114.215.625
2019	241.517.295.664	223.214.345.425
Source of data processed		

CONCLUSION

Based on the results of research and discussion of the Evaluation of the Effectiveness of the Initial Flight Attendant Training Program, a conclusion can be drawn as follows:1) Reaction Stage,,Evaluation at the reaction stage showed that the training program students were very satisfied with the service from the organizing committee and resource persons. What needs to be considered is the completeness of training material (modules) for each student, 2) Learning Stage. Evaluation at the learning stage shows that flight attendant students are very enthusiastic in participating in the learning process, attitude assessment (behavior, discipline, attendance, cooperation, participation and responsibility), knowledge (pre-test and post-test scores) and skills are quite satisfying. For the success of all training students passed with certificates. However, it is necessary to improve the ability of participants in implementing the use of emergency tools in an effective way, so that in completing the given task they do not experience obstacles, 3) Behavior Stage, Evaluation at the behavior stage shows the alumni of the program have experienced a change in behavior. Discipline in attendance, appearance in dress, independence, attitude in team work (team work) and speed and accuracy in completing tasks, all of which have changed for the better, 4) Impact Stage, Evaluations at the impact stage indicate changes in performance. Alumni of the program have applied the knowledge that has been received, so that their knowledge will increase for the better. Not only the alumni themselves but also their colleagues. The contribution and assistance as well as the role of program alumni in the progress of this training program are very influential in improving student learning outcomes for flight attendants.

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