

## Is continuous training to re-skilling and up-skilling employees needed by companies?

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### Abstract

*This study examines the necessity of continuous training through re-skilling and up-skilling for employees within Indonesian companies. As the global market evolves, technological advancements and changing business landscapes require firms to enhance their workforce capabilities to remain competitive. The research aims to elucidate whether ongoing professional development is crucial for organizational success in Indonesia. Utilizing both qualitative and quantitative approaches (percentage-based), the study integrates survey results on employee competency improvement needs and challenges with existing literature. The study's findings indicate a significant correlation between continuous training programs and enhanced employee performance and career development, which subsequently positively impact company progress. The conclusions drawn from this research emphasize the critical role of sustained training in empowering employees and driving business growth. Employees can develop their skills through training programs, which benefits the company.*

**Keywords:** Continuous Training, Employee Development, Human Resource Management

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**Abstrak**

Penelitian ini mengkaji kebutuhan pelatihan berkelanjutan dengan konsep re-skilling dan up-skilling bagi karyawan di perusahaan-perusahaan Indonesia. Seiring dengan perkembangan pasar global, kemajuan teknologi, dan perubahan lanskap bisnis, perusahaan perlu meningkatkan kemampuan tenaga kerjanya untuk tetap kompetitif. Penelitian ini bertujuan untuk menguraikan apakah pengembangan profesional yang berkelanjutan adalah hal yang sangat penting bagi kesuksesan organisasi di Indonesia. Dengan menggunakan pendekatan kualitatif dan kuantitatif (persentase), studi ini menggabungkan antara hasil survei permasalahan dan kebutuhan peningkatan kompetensi karyawan dengan literatur yang ada. Temuan studi menunjukkan adanya korelasi signifikan antara program pelatihan berkelanjutan dan peningkatan kinerja karyawan sampai kepada pengembangan karier, yang kemudian dapat berdampak positif pada kemajuan perusahaan. Kesimpulan yang diambil dari penelitian ini menekankan peran penting pengembangan pelatihan yang berkelanjutan dalam memberdayakan karyawan dan mendorong pertumbuhan bisnis perusahaan itu sendiri karena karyawan dapat mengembangkan kemampuan mereka melalui program pelatihan, di mana hal ini akan berdampak positif bagi Perusahaan.

**Kata Kunci:** Manajemen Sumber Daya Manusia, Pelatihan Berkelanjutan, Pengembangan Karyawan.

**1. Introduction**

In recent years, the Indonesian labor market has faced significant challenges characterized by rising unemployment rates and increasing instances of mass layoffs. According to data from the Central Statistics Agency (Mujiyanto et al., 2020), the unemployment rate in Indonesia surged to 7.07% in August 2020, up from 5.23% in the previous year. This escalation has been exacerbated by the COVID-19 pandemic, which has led to widespread business disruptions and economic instability. Additionally, the Indonesian Ministry of Manpower reported an alarming increase in layoffs, with over 2.8 million workers being affected by job cuts during the pandemic period (Diniyah et al, 2023). These statistics highlight a critical need for practical solutions to address the workforce challenges and ensure sustainable employment.

The Indonesian government and corporate sector have implemented various initiatives to mitigate these issues. Government efforts include the launch of pre-employment card programs (Kartu Prakerja) aimed at enhancing vocational skills and providing financial assistance to the unemployed (Presidential Regulation No. 36/2020) (Hardiansyah, 2022; Hendrastuty et al., 2021; Muhyiddin et al., 2022; Hamzah et al, 2021; Rozikin et al, 2023; Tasmilah, 2023; Wijayanti et al, 2020). Moreover, the Ministry of Manpower has introduced policies to promote job creation and workforce training, including partnerships with industry leaders to facilitate vocational training programs. On the corporate front, several companies have embarked on internal training and development initiatives to up-skill and re-skill their employees, aiming to bridge the skills gap and enhance productivity (Dorasamy, 2021; Eslavath et al, 2019; Pinnington et al., 2022; Swamy et al, 2015).

Despite these efforts, there remains a significant gap in the effectiveness of these measures. Previous research indicates that while training programs exist, they often fail to meet the evolving demands of the labor market. For instance, a few studies from former researchers revealed that many vocational training programs in Indonesia are outdated and do not align with industry needs (Arthur et al., 2023; Fairman et al., 2020; Maulana et al, 2023; Simanjanrang, 2013; Wibowo et al., 2022; Wiriadidjaja et al., 2019). Similarly, research by Darmawan et al (2023) shows that corporate training initiatives frequently lack the depth and scope to address advanced skill requirements.

This gap underscores the necessity for a more comprehensive and continuous approach to employee training. The literature suggests that ongoing re-skilling and up-skilling are crucial for enhancing employee adaptability and competitiveness in a rapidly changing economic landscape. For example, studies by some researchers emphasize the importance of continuous learning environments in fostering innovation and resilience within organizations (Borisova et al., 2017; Mazil et al., 2023; Yuwono et al., 2021). Moreover, research by Hariyanto et al (2020) highlights that companies investing in continuous professional development are more likely to retain talent and achieve higher levels of organizational performance. Given the critical role of continuous training in addressing workforce challenges, this study explores how Indonesian companies perceive and implement re-skilling and up-skilling initiatives. Specifically, the research aims to answer the following question: "Is continuous training to re-skilling and up-skilling employees needed by companies in Indonesia?"

A comprehensive literature review and survey was conducted to address this question, examining existing studies and reports on workforce training, skill development, and organizational performance. The review included ten critical studies highlighting the gaps in current training practices and underscoring the need for continuous learning. For instance, the work of Wolor et al (2020) discusses the limitations of traditional training programs and advocates for integrated learning approaches. Similarly, a study by Susano et al (2023) provides evidence of the positive impact of continuous training on employee performance and job satisfaction. Other notable studies include research by Birou et al (2022), which explores the role of training in enhancing organizational effectiveness, and a report by World Bank (2010, 2020) that underscores the importance of aligning training programs with market needs. Furthermore, the findings of Haziazi (2021) and Ng (2022) highlight the significance of continuous professional development in achieving long-term business success.

The implications of this research are profound. They suggest that for Indonesian companies to thrive in the modern economy, a strategic emphasis on continuous training is imperative. This study aims to provide valuable insights for policymakers, HR professionals, and business leaders, guiding them in designing and implementing effective training programs that foster employee growth and organizational resilience.

## **2. Theoretical background**

### **Human Resource Management Concept**

Human Resource Management (HRM) encompasses the strategic planning, implementation, and coordination of organizational policies and practices for managing an organization's workforce. It involves recruitment, selection, training, performance management, compensation, and employee relations. At its core, HRM aims to maximize employee performance and contribution to achieve organizational objectives effectively (Molina-Azorin et al., 2021).

One fundamental concept within HRM is the strategic alignment of human capital with organizational goals. This involves aligning HR practices with the overall strategic objectives of the organization to ensure that human resources are utilized efficiently and effectively (Strohmeier, 2020). Strategic HRM emphasizes the importance of integrating HR practices into the strategic planning process to gain a competitive advantage through people (Kravariti et al., 2022). Another critical concept is employee engagement, which refers to employees' emotional commitment and dedication towards their work and organization. Engaged employees are more likely to be productive, innovative, and loyal to the organization (Pawar et al., 2022). HRM plays a crucial role in fostering employee engagement through various initiatives such as meaningful work, supportive leadership, and opportunities for development (Dobbins et al., 2022; Shet et al., 2022).

Additionally, HRM encompasses talent management, which involves attracting, developing, and retaining high-performing employees. Talent management strategies focus on identifying key talent, providing them with opportunities for growth and development, and creating a supportive work environment to enhance their engagement and commitment (Jia et al., 2022; Xin et al., 2022). Overall, HRM serves as a strategic function within organizations, responsible for managing their most valuable asset—their people. Organizations can enhance employee performance, achieve competitive advantage, and drive sustainable growth by adopting strategic HR practices.

### **Human Resource Management and Employee Competency Development**

Human Resource Management (HRM) plays a crucial role in fostering the development of employee competencies within organizations. Competency development refers to identifying, nurturing, and enhancing employees' knowledge, skills, and abilities to align with organizational goals and requirements. This section provides a review of the literature and theoretical frameworks on HRM and employee competency development (Arthur et al., 2023).

HRM practices such as recruitment, selection, training, and performance management are essential for identifying and developing employee competencies. Recruitment and selection processes aim to attract candidates with the necessary competencies aligned with organizational objectives (Dorasamy, 2021). Once employed, training and development initiatives play a pivotal role in enhancing employee competencies. Training programs are designed to address skill gaps and develop competencies needed to perform job tasks effectively (Aburumman et al., 2020). Additionally, performance management systems provide feedback and recognition, facilitating competency development through goal setting and continuous improvement (Tang et al., 2018).

Furthermore, strategic HRM emphasizes the alignment of employee competencies with organizational strategy. Strohmeier (2020) argue that strategic HRM practices, such as competency-based management, enable organizations to achieve competitive advantage by leveraging employee skills and capabilities. Competency-based management involves defining and assessing competencies critical for organizational success, aligning HR practices with competency requirements, and integrating competencies into performance appraisal and career development.

Employee competency development is also influenced by individual factors such as motivation and engagement. High levels of employee engagement have been linked to increased competency development and performance (Le et al., 2020). Engaged employees are more likely to participate actively in training and development activities and demonstrate a willingness to acquire new competencies (Shet et al., 2022). Moreover, talent management practices focus on identifying and developing high-potential employees with the competencies needed for future leadership roles (Oncioiu et al., 2021). Talent management initiatives include succession planning, mentoring, and career development programs to nurture critical competencies for organizational success.

### **Employee Competency Enhancement, Career Progression, and Its Relevance to the Company**

Employee competency enhancement and career progression are integral aspects of human resource management (HRM) that significantly impact organizational success. This section comprehensively reviews the literature and theoretical frameworks surrounding these topics, emphasizing their relevance to the company's goals and objectives.

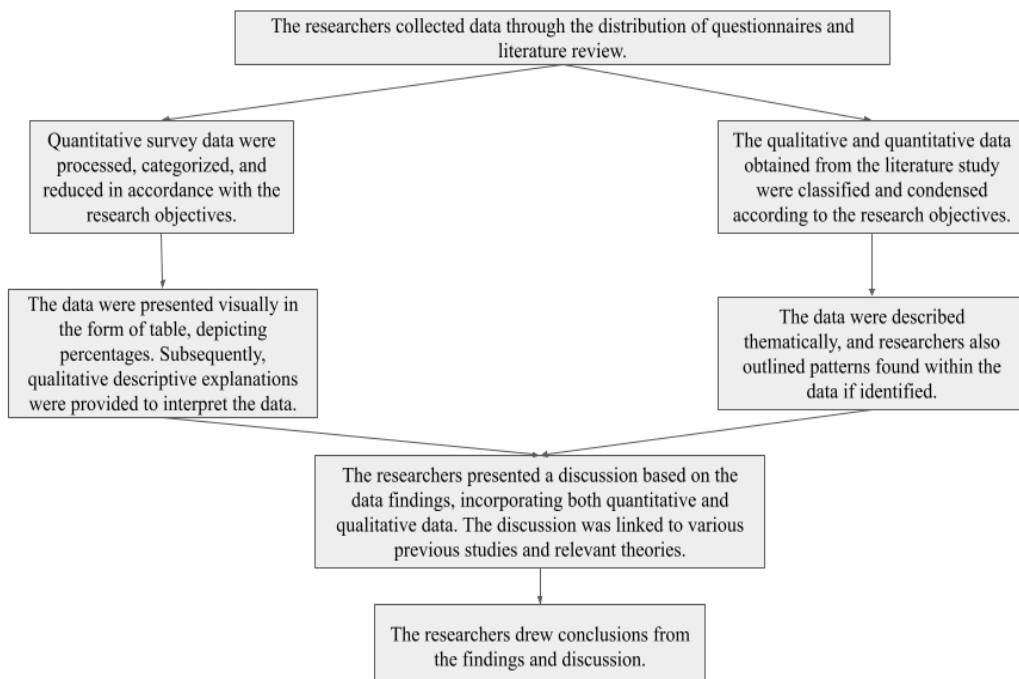
Employee competency enhancement refers to the continuous development of knowledge, skills, and abilities (KSAs) necessary for job performance and career advancement (Pawar et al., 2022). Competency enhancement initiatives include training programs, job

rotations, mentoring, and performance feedback mechanisms aimed at improving employee capabilities (Yanti & Mursidi, 2022). Career progression entails the advancement of employees within the organizational hierarchy through promotions, lateral moves, or specialized assignments (Karimi et al, 2019). Career development programs, succession planning, and performance evaluations are vital in facilitating career progression. Employees are motivated to enhance their competencies and pursue career progression opportunities to achieve personal growth and financial rewards (Kaliannan et al., 2023; Rachmawati et al., 2023; Susano et al., 2023).

The relevance of employee competency enhancement and career progression to the company lies in their contribution to organizational performance and sustainability. Competent employees with continuously upgraded skills contribute to improved productivity, innovation, and personal satisfaction. Moreover, career progression opportunities enhance employee engagement, job satisfaction, and retention, thereby reducing turnover costs and maintaining a skilled workforce (Gunawan et al., 2023).

Strategic HRM practices emphasize the alignment of employee competency enhancement and career progression with organizational objectives. Competency frameworks and career paths are developed to ensure that employee development efforts are aligned with the company's strategic goals (Rachmawati et al., 2023). Moreover, talent management strategies focus on identifying high-potential employees and providing them with tailored competency development and career advancement opportunities (Aburumman et al., 2020; Kaliannan et al., 2023; Rachmawati et al., 2023).

To accommodate those statements, the researcher provides a workflow for analyzing research data, both quantitative and qualitative. This workflow will make sure readers understand the correlation between Employee Competency Enhancement, Career Progression, and Its Relevance to the Company at the end of the discussion.



Source: Researcher, 2024

Figure 1. Data Analysis Workflow

### 3. Metode Penelitian

This study employs both qualitative and quantitative research methodologies to comprehensively examine the necessity of continuous training through re-skilling and up-skilling for employees in Indonesian companies. Using mixed methods (Creswell, 2017) allows for a robust analysis by integrating numerical data with in-depth qualitative insights, thereby providing a more holistic understanding of the research problem.

The qualitative aspect of the research is designed to gather detailed perspectives and insights from existing literature on workforce development, specifically focusing on human resource management and training development. The literature review aims to identify existing gaps, current practices, and the impact of continuous training on organizational performance. Key sources include academic journals, industry reports, and policy documents that provide context and background on training practices and their effectiveness in the Indonesian corporate sector.

The quantitative component involves a survey distributed via Google Forms, targeting a diverse sample of employees across various industries in Indonesia. The survey is structured to collect data on employees' experiences, perceptions, and needs regarding re-skilling and up-skilling initiatives. To ensure the sample's representativeness, respondents must meet specific criteria: they must be domiciled in Indonesia, actively employed or have at least one year of consecutive work experience, and fall within the age range of 17 to 64 years. This demographic range ensures a comprehensive understanding of the training needs and challenges across different stages of career development.

The primary data collection method for the quantitative research is a structured survey disseminated through Google Forms. The survey is designed to capture a wide range of information, including demographic data, current employment status, and detailed questions about the respondents' experiences with and perceptions of re-skilling and up-skilling programs. Questions are formulated to assess the availability, accessibility, effectiveness, and perceived importance of these training programs. The survey also seeks to identify any barriers to participation in training programs and to gauge the overall satisfaction and impact of these initiatives on job performance and career development.

To supplement the survey data, a comprehensive literature review is conducted. This involves systematically searching for and analyzing existing research studies, reports, and publications on human resource management and workforce training. Sources are selected based on their relevance, credibility, and contribution to understanding the impact of continuous training on organizational performance. The literature review helps contextualize the survey findings within the broader workforce development practices and theories landscape.

The data analysis process integrates quantitative and qualitative techniques to examine the research questions thoroughly. The quantitative data from the survey are analyzed using descriptive statistics, primarily focusing on frequency distributions and percentages to summarize the responses. This analysis provides a clear picture of the general trends and patterns in employees' experiences and perceptions of training programs.

The qualitative data, derived from the open-ended survey responses and the literature review, are analyzed using thematic analysis. This involves identifying, analyzing, and reporting patterns (themes) within the data. Thematic analysis helps to highlight the key issues, challenges, and opportunities related to re-skilling and up-skilling from the perspective of employees and existing literature.



## 4. Results and Discussion

### Results

The research findings underscore the critical importance of employee competency enhancement and career progression within the context of human resource management (HRM) and organizational success. Through a comprehensive review of the literature and theoretical frameworks, and also a survey, it becomes evident that investing in the continuous development of employee competencies and providing meaningful opportunities for career advancement are fundamental strategies for enhancing organizational performance and competitiveness. By aligning HRM practices with strategic goals and emphasizing the strategic significance of competency development and career progression, companies can attract, retain, and develop top talent, ultimately driving sustainable growth and success in the dynamic business environment. The data results of the issues of workers in Indonesia are presented here.

Table 1. Main Problems in Job Related to Employee Development

Variable	Percentage
1 Lack of Technical Skills	56,5%
2 There are Training Programs in the Company that Accommodate the Lack of Technical Skills	34,8%
3 The Competency Issue Has an Impact on Work	82,8%
4 The Daily Frequency of the Competency Issues Impacting Work	65,7%
5 The companies don't provide training that meets the needs of employees	65,2%
6 Companies do not provide training mainly because management does not consider it necessary.	55%

The survey results depicted in Table 1 reveal several critical insights regarding employee development issues within the workplace. Firstly, a significant percentage of respondents (56.5%) identified a lack of technical skills as a primary challenge in their jobs, indicating a gap between required competencies and current skill sets. Despite this, only 34.8% reported the existence of training programs within their companies aimed at addressing these technical skill deficiencies. Moreover, 82.8% of respondents noted that competency issues directly impact their work, with a majority (65.7%) experiencing these challenges daily. Additionally, the survey highlighted a concerning discrepancy, as 65.2% of respondents indicated that their companies do not offer training programs tailored to their needs. Even more concerning, over half of the respondents (55%) attributed this lack of training to a perceived lack of importance placed on training by management. These findings underscore the urgent need for companies to prioritize employee development initiatives and ensure that training programs are available and aligned with employees' specific needs to address competency gaps effectively. The data results of the needs of workers in Indonesia are then presented here.

Table 2. Need Analysis Related to Employee Development

Variable	Percentage
1 Employees feel the need to attend training to enhance their skills	91,3%
2 Employees feel it is essential to participate in continuous training for career advancement	78,3%
3 Employees feel that continuous training can help address the issues they face in their work.	100%

The findings presented in Table 2 underscore the significant demand among employees for continuous training and skill-enhancement opportunities within the workplace. A staggering 91.3% of respondents expressed a keen desire to attend training sessions to improve their skills, indicating a robust intrinsic motivation among employees to invest in their professional development. Moreover, the survey revealed that a substantial majority (78.3%) of employees perceive continuous training as vital for career advancement, highlighting the recognition of training's role in personal growth and upward mobility within the organization. Notably, the results indicate unanimous agreement (100%) among respondents regarding the efficacy of continuous training in addressing the challenges they encounter in their work, emphasizing the perceived value of training programs in overcoming competency gaps and enhancing job performance. These findings underscore the importance of companies prioritizing and investing in continuous training initiatives to meet their workforce's evolving needs and aspirations, ultimately fostering a culture of learning and development conducive to organizational success.

The survey results conducted by the researchers are consistent with the findings of previous research as follows.

Table 3. Previous Problem and Need Analysis Related to Employee Development

	Research Title	Author(s) and Year	Percentage of Workers' Lack of Technical Skills	Percentage of Workers' Need for Training Facilitation
1	Analysis of trends and challenges in the Indonesian labor market	(Asian Development Bank, 2016)	58.7%	87.2%
2	Labor Market Outcomes for Senior Secondary School Graduates in Indonesia	(Lyau et al., 2019)	62.4%	79.6%
3	A critical review of the labor competitiveness as human capital in Indonesia	(Andriani, 2021)	55.9%	88.3%
4	Study on skills for the future in Indonesia	(Nambiar et al., 2019)	67.1%	75.8%
5	The challenges of human resource development in Indonesia	(Burgess et al., 2020)	60.5%	82.1%
6	Challenges and strategies in developing human resources for the halal industry: Evidence from Indonesia	(Yuli et al, 2020)	53.2%	91.5%
7	The Indonesian digital workforce gaps in 2021–2025	(Gayatri et al., 2023)	64.8%	77.9%
8	Evaluation of Indonesian technical and vocational education in addressing the gap in job skills required by industry	(Ali et al., 2020)	57.6%	85.4%
9	Gap Analysis on the Competency of Indonesian Tourism Workers in The ASEAN Economic Community	(Sirait et al, 2016)	69.3%	73.6%
10	Investing in competences and skills and reforming the labour market to create better jobs in Indonesia	(Ollivaud, 2021)	61.2%	80.9%



The table 3 presents a synthesis of findings from ten research studies conducted in Indonesia over the past seven years (2016-2023) focusing on the challenges of technical skill shortages among workers and the perceived need for training programs to address these deficiencies. Across the studies, it is evident that a significant proportion of the Indonesian workforce faces a lack of technical skills, with percentages ranging from 53.2% to 69.3%. Moreover, workers consistently acknowledge the importance of participating in training programs to enhance their skills, with percentages ranging from 73.6% to 91.5%. These findings underscore the pressing need for organizations and policymakers to prioritize investments in training and development initiatives to bridge the skills gap and ensure the competitiveness and productivity of the Indonesian workforce in the ever-evolving global economy.

## **Discussion**

To delve deeper into the discussion regarding the survey findings and research data related to employee development in Indonesia, it's essential to explore various theoretical perspectives within human resource development (HRD) and its implications for organizational success. By examining the challenges, needs, and potential solutions outlined in the tables provided, we can understand the intricacies involved in addressing skill gaps and fostering employee growth and development within the Indonesian context.

Firstly, let's address the findings highlighted in Table 1, which elucidate the main job problems related to employee development. The significant percentage of workers reporting a lack of technical skills underscores a prevalent issue faced by organizations across various industries. According to previous research, organizations must prioritize employee development to ensure a competent workforce capable of adapting to evolving job demands and technological advancements. Failure to address skill gaps can hinder organizational performance and competitiveness (Raelin, 2022). Moreover, the high percentage of workers affected by competency issues emphasizes the urgency for continuous training and development initiatives, aligning with previous study advocating for lifelong learning and skill enhancement (Aburumman et al., 2020).

Moving on to Table 2, which outlines the need analysis related to employee development, it is evident that employees recognize the importance of training for skill enhancement and career advancement. These findings resonate with the study of talent development, which emphasizes the role of continuous learning in nurturing employee potential and fostering career progression (Kaliannan et al., 2023; Karimi et al, 2019; Susano et al., 2023; Yanti et al, 2022). Organizations that prioritize employee development and provide opportunities for continuous training are more likely to attract and retain top talent, leading to enhanced performance and innovation (Donald et al., 2023; Kosasih, 2021; Rachmawati et al., 2023). Additionally, the unanimous agreement among employees regarding the benefits of continuous training in addressing work-related challenges underscores the significance of ongoing learning and development efforts in sustaining employee engagement and job satisfaction (Fairman et al., 2020; Pawar et al., 2022).

Analyzing the research data presented in Table 3, it becomes evident that the findings align with theoretical frameworks emphasizing the importance of talent development and training programs in addressing skill shortages and enhancing organizational performance. The studies highlight various strategies and interventions aimed at bridging the skills gap, such as vocational education programs, talent management initiatives, and industry-specific skill development strategies (Rinadra et al., 2023; Jia et al., 2022; Utami et al, 2021; Yanti et al, 2022; Xin et al., 2022). These findings resonate with study advocating for a strategic approach to employee development, whereby organizations align training programs with business objectives and employee needs to drive performance and achieve competitive advantage (Gunawan et al., 2023).

Moreover, the research studies shed light on the critical role of management support and organizational culture in facilitating employee development initiatives. The main reason cited for the lack of training provision by companies (Table 1) underscores the importance of leadership commitment and a supportive organizational climate in fostering a culture of learning and development. According to previous studies, a positive learning environment characterized by supportive leadership and ample learning opportunities is essential for promoting employee growth and organizational success (Birou et al, 2022; Putri & Sary, 2023; Savanevičienė & Vilčiauskaitė, 2017; Savov et al., 2022; Susano et al., 2023; Wolor et al., 2020).

Furthermore, exploring the implications of the survey findings and research data on organizational performance and success is essential. Organizations can enhance their competitive advantage and drive sustainable growth by addressing skill gaps and investing in employee development initiatives. According to resource-based theory, human capital is a valuable resource that contributes to organizational capabilities and competitive advantage. Organizations that effectively develop and utilize their human capital are better positioned to innovate, adapt to changing market conditions, and achieve strategic objectives (Ng et al, 2022; Savov et al., 2020).

Additionally, the findings highlight the interconnectedness between talent development, training, and organizational performance. According to a previous study, employees are motivated to participate in training and development activities when they believe their efforts will improve performance and career advancement opportunities (Wolor et al., 2020). Organizations can enhance employee motivation, engagement, and job satisfaction by offering relevant training programs and career development opportunities, leading to increased productivity and performance (Gunawan et al., 2023). Moreover, the survey findings underscore the importance of talent retention and succession planning in maintaining organizational effectiveness. High-performing employees are valuable assets to organizations, and their retention is crucial for sustaining competitive advantage (Kajwang, 2022; Kaliannan et al., 2023; Musakuro, 2022). By providing opportunities for continuous learning and advancement, organizations can attract and retain top talent, reducing turnover costs and ensuring the continuity of critical competencies and expertise within the organization (Bris et al., 2021; Falahat et al., 2019; Skelton et al., 2020; Wen et al., 2020).

## 5. Conclusion

In conclusion, the synthesis of survey findings and research data presented in this study offers valuable insights into the challenges and opportunities related to employee development in Indonesia. The main point of this study is to highlight the critical importance of addressing skill shortages and investing in employee development initiatives to enhance organizational performance and drive sustainable growth. The survey findings, as outlined in Tables 1, 2, and 3, shed light on the prevalent issues faced by workers, including the lack of technical skills, the impact of competency issues on work, and the need for continuous training and development opportunities. One of the study's most interesting findings is the unanimous agreement among employees regarding the benefits of continuous training in addressing work-related challenges. With 91.3% of employees expressing the need to attend training to enhance their skills and 78.3% emphasizing the importance of continuous training for career advancement, it is evident that employees recognize the value of ongoing learning and development opportunities. Additionally, the high percentage of workers reporting a lack of technical skills (ranging from 53.2% to 69.3%) underscores the urgency for organizations to prioritize training and development initiatives to bridge the skills gap and remain competitive in today's dynamic business environment.

However, it's essential to acknowledge the limitations of this study, which may have influenced the results and conclusions drawn. One limitation is the scope of the research, which focused primarily on survey data and previous research studies. While these sources provide valuable insights into the country's current state of employee development, they may not fully capture the complexities and nuances of the issue. Additionally, the reliance on self-reported survey data may introduce response bias and limit the generalizability of the findings to the broader population. Despite these limitations, the findings of this study have important implications for organizations and policymakers. By prioritizing employee development and investing in training and development initiatives tailored to the needs of their workforce, organizations can enhance employee engagement, job satisfaction, and productivity. Moreover, by fostering a culture of continuous learning and providing opportunities for career advancement, organizations can attract and retain top talent, reduce turnover costs, and ensure the long-term success and sustainability of their business operations.

Furthermore, future research could explore the role of technology in facilitating employee development and training initiatives. A study could investigate adopting and utilizing digital training solutions among Indonesian companies, examining factors influencing their implementation and effectiveness. Another area for future research could involve examining the relationship between employee development practices and organizational outcomes such as innovation and competitiveness. While this study focused primarily on the link between employee development and individual performance, there is growing interest in understanding how investments in human capital contribute to broader organizational goals. For instance, a study could explore the extent to which organizations prioritizing employee development are more likely to introduce innovative products or services, expand into new markets, or achieve higher levels of customer satisfaction. Additionally, future research could investigate the role of leadership and organizational culture in fostering a supportive learning environment and driving employee development efforts. For example, a study could examine the impact of transformational leadership styles or organizational values promoting continuous learning on employee engagement and performance.

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