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SASHENKA ABIGAIL DARMINTA

School of Business & Management, Bandung Institute of Technology, Indonesia

INVESTIGATING THE SIGNIFICANCE OF TRAINING AND DEVELOPMENT OF INDONESIAN ENTERPRISES DURING A PERIOD OF ECONOMIC CRISIS - WITH A FOCUS ON COVID-19

Abstract:

The purpose of this report is to identify and investigate the significance of the Training and Development of Indonesian enterprises during a period of economic crisis. The specific period of economic crisis to be examined is the ongoing COVID-19 pandemic. This paper aims to see the shifts or changes in activities associated with the Training and Development of Indonesian employees.

To begin with, the COVID-19 outbreak has forced businesses globally to follow strict safety measures to avoid the spread of the coronavirus. These safety measures include adhering to physical and social distancing measures. As a result, many enterprises were forced to switch from a physical to a virtual environment such as working from home (WFH). As the majority of business activities were switched to online, this research investigates the extent of changes that take place with regards to Training and Development activities in Indonesia. It is known that Training and Development activities within an organization are extremely practical and hands-on approach activities. However, due to the recent COVID-19 pandemic, these activities too, must switch drastically to cope with the current safety measures.

The approach that this research follows is qualitative. A Google Form survey distributed to 100 individuals, aims to investigate the experience of these respondents regarding the new ways of working conducted during the virus outbreak. Findings of this research have shown that the drastic switch to a more virtual and digital approach to Training and Development could be extremely promising. As the world has become increasingly reliant on technology, the increasing usage of digital tools is considered to be a benefit rather than a burden in the long-term. However, due to the rapid changes and adjustments made, many improvements are still necessary to ensure effective and optimal use of digital tools. The recommendations of the ways to improve these virtual activities of reskilling programs are divided into five categories: Institutional, Financial, Technical, Material and Psychological Support measures.

Keywords:

Training & Development, Digital, New Ways of Working

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Abstract

The rise of the COVID-19 outbreak has resulted in unprecedented changes in the way many individuals conduct their work. During this time of high uncertainty, it has also become increasingly important for individuals to be equipped with updated skills and competencies to be entirely adjusted to new ways of working. This is critical as people can become much more confident and agile about their work, to ensure successful and efficient operations. The purpose of this report is to identify and investigate the significance of the Training and Development of Indonesian enterprises during a period of economic crisis. The specific period of economic crisis to be examined is the ongoing COVID-19 pandemic. This paper aims to see the shifts or changes in activities associated with the Training and Development of Indonesian employees in the new work environment. In addition, this research paper will be qualitative, holding an emphasis on the elaboration of respondents' responses about their needs and recommendations for the future of work in the New Normal era.

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Literature Review

Introduction

The Human Resources Department accounts for a vital and primary constituent within any organization. It is the division that establishes the foundation which aids the improvement of an individual, group, and the organization in terms of development across professional, personal as well as psychological attributes (Noe et al, 2010). Activities involved in this function include the training and development of all members of an organization. With major technological breakthroughs, the pace of digitalized change has accelerated. As expectations change, enterprises must conduct modernized upskilling schemes, to ensure that employees' skills are resilient to the ever-changing nature of the market (Williams, 2020).

The current dynamic state of the work environment forces enterprises to take more action concerning enhancing employees' competencies, to better prepare them in times of VUCA (volatility, uncertainty, complexity, and ambiguity) (Parween & Deepak, 2019). As it is progressively challenging to anticipate future events such as the current COVID-19 pandemic, this has led to a state of apprehension in many organizations, resulting in many enterprises conducting substantial and imperative changes.

The novel Coronavirus outbreak has caused the ultimate disruption of various industries' learning and development programs, therefore, resulting in a significant decline in the overall economic activity across the globe. With the implementation of strict protocols and safety measures such as social distancing or "work from home" (WFH) arrangements, many businesses are pressured into re-examining their beliefs and redefining the required competencies (Nielsen et al, 2017). Therefore, a nation's Human Resource training and development strategies are essential for the improvement of the overall workforce's productivity (Man, 2020).

This research paper aims to analyze the degree of alterations made in the training and development programs of enterprises that have been made due to the COVID-19 outbreak. Every organization has its distinctive way of developing during this pandemic such as reducing budgets and conducting layoffs, whereas others invest in remote training programs. More specifically, these organizational development schemes must address the immediate impact of the pandemic, to ensure the robust recovery of the economy, as well as to build and harness the competencies of the labor market in the long run. (ILO, 2021).

Theoretical Background

Professional Development in Enterprises

Professional employee development programs are extremely crucial to all members of an organization. Providing an opportunity for training and development suggests that an organization is mindful of the needs of its employees. Research conducted by Dr. Elena P. Antonacopoulou, suggests that two principles underpin employee development:

1. Self Development
2. Self Directed Learning

These concepts indicate that professional development must be of intrinsic value to employees. If employees are more inclined to participate in organizational development programs, this suggests a greater chance of satisfaction and motivation within the workplace (Elena P, 2000). The more eager and curious an individual is to improve their skills, the more willing they will be in attending workshops, seminars, and other training programs. As a result, as more employees take part in reskilling programs, the higher chances are of increased productivity within the organization.

Moreover, recent surveys further prove the significance of employee training and development to an enterprise's long-term success. More or less 40% of employees leave their current position within the year due to poor and inadequate training as well as the lack of apprenticeship programs available (Go2HR, 2020). Therefore, as members within the organization are not able to find room for growth within their careers, the chances of developing inside the company (such as promotion opportunities) are very limited. As a result, employees lack the opportunity to achieve self-actualization within the workplace.

Overall, training is a massive investment made by organizations. It will contribute to extended benefits concerned with organizational culture, employee retention, the company's brand, and reputation to the general public. With strong training programs, companies are at the advantage of reducing the number of individuals seeking to find growth elsewhere (Chiong, 2020).

Shaping a Progressive Learning Culture

Both technological, as well as societal advances, are playing a crucial role in sculpting how individuals learn. Corporate learning has evolved significantly over the years as data and information are undoubtedly far more accessible than it was before. Due to the vast reach of the Internet, employees are now able to attend online training, seminars, and classes with their liberty. To develop a successful growth mindset, organizations need to acknowledge the curtailments that prevent their employees from reaching levels of personal as well as professional development. This is defined in much more depth by Professor Edward Hess from the University of Virginia (2016), pointing to three main constraints of development:

1. Ego: The desire of individuals to be favored by others. As a result, people tend to deflect and deny what may cause them to look uninformed and unknowledgeable.
2. Fear: Individuals seeking to avoid the embarrassment of failure.
3. Complacency: During the process of acquiring knowledge, individuals tend to resist new challenges and ideas.

Upon understanding the key constraints associated with development, organizations, therefore, must be more supportive and conscious of the professional needs of their employees. As the business environment is highly dynamic with ever-evolving technological advancements, employees, therefore, must be constantly updated with the knowledge to broaden their skills and competencies, especially during unprecedented times like these (Grossman, 2015).

Overview

Changes in Training & Development Programs as a result of COVID-19

The outbreak of the pandemic has resulted in a swift change in working conditions. Due to the urgent need for self-isolation of each individual, there is a pressing need to alter physical working conditions to a now online working environment. A survey conducted by a vast number of Learning and Development practitioners indicated that 57% of these individuals invested in a greater amount of online learning budgets in 2020 (LinkedIn Learning Report, 2020). Nowadays, there is a staggering need for new digital competencies among employees. As people are still in the process of adjusting to the pandemic, the development opportunities are more challenging to find amidst this global health crisis and economic hardship. A total of 46% of employees globally have reported that their workplace has reduced the chance of reskilling due to COVID-19 (Degreed Report, 2020). As close as individuals get to face-to-face meetings is the use of video conferences and virtual webinars to take part in different professional development initiatives.

Human Resources Development Readiness in Indonesia

The Human Resources Division of any organization is responsible to equip the members of an organization with the necessary competencies, skills, and values needed to conduct their jobs effectively. The advances of the Human Resources Division of many enterprises have become much more important nowadays, especially due to the rise of the COVID-19 pandemic. The Association of Southeast Asian Nations (ASEAN) has created a survey that measures the readiness of several Human Resources Departments across nations to see the development and improvements of the labor force in said nations.

Indonesia, being a part of these nations, participated in the survey, where a total of 36 individuals took part in the assessment.

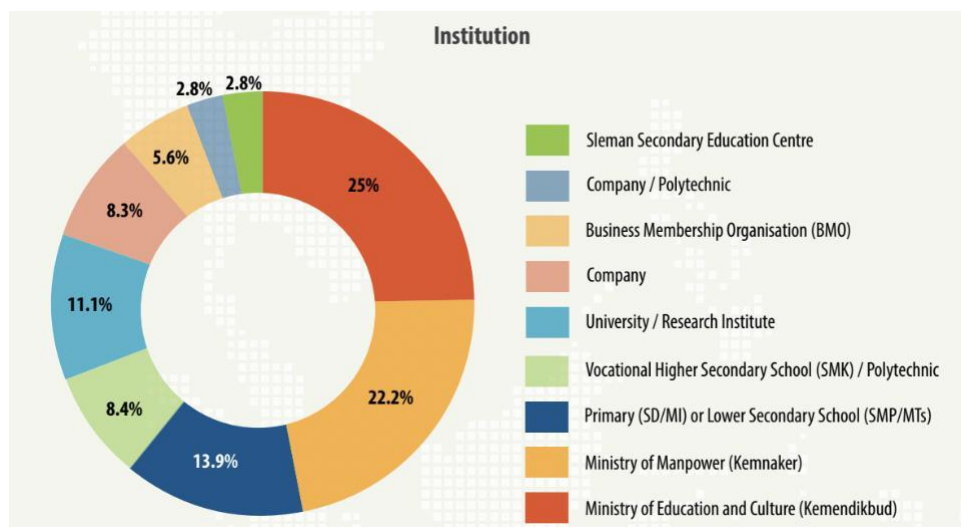


Figure 1: Respondent's Institutional Affiliation

More specifically, these individuals were further assessed on their perspectives regarding Modernized Human Resources Development Initiatives, which are of great significance especially during unsettling times like these. Results indicate that almost all participants perceive that updated Human Resources related schemes are essential for further development.

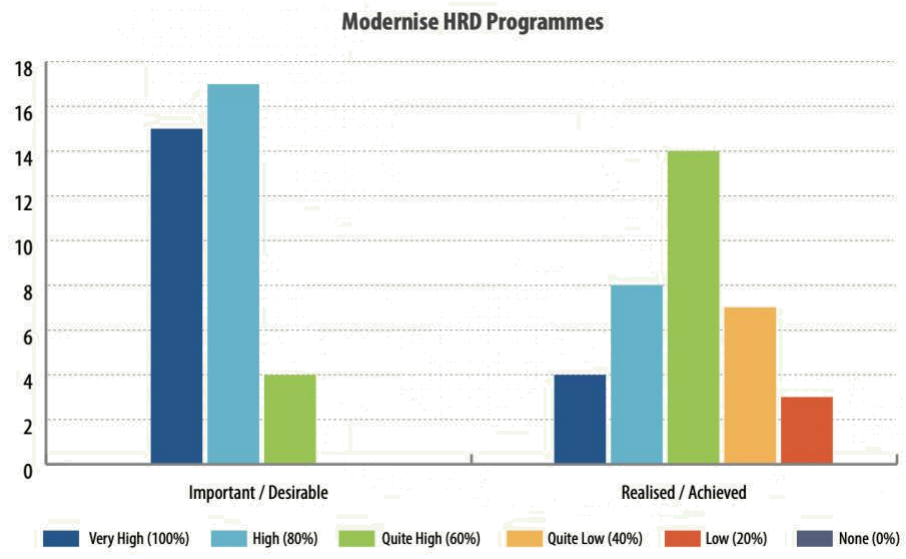


Figure 2: “Modernized HRD Programmes” Survey Results

Key Facts and Figures on Indonesia’s Labor Force

With a population of over 270 million citizens, Indonesia marks the fourth most populous country in the world. More specifically, the country itself is forecasted to have an increase in the overall youth population by 2030, therefore accounting for a rise in the working-age demographic of Indonesia. Additionally, Indonesia currently holds the position of having the largest economy in Southeast Asia, reporting an overall gross domestic output of US\$1,088,768 million.

Indonesia’s labor force is composed of a total of over 134 million individuals. The labor force itself is measured by the criteria of individuals who are aged 15 and older and who are in a position of dealing with the production of goods and services during a specified period. In addition, this criteria also includes individuals who are currently employed as well as first-time job-seekers. The overall labor participation rate of Indonesia is 69.32% in 2019, reaching the highest rate recorded throughout the years, before slightly declining to 67.8% in 2020 as a result of the pandemic. Furthermore, the Employment to population rate of Indonesia is also highly promising with a total of 63.72% accounting for 77% of the population being male and 48% being female.

Moreover, Indonesia has continued to be exposed to various technological advancements at a rapid rate. The country itself has seen significant growth in terms of online platforms, therefore creating more opportunities for e-commerce businesses. This new shift in digital lifestyle and practices have enabled promising chances to lower the unemployment rates of the country itself. According to the Human Development Index, Indonesia has continued to improve in terms of its socio-economic aspects. Despite the extensive shifts and modifications made due to the COVID-19 outbreak, Indonesia, still manages to ameliorate its Human Development Index score generating a score of 71.94 in 2020, indicating a slight increase from the previous year. As a result, this placed Indonesia among one of the few countries that experienced a high level of human development; positioning the country at a rank of 107 over 189 other countries.

Indonesia's Labor Force amongst Different Enterprises

The Government of Indonesia has considered its crucial importance to prioritize the country's Small and Medium enterprises as they are considered the primary foundation of Indonesia's overall economy. It is estimated that almost 99% of businesses in Indonesia are within the micro, small, and medium (MSMEs) category. In addition, these enterprises provide the most job opportunities, with approximately 93% of the country's labor force engaged on a wage employment basis.

According to Indonesia's Central Statistics Agency, the distribution of labor in large and retail trading enterprises accounts for as many as 22.4 million or 31.81% of the workforce in Indonesia. In terms of the public sector, approximately 9.5% of the Indonesian population is currently employed in Government enterprises. Moreover, the smallest portion of Indonesia's population works at Non-Profit Organizations, accounting for 270,2 million people as measured in September 2020.

Alterations made in Re Skilling initiatives by Indonesian Enterprises due to the Pandemic

As work arrangements are being modified to limit the spread of the coronavirus (such as companies switching to hybrid work practices or introducing “Work From Home” options), the Human Resources Division must be mindful of creative alternatives to meeting the technical as well as psychological demands of the workforce. According to the International Labor Organization based in Indonesia, many Human Resources managers have collaborated with Training Instructors to transform various reskilling and employee development programs into more digitized practices.

An example would be the International Labor Organization’s collaboration with *Skilvul*. *Skilvul* is a technology education platform that provides lessons in digital skills, with a "blended-learning" method in both online and offline forms. The workshop took place with the primary aim to assist training instructors’ shift from traditional face-to-face to digital online skills training. Training Instructors across Indonesia (also known as “Balai Latihan Kerja” or “Balai Besar Pengembangan Latihan Kerja”) participated in this development program for a total of three months to equip them with technical skills in planning and delivering training digitally.

The content of the e-courses that were given in the workshops was a replication of previous digital skills training that was given to Balai Latihan Kerja’s instructors instigated by the International Labor Organization’s Women in STEM initiative. The courses provided include the assessment of participants’ capability in developing an individual action plan that can be introduced and executed at training centers. Constructive feedback was then provided by experts as well as peers to ensure the feasibility and quality of these action plans, to further strengthen the participant’s skills.

Due to the success and positive responses to the workshop, the International Labor Organization based in Indonesia has gained an increase in the funding support from the Government of Japan and Fast Retailing Co., Ltd., As a result, the International Labor Organization has continued to promote digital skills and distant learning projects to further develop the technical skills of

individuals amidst the COVID-19 outbreak, as well as ensuring occupational safety within all Indonesian enterprises.

Methodology

The research described is qualitative. Concerning the context of the theoretical citations discussed above, it is crucial to take into consideration the changes that occurred in the training and development processes in different Indonesian enterprises as a result of the COVID-19 outbreak. The results obtained are an attempt to fill this research gap.

Overall, the aim is to investigate the different strategies that training instructors must take within various Indonesian enterprises concerning the modifications of training and development programs due to the pandemic. The objective of this research question is to first evaluate both successful and unsuccessful reskilling and apprenticeship strategies during COVID-19. In addition, with this research's findings, it is expected to investigate or innovate new development schemes. Lastly, another research objective that is aimed to be derived from this paper is to identify insights on determinants that are stimulating the willingness and skills of the different Indonesian enterprises amidst a period of economic hardship.

This research or data collection method will be conducted in the form of a Questionnaire/Survey that will be distributed via the Google Forms platform. The target sample will compose of 100 individuals employed across different Indonesian enterprises (Small-Medium Enterprises, Large Enterprises, Organizations under the Public/Government supervision as well as Non-Governmental Organizations) who have been employed for two or more years (Pre - and During Pandemic Crisis). In addition, a series of open-ended questions will also be asked within the questionnaire. The overall purpose of adding a said feature is to give respondents the chance to further elaborate and give in-depth reasoning to their responses while still maintaining a coordinated flow. The responses derived from these questions also allowed participants to share their insights into the changes taking place in organizations in the learning and development area.

Furthermore, the data collected would then be analyzed in three different phases:

1. Data Reduction
2. Data Presentation
3. Conclusion

This approach is based on a case study conducted by Malhotra in 2010. The first step is to conduct Data Reduction. This is a process where only emphasized and crucial information is chosen, while the less significant information is eliminated. This is then followed by Data Presentation which utilizes visual and diagram presentations to investigate whether there are patterns and correlations among the information chosen. Finally, a conclusion can be drawn. The contents of the conclusion would focus on how the information is further analyzed and verified, to ensure that all of the information meets the objectives of the research.

Data Analysis

This section of the report will examine the significance and impact of the COVID-19 outbreak on training and development in different Indonesian enterprises. This report further illustrates the types of obstacles and interruptions experienced by various enterprises as well as immediate responses to the economic crisis and long-term measures that employees wish to be exposed to. The survey itself was distributed on the 23rd of March 2022 using the online software *Google Forms* platform and closed on the 3rd of April 2022. It was available in two languages, namely, English and Bahasa Indonesia. The inclusion of the option of the questionnaire being distributed in Bahasa Indonesia as well as the survey itself is distributed amongst Indonesian citizens. Therefore this enabled them to have the option to choose whichever language they felt most comfortable or at ease answering with. Apart from being circulated through a variety of networks and offices, the survey was also promoted on social media platforms to gather a wider range of respondents.

outbreak affecting their employment. This is mainly due to the change in the organization's ways of working in utilizing digital platforms, which will be further discussed within this report.

Has your enterprise or organization suspended operations in response to the COVID-19 pandemic?
100 responses

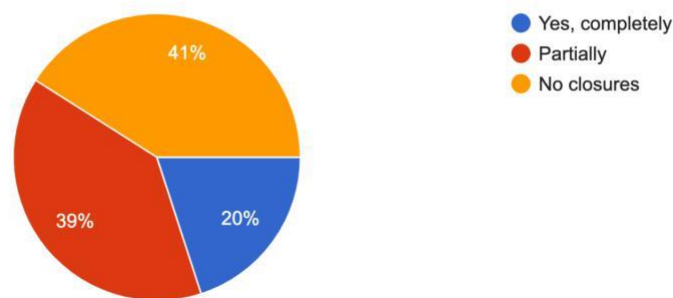


Figure 4: The suspension of operations among different enterprises

Source: Author's Survey

Furthermore, 74% of respondents reported that their organization has introduced *Work From Home* measures about the pandemic. While 23% of the individuals taking part in this survey indicate that they have completely shifted their daily operations to Work From Home for all the employees. Moreover, a total of three respondents stated that their organization has not introduced any Work From Home schemes. When asked to elaborate further, their responses revolved around the notion of how practical their roles were, and how working digitally would be impossible to achieve optimal results..

Has your enterprise or organization introduced "Work From Home" measures in response to the COVID-19 pandemic?

100 responses

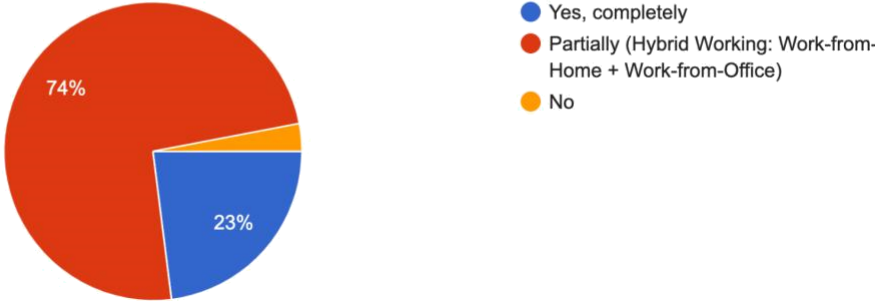


Figure 5: Introduction of Work From Home schemes among different Indonesian enterprises

Source: Author's Survey

The COVID-19 pandemic and the lockdown that has been derived from the outbreak will forever change the way individuals and enterprises conduct and socialize in the business environment. As a result, the shift of personal and professional lives will be done online digitally. In the past, employees might have been centralized or grouped to one or a few locations with a supervised and controlled set of information. Nowadays, employees are scattered across a wide range of locations over which their organizations have no direct control. With regards to the flow of communication within the organization, this must be done on web-based platforms such as Zoom, Google Meet, Skype, email, and many others. Concurrently, these enterprises must also address the impact of this virtual environment on their employees. Managers and executives must become increasingly aware of the changing needs of employees with regard to this shift in work practices.

Use of Online Learning and/or Offline Distance Learning Tools Prior and During the Pandemic

The sudden change to remote work due to the global lockdown has caused various Indonesian enterprises to adjust their operations to utilize digital means of work. Experts project that in the future, more than 1.3 billion people will work virtually due to the evolving work models and advancements in digital tools. According to a research conducted by Johns & Grattons in 2013, there are three main waves of virtualization, namely:

1. Utilization of Home Computers, the Internet, and Intranet
2. Mobile Technology and Cloud Computing
3. Digital collaboration tools and Social Media

With the development of state-of-the-art technology, in just less than a decade, the world has experienced various digital changes. An example would be the proliferation of ubiquitous IT and related objects (IoT) that has enabled a growing and rapid trend of embedding computational capability, the proliferation of high-speed networks, and constant connections which enabled employees to work, interact and collaborate from almost anywhere at any given time.

Furthermore, respondents of the questionnaire were asked to state whether their organization has specifically taken specific or introduced new measures with regards to the training and development of employees. Results indicate that 29% of respondents have not received any additional training ever since the emergence of the COVID-19 outbreak. In contrast, the majority of respondents are exposed to new training measures in response to the pandemic. These individuals were then asked to further elaborate on their responses regarding the new training and development programs that they were exposed to if they have chosen “Yes” as their responses.

Has your enterprise or organization taken any specific / new measures to ensure the continuation of staff Training & Development programmes during the COVID-19 pandemic?

100 responses

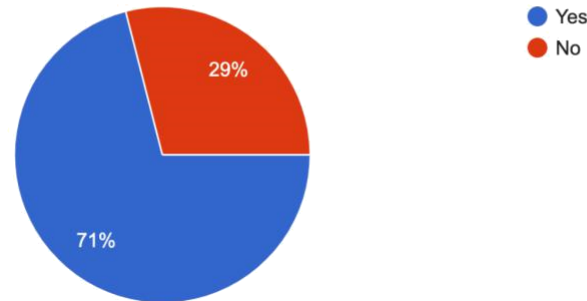


Figure 6: Specific or New Measures taken by Indonesian enterprise which ensures continuation of employee Training & Development amidst COVID-19

Source: Author's Survey

From the responses gathered with regard to the elaboration of the previous question asked, the majority of respondents reported that they have received “Online training” as new means of the continuation of employee training and development. Contents of this training range from safety measures that must be followed such as COVID-19 health protocols as well to coaching, workshops, and seminars provided by the organization to ensure the personal and professional growth of employees whilst conducting work in the virtual environment.

Moreover, to truly grasp and comprehend the significance use of online learning tools and the major technology shifts that are present within various Indonesian enterprises due to the COVID-19 pandemic, a specific question within the survey gives respondents the ability to indicate the investments that their enterprises have made prior to and after the pandemic.

Was your enterprise or organization using any of the following online and/or offline distance learning tools for Training & Development BEFORE t...andemic? Please check all the options that apply.

100 responses

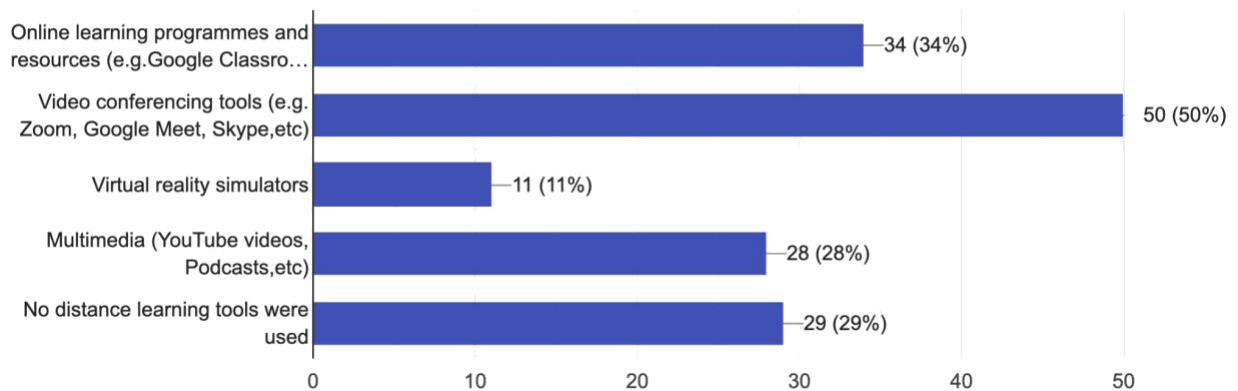


Figure 7: Work delivery utilized by Indonesian enterprises for employee Training and Development prior to the pandemic

Source: Author's Survey

Based on the survey's respondents with regards to previous work delivery methods that were utilized by Indonesian enterprises, 29% of respondents stated that in fact "No distance learning tools" were used prior to the occurrence of the pandemic. This mainly stems from Work From Office physical arrangements such as the ability to implement face-to-face meetings, paper-based work practices, and many more. However, due to the many individuals being heavily reliant on the use of digital technology, especially nowadays, many enterprises have already incorporated digital tools. The majority of respondents utilize video conferencing tools such as Zoom, Google Meet, etc, followed by many individuals utilizing online learning platforms such as Google Classroom and Microsoft Teams to encourage a more digitally collaborative and collective environment.

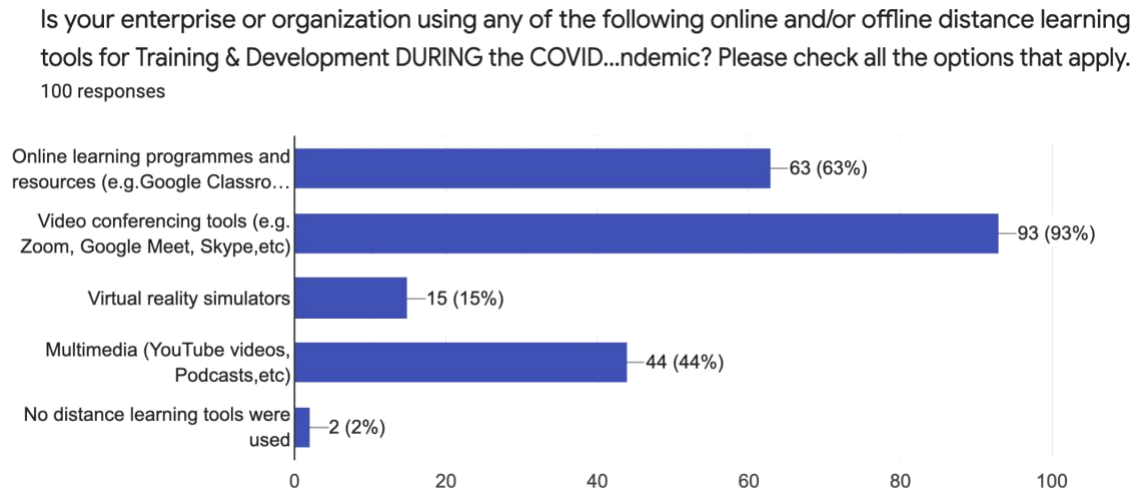


Figure 8: Changes in work delivery implementations for employee Training and Development during the pandemic

Source: Author's Survey

In contrast, respondents of the survey indicate an increase in the usage of digital online learning tools during the pandemic. The most impacted and popular use of online tools is video conferencing applications, with 93% of respondents stating the need for this platform. This is mainly because the utilization of video conferencing platforms is the main digital means for enterprises to conduct effective two-way communications with their employees during the implementation of Work From Home schemes. This tool is particularly important for the employee's personal and professional development within the organization. For instance, organizations tend to utilize this platform to conduct effective Onboarding and Virtual gathering sessions to maintain good employee rapport. Similarly, respondents indicate an increasing need for the use of online learning platforms, with an overall increase to 63% from 34%. Online learning platforms have become increasingly helpful and favorable for many companies as they allow both interactive, collaborative, and integrated work dynamics across various divisions and sectors within the organization. Additionally, there are an increase in the use of Multimedia (increase to 44%) and Virtual Reality simulators (increase to 15%) to encourage an immersive experience for employees during the implementation of Work From Home. Lastly, there is an overall significant decrease in the number of respondents indicating that there are “No distance

learning tools” - from 29% to 2% - as individuals become increasingly aware and reliant on the crucial need for digital tools for the continuation of their day-to-day business operations.

What challenges does your enterprise or organization face in delivering Training & Development programs when using online learning and/or offline...pandemic? Please check all the options that apply
100 responses

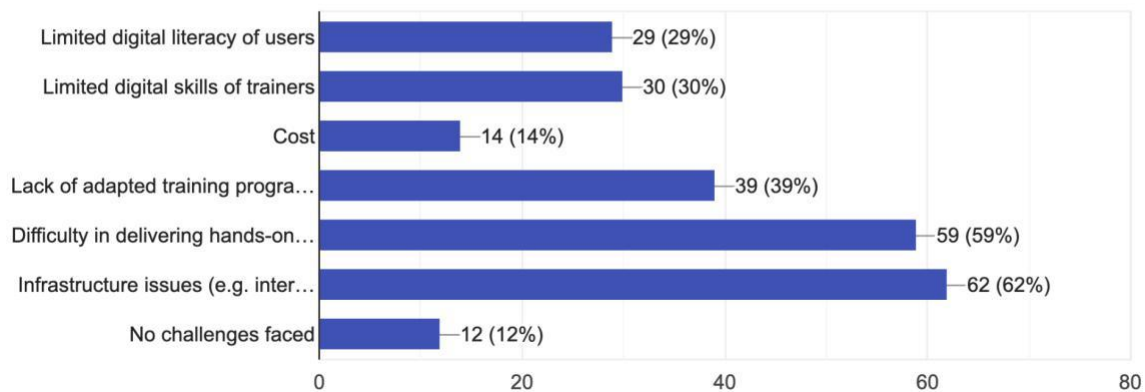


Figure 8: Challenges faced in delivering Training & Development by Indonesian enterprises among the respondent's survey

Source: Author's Survey

Identifying the various challenges associated with this significant change in working patterns and behavior is extremely important to formulate further strategic solutions to overcome these issues. Figure 8 identifies Infrastructure issues (including internet connection and device availability) and the difficulty in delivering hands-on or practical training procedures to be the main obstacles faced in the execution of employee Training and Development programs while utilizing online learning / offline distance learning tools during the pandemic. Regardless of how adjusted individuals may be to the use of these digital platforms, it is still extremely challenging to truly gain a practical and immersive Training & Development experience with only the usage of these online tools.

Furthermore, a common challenge faced by respondents is the lack of digital readiness of users as well as trainers. The survey suggests that 29% of respondents believe that they lack digital literacy in terms of operating regular business operations digitally. Similarly, 30% of respondents believe that there is a lack of digitally equipped trainers to assist them with this ongoing issue.

This constitutes a greater issue of overall work productivity and profitability in the end as employees are unable to perform their work optimally, therefore leading to minimal overall outcomes for Indonesian enterprises.

Additionally, another challenge faced is the lack of adapted training programs provided for many Indonesian employees. A total of 39% of respondents stated that they are exposed to limited access to resources and skills needed to be entirely adjusted to these current work arrangements. Moreover, 14% of respondents experience a challenge in terms of the costs associated with this digital transformation. This may be an issue due to increased investments associated with purchasing new devices, updating devices, and ensuring stable internet connections at all times. Lastly, only 12% of respondents reported no challenges at all in delivering and receiving employee Training and Development programs.

Mitigation measures and desired available support for the improvement of employee Training and Development in various Indonesian enterprises

Finally, the survey distributed included an open-ended question that revolves around Indonesian employees' derived support in relation to the Training & Development received within the "New Normal" era. The term "New Normal" refers to a state of life concerning the economy, society, etc following a crisis. The notion of incorporating this question into the survey is to allow respondents to elaborate further on their wishes for improvement regarding their new working environment.

Overall, responses gathered from the survey provided a variety of personalized and unique answers. Although, the most prominent and common response, was the need for an increase in exposure to digital, IT, and technology-related skills. The pandemic has forced many businesses to utilize more advanced operations with regard to their daily use of technology, therefore, a more updated form of support in relation to the usage of these platforms is critical for the survival of the business. Many respondents, gave suggestions that revolve around the execution

of a more interactive Training & Development program as well, as not only would this contribute to an increase in skills, yet also enhance the workforce and teamworking relationship.

Recommendations

Upon understanding the challenges as well as desires of employees in relation to having effective Training & Development Programs, it is important to put in place the different measures that are needed to adhere to these changes and ensure an effective employee Training & Development program. These measures are divided into five categories, those being:

1. Institutional
2. Technical
3. Material
4. Financial
5. Psychological Support

Institutional Measures

To begin with, Institutional measures needed to be taken into account for the continuation of employee Training & Development are associated with the need for concrete guidelines and regulations on remote working, as well as strict safety and health measures within the workplace. As many companies are now experimenting with Hybrid working conditions, it is critical that the implementation and execution of preventive measures such as social distancing, wearing of medical face masks, temperature checking before entering buildings, and the regular use of anti-bacterial gels are highly necessary to be enforced. The access to this updated information regarding the COVID-19 outbreak, including newly accurate versions of government regulations, could be shared with employees through email, newsletters, online platforms, or webinars.

In addition, enterprises must take into consideration the time frame taken to ensure the success and effective implementation of these new procedures. Firstly, it is important to ensure that there are enough or extended periods for the program's implementation. These timely notifications for

the new COVID-19 preventive measures are critical to enabling enterprises to effectively develop strategies and resources to guarantee success in a sufficient time.

Another institutional measure that Indonesian enterprises that may be desirable for their employees are to include the involvement of trade unions. This may be beneficial for their employees as they may get a sense of improved job security within the company. By being a part of a trade union, workers can gain better wages and benefits, personal protection, equality, and solidarity in terms of their work. Notable examples of worker's unions in Indonesia include:

1. K-SPSI-Rekonsiliasi
2. K-SPSI- Kongres Jakarta
3. Confederation of Indonesian Trade Unions (CITU)
4. Confederation of Indonesian Prosperity Trade Union (K-SBSI)

Technical Measures

As it is evident that employees are heavily dependent on new and updated digital measures it is important for enterprises to ensure enhanced provisions and guidelines on the use of digital tools and platforms for virtual work. Recommendations for these measures include the access and availability of free online Training & Development courses, videos, webinars, and virtual workshops. In addition, many enterprises should be more mindful of providing improved access to IT infrastructures such as giving free or affordable internet connection options to their employees. It is important for many businesses to incorporate digitally related Human Resources solutions so that employees working under this department can directly adhere to employees' concerns and needs. Therefore, employee capacity building in delivering online Training & Development such as teleworking or updated IT skills is highly necessary.

Moreover, enterprises must ensure to optimize the advancements that are now present in various technologies. Although the majority of Training & Development programs will be conducted virtually, enterprises can incorporate digital tools such as Virtual Reality Simulators such as the

Metaverse program to enable more collaborative and interactive discourse amongst employees and team members.

Material Measures

Furthermore, enterprises must be mindful of the content that they will share with their employees in terms of Training & Development as this will ensure the employee's overall engagement and experience within these new working arrangements. For instance, companies must provide more online learning content as well as resources that are directly suited and tailored to the needs of employees. Therefore, to truly understand the desires of their employees specifically, it is important for companies to conduct their very own primary research. This can be done through direct interview arrangements with employees or the distribution of a survey as this can reach a wider audience. These training materials should also hold a strong focus on safety and health measures within the workplace, to ensure that employees are aware of the new regulations in terms of Hybrid or offline work. In addition, the implementation of interactive Training and Development materials is highly important as it ensures practical learning in a virtual environment as well as more team bonding among employees. In addition, many enterprises must include materials on the new strategies needed for building resilience as well as the re-designing of business operations. This is extremely crucial as it will give employees a more concrete level of understanding with regard to the new direction that the company is headed.

Financial Measures

Moreover, remote work has increased expenses associated with digital tools and platforms for many individuals. Therefore, enterprises could potentially consider providing financial incentives to alleviate the expenses invested by their employees. An example could be enterprises providing additional grants and subsidies for participating in online distance learning courses. Another concrete example could be an employee tax relief. This additional financial support for infrastructure such as wifi and internet connection, electricity, phone bills, etc will

not only help employees but, could also motivate them in doing their work. Therefore, there could be an increase in potential attraction and retention rates within the company.

Psychological Support

As many Indonesian employees have stated that they are currently experiencing difficulty in terms of adjusting to the shift of online or digitalized Training and Development programs, many enterprises must be mindful of the overall well-being of their employees. Measures that could be taken to ensure the satisfaction of their workforce are to provide interactive support, albeit virtual, between training instructors, learners, and the leaders of the organization as well. Establishing and providing effective communication mechanisms for employees within the organization could lead to an overall positive impact on mental health and wellbeing. Indirectly, this will contribute to the potential overall increase in employee motivation by receiving psychological and educational support from instructors.

Limitations of this Report

It is important to take into account that respondents of the questionnaire distributed were only representative of various Indonesian enterprises. Therefore, this questionnaire may not be representative statistically of global or international scope. First and foremost, this questionnaire was designed and issued within a relatively short period of approximately three weeks in order to conduct primary research regarding the significance of Training & Development amongst Indonesian enterprises during COVID-19. Additionally, the survey was readily available online for any individual to participate without any specific restrictions. Nevertheless, although there are several limitations present within this report, the use and distribution of this questionnaire are still valid to analyze the shift in Training & Development programs within different Indonesian enterprises following the period of an economic crisis caused by the COVID-19 pandemic. Therefore, a suggestion to truly measure the impact of the new changes implemented by various enterprises is to conduct another questionnaire distribution to concretely estimate the influence of these programs.

Conclusion

From the analysis of the responses gathered from the survey distributed, it is clear that the digitalization of employees Training and Development programs are highly necessary. In addition, this change in operations could be extremely beneficial and useful for future opportunities of companies specializing in technology or the development of new products. Therefore, in the near future we may expect digital learning tools and platforms to become more accessible. In addition, although the pandemic has certainly improved as the distribution of effective vaccinations have been issued on a global scale, enterprises must still ensure that employees are exposed to adequate preparation and compliance with updated safety and health protocols.

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