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The Employees Training Management Model During the Covid-19 Pandemic
(The study in PT PELINDO II Panjang)

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ABSTRACT

This research aims to find out the management of employees' training programs during the Covid-19 pandemic with a qualitative research method through interviews with the Assistant Deputy General Manager of HR, a Senior Officer of HR, and 3 (three) employees that have joined a training. Based on the result and discussion, it can be concluded that employees' training must keep being conducted during the Covid-19 pandemic even though the Covid-19 pandemic has caused employees to work from home (WFH). There are several problems during the training program, such as trainees' reactions to the training method as trainees have not adapted to the newly implemented training method. The training execution in IPC Panjang is done online and divided into three phases: (a) Training Preparation, (b) Training Execution, and (c) Training Evaluation. For both the internal program and the external program of the company, the employees' training can also be done by companies through e-learning.

Keywords: *The employees Training, Management, Covid-19.*

Introduction

Human resource is an important asset needed by companies in pushing the implementation of effective business strategies. A high quality and trained human resource is an important aspect for companies in maintaining competitive ability and superiority over competitors (Zhang *et al.,* 2015). Therefore, the leader of HRD must have qualified technical skills where one of which is in designing employees' training programs as one of the means to improve human resources which can be done routinely (Ilyana and Sholihin, 2021). PT Pelabuhan Indonesia II (Persero) has a new identity as IPC or Indonesia Port Cooperation which is one of the ports below the management of PT Pelabuhan Indonesia II (Persero), a State-owned Enterprises (BUMN) within the national port and logistic service as the cog of Lampung Province Economy. Apart from being a profit-oriented State-Owned Enterprise (BUMN), Long IPC according to what is mandated by Law Number 17 of 2008 concerning Shipping (UU 17/2008 concerning Shipping) is a Port Business Entity (BUP) which acts as an Operator that operate terminals and other port facilities.

The training and development program at IP, namely Executive MBA, is a program designed for company leaders (1 and 2 levels below the board of directors) to continue postgraduate education. The domestic and foreign postgraduate education scholarship program is one of the best programs from IPC to invest heavily in employees by providing postgraduate education scholarships at renowned in local universities and abroad (PT Pelindo, 2022). The goal of the implementation is to provide opportunities for outstanding employees to improve their capabilities and competencies in order to build professionalism. This post-graduate program is held at domestic universities such as the Universitas Indonesia (UI) and Universitas Gadjah Mada (UGM), as well as at foreign universities including Shanghai Maritime University (China), World Maritime University (Sweden), and other universities. The target is all employees who meet the requirements and have passed the academic potential selection test including the level of S1 education with a work period of 2 years.

Training, Seminars and Workshops involving employees with various levels from the board of directors, subsidiaries to new employees to improve the ability of soft skills and hard skills of employees once a quarter, this program is carried out in order to improve competence (knowledge, skills and attitude) with various stages including achievement orientation and corporate values aimed at providing knowledge and skills in managing,

increasing, and maintaining high motivation, providing an understanding of the company's core values and behavior, and mentally preparing as a worker. Port and Logistic Institute IPC built a port training center to increase human resource capacity. The Opportunities aim for employees to have integrity, discipline, responsibility, teamwork, service attitude, physical and mental alertness, and decision making for smooth task execution.

Training is an activity that is needed for every organization, especially in the face of rapid changes in the business environment. And through training programs, employees are expected to be able to increase their work productivity (Wuryani *et al.,* 2021). During the Covid-19 virus pandemic, there is a lot of uncertainty, where employees work at home or Work From Home (WFH) or continue to work in the office or Work From Office (WFO) alternately. Although Indonesia is in a Covid-19 virus pandemic situation, companies must still pay attention to employee productivity even though they have to work from home or WFH (Raisiene *et al.,* 2020).

Literature Review

a. Management Model

A management model refers to a framework or approach that an organization uses to guide managerial practices and decision-making processes. Management models provide a structured way to manage resources, set goals, make strategic choices, allocate responsibilities, and monitor performance (Wang *et al.,* 2013). There are various management models, and organizations may adopt different models based on their goals, industry, culture, and specific circumstances. According to Punt *et al.,* (2016), Here are some commonly recognized management models:

a) Classical Management Model: this model has been developed since the early 20th century by emphasizing scientific and bureaucratic management principles. The Classical Model focuses on optimizing everything efficiently, organizing hierarchies, standardized processes and in the division of labor.

b) HRM Model: this model is a development of the classic model. this model is aware of the importance of humans in a company. People must be emphasized through motivation, satisfaction, and teamwork. Participative management style and open communication are promoted in this model.

c) Systems Management Model: This model treats an organization as a complex system of interconnected parts. Understanding the interaction and interdependence between one function and other functions and processes in a company. The focus of this model is to optimize all organizational functions, not just individuals.

d) Contingency Management Model, it is known that there is no one-size-fits-all approach to managing an organization. The most effective management practices depend on the circumstances and contingencies that match the events facing an organization. Therefore, managers need to make adjustments based on factors such as organizational culture, external environment, and individual differences.

e) Agile Management Model: the initial development of this model was due to the software industry which eventually became popular in many sectors. This model emphasizes flexibility, adaptability and collaboration. This management model is expected to have iterative and incremental progress, fast feedback loops, and teams that organize individuals to respond quickly to changing customer needs and market dynamics.

f) Lean management, which evolved from the Toyota Production System, focuses on reducing waste, increasing efficiency, and providing value to consumers. The paradigm stresses continuous improvement, employee involvement, and just-in-time manufacturing techniques.

It should be emphasized that these models are not mutually exclusive, and many companies integrate components from other models to develop their own leadership model. Furthermore, as industry and organizational demands evolve, new management models are continually being developed (Muller *et al.,* 2019).

b. Training Empoyees

Employee training is a process of a company's efforts to improve the ability of employees to become more skilled, increase knowledge and improve employee productivity. this process involves how the company facilitates the needs of employees through the availability of tools, information, and guidance that employees need to do the job effectively and overall contribute to the success of the company (Oluwaseun, 2018). According to Akter (2016)

, are important aspects of employee training:

a) Orientation of new employees when joining the company to familiarize themselves with the culture, policies, procedures and job descriptions of the employee.

b) Skills Development: This training program aims to improve the skills and competencies of employees related to their job roles. This can include technical skills, soft skills (such as communication, teamwork, and leadership), industry-specific knowledge, or software/system-specific training.

c) Continuous Learning: Organizations must encourage employees to continue learning through opportunities like workshops, seminars, webinars, and conferences. It helps them stay current with industry trends and technology.

d) Improve the performance: Coaching can address specific performance gaps or development areas identified through performance reviews. Organizations can help their employees develop the skills they need to succeed in their roles by providing targeted training.

e) Occupational Safety and Compliance Training: Some industries require specific training in professionalism and work ethics to ensure that employees are familiar with industry standards and laws. These may become hot topics such as employee safety, data security, ethical compliance and diversity, and inclusion.

f) E-Learning and Technology: As technology advances, companies are using e-learning platforms, online courses, and virtual training modules to easily and affordably deliver training content. This method gives employees the flexibility to learn at their own pace and access training materials remotely.

g) Mentoring and Coaching: Programs for mentoring and coaching pair up mentors or managers with individuals who lack sufficient self-awareness to provide them with advice, support, and customized lessons. It contains a variety of knowledge, practical wisdom, and professional acumen.

h) Evaluation and Feedback: In order to enhance the training process moving forward, it's critical to gauge the program's performance and collect employee feedback. Discussions, surveys, evaluations, and performance measurements can all be used to do this.

Organizations may boost work satisfaction, increase employee retention, promote a culture of learning and growth, and ultimately promote corporate success by investing in staff training (Barusman and Mihdar, 2014).

c. The Corona Virus (COVID-19)

The spread of the corona virus / Covid 19 has become a concern for various countries. The World Health Organization (WHO) on March 11, 2020 officially announced an increase in status from epidemic to pandemic. Determination of pandemic status is carried out by considering a disease that is contagious and spreads to many regions or countries (Kumar *et al.,* 2020). The impact of the Covid-19 outbreak is seen in almost all sectors of people's lives. Covid-19 is an infectious disease caused by a type of coronavirus that causes human respiratory tract infections, ranging from cold cough symptoms to more serious ones such as Middle East Respiratory Syndrome (MARS) and Severe Acute Respiratory Syndrome (SARS) (WHO, 2020). Corona virus Disease 2019 or COVID-19 is a new disease caused by Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2) infection. which can cause respiratory distress and pneumonia (WHO, 2020). Coronavirus is an RNA virus with a particle size of 120-160 nm. It primarily infects animals, including bats and camels (Akbulaev *et al.,* 2016).

Methodology

This research uses qualitative methods. In the statement of an expert Sugiyono, (2017). qualitative methods are research methods based on the philosophy of post-positivism, used to research on natural objects, where the researcher is the key instrument, sampling of data sources is done purposively and snowball, triangulation (combined) research techniques, data analysis is inductive / qualitative, and qualitative research results emphasize meaning rather than generalization.

This research uses qualitative methods because the problems studied are quite complex and dynamic so that the data obtained from the sources are collected using a more natural method, namely direct interviews with the sources so that natural answers are obtained. In addition, researchers intend to understand social situations in depth,

find patterns and theories that are in accordance with the data obtained in the field. The application of a qualitative approach with consideration of the possibility of data obtained in the field in the form of data in the form of facts that need in-depth analysis. Then the qualitative approach will encourage more in-depth data achievement, especially with the involvement of researchers themselves in the field. In qualitative research, which is the main instrument in collecting data that can be directly related to the instrument or object of research. This research will look for research subjects as well as research informants. The informants interviewed were 5 (five) people consisting of, Plt. Assistant Deputy General Manager of HR, Senior HR Officer, and 3 (three) employees who have attended the training. The criteria for selecting informants are those who hold the main key in the company in implementing employee training programs and employees who have participated in training during the Covid-19 pandemic.

This research uses inductive data analysis for several reasons. First, the inductive process can better discover the multiple realities found in the data. Second, inductive analysis is more able to make the researcher-correspondent relationship explicit, recognizable, and accountable. Third, such analysis is more able to describe the setting fully and can make decisions about whether or not to transfer to another setting. Fourth, inductive analysis is better able to find common influences that sharpen relationships. Fifth, such analysis can take into account values explicitly as part of the analytical structure. In qualitative research, data analysis methods are mostly carried out simultaneously with data collection. The data analysis technique used in this research is descriptive analysis. This means that the data that has been obtained is then presented as it is and then analyzed descriptively to get a picture of the actual conditions.

Result and Discussion

At a time when the corona virus (Covid-19) spread in Indonesia and caused many people to be infected, the government launched a Large-Scale Social Restrictions (PSBB) program, one of the programs run by the company is to hold work from home (WFH) activities. Although the company implements WFH for its employees, the employee training program must continue in order to maintain the company's competitiveness.

The initial stage before the implementation of training is the training planning stage. This planning stage is used by HRD to determine the components that become inputs for training activities, including schedules, participants, training materials, methods, instructors and training facilities.

a. *Prepare Phase*
a. The Accuracy in Allocationthe Traning Schedule
   Based on the interview result it can be concluded that in determining the training schedule, HRD considers the work hours. This is done for the training can be done without interfering with work hours. Therefore, HRD chose to not schedule training for every employee during the same work hour in each sector. The division is made into several batches for other employees in the same sector able to help with the in-training tasks.
b. Trainees Qualification
   The trainees are selected based on the type of training that will be conducted. This adjustment of training and training type is for the training to be accurate and for the training materials are in line with the trainee JD.
c. Instructors Qualification
   In selecting the instructors, HRD takes notice of the instructors' candidates' backgrounds. This is done to ensure the instructor able to give good training and create a rapport on the instructors' knowledge and training theme or type.
d. Training Materials Quality
   Based on the interview results both of research subjects, it can be concluded that determining training materials is based on the need assessment result. In addition to catering to employees' needs, the training materials are also determined by the problems occurring in the field. This is intended for the materials will be able to solve the problems, therefore the materials are selected carefully to cater to employees' need for employees to be able to apply the newfound knowledge in the future.
e. Training Facility

In doing the training during the Covid-19 pandemic, employees use laptops and other devices to access online training. The place used for training is the employee's personal room during WFO and the employee's home during WFH. The facility given to the employees is an e-certificate as a token for finishing the training.

b. Execution Phase

a. The Theme Congruence with the Training Goals
Based on the research result, IPC Panjang, as an example has done Service Excellence Training, Awareness Training, Internal Quality Audit, Market Research & Analysis, and Business Feasibility Study. This training is held to improve employees' competency, meanwhile according to interviews with employees, when asked about whether the training has fulfilled employees' needs, they said that the training that was held fulfilled their needs.

b. The Training Location Congruence with the Number of Trainees
The research subject stated that the location for training during the Covid-19 pandemic is not adequate, while on the other hand, other employees feel comfortable joining the training from home. The trainee either uses their own office if WFO or at home if WFH.

c. The Training Method Congruence with the Training
Material During training, the materials that were given is to handle and sort out several problems in the field. Then, the training method that is used is video-based training with video conferences for long-distance training. The employees' training method during the Covid-19 pandemic is also done through Zoom Cloud Meeting. Another training method is through an e-Learning portal such as a business canvas model or team viewer which can be accessed outside during the Covid-19 pandemic.

d. The Instructor Qualification Congruence with the Type of Training
During training, the instructor is a person experienced in their field and has the ability to deliver the materials. The trainees stated that the instructor is a professional and possesses knowledge of the materials which became the theme of the training.

c. Evaluation Phase

The evaluation instruments which is used during IPC Panjang training are several Google Docs links. The links are given to the trainees after the training and after the training is finished filing the documents, the link is returned to the administrator. Through the Google Docs link, the trainees are asked to asses several things related to the training whether they are satisfactory or not, such as instructors, materials, and facility. With this Google Docs link, HRD is able to find out the general reaction of the participants to the training. The training evaluation process is only done once which is after the training is completed. The management has not done an in-depth evaluation of the training results.

a. Trainees' Reaction to Training Process
After the training is completed, HRD has done some evaluation of the Google Docs link that was given to the participants. This evaluation is done to find out whether the participants are satisfied with the training program or not. Based on the evaluation result by HRD, it can be concluded that generally, the participants are satisfied with the training.

b. The Knowledge Gained from the Training
After the training, most of the participants stated that they are happy obtaining new knowledge. The knowledge they obtained also has a close relationship with their JD. Therefore, the employees should apply their new-found knowledge in their daily tasks.

c. Behavior and Skill Changes after Training
The training is held with the goal to improve employees' competency as the participants are hoped to be able to apply their new-found knowledge in their daily tasks which in turn creates some changes in employees' behavior and skills before and after the training. However, after the training is completed, there are only a few visible behavior and skills changes in participants. There are still a lot of employees that have not applied their new-found knowledge given in the training which can be applied in their daily.

Based on these statements, it can be concluded that after the training there are some behavior and skill improvements in employees as they applied the new-found knowledge from training. However, as time goes on, these changes disappear. Employees reverted to old behavior and skills similar to the one before the training.

Conclusion and Recommendations

a. Conclusion

Based on the results of the research and discussion, it can be concluded that employee training must continue to run online even in the conditions of the Covid-19 pandemic even though the impact of the Covid-19 pandemic causes employees to work from home or Work From Home (WFH). The implementation of training for employees in the IPC Panjang environment includes three stages, namely training implementation planning, implementation of training activities and training evaluation as follows:

1. The process of training planning, the steps are:
    a. Determination of the type of training based on need assessment. This aims to ensure that the type of training chosen is in accordance with the needs of the employees
    b. Determination of training implementation time is by adjusting employee work operational time
    c. Determining the qualifications of trainees by selecting target trainees based on the type of training to be conducted.
    d. Determining instructor qualifications based on their background knowledge.
    e. Determination of training materials is adjusted to the problems found in the field, which aims to ensure that the materials provided will be able to solve problems in the field.
2. There are issues in the training implementation process, namely the reaction of participants to the methods implemented. This is because the participants are not familiar with the existing training methods, as well as other things due to network problems, the occurrence of blank spots or unstable internet and not all places have internet facilities for employees who are undergoing WFH. In addition, the lack of interaction between participants and instructors can slow down the formation of values in the training process.
3. Several factors that are key to the success of training management are the availability of facilities and infrastructure to support the training design used during the Covid-19 pandemic so that the training carried out can be directed and planned in accordance with the expected objectives to be achieved. Therefore, during the Covid-19 pandemic, a design is needed in carrying out a training and developing an employee training management model.

b. Recommendations

Based on the results of the research, discussion and conclusions above, the following recommendations are obtained:

1. A company should be consistent in running training programs for employees and any conditions adjusted to the situation and conditions that are happening, because training is a form of improving employee abilities in supporting work productivity.In the modern era, Merry's Lampung cookies must make it easier for customer, such as a digital (non-cash) payment system.
2. The company needs to provide facilities in the form of a training venue that has an adequate internet network and build a varied e-learning portal with an element of creativity for employee training during the Covid-19 pandemic.
3. The training evaluation should be carried out in more detail, including: knowledge and skills gained by participants through training and changes in participants' behavior after attending the training. The more detailed evaluation is also expected to control employees to continue to apply the knowledge and skills of employees as trainees not only last for a short time.

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