

ABSTRAK

Tujuan penelitian ini adalah untuk mengusulkan dan merekomendasikan Pengembangan Sistem *Digital Learning* sesuai strategi *Learning and Development* di PT Semen Indonesia (Persero) Tbk. Studi kasus ini menggunakan pendekatan kualitatif dan menggunakan teknik analisis Triangulasi sumber data, dimana pengumpulan data dilakukan dengan cara wawancara, observasi, studi pustaka, dan dokumentasi perusahaan untuk mendapatkan pemahaman yang komprehensif tentang studi ini.

Proses pengumpulan informasi dan Analisa data terkait *framework* dan prinsip dasar dalam Pengembangan Sistem *Digital Learning* sesuai strategi *Learning and Development* di PT Semen Indonesia (Persero) Tbk., mengacu pada dua hal berikut ini yaitu (1) Pengembangan Sistem *Digital Learning* sesuai dengan Petunjuk Pengembangan *digital learning* yang efektif (K. Dobbs, 2000); dan (2) Pengembangan Sistem *Digital Learning* sesuai dengan strategi *Learning and Development (06 Learning Principles)* di PT Semen Indonesia (Persero) Tbk.

Melalui wawancara yang mendalam, para informan diminta untuk menjawab sepuluh (10) pertanyaan dan dari penelitian ini didapatkan kesimpulan yang didasarkan pada (1) Prinsip dasar dalam hal desain atau metode Pengembangan Sistem *Digital Learning* yang efektif sesuai strategi *Learning and Development* di perusahaan adalah: *eLearning* dilaksanakan berdasarkan kompetensi yang dibutuhkan; *Customized learning journeys*; *Blended instruction*; Dilengkapi dengan *pre-test, post-test, kuis, studi kasus, project assignment*; *User-friendly*; Tempat dan waktu yang fleksibel; *Web / Mobile base*; Gamifikasi (simulasi, *leaderboard* dan *certification*); menyediakan materi PPT, PDF, audio, video, animasi, dan/ kombinasi; menyediakan akses ke *Webinar, eBook, Knowledge management, dan eLearning provider*; memberikan kontrol kepada peserta; Bersifat *private/mandiri* sekaligus kolaboratif; Didukung bandwidth dan jaminan keamanan ICT; Ada sosialisasi secara periodik kepada karyawan; Ada Help desk; *Bilingual* (Bahasa Indonesia dan Inggris); dan (2) Pengembangan Sistem *Digital Learning* yang efektif sesuai strategi *Learning and Development* di perusahaan harus memperhatikan prinsip-prinsip dasar berikut: Pengembangan Sistem *Digital Learning* harus berdasarkan kompetensi yang dibutuhkan; Implementasi Sistem *Digital Learning* (simulasi, studi kasus, *project assignment*) harus berkorelasi dengan pekerjaan karyawan; Implementasi *blended learning* melalui pengembangan sistem *digital learning* (as is condition. 100% *classroom learning*); Ada laporan berkala dari admin *digital learning* kepada manajer untuk monitoring dan *feedback*; Menetapkan mekanisme *Reward and Punishment*; Komunikasi dan kolaborasi dapat terjadi antara sesama peserta pelatihan, antara peserta pelatihan dengan instruktur / fasilitator, dan/ antara peserta pelatihan dengan para ahli secara interaktif; dengan biaya yang efektif dan efisien.

Keterbatasan dari penelitian ini adalah Pengembangan Sistem *Digital Learning* sesuai strategi *Learning and Development* terbatas pada *framework* dan prinsip dasar Pengembangan Sistem *Digital Learning* untuk pelatihan sumber daya manusia.

Kata kunci: Prinsip dasar, Pengembangan, *Digital Learning*, Strategi *Learning and Development, Blended Learning*, Pelatihan sumber daya manusia

ABSTRACT

The purpose of this study is to propose suggestions and recommendations for the Development of Digital Learning Systems Based on Learning and Development Strategy at PT Semen Indonesia (Persero) Tbk. This case study uses a qualitative approach and uses triangulation of data sources analysis technique whereas the analysis steps involved interview, observation, literature review, and company documentation review to develop a comprehensive understanding of this study.

The process of collecting information and analyze the underlying principles of Development of Digital Learning Systems Based on Learning and Development Strategy at PT Semen Indonesia (Persero) Tbk., refers to the following two things as follows (1) Development of a Digital Learning System is in accordance with the Guidelines for Effective Digital Learning Development (K. Dobbs, 2000); (2) Development of a Digital Learning System is in accordance with the Learning and Development Strategy (06 Learning Principles) at PT Semen Indonesia (Persero) Tbk.

Through in-depth interview, the informants were asked to answer ten (10) questions and the conclusion of the research based on (1) The basic principles of design or method of Development of Digital Learning Systems Based on Company's Learning and Development Strategy are: eLearning based on required competencies; Blended instruction; Customized learning journeys with clear goal / objectives and guidance; Equipped with pre-test, post-test, quizzes, case study, project assignment; User-friendly; Flexible time and place; Web base / Mobile base; Gamification (simulations, leaderboard and certification); Access to Webinar (web-based seminar), Ebook, Knowledge management, and eLearning providers; PPT, PDF, audio, video, animation, and combination; Provide learners with control, including the opportunity to skip sections or modules and the ability to pause, bookmark, review, and return to where they left off; Allow trainees the opportunity to collaborate and communicate with each other and with the trainer, experts, or facilitators; Bandwidth support and ICT security guarantees; Dissemination to employees (intranet, social media, emails, newsletter, poster, banner, bulletin board); Help desk / service desk / customer care; Bilingual (Indonesia and English); and (2) Development of Digital Learning Systems Based on Company's Learning and Development Strategy must consider the following: Development of digital learning based on competency; Implementation of digital learning model (simulations, case study, project assignment) must correlated with job task; Implementation of blended learning through development of digital learning (as is condition. 100% classroom learning); Periodic reports from digital learning admin to managers for monitoring and feedback; Create Reward and punishment mechanism; Collaboration and communication can occur between learners, between learners and instructors, between learners and experts and also learner as a teacher depends on the learner's expertise; and cost effective and efficient.

The limitation of this research is the Development of Digital Learning Systems Based on Learning and Development Strategy is limited to the framework and basic principles of developing digital learning in the company for Human Resources Training Program.

Key words: Basic principles, Development, Digital Learning, Learning and Development Strategy, Blended Learning, Human Resources Training Program