

## Application of Kirkpatrick Model to Measure Employee Agility to Employee Performance of PT Telkom Indonesia

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### ABSTRACT

This study aims to determine the relationship between Reaction, Learning, Behavior, Result, Employee Agility, and Employee Performance using AfRAM (Agility for B2B Regional & Account Management Team) trainee data. In this study using proportional sampling technique. In analyzing the data collected using PLS-SEM. The result of the study is that employee agility is an urgency and the company's needs continue to increase. Agility benefits employee performance. Employee Agility can be developed through training. Research evaluation is very important to measure the success rate of training, the evaluation method used is kirkpatrick. Employees with a high level of agility can implement the skills learned in training effectively, demonstrating a strong relationship between training and employee performance.

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## INTRODUCTION

Facing competition in the global era, companies are required to work more productively. In order for companies to compete in the global era, companies need to manage their human resources effectively and efficiently (Ruhayat et al., 2022). The productivity of the company is directly related to human resources. Human resources have a major role in every activity and activity carried out by the company. Human resources who always play an active and influential role in every company activity because humans become planners, doers, and determinants of achieving goals.

Employee performance is the result of work achieved by employees in carrying out the tasks assigned to them in achieving work targets, and employees can work well if they have high performance so that they can produce good work (Silaen et al., n.d.). This is what makes employee performance have a great influence on the success of a company. For this reason, the performance of employees must receive attention from company leaders, because declining performance of employees can affect overall company performance.

Currently, improving employee performance needs more attention in preparing to face competition in the global era, especially companies in the technology sector such as Telkom Group. The rapid development of digital technology has made the Government of Indonesia strive to print and develop digital talents as many as 600,000 people per year. Thus, the SOE ministry directs Telkom through the Indonesia Telecommunication and Digital Research Institute (ITDRI) as a SOE that focuses on digital technology in realizing this desire and helping other SOEs. Telkom Indonesia integrates IndiHome into Telkomsel. This spin off is in line with one of the *Five Bold Moves*, *Fixed Mobile Convergence*. The transfer of IndiHome to Telkomsel marks a business refocus within Telkom Group, namely the *Business to Consumer* (B2C) segment fully managed by Telkomsel. Meanwhile, Telkom will focus on becoming the market leader in the B2B (business to business) segment, which is a potential new source of revenue for Telkom's higher growth in the future.

This transfer of IndiHome to Telkomsel marks *refocus* business within Telkom Group, namely segment *Business to Consumer* (B2C) is fully managed by Telkomsel. Meanwhile, Telkom will focus on becoming the market leader in the B2B segment (*business to business*) which is a potential new source of revenue for Telkom's higher growth in the future (Telkom Indonesia, 2023). Telkom will accelerate the transformation of the B2B segment to the Telkom Regional level. Telkom is transforming from B2C sales to B2B sales. Telkom Group has not focused too much on doing B2B business for MSMEs and local government agencies. Telkom Group is optimistic that B2B is a segment that will grow large in Indonesia because a number of industrial sectors continue to transform digitally. Telkom Group will focus more on *Business to Business* (B2B), which means Telkom will focus on data centers, telecommunications infrastructure such as communication cable networks and others (Telkom Indonesia, 2023)

Towards the peak point of Telkom Group's transformation, Telkom-ITDRI continues to strive for reskilling Telkom Regional employees so that they can run Telkom Group's B2B (business to business) business effectively. There are 5 Telkom Group or Five Bold Moves strategies, namely Fixed Mobile

Convergence (FMC), InfraCo, Data Center Co, B2B Digital IT Service Co, and DigiCo (ITDRI, 2023). ITDRI (Indonesia Telecommunication & Digital Research Institute) as a digital talent factory, takes the role of preparing and developing Telkom employees to face the challenges ahead through the AfRAM (Agility for B2B, Regional & Account Management Team) training program. AfRAM was held to prepare talents from Telkom Regional to be ready to run Telkom Group's B2B business in accordance with its transformation through Five Bold Moves. Training can help employees gain effectiveness in their current or future jobs by improving critical and creative thinking skills, decision-making abilities, and skills needed to achieve company goals (Dr. Agus Wibowo, M.kOM, M.Si, 2020).

AfRAM will be implemented from March - August 2023. There are 948 employees from 7 Telkom Regional divisions who received training. There are 2 batches, of which AfRAM Batch 1 will be held in March 2023 with 412 training participants. AfRAM Batch 2 was held in July with 148 trainees. Acceleration or additional batches of 336 participants. The number of AfRAM trainees is as follows:

**Table 1. Number of AfRAM Training Participants**

Telkom Regional	Batch 1	Batch 2	Acceleration	Amount
Telkom Regional 1	60	-	33	93
Telkom Regional 2	117	-	173	290
Telkom Regional 3	40	90	-	130
Telkom Regional 4	40	-	26	66
Telkom Regional 5	65	-	60	125
Telkom Regional 6	45	-	52	155
Telkom Regional 7	45	-	44	89
<b>Total</b>	<b>412</b>	<b>90</b>	<b>336</b>	<b>948</b>

Source: Company Internal Data (2023)

The following AfRAM focuses on each Telkom Regional are as follows:

**Table 2. AfRAM Focus**

Telkom Regional	Place of Execution	AfRAM Focus
Telkom Regional 1	Medan	SME
Telkom Regional 2	Jakarta	Healthcare, Education & UMKM
Telkom Regional 3	Bandung	Digital Product
Telkom Regional 4	Semarang	UMKM
Telkom Regional 5	Surabaya	SME & Digital Product
Telkom Regional 6	Balikpapan	Connectivity
Telkom Regional 7	Makasar	Connectivity

Source: Company Internal Data (2023)

Transforming into a B2B business, Telkom Regional employees need material provisions and competent mental coaching. AfRAM *Batch 1* brings a learning journey for Telkom employees by applying the concept of *dynamic curriculum 10:20:70*. Where 10% learn theory, 20% *sharing* or *learning from others*, and 70% *experiential learning* which is ultimately the result of *learning* must be

manifested in behavior change into real work. For fields related to solution product technology, 70% is processed and integrated with innovation. With the distribution of portions of the 10:20:70 learning method, it can help Telkom Regional employees to focus on solving problems, not just referring to theory. ITDRI hopes that AfRAM trainees can undergo Telkom Group's transformation through initiative 5 *Bold Moves*, especially in the B2B aspect *Services* (ITDRI, 2023).

At *Batch 2* AfRAM focuses on talent development as *Account Management* To be ready to undergo company transformation. AfRAM series of activities *Batch 2* i.e. *Mentoring, Bootcamp, Sprint Review #1, Sprint Review #2, until Sprint Review #3* with *journey* Different ALPs on *Batch 1*. *Journey* ALP consists of: *Account Management (Profilling and Account Plan), Solution Management (Offering and Proposals), and Bidding Management (Dealing and Contract)* (ITDRI, 2023).

The training was conducted to prepare employees from Telkom Regional to be ready to run Telkom Group's B2B business. Part of the B2B program is *reskilling* which used to be B2C sales now focuses on B2B sales where Telkom Group needs to replace *skill* which previously became *skill new*, so that employees can carry out B2B operational implementation well and can implement when involved in participating in the B2B transformation process *services* (ITDRI, 2023).

Training activities consist of three main things, namely planning, implementation, and evaluation. According to Kirkpatrick and Kirkpatrick, to be able to analyze the effectiveness of training, it cannot be evaluated on the results alone but it is necessary to evaluate the reactions of participants who will show the results of the learning obtained. Evaluation of the quality of training is very important and needs attention because the better the quality of the training material, the maximum benefit of the training and the quality of the training delivery, the more effective. The quality of the training method is related to the accuracy of the way the material is presented. Training is inseparable from capacity development, measuring clear goals, and changing attitudes. From the trainer factor, the coach is a person or team that provides training / education to trainees.

Researchers argue that agility benefits performance as well as competitive advantage for organizations (Panda, 2024). Considering the ability perspective, employee agility underscores the ability to quickly sense and respond to business-related changes in a timely manner (Panda, 2024). Employee agility is the ability of employees to respond effectively and timely to dynamic and constantly changing changes, and they take advantage of those changes to achieve maximum profitability. Employee agility or employee agility is considered very crucial for employees to have in the company. This is because, employee agility is expected to increase the ability of speed in adaptation, innovation, flexibility, and the ability of employees to respond to new changes (Simatupang et al., 2023).

The process of responding to and responding to this major change depends on the ability and agility of the employees themselves. The ability of employees to adapt is one of the keys to the company's success. Therefore, agility or agility is important and has become a necessity for companies to be able to face new situations or rapid changes. Employee agility refers to the



can be well-permormed so they must be equipped with *skills* that can keep up with the demands of work (*workface*). Because employee *skills* will experience a process called *aging*, training is needed by employees as an effort to update skills. The benefits of training are not only felt as *up-grading* skills or *competency*, one of the benefits of training is that it can improve the ability to adapt to changes in technology or work programs.

### **Theory Of Kirkpatric's Training Evaluation**

In training it is very important to conduct an evaluation. The purpose of evaluation is to obtain accurate and objective information about the results of the training. In conducting an evaluation, you must consider the evaluation model to be made. Kirkpatrick evaluation is a training evaluation model developed by Donald Kirkpatrick, Ph.D. wrote a four-art article entitled "*Techniques for Evaluating Training Programs*" published in *Training and Development, the journal of American* (ASTD). In the Kirkpatrick evaluation model can be done in four levels as follows:

1. *Reaction*

Donald L. Kirkpatrick said that the reaction was judged as participants' satisfaction regarding the training program. Basically, measuring reactions is very important because it can find out how participants feel about the implementation of the training program and provide goals and inputs.

2. *Learning*

At this level, the most important evaluation of the level of knowledge of participants related to the material presented, will usually be given in the form of *pretest* and *posttest*. Donald L. Kirkpatrick explained that learning is defined as a situation when participants are able to change their attitudes, knowledge, and skills as a result of attending training. The purpose of implementing learning evaluation at level 2 according to Donald L. Kirkpatrick in Kennedy, E., P., Chyung, Y., S., Winiecki, J., D., & Brinkerhoff, O., R. is to determine the participants' understanding of the material presented. Learning is concerned with the measurement of the program learning principles, facts, techniques, skills presented in training.

3. *Behavior*

The concept at this level is to measure changes in attitudes and behaviors in employees who attend training. Behavior change is measured using a training base and skills that correspond to improved employee performance. This increase in behavior is individual, because change factors can arise from within each participant. This level is carried out by measurement before and after training. How participants can transfer the knowledge, attitudes and skills acquired during training to be implemented in their workplace. Because what is assessed is a change in behavior after returning to the workplace, this level 3 evaluation can be referred to as an evaluation of the *outcomes* of training activities.

4. *Result*

Evaluation of results according to Kirkpatrick, D., L. & Kirkpatrick J., D is as an end result that occurs as a result of participants participating in the training program. Kirkpatrick, D., L. & Kirkpatrick J., D say that evaluations on results at this level evaluators link the results of the program with the

improvements of the company. Evaluation is carried out to compare the quality and quantity of work results and work process time before and after training

### ***Theory Of Employee Agility***

Agility can be interpreted as a person's ability and desire to learn experience so that it can be applied to improve work performance. Agility is above ability because it emphasizes the importance of an employee's desire to learn and implement learning based on experience, the concept of agility has many similarities with a person's ability to learn. Each employee basically has different skills but the assumption is that they still have the possibility to be agile.

### ***Reaction on Employee Agility***

The first level of the Kirkpatrick evaluation model focuses on participants' reactions to the training program. Evaluating participants' reactions is to measure trainee satisfaction and measure how much participants feel the training is relevant to daily tasks. According to (Nugroho, 2022) A positive reaction can help ensure trainees get the most out of the training program. A positive reaction means the ability of employees to respond effectively and timely to changes and utilize those changes to achieve maximum profit.

H1: Reaction partially on employee agility

### ***Learning on Employee Agility***

Kirkpatrick's second level is evaluation of learning. This level focuses on evaluating the level of knowledge of participants on the material that has been delivered during the training. Whether the material presented can be well received by participants. Kirkpatrick defines learning as the extent to which participants change attitudes, improve knowledge and skills as a result of attending a training program. Kirkpatrick (2006) said that evaluating learning activities is important because without learning activities there will be no change in behavior. It is important to provide evidence that trainees gain knowledge and skills from the training program and thus demonstrate the benefits of the training program such as increased employee agility which is a state in which individuals are open to seeking knowledge and self-development.

H2: Learning partially on employee agility

### ***Behavior on Employee Agility***

This level measures employee performance by looking at the extent to which employees apply new knowledge and skills acquired in the workplace. This level of evaluation is very important because it addresses the issue of applying new skills. Whether the change in attitude that has occurred after attending the training will also be implemented after participants return to the workplace, increased employee agility where employees have problem-solving

skills, are comfortable with experience, technology, and new ideas, and are always ready to accept new responsibilities.

H3: Behavior partially on employee agility

### **Result on Employee Agility**

The final level in Kirkpatrick's evaluation model emphasizes the real results of training, because this level is directly related to the objectives of the program. Evaluation at this level of results focuses on achieving the final results that occur, namely the impact of training on employees on the environment and the company. Included in the results of increased productivity, increased employee discipline, time efficiency in carrying out work, improved quality, improved skills, decreased *turnover*, and increased profits. Agility within the company can make the company develop and move forward. In other words, this level evaluation is an evaluation of the *impact* program.

H4: Result partially on employee agility

### **Employee Agility on Employee Performance**

*Agility* is an ability related to adaptability and willingness to face the unknown and is used to predict a person's potential performance in performing tasks. With *agility* High ones will be able to affect employee performance. Previous research on influence *agility* employee performance has been carried out by (Alde Rahmah, 2021) which resulted in *agility* Positive and significant influence on employee performance (journal The agility of the workforce owned by employees in completing work is a much-needed factor. Workforce agility has a significant influence on employee performance. The better the agility of the workforce, the better the performance of employees, on the other hand, if employees cannot apply the attitude of labor agility, the performance will be worse (Dwi Ardian et al., 2023). Researchers argue that agility benefits performance as well as competitive advantage for organizations (Panda, 2024).

H5: Employee agility partially on employee agility

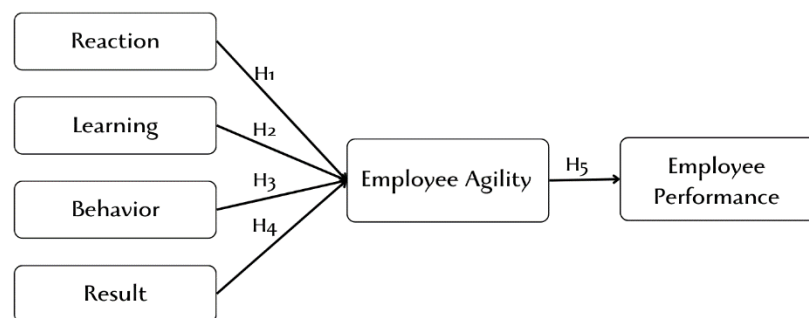


Figure 2. Conceptual Framework

## **METHODOLOGY**

This study used a correlational approach to investigate the relationship between six main factors: Reaction, Learning, Behavior, Result, Employee Agility, and Employee Performance. The population of this study consisted of AfRAM (Agility for B2B Regional & Account Management Team) training participants which was held in March - August 2023. In this study the sample technique used is proportional sampling or balanced sampling, namely in

determining the sample, the researcher takes representatives from each group in the population whose number is adjusted to the number of subject members in each group. The sample criteria in this study are Telkom Regional 1, Telkom Regional 2, Telkom Regional 3, Telkom Regional 3, Telkom Regional 4, Telkom Regional 5, Telkom Regional 6, and Telkom Regional 7 who have participated in the AfRAM (Agility for B2B Regional & Account Management Team) training program. To analyze the data collected using the Structural Equation Model (SEM) based on Partial Least Square (PLS). SEM-PLS is one of the approaches used in SEM analysis. SEM-PLS is an alternative technique for modeling relationships between latent variables and manifest variables.

## RESEARCH RESULT

In the global era, companies need to manage their human resources effectively and efficiently. Employee performance needs to be considered to be ready to compete in the global era. This transfer of IndiHome to Telkomsel marks *refocus* business within Telkom Group. Telkom is transforming from B2C sales to B2B sales. Transforming into a B2B business, Telkom Regional employees need material provisions and competent mental coaching. To prepare employees for these changes requires training. Training helps improve employees' knowledge and skills to match industry changes. Training activities consist of three main things, namely planning, implementation, and evaluation. To measure the success of a training, it is necessary to conduct an evaluation. In terms of evaluation objectives, there is an evaluation used to determine the level of gap in a program, the level of effectiveness of a program, there is also an evaluation that aims to find the results of a program outside the planned program objectives. The Kirkpatrick Evaluation Model is a standard model for measuring and validating your employees' learning outcomes post-training. Four levels of evaluation, namely Reaction, Learning, Behavior, and Result form a tested and most trusted method of designing, implementing, and evaluating training that results in foundational values and achievement of the organization's mission. Researchers argue that agility benefits performance as well as competitive advantage for organizations (Deepanjana Varshney, 2020). Employee Agility can be developed through training. Various actions that can be taken to improve employee agility are training, compensation, empowerment, teamwork, and information systems. That employee agility can be the right answer to achieve company effectiveness, where they are able to try to integrate a fast mindset and behavior into daily business activities (Dicky Hida Syahchari, Lasmy, Maria Grace Herlina, Hardijanto Saroso, Darjat Sudrajat, 2021). In fact, employee agility is an urgency and a growing need for companies. The level of employee agility can affect the relationship. Employees with high levels of agility may be able to implement the skills they learn in training more effectively, thus demonstrating a stronger link between training and performance. Conversely, employees with low levels of agility may not be able to implement the skills they learn effectively, thus showing a weaker relationship between training and performance. More agile employees will more easily adjust to changing environments and utilize the skills employees learn in training.

## DISCUSSION

Employee performance can improve with training. When employee performance increases, employees become able to complete work better and increase company profits. With *Agility* High ones will be able to affect employee performance. Employee agility can increase the ability of speed in adaptation, flexibility, and the ability of employees to respond to new changes (Panggabean, 2022). The relationship between employee agility and employee performance is critical and complex, as employee agility can influence how employees respond to challenges, learn, innovate, and ultimately contribute to a company's success. Employee agility can be improved through training programs. Effective training can increase employee agility because it helps employees develop the skills, attitudes, and knowledge necessary to adapt to change, learn quickly, and remain productive in a dynamic work environment. Measure the effectiveness of training by conducting evaluations. Evaluation after training helps the company to assess the extent to which the objectives and objectives of the training have been achieved.

## CONCLUSIONS AND RECOMMENDATIONS

This conceptual paper explores the relationship between Reaction, Learning, Behavior, Result, Employee Agility, and Employee Performance so statistical results are not yet available for this study. The model shows that training is very important to improve employee effectiveness at work. Employee Agility can be the right answer to achieve company effectiveness. Employee agility is very important in companies because it can adapt to changes and increase competitiveness. Employee agility can affect employee performance because employees who have high agility have the ability to complete tasks quickly and effectively, the ability to learn new things quickly, flexibility in meeting new challenges, and innovation in work. The paper suggests that companies should prioritize building employee agility, as employees with low levels of agility may not be able to implement the skills they learn effectively, thus showing a weaker relationship between training and performance.

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