

Human Resource Development Methods During the Covid-19 Pandemic and New Normal in Matahari Department Store Retail Business Companies Armada Town Square Magelang

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Abstract

The aim of this research is to identify methods for developing human resources, efficiency and effectiveness, as well as the benefits obtained by employees and companies after training is held during the Covid-19 pandemic and the New Normal. This type of research is qualitative research using primary data, the researcher conducted a short interview with the head of HRD Matahari Department Store Magelang and distributed questionnaires to 20 respondents who were employees of Matahari Department Store Magelang. Data were analyzed using the Miles and Huberman model analysis technique. The results in this research show the methods of developing human resources on-the-job training and off-the-job training, the efficiency and effectiveness of training, and the benefits of training for employees and companies.

Keywords: Human resources, Training, Development, Efficiency, Effectiveness

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1. Introduction

In this era of globalization, humans are increasingly required to develop to keep up with the current times, especially in the fields of technology and science, therefore human resources are needed. Without human resources involved, technology and science will not be useful (Michael, 2017). Human resources are crucial assets for companies and organizations, without human resources involved the organization will not progress. The abilities and expertise of each individual must be different, but these abilities and expertise need to be honed optimally, so in organizations it is expected to develop human resources (Miftahudin, 2018).

Human resource development is human resource management activities in managing planning, organizing, directing, and supervising through procurement, development, compensation, integration, maintenance and release of human resources in order to achieve various individual goals and company and group goals (Wicaksono, 2016). Human resource development relates to a series of activities of organizations, companies, or institutions carried out within a certain interval, which contains programs that include training, education, and evaluation, whose main function is to develop the quality of individuals and groups that will benefit the company or organization in the present and the future (Rohmah, 2018).

The world was shocked by the outbreak of a new virus at the end of 2019, namely the new type of coronavirus SARS-CoV-2 and known as Coronavirus Disease 2019 (Covid-19). This virus infects the respiratory tract, the symptoms received by patients infected with this virus are usually in the form of fever, cough, difficulty breathing (Yuliana, 2020). Based on epidemiological and virological research studies show that this virus is transmitted from people who experience symptoms and transmit it to others who are in close range through droplets (coughing or sneezing) this transmission occurs when someone is in close proximity (within one meter). Transmission of this virus can also be transmitted through direct contact with people who are infected or indirectly by using objects used on people who are infected simultaneously (Kemenkes, 2020).

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The Indonesian government dated February 29, 2020 has issued a disaster emergency status related to the Covid-19 virus pandemic. There are so many kinds of steps that have been taken by the government to overcome this virus problem. One of the countermeasures imposed by the government is by holding socialization related to the Social Distancing movement or maintaining distance if meeting with other people with a minimum distance of two meters. This is done by the government to be able to reduce and break the chain of spread of Covid-19 virus infection. In addition, the rules imposed by the government are that a person is also not allowed to have physical or non-physical contact with other people and is encouraged to avoid crowds (Buana, 2020). In addition, the government also imposes other measures such as self-isolation per person, group, even in all cities in Indonesia enforcing Large-Scale Social Restrictions (PSBB). As a result of the enactment of this PSBB, many agencies, both government and private, then implemented a work system carried out from home or commonly called Work From Home (WFH) (Mungkasa, 2020).

According to research conducted by (Butar, 2021; Wijaya & Dongoran, 2021) stated that the banking industry uses online training methods during this pandemic, online learning through zoom meetings and conducting evaluations by sending questionnaires at the end of each training session, and also conducting training programs using LMS (Learning Management System)). (Choiriyah & Riyanto, 2020) research on training and development methods in private companies engaged in social security providers, namely social security, applies the WFH (Work From Home) system by applying human resource development methods, namely constructive learning based on digital learning (virtual learning)). This method involves the activeness of participants, and utilizes technology because the ability to operate technology is considered important in this learning process. Participants are given the freedom to convey and express their new ideas, they are also given the freedom to learn along with the times. Meanwhile, research conducted by (Welikin, 2021) on the teak wood processed product industry explained that during this pandemic, the same human resource development strategy was used before the pandemic, using skills development, providing direction, encouragement in work motivation, and conducting evaluations so that employees can understand and understand the duties and responsibilities that have been given. But in this case it has an obstacle, namely the lack of skill training development to develop production results, because this industry only produces basic materials (raw materials), products processed raw materials available are limited and there has been no special training on it.

2. Literature Review

2.1. Human Resource Development

Human resource development is a learning program that is deliberate and implemented within a certain time with the aim of developing knowledge, competence, nature, motivation and behavior of Human Resources and has the ultimate goal of developing Human Resources performance and organizational performance (Wirawan, 2015). This process begins with initiating interactions with others to develop broader skills as well as establish relationships to achieve a good reputation. In this process career development in individuals may experience development and get a new or different work focus (Mathis et al., 2017). Development is defined as the process of preparing employees to be able to be responsible for different or higher jobs (Suwatno & Priansa, 2014). In addition, according to (Bukit et al., 2017) human resource development is an activity carried out by organizations in facilitating employees to have the knowledge, expertise, and attitudes needed in handling current and future jobs. Development can also be interpreted about the possibilities of an employee as an individual will be promoted or position associated with the abilities and requirements of employees so as to achieve job satisfaction that will encourage their achievements and personal development (Soeprihanto, 2001).

2.2. Human Resource Development Methods

According to (Hasibuan, 1994) the type of development is divided into two, namely formal development and informal development. Formal development, where employees are given tasks by the company to attend education or training organized directly by the company or training education institution. Informal development, namely employees on the basis of their own desire to train and develop themselves by studying literature books related to their work and position, this type of development is considered effective because the company does not need to spend money. Human resource development is needed as a strategy to improve the quality of human resources in order to develop in a better direction and is expected to be able to increase work ability, skills, and loyalty to the company (Onsardi, 2020). Through the development of existing human resources, companies do not need to use labor from outside the company because their human resources are considered capable of doing the tasks given (Kadarisman, 2012). During the current pandemic, companies must be able to apply human resource development methods that are appropriate to conditions during the

pandemic in order to reduce the risk of virus transmission that can have an impact on the company. The application of appropriate methods can help companies improve the quality of their human resources (Welikin, 2021).

2.3. Effectiveness And Efficiency

Effectiveness is the utilization of resources, facilities, and infrastructure that are used or have been planned so that they can achieve goals in a timely manner. Efficiency can be summed up the accuracy of carrying out tasks without wasting time, effort, and effort that can be achieved with limited resources (Pasolong, 2019; Puteh et al., 2018; Winarno & Ismaya, 2003).

2.4. Development Benefits

The benefits of development can be concluded to help companies and employees in improving the quality of human resources so that they can compete with other companies, can help in improving the company's image, and can quickly achieve the targets set by the company. (Mangkuprawira, 2003; Mathis et al., 2017; Siagian, 2008; Sutrisno et al., 2010).

2.5. Research Methods

This research is qualitative research with an inductive approach carried out to examine objects naturally. This research method combines primary and secondary data, where primary data is obtained from questionnaires distributed to 20 employees as well as short interviews with Human Resource Managers at Matahari Department Store. Secondary data is obtained from books, publications, websites, and records of the organization. The sampling was carried out using the non-probability purposive sampling method, involving 20 informants who have knowledge and experience in human resource development during the Covid-19 pandemic and the new normal period. The collected data will be analyzed using the Miles and Huberman model data analysis method, which involves data reduction, data presentation, and conclusion drawing to answer research questions about human resource development methods during the period (Sugiyono, 2017).

3. Results

3.1. Gender, Average age, and Last Job Title

The gender of respondents is the gender of Matahari *Department Store* Magelang employees. The number of respondents from employees amounted to 20 people, including 11 women and 9 men.

Table 1. Table of average age of respondents

No.	Age	Sum	Percentage
1	<20	0	0%
2	20 - 30	15	75%
3	30 - 40	5	25%
4	40 - 50	0	0%
5	>50	0	0%

From the table 1, it can be concluded that the average age of Matahari Department Store employees is 20-30 years old and 40-50 years old. Ages 20 – 30 are 15 people with a percentage of 75%, while ages 30 – 40 years are 5 people with a percentage of 25%.

From the table 2, it can be concluded that the last position of respondents was dominated by SPG with 9 people. SPV Area, SPB, and VM with two respondents each. SPV, SPV HR, Ast. SPV, Adm. HR Staff and Technicians with one respondent each.

Table 2. Recent Positions

No	Last Position	Sum	Percentage
1	Supervisor	1	5%
2	Supervisor Area	2	10%
3	Supervisor Human Resource	1	5%
4	Assistant Supervisor	1	5%
5	Staff Admin Human Resource	1	5%
6	Sales Promotion Girl (SPG)	9	45%
7	Sales Promotion Boy (SPB)	2	10%
8	Virtual Merchandise Artist (VM)	2	10%
9	Technician	1	5%

3.2. Learning Programs

Table 3. Learning Programs

	Totally Agree		Agree		Disagree		Strongly Disagree	
	Absolute	%	Absolute	%	Absolute	%	Absolute	%
1 Adequate instructors (trainers) during training during <i>Covid-19</i>	3	15%	15	75%	2	10%		
2 Adequate instructors (trainers) during the <i>New Normal period</i>	4	20%	16	80%				
3 The company has a training curriculum for employees during the <i>Covid-19 period</i>	6	30%	14	70%				
4 The company has a training curriculum for employees during the <i>New Normal period</i>	6	30%	14	70%				
5 The company has a learning curriculum that suits the needs needed by the company	7	35%	13	65%				

From the table 3, it can be concluded that during the Covid-19 and New Normal period, Matahari Department Store Magelang has a curriculum and trainer instructors that will be given to employees to develop human resources tailored to the needs of the company and employees. However, in conducting training meetings during the Covid-19 period, Matahari Department Store Magelang used the Zoom application to deliver material face-to-face, while during the New Normal period, Matahari Department Store Magelang used a room for direct training. Matahari Department Store Magelang also prepares a different curriculum and is adjusted to the conditions during the Covid-19 and New Normal periods. Matahari Department Store Magelang designed a training program for its employees for one year, the training curriculum for employees is adjusted to the position of each employee. For example, SPV (Supervisor) position training, especially for Psychology and Management Economics majors, is given training with the lecture method for one month by providing material in seminars or material presentations.

3.3. Human Resource Development Program

In the table 4, it can be explained that Matahari Department Store Magelang during the Covid-19 period, a total of 16 respondents agreed that training was carried out formally using instructors or trainers, while a number of 4 respondents did not agree that training did not use formal training. During the Covid-19 period, a total of 17 respondents agreed that the training was carried out informally or independent learning without using instructors or trainers, but there were 3 respondents who did not approve of informal training. Training during Covid-19 Matahari Department Store Magelang utilizes the Zoom application which is used to deliver training materials to employees, this is because during the Covid-19 period the government carried out PSBB (Large-Scale Social Restrictions) so it required companies to

carry out WFH (Work From Home)). So that Matahari Department Store as a company engaged in retail, so that the business continues to run selling online.

Table 4. Human Resource Development Programs

	Totally Agree		Agree		Disagree		Strongly Disagree	
	Absolute	%	Absolute	%	Absolute	%	Absolute	%
1 During the <i>Covid-19</i> period, learning was carried out formally	5	25%	11	55%	4	20%		
2 During <i>Covid-19</i> , learning was carried out informally	3	15%	14	70%	3	15%		
3 During the <i>New Normal</i> period, learning is carried out formally	5	25%	14	70%	1	5%		
4 During the <i>New Normal</i> , learning is done informally			15	75%	5	25%		
5 Companies using the method of job rotation	3	15%	12	60%	4	20%	1	5%
6 Companies use <i>coaching methods</i>	5	25%	15	75%				
7 Companies using <i>vestibule training</i>	4	20%	16	80%				
8 The company uses the lecture method, namely:			13	65%	7	35%		
9 The company uses simulation methods	3	15%	16	80%	1	5%		

During the *New Normal* period, a total of 19 respondents agreed that training was carried out formally using instructors or trainers, but there was one respondent who did not approve of formal training using instructors or trainers. While during the *New Normal* period, a total of 15 respondents agreed that training was carried out informally or independently without using instructors or trainers, but there were five respondents who did not approve of training informally or independently. During the *New Normal* period, Matahari Department Store Magelang used the room as a training place for its employees, the room was adjusted to the number of employees and the type of training provided to employees.

In the job rotation method column, a total of 15 respondents agreed that Matahari Department Store Magelang uses the job rotation method, but five respondents did not approve of it. This is because not all employees get the training, especially those who work in the fields of SPG (Sales Promotion Girl), SPB (Sales Promotion Boy), VM (Virtual Marketing Artist), and Technicians. In the coaching and vestibule method, all respondents with a total of 20 people agreed that Matahari Department Store Magelang 2nd method as training. The coaching method is training carried out directly by superiors to subordinates, while the vestibule method is training carried out in a room arranged according to the actual place. In the lecture method, a total of 13 respondents agreed that Matahari Department Store collaborated with the University to deliver lecture materials, but there were 7 respondents who did not agree with this method in training. This is because the lecture method is not given to all employees, the lecture method is only given to certain positions or fields in the company. Head of HRD (Human Resorce Department) Matahari Department Store Magelang stated that training with the lecture method had been carried out, especially for SPV (Supervisor) majoring in Psychology and Management Economics, training in 1 year was only given in 1 month. However, in this lecture method, the delivery of material is carried out in the room in the form of seminars. While in the simulation method, 19 respondents agreed that Matahari Department Store Magelang uses mechanical tools that are very identical to the tools that will be used later when working, but there is one respondent who does not agree with the use of tools during training.

3.4. Implementation Time

From the data on Table 5, it can be concluded that training in one year with the highest number is SPG (Sales Promotion Girl), SPB (Sales Promotion Boy), VM (Virtual Marketing Artist), and technicians who are given training in the form of coaching, vestibule and simulation. This is because SPG, SPB, and VM deal directly with customers so that skills are needed in communicating and providing good service to customers, therefore in one year it is given 12 times with a duration of one meeting of two hours. While the technician is in charge of controlling the tools or machines used at

Matahari Departmeng Store Magelang in order to minimize the occurrence of problems with the machine, therefore in one year training is given as many as 11 times.

Table 5. Implementation Time in 1 Year

Training Methods	POSITION									
	SPV	SPV Area	SPV HR	HR Assistant	Staff Adm HR	SPG	SPB	VM	Technician	
1 Job Rotation	1	1	1							
2 Coaching	2	2	2	4	4	4	4	4	4	3
3 Vestibule						4	4	4	4	4
4 Lecture	2	2	2	1	1					
5 Simulation						4	4	4	4	4

Training methods SPV (Supervisor), SPV Area (Area Supervisor), SPV HR (Human Resource Supervisor), HR Assistant (Human Resource), and Adm. HR Staff (Admin Human Resource) conduct training in one year five times, with training provided in the form of job rotation, coaching, and lectures. This is because SPV, SPV Area, SPV HR, HR Assistant, and Adm. HR Staff need to develop skills and materials to provide innovation and develop the store.

3.5. Development Objectives

Table 6. Development Objectives

		Totally Agree		Agree		Disagree		Strongly Disagree	
		Absolute	%	Absolute	%	Absolute	%	Absolute	%
		1 Increased employee knowledge after training	7	35%	13	65%			
2 Upskilling after training	6	30%	14	70%					
3 Changes in employee attitudes and behavior after training	4	20%	13	65%	3	15%			
4 Changes in nature after training	5	25%	11	55%	3	15%	1	5%	
5 Employees' work ethic improves after training	6	30%	14	70%					
6 Employee work discipline improves after training	5	25%	15	75%					
7 Improving company performance after training	2	10%	18	90%					

In the table 6, in the first and second columns, all employees agree that after the training, the increase in knowledge of employees and employee skills after training also increased. This can be interpreted for Matahari Department Store Magelang is an increase in employee knowledge about understanding the products sold and communication skills to customers have improved well. In the third column, 17 respondents agreed that respondents felt a change in attitude and behavior after the training, but there were three respondents who did not feel any change in attitude and behavior in themselves. In the fourth column 16 respondents felt a change in nature after the training, but there were three respondents who disagreed and one respondent strongly disagreed that they felt a change in nature after the training.

In columns five, six, and seven, all respondents with a total of 20 respondents each agreed that work ethic, work discipline and employee performance improvement increased after the training. In this case, there are improvements such as accuracy in meeting employee absences and working hours that have been scheduled by the company.

3.6. Efficiency and Effectiveness

From the table 7, it can be interpreted that in the first and second columns all respondents with each respondent totaling 20 people agree with the above statement. In terms of effectiveness and efficiency, during the Covid-19 pandemic, Matahari Department Store Magelang made sales from physical stores to online to achieve the targets that were still set. So treated training for employees, training is carried out online by utilizing the Zoom application. So with online training, the costs incurred by companies tend to be lower than in-person training.

Table 7. Efficiency and Effectiveness

	Totally Agree		Agree		Disagree		Strongly Disagree	
	Absolute	%	Absolute	%	Absolute	%	Absolute	%
1 The company utilizes resources, facilities, and infrastructure	8	40%	12	60%				
2 Accuracy in carrying out tasks without wasting time, energy, effort, and costs	8	40%	12	60%				

3.7. Benefits for the Company

Table 8. Benefits for Companies

	Totally Agree		Agree		Disagree		Strongly Disagree	
	Absolute	%	Absolute	%	Absolute	%	Absolute	%
1 Improvement of the overall work productivity of the organization	6	30%	14	70%				
2 Achievement of target targets due to smooth coordination in the team	4	20%	16	80%				
3 Faster and more precise decision-making process	4	20%	16	80%				
4 Smoother and more effective communication	8	40%	12	60%				
5 Improve employee competence in the long term	4	20%	16	80%				

In the table 8, it can be concluded that all respondents agree with the benefits received by the company after the training. After the training, the Company's overall productivity increased and achieved targets according to plan due to good teamwork. Training is also beneficial for decision making that is considered faster and more appropriate because employees fulfill their responsibilities, and after the training communication runs more smoothly and effectively so as to help employees adapt to existing changes. This helps improve employee competence in the long run in anticipation of future company needs. The Head of HRD (Human Resource Department) Matahari Department Store also stated that in the SPG (Sales Promotion Girl), SPB (Sales Promotion Boy), and VM (Visual Marketing) sections after the training, performance was more optimal and got a lot of pictures about customer service and self service.

3.8. Benefits for Employees

From the table 9, there is one respondent who feels that they are less helped in overcoming stress, tension, disappointment and conflict experienced by employees during work. However, overall after the training, respondents felt the benefits, in the form of employees experiencing increased self-confidence and employees felt helped in providing information about a good leadership system, skills in behaving and behaving well. Then help add employee expertise so that they can work more effectively, efficiently, and productively, and help employees improve the quality of professionalism and skills that will be used at work.

4. Discussions

4.1. Human Resource Development Methods

From the results of research on human resource development training Matahari Department Store Magelang, researchers showed findings that:

4.1.1. Training During the Covid-19 Pandemic

During the Covid-19 pandemic, 16 out of 20 respondents agreed that training was carried out formally using instructors. However, there were 4 people who said they did not approve of formal training.

In addition, 17 out of 20 respondents agreed that the training was conducted informally or self-study without the use of instructors. However, there were 3 respondents who said they did not approve of informal training or self-study without using instructors.

Table 9. Benefits for Employees

	Totally Agree		Agree		Disagree		Strongly Disagree	
	Absolute	%	Absolute	%	Absolute	%	Absolute	%
1 Assist employees in increasing self-confidence	7	35%	13	65%				
2 Assist employees in dealing with stress, tension, disappointment and conflict	3	15%	16	80%	1	5%		
3 Increase employee expertise	6	30%	14	70%				
4 Improve the quality of professionalism and skills of employees	5	25%	15	75%				

During the Covid-19 pandemic, Matahari Department Store Magelang zoom application was used as a means of delivering training materials in response to social restrictions imposed during the Covid-19 period, so that companies can continue to provide training to employees even in a Work From Home situation.

4.1.2. Training During the New Normal

During the New Normal period, 19 out of 20 respondents agreed that training was carried out formally or using trainer instructors. However, there was 1 respondent who said he did not agree.

In addition, 15 out of 20 respondents agreed that the training was conducted informally or without the use of instructors. However, there were 5 respondents who said they did not approve.

During the New Normal period, the company used the room as a training place, the room was adjusted to the training needs.

4.1.3. Other Training Methods

There were a number of respondents (15 out of 20) who said they approved of training with the job rotation method, but there were 5 respondents who did not approve. It is stated by the Head of HRD Matahari Department Store that not all employees get training in job rotation methods, only for employees who majored in economics, management and psychology.

In coaching and vestibule method training, all 20 respondents said they approved of the company using this training. While in the lecture method there were 13 out of 20 respondents, but there were 7 respondents who agreed. This is because not all employees get this training, and it is only given to certain positions or fields in the company. In the simulation method, 19 out of 20 respondents approved of the company conducting this training, but there was one respondent who did not approve.

In the overall data obtained by researchers, the data describes the training used by Matahari Department Store Magelang during the Covid-19 and New Normal pandemic. Matahari Department Store Magelang uses training methods on the job training and off the job training, this is in accordance with Wirawan (2015) statement that the company conducts training which is divided into two according to the place of implementation. Then the training on human resource development of Matahari Department Store Magelang also supports Khuzaini's research statement (2021), that the company applies methods adapted to pandemic conditions to minimize virus transmission.

4.2. Efficiency and Effectiveness

From the results of the study, the researcher stated that all respondents totaling 20 people agreed with the statement submitted by the researcher. Matahari Department Store Magelang during the pandemic efficiently and effectively conducted online training through the Zoom application, because sales changed from physical stores to online so that adaptation to new conditions was needed for employees. So that the costs incurred by the company are lower than

before. Effectively, this is in line with Monica and Fitriawati's (2020) research that the Zoom application is considered to have flexibility and facilitate distance learning activities. In efficiency, according to Gazali (2021), using the Zoom application, long-distance communication is considered easier because it has the features needed, compared to having to send short messages. In addition, this study also supports Abdurrahmat's (2006) research that companies utilize resources, facilities, and infrastructure to produce work in a timely manner and is also in line with Puteh et al.'s (2018) research that efficiency is the achievement of results by using available resources, without wasting time, effort, and cost.

4.3. Benefits of Human Resource Development

4.3.1. Benefits for the Company

Benefits for Matahari Department Store Magelang according to research conducted by researchers stated that, overall after the training the benefits obtained by the company in the form of increased productivity and achievement of targets according to plan due to good teamwork. Then increasing communication skills and making decisions, this is in line with Sondang's research (2016) with increased productivity and communication so that it can help employees in facing existing changes. The benefits for the company according to the Head of HRD Matahari Department Store Magelang are also in the form of increasing long-term competence, optimal employee performance and improving customer service and self service, this is in line with Jackson's research (2011) which also states that training is carried out to anticipate the company's needs in the future and ensure that employees continue to grow.

4.3.2. Benefits for Employees

From research data conducted by researchers, there are 1 in 20 respondents who say they disagree that companies help in overcoming stress, disappointment and conflict. But overall, most respondents feel that the company has helped in dealing with stress, disappointment, and conflict by providing training. This supports Mangkuprawira's (2003) research that by providing training for employees, employees feel helped in solving problems and can make better decisions. In addition, this research also supports Sutrisno's research (2012) the application of the development system will increase work skills in employees so that they can do their work efficiently and productively.

4.4. Implication

4.4.1. Theoretical Implications

The results showed that Matahari Department Store Magelang during the Covid-19 pandemic used on the job training and off the job training methods, this is in accordance with Wirawan (2015) statement. Matahari Department Store Magelang utilizes the Zoom application as a forum for delivering material, training tailored to the needs in dealing with changing conditions and types of training tailored to employee positions, this is in accordance with Khuzaini's statement (2021). With appropriate training, the benefits received by the company are in the form of increased productivity, targets that can be achieved even in the conditions of the Covid-19 pandemic, and optimal employee performance. In addition, because of the training, employees find it helpful in overcoming stress, anxiety, and conflict at work.

4.4.2. Applied Implications

From the results of the research, Matahari Department Store Magelang still needs to maintain the flexibility of using formal and informal training methods, to meet the needs of employees and companies in the event of a changing situation. In this study, there was a change in the conditions of the Covid-19 pandemic which required companies to change sales models due to the injury of the PSBB, so training was needed for employees to deal with this condition.

5. Conclusion

The Human Resource Development Method at Matahari Department Store Magelang is considered flexible or the training method has been adjusted to existing conditions, especially during the Covid-19 period which requires remote training during PSBB by utilizing the Zoom application to deliver material and switch back to training directly during the New Normal period. So it can be concluded that Matahari Department Store Magelang needs to maintain flexibility in the use of training methods that are useful to anticipate changes in conditions in the future.

Matahari Department Store Magelang has successfully carried out its operational activities effectively and efficiently during the pandemic by changing the in-person training model to online. The delivery of training utilizes the Zoom application, thus saving company expenses, and still achieving the sales targets that have been set.

The benefits of human resource development are felt by companies and employees, namely increased productivity, target achievement, the ability to make better decisions, increased self-confidence, and the ability to overcome stress and conflict. It can be concluded that the importance of training in developing human resources and improving performance in companies and employees.

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