

**THE EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE
CREATIVITY IN START-UP COMPANIES IN SUKABUMI**

THESIS

Submitted to fulfill one of the requirements to achieve a Bachelor's Degree (S-1)

Javier Etelvino Ramirez Guerra

20200080252



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2025

AUTHOR'S STATEMENT

QUALIFICATION : The effect of training and development on employee creativity in start-up companies in sukabumi

NAME : Javier Etelvino Ramirez Guerra

NIM : 20200080252

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Sukabumi, 17 February 2025



Javier Etelvino Ramirez Guerra

Writer

THESIS APPROVAL

QUALIFICATION : The effect of training and development on employee creativity in start-up companies in sukabumi

NAME : Javier Etelvino Ramirez Guerra

NIM : 20200080252

This thesis has been examined and defended in front of the Board of Examiners at the Thesis Examination on January 17, 2025. In our opinion, this thesis is adequate in terms of quality for the purpose of conferring a Bachelor of Management (S.M) degree.

Sukabumi, February 2025

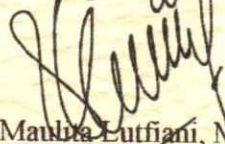
Supervisor I



Marina, M.Pd, MM

NIDN 0404039601

Supervisor II



Manira Lutfiani, MM

NIDN 0406118804

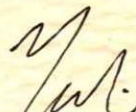
Chief Examiner I



Agung Maulana, M.A.

NIDN 042089501

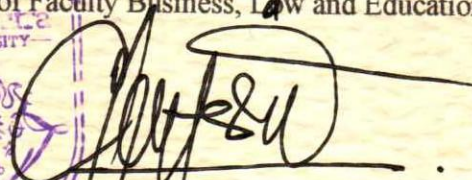
Head of Management Study Program



Ana Yuliana Jasuni, M.M.

NIDN 0414079101

Plh. Dean of Faculty Business, Law and Education



CSA Teddy Lesmana, S.H., M.H

NIDN 0414058705

Abstract

This study aims to explore the impact of training and development on employee creativity in start-ups in Sukabumi, Indonesia. With more technology innovation and competition, creativity is crucial for business survival and innovation. Start-ups with their openness to change and disruptive innovation depend on the creativity of employees to innovate new solutions and new business models. The influence of formal training and development schemes on developing employees with creativity, however, remains to be explored, particularly in business contexts that are beginning, such as Sukabumi. A quantitative approach was employed with a sample of 120 workers from various start-up firms. Data were collected through structured questionnaires and were analyzed through correlation analysis, regression analysis, and hypothesis testing on SPSS Version 26. The results reveal that training and development significantly impact employee creativity in terms of generating new ideas, creative problem-solving, and improving organizational performance. Organizational culture, leadership, and motivation of employees mediate this relationship. This research provides tangible recommendations for start-up entrepreneurs, HR managers, and policymakers regarding how to develop effective training strategies that encourage a creative workforce. It also contributes to human resource development and organizational innovation discourses by highlighting the importance of continuous learning and professional development in start-ups. Qualitative approaches and longitudinal analysis can be applied in future studies to investigate the long-term impact of training on innovation.

Keywords: Creativity, Development, Human Resources, Start-up, Training

FOREWORD

I give praise and gratitude to Allah SWT because thanks to His Grace and Grace I was able to complete the writing of this thesis. Prayers and greetings were also poured out abundantly to the Prophet Muhammad SAW.

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Sukabumi, 17 February 2025

Javier Etelvino Ramirez Guerra

Writer



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CHAPTER 1

INTRODUCTION

1.1 Background

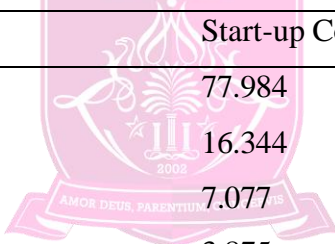
Technological innovation and industrial processes are just two examples of the many domains in which the global start-up phenomenon is present. Studies underscore the significance of startups as stimulants for entrepreneurial endeavors, stressing their function in propelling socio-economic advancement (Molina et al., 2021). Innovative startup techniques for refrigeration equipment lower the likelihood of heat dissipation problems, increasing operational safety and efficiency (Bozhko et al., 2017). Furthermore, unique start-up techniques in hydrocarbon synthesis control the slurry rate and CO conversion rate during initial operation to maximize the efficiency of reaction apparatus (Ito et al., 2016). Furthermore, developments in turbine technology demonstrate how stronger rotor blade platforms extend their useful lives and boost efficiency, which in turn lowers fuel consumption and enhances operational sustainability (Ito et al., 2016). Together, these observations highlight the start-up phenomenon's widespread influence and complexity across several industries.

In contemporary economies, startups are critical to fostering innovation and economic expansion. They are necessary for increasing productivity, creating jobs, and advancing technology (Bryk et al., 2022). These dynamic entities are critical growth drivers, particularly in the strategic communications industry, which makes a substantial contribution to the economy as a whole (Haltiwanger, 2022; Perdomo-Charry et al., 2023). Notwithstanding their significance, start-ups encounter obstacles like low survival rates and inadequate government backing, underscoring the necessity of efficacious policies to foster their establishment and prosperity (Perdomo-Charry et al., 2023; Veseli-Kurtishi & Hoti, 2023). The drop in startup rates in some areas, including the US, emphasizes how critical it is to comprehend the variables that affect entrepreneurship and how they may affect long-term economic growth. Fundamentally speaking, start-ups are the vanguard of innovation; they disrupt entire industries by questioning established business practices.

The economy of both developed and underdeveloped nations depend heavily on startups. Entrepreneurship is essential for economic expansion and job creation in developing nations (Junejo et al., 2022). Technology-driven start-ups are especially important because, via developing and implementing technology, they contribute to closing the productivity gap between developed and developing countries (Pisoni et al., 2023). As they progress through the stand-up, start-up, and scale-up phases, digital

international new ventures (INVs) depend heavily on the network relationships they build (Sergi et al., 2019). This is especially true when they enter poor nations. Furthermore, because industrialized nations have higher levels of institutionalization, the integration of entrepreneurial activity through various forms including clustering and innovational networks can accelerate economic progress (Mulas et al., 2017). Thus, the development of start-ups in both developed and developing countries depends on creating an environment that is favorable to them, utilizing technology, and creating strong networks.

Table 1.1 Ten Countries with the Most Start-Ups in the World



Country	Start-up Company
United States	77.984
India	16.344
UK	7.077
Canada	3.875
Australia	2.795
Indonesia	2.562
Germany	2.442
France	1.649
Spain	1.490
Brazil	1.186

Source: Statrup Rangking (2024)

As per Startup Ranking, a statistics business based in Peru, Indonesia is among the nations with the highest number of startups globally as of early 2024. They

mentioned that there were 2,562 startups in Indonesia as of January 11, 2024. It ranks second in Asia, first in Southeast Asia, and sixth worldwide. With 77,984 companies, the United States leads the world in this rating. The UK (7,077 startups), Canada (3,875 startups), Australia (2,795 startups), and India (16,344 businesses) are the next in line. Brazil, Germany, France, Spain, and other nations are among the top 10 countries in the world for startups; specifics are displayed in the chart. According to Startup Ranking, a startup is any start-up company that is no older than ten years old, has a solid technological foundation, competence, inventiveness, and the capacity to build their business quickly.

Indonesia's ranking among the top 6 highlights With record funding of \$25.7 billion in 2021—more than twice as much as the previous year—Southeast Asia's startup scene has gained substantial traction and attracted international investors eager to cash in on the region's trend toward digitalization, which has been hastened by the COVID-19 epidemic (Pakura et al., 2020). Micro, small, and medium-sized businesses (MSMEs) in the area still struggle to obtain financing, particularly in the beginning, necessitating the use of alternative funding sources including crowdsourcing and venture capital investments (Maran, 2022). There is a gender gap in entrepreneurial endeavors; women in ASEAN countries are often more likely than males to realize their aspirations to start a firm. This is due to a variety of variables, including social ties, familial significance, and personal traits (Guelich, 2020). Southeast Asia's business spirit is strongly ingrained in its rich cultural heritage, which fosters inventive activity throughout the area (Tam & Leetrakun, 2020).

Table 1.2 Start-up Growth in Southeast Asia

Country	Start-up Company
Indonesia	2.565
Singapore	1.179
Filipina	327
Malaysia	189
Thailand	141

Vietnam	22
Myanmar	9
Camboja	2
Brunei Darussalam	1
Laos	0
Timur Leste	

Source: Statrup Ranging (2024)

As of early 2024, Indonesia has the most startups per capita among ASEAN countries. Data from the Peruvian statistics business Startup Ranking indicates that as of January 11, 2024, Indonesia had 2,562 startups, surpassing Singapore, which ranked second in ASEAN with 1,179 startups. Following in order in the above chart are the Philippines, Malaysia, Thailand, Vietnam, Myanmar, Cambodia, Brunei Darussalam, and Laos. By early 2024, Timor Leste is at the bottom of ASEAN, with just one company. Indonesia ranks sixth among all countries in the world for the same time period. With 77,984 startups, the United States topped the global list, followed by Australia, Canada, the United Kingdom, and India. According to Startup Ranking, a startup is any start-up company that is no older than ten years old, has a solid technological foundation, competence, inventiveness, and the capacity to build their business quickly.

Creativity is a vital component of success in the rapidly expanding startup scene, as it fosters novel ideas, inventive solutions, and ground-breaking products. The difficulties in developing staff innovation and managing human resources, however, are formidable obstacles. One of the most important things HRD can do to support employee creativity is (Sastry & Sharma, 2023). Innovative work practices among employees are a major factor in business innovation, highlighting the value of human resources in encouraging creativity in companies (Kahfi, 2022). Successful businesses place a great priority on helping their staff members improve their creative skills, fostering highly productive work cultures that encourage original ideas (Koentary & Qitana, 2022). To foster creativity and turn ideas into successful ventures, startup teams

need to manage elements like social networks, leadership, and creative culture (Ivanova et al., 2022; Kratzer & Mrożewski, 2021). Successfully addressing these challenges can boost the innovative capacity and overall success of startup organizations. Given the importance of creativity to the long-term viability and competitiveness of startups, it is vital to investigate the elements that foster and encourage this valuable quality in staff members.

In an ecosystem, creativity plays a crucial role in the success of startups (Aminova & Marchi, 2021; Antonio et al., 2022). Innovation in start-up teams is greatly impacted by team creativity, which is promoted by leadership philosophies like servant leadership and transformational leadership (Kratzer & Mrożewski, 2021). Start-up success depends on managing elements that encourage innovation, such as social networks, leadership, communication channels, and creative culture (Perdomo-Charry et al., 2023). Through network learning capabilities, the start-up ecosystem itself also contributes significantly to better start-up performance (Lavčák et al., 2019). The growth of start-ups and the creative industries within an ecosystem is facilitated by the existence of bright people, an advanced management culture, and agglomeration externalities. Consequently, stimulating innovation through strong leadership to improve team dynamics, training and development, and ecosystem support is essential to a start-up's success within an ecosystem.

Table 1.3 Problems of Start-ups in Indonesia

Factor	Percentage (%)
Capital	34.1
Human Resources	18.7
Regulation	13.3
Market	12.9
Strategy	12.3
Facilities	8.8

Source: Mikti (2024)

In recent years, Indonesian startups have expanded very quickly. Nonetheless, these startups are confronted with several challenges. According to research conducted by the Indonesian Information and Communication Technology Creative Industry

Society (MIKTI), money access is the biggest issue facing Indonesian startups. According to 34.1% of entrepreneurs, money was their biggest issue. In addition, 12.9% of respondents have issues with the market, and 13.3% deal with regulatory issues. Then, 12.3% of Indonesian entrepreneurs reported having strategy issues, 18.7% said that their biggest issue is getting access to human resources (HR), and 8.8% reported having facility-related issues. According to MIKTI's analysis of the numerous issues encountered, the national startup ecosystem needs to improve in a number of areas, including markets, infrastructure, mentor networks, and funding.

When examining the issues facing start-ups in Indonesia, two major issues are human resources. Enhancing employee creativity is mostly dependent on training and development, particularly for startups. Studies highlight the importance of training initiatives in promoting innovation and creativity (Chahar et al., 2019; Lušňáková et al., 2019). An efficient training program fosters innovation in addition to improving employee learning, which boosts organizational performance (Kahfi, 2022). Initiatives in Human Resource Development (HRD) are crucial to fostering creativity among employees and establishing a work environment that recognizes each person's distinct contributions (Suparjo & Sunarsih, 2019). Additionally, organizations can greatly boost idea production and innovation by putting creativity training principles like Design Thinking into practice (Gumula, 2020). For startups, training that fosters organizational creativity is essential because it helps them overcome obstacles, create new goods and services, and obtain a competitive edge. Thus, for entrepreneurs to foster creativity and propel innovation, funding training and development initiatives is crucial.

Employee creativity is a key component of organizational innovation, and training helps to foster it (Deinert et al., 2015; Falanga et al., 2020; Fletcher & Benveniste, 2022; Gumula, 2020). According to research (Falanga et al., 2020), well-designed training programs can greatly boost employees' inventiveness and originality, which boosts organizational performance. According to research (Gumula, 2020), training interventions that emphasize creativity can enhance creative self-efficacy, idea generating strategies, and overall creative performance. Additionally, as shown in references (Chahar et al., 2019; Fletcher & Benveniste, 2022), training fosters

employee learning while also enhancing the culture of the company, both of which have a favorable effect on innovation and learning within the company. Consequently, for startups and organizations hoping to boost the creative potential of their workforce, funding creative training projects is crucial.

Enhancing employee creativity is mostly dependent on employee development (Auliasari & Eniestama, 2022; Kahfi, 2022; Lušňáková et al., 2019; Zhou et al., 2022). By offering chances for skill development, promoting teamwork, and recognizing inventive achievements, human resource development (HRD) initiatives play a crucial role in boosting originality among employees (Matsuo, 2022). Research indicates that in creative industries like architecture, employee creativity is greatly impacted by information sharing and core self-evaluation (CSE). Furthermore, managerial training has the potential to empower staff members, enhance their engagement in the creative process, and maximize their creative output. Studies (Matsuo, 2022) conducted in Slovakian food firms underscore the significance of fostering employee creativity as a means of propelling innovation and highlighting the noteworthy potential for innovation within these establishments. A more creative and inventive workforce can therefore be achieved by investing in employee development through HRD initiatives, mentoring, and creating an environment that is supportive of innovation.

Table 1.4 Regional Domination of Start-ups in Indonesia

City/Region	Count
Jabodetabek	481
Malang	115
Bandung	93
Yogyakarta	85
Makassar	61
Denpasar	59
Surabaya	51
Solo	50
Medan	48
Pekanbaru	38

Source: Mikti (2024)

Data from the Indonesian Information and Communication Technology Creative Industry Society (MIKTI) indicates that 1,190 startups were operating in the

nation at the end of 2021. With 481 startups, the bulk, or 39.59%, are located in the Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) area. Still on Java Island, Yogyakarta has 85 startups, Bandung has 93, and Malang has 115. These are the regions with the next largest number of startups. Next, there are 61 startups in Makassar. There are 51 startups in Surabaya and 59 in Denpasar. There are 50 startups in Solo, 48 in Medan, and 38 in Pekanbaru. With a rate of 51.39%, limited liability companies (PTs) comprise the majority of these startups. In the meantime, 12.38% are unidentified, 7.13% are limited liability partnerships (CV), and 29.10% are not incorporated. West Java is one of the leading provinces.

West Javan startup growth is impacted by a number of factors. An analysis of 27 districts in West Java over a five-year period revealed that social and economic factors have a considerable beneficial impact on the number of Small and Medium Entrepreneurs (SMEs) in the region (Marti'ah & Theodora, 2021). According to a survey conducted on 384 SMEs, social capital, financial access, innovation, socioeconomic status, and market competition are all important factors in the growth of SMEs in West Java Province (Fanggidae et al., 2023). Government policies, funding, and networks all play a role in shaping the entrepreneurial ecosystem in West Java. Support for small and medium-sized businesses is essential in fostering an environment that encourages entrepreneurship in the area (Fkun et al., 2023). The role that MSMEs play in reducing poverty and creating jobs is further evidenced by the growth of the national economy in West Java (Marti'ah & Theodora, 2021).

Research has shown that personnel development and training are important components for West Javan companies. Studies highlight how important training is for lowering stress, raising employee engagement, and boosting output (Asmara & Putranto, 2021; Wildan, 2023). One of the challenges that West Javan companies encounter is efficiently developing human resources to meet the demands of employment happiness, security, and safety (Bhakuni & Saxena, 2023). It is advised to use tactics like training program implementation, potential assessment, and self-capacity building to improve worker performance and creativity (Nuraini & Kasmir, 2020). Furthermore, the availability of sufficient numbers and caliber of librarians, in

conjunction with the engagement of literacy volunteers, offers prospects for the advancement of human resources within the area (Ginting, 2019). Businesses in West Java can overcome obstacles and cultivate a trained staff for long-term growth by emphasizing training and development.

West Javan startups that value employee innovation have difficulties with training and growth. These challenges include a lack of productivity and capabilities because of resource constraints (Lepoutre et al., 2013), the requirement to train employees to improve their leadership, communication, and engagement skills (Koentary & Qitana, 2022), the significance of intrinsic motivation, transformational leadership dimensions, and the physical work environment in enhancing employee creativity (Farahdiba et al., 2022), and the need to encourage innovative work behaviors among employees to drive company innovation (Koentary & Qitana, 2022). Effective innovation is further impeded by Surabaya, Indonesia's SMEs' struggles with insufficient managerial training, education, skills, and market knowledge (Kusumawardhany, 2018). Sukabumi City and Regency, which are parts of the West Java Province entity that has promise in start-up development, can greatly increase employee creativity in start-ups in West Java by addressing these issues through thorough training programs and leadership development.

Sukabumi, in the province of West Java, is the epicenter of Indonesia's colorful tapestry and represents the expanding global trend of start-up activity. Sukabumi's thriving entrepreneurial culture and encouraging environment have led to a rise in the creation of new businesses in a variety of industries. These young companies, which are known for their inventiveness and willingness to take risks, provide an ideal setting for investigating the dynamics of creativity within the start-up environment. The value of employee creativity has drawn a lot of attention in the fields of organizational behavior and management. Empirical evidence indicates that companies that foster a creative culture not only have elevated levels of invention but also experience heightened adaptation and resilience when confronted with market volatility (Amabile et al., 1996; Shin & Zhou, 2003). It is crucial to comprehend the causes of employee creativity, particularly in the distinct setting of start-up businesses.

Table 1.5 Start-up Background

No	Start-up Name	Line of Business
1	UIX Design	Design and Social Media
2	Kaffa Official	Flower Arrangement
3	CV. Intan Craft Florist	Flower Arrangement
4	CV. Griap Jaya Wedding	Wedding Organizer
5	Gosimply	Wedding Organizer
6	PT. Suka Teknologi Global	Robotics Training
7	PT. Sanskara Karya Internasional	Training and Publication of Journals, Books, and Proceedings
8	PT. Cendekia Press	Book Publication
9	CV. ABCDERY STUDIO	Fashion
10	PT. Pangalusna Karya Sosial	Fashion
11	Sukabumi Creative Hub	Event Organizer
12	Sunda Coffee	Food and Beverage

Source: Author's (2024)

The rapid growth of start-up companies in Sukabumi provides not only opportunities but also challenges, particularly in building employees' creativity as a main driver of innovation and business sustainability. Although start-ups are high-paced and dynamic in nature, the majority of companies, including PT Digital Kreatif Sukabumi, PT Inovasi Teknologi Nusantara, PT Solusi Bisnis Digital, PT Kreatif Media Indonesia, and PT Startup Maju Bersama, struggle to carry out effective training and development sessions to enhance creative thinking and problem-solving abilities in employees. Limited financial resources, no formal learning programs, and the absence of strong organizational culture for innovation hinder employees from achieving their full creative potential. Further, uncertainties in leadership styles, work autonomy, and motivation also complicate the success of training programs in these companies. Though start-ups greatly depend on creativity for competitiveness, there remains a knowledge gap as to how systematic training and development initiatives can efficiently foster creativity among employees working in the distinctive business climate of Sukabumi. Therefore, it is necessary to study the extent to which training and development programs influence employee creativity in start-up companies such as PT Digital Kreatif Sukabumi, PT Inovasi Teknologi Nusantara, PT Solusi Bisnis

Digital, PT Kreatif Media Indonesia, and PT Startup Maju Bersama, and explore the moderating effect of organizational factors on this relationship.

Start-up businesses are becoming more and more important as drivers of innovation, disruption, and economic growth in the changing business and entrepreneurial landscape. These innovative businesses have transformed industries, upended established business models, and transformed consumer experiences because of their bold ideas, flexible tactics, and spirit of entrepreneurship. Start-up ecosystems, from Sukabumi to Silicon Valley, have developed into global hubs of creativity and innovation, drawing in talent, investors, and aspirational businesspeople ready to be part of the next wave of technical improvement and market upheaval. The idea of creativity has become central to the vibrant start-up culture as the key to success and longevity. Innovation, which powers the creation of game-changing technology, disruptive business models, and revolutionary solutions to difficult problems, is fundamentally driven by creativity, which is described as the capacity to produce original and valuable ideas, solutions, or products (Amabile, 1988). Creating a creative culture is a strategic need for organizational leaders, HR specialists, and policymakers in the context of start-up businesses, where flexibility, adaptation, and creativity are essential for survival and expansion.

It is impossible to exaggerate the value of creativity in startups. Creativity infuses every step of the entrepreneurial process, from the conception of an idea to its realization as a marketable product or service. To successfully manage the ambiguities and difficulties that come with being a start-up, entrepreneurs need to constantly think outside the box. This includes developing scalable business models, attracting talent, and breaking into highly competitive sectors. Furthermore, as start-ups develop, preserving a creative culture becomes essential to sustaining innovation and differentiating themselves in a sector that is changing quickly. A viable way to foster employee creativity in the face of the myriad variables influencing creativity in start-ups is through training and development initiatives. According to (Bowman et al., 2013), training and development initiatives are investments made in human resources to provide workers with the knowledge, skills,

and abilities required to carry out their jobs well. These initiatives include formal education, skills development workshops, mentorship programs, and on-the-job training. When it comes to creativity, productivity, and competitive advantage, deliberate investments in employee development can be highly advantageous for start-ups, given their limited resources and time constraints.

But even while training and development programs are crucial for encouraging employee creativity, there is still a dearth of empirical study on this subject, particularly when it comes to start-ups in places like Sukabumi, Indonesia. Even while the relationship between training opportunities and employee performance in well-established organizations has been the subject of several studies, the dynamics in start-up environments may be very different. Organizational culture, leadership style, and work autonomy are a few examples of factors that may have varying effects on how well training and development programs foster innovation in new businesses. Notwithstanding the significance of creativity in startup settings, little is known about the precise elements that encourage creativity among workers in these kinds of establishments, particularly in the Sukabumi setting. While previous studies have looked at a variety of factors that influence creativity in conventional work settings, the dynamics of start-ups can vary greatly because of their distinct organizational structures, cultures, and resource limitations. Among these potential determinants, training and development programmes emerged as a promising avenue to nurture and enhance employee creativity hence the basis for the authors to conduct a study entitled *"The Effect of Training and Development on Employee Creativity among Employees of Start-up Companies in Sukabumi"*.

1.2. Problem Formulation

Based on the research background, the main problems explored in this study can be formulated as follows.

1. How does training influence employee creativity among start-up employees in Sukabumi?

2. How does development influence employee creativity among start-up employees in Sukabumi?
3. What is the effect of training and development on employee creativity among start-up employees in Sukabumi?

1.3. Aims and objectives of the study.

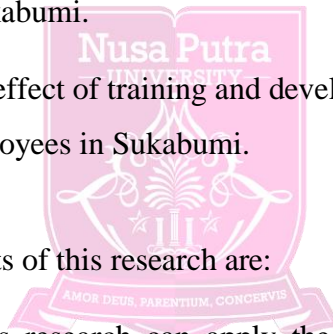
The purpose of this study is to obtain data and a clear picture of the relationship between training and development on employee creativity. The objectives of this study are to:

1. To determine the effect of training on employee creativity among start-up employees in Sukabumi.
2. To determine the effect of development on employee creativity among start-up employees in Sukabumi.
3. To determine the effect of training and development on employee creativity among start-up employees in Sukabumi.

1.4 Benefits of Research

The expected benefits of this research are:

- a. Theoretically, this research can apply the knowledge gained during the learning process in the management department, especially adding to understanding the aspects of human resources in the company.
- b. Practically, to find out whether there is an effect of training and development on employee creativity. And it is hoped that it can be a consideration in developing strategies to increase employee creativity.
- c. Benefits in the future, as one of the materials for empirical studies, especially regarding training and development on employee creativity.



1.5 Systematics of Research

CHAPTER I: Introduction includes a description of the Topic, Background, Rumudsn's Problem, Research Objectives, Benefits of Research, Scope, and Systematics of Writing.

CHAPTER II: Literature review, outlining theoretical underpinnings and related research.

CHAPTER III: Research methodology discusses data collection methods, research locations, research flow diagrams, and research timelines.

CHAPTER IV: Data is processed and analyzed

CHAPTER V: Conclusions and suggestions



5.1 Conclusion

This study aims to examine the effect of training and development on employee creativity in start-up companies in Sukabumi. Based on the results of data analysis that has been done, it can be concluded that:

- a. Training has a positive and significant influence on employee creativity. Training indicators such as the level of mastery of the material, application in the context of work, and performance improvement show that an effective training programme can improve employees' ability to generate creative ideas, apply new knowledge in their work, and improve individual performance.
- b. Development programmes also have a positive and significant influence on employee creativity. Development indicators such as employee participation in development programs, increased knowledge and skills, application of learning in the context of work, and improved individual and organisational performance show that effective development programs can improve employees' ability to innovate and contribute creatively to organisational success.
- c. Employee creativity is influenced by effective training and development. Indicators of employee creativity such as the number and quality of creative ideas generated, participation in the creative process, adaptability and flexibility in problem solving, collaboration and team involvement in the creative process, and recognition and reward for creative contributions show that good training and development can significantly increase employee creativity.

This conclusion supports previous research showing that investment in training and development is an important strategy to enhance creativity and innovation in the workplace.

5.2 Suggestions

According to the conclusions above, the following are some of the recommendations for start-up companies in Sukabumi and other stakeholders, taking into consideration the variables and indicators with the highest and lowest scores:

1. Enhance Employee Involvement in Development Programs, Companies should continue encouraging active employee participation in development processes, such as training, mentoring, job rotation, and coaching sessions.

Such a move will facilitate greater understanding and application of knowledge gained at the workplace.

2. Provide Recognition and Rewards for Employee Creativity, Companies should frame a clearer and more formal reward system for the recognition and reward of employees' creative output. Rewards may be in the form of bonuses, promotions, or public recognition.
3. Focus on Improving Individual and Organizational Performance, Training and development's impact on organizational performance continues to need improvement. Organizations must be more data-driven in their measurement of training effectiveness and in ensuring the immediate application of skills learned.
4. Improving Adaptability and Flexibility in Problem Solving, Organizations can provide more scenario-based training sessions, case studies, and critical thinking exercises to improve employees' adaptability in solving business problems.
5. Foster Collaboration in Creative Processes, Collaboration has been excellent but can be improved. Companies need to create more space for brainstorming, collaborative projects, and a work environment that supports the participation of teams in innovation.
6. Tailor Training and Development Programs to the Company's Dynamic Needs, As the pace of business acceleration quickens, organizations must develop training programs that are responsive to change. This could include developing digital capabilities, data literacy, and technology-enabled training approaches to improve the organization's competitiveness in changing markets.

By implementing these suggestions, it is hoped that start-up companies in Sukabumi can enhance the creativity and innovation of their employees, thereby achieving competitive advantage and sustainable growth in an increasingly competitive market.

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