

## **The Effect of Employee Training and Development on Employee Performance at PT FUMIRA**

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**ABSTRACT**

This research aims to determine how much impact employee training and development programs have on performance at *PT Fumira*. The method used in this research is associative quantitative, involving all *PT Fumira* employees as research subjects. Data is collected through surveys covering the entire population. In this research, data analysis was carried out using statistical techniques such as linear regression and t-tests, which were processed using IBM SPSS version 29.0 software. The research results show that the training program significantly improves employee performance, with a calculated t-value of 5.120 and a regression coefficient of 15.820. This means that whenever training is improved, employee performance also increases. Likewise, employee development shows a significant influence, with a calculated t-value of 4.773 and a regression coefficient of 32.603, indicating that the development program improves employee performance effectively. Furthermore, multiple regression analysis combining training and development shows that they together explain 79.8% of the variation in employee performance, with a calculated F value of 39.797 which is highly significant at a significance level of less than 0.001. The results of this research provide practical insight for *PT Fumira* to design and implement more effective training and development programs. These findings can also be a reference for other companies in the same industry who want to improve their employee performance through systematic and data-based training and development programs.

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### **INTRODUCTION**

Business competition that is increasingly fierce in the era of globalization like today requires companies to have a sustainable competitive advantage. This era of globalization is characterized by rapid change, relentless technological innovation, and economic integration that makes geographical boundaries increasingly irrelevant in the context of trade and business. In the midst of these conditions, companies must be able to adapt and continue to grow to maintain their existence and increase their competitiveness in the global market (Zulkifli, 2022; Abdullah & Aldisa, 2023; Ghadani dkk., 2022). Competitive advantage is no longer solely determined by the abundant financial capital or advanced technology possessed by the company. While both factors are important, they can only provide a temporary advantage. In the long term, the quality of human resources (HR) is a key factor that can provide a sustainable competitive advantage. Competent, creative, and innovative human resources are valuable assets that can lead a company to achieve its vision.

The success of an organization depends heavily on how the company manages and develops its human resources. This is in line with what Sihombing & Verawati stated in

Nasution (2024) who said that, “The success of an organization depends very much on its human resource standards.” In other words, the success of an organization is highly dependent on its human resource (HR) standards. The quality of human resources is one of the key factors that determine the company’s operational effectiveness, productivity, and competitiveness (Sinambela, 2021). Competent, skilled, and knowledgeable human resources are able to drive innovation, increase efficiency, and provide significant added value to the company (Suparyadi, 2015). Thus, a successful organization is one that is able to manage and develop its human resources effectively. High HR standards not only reflect the quality of individual employees, but also reflect the strength and competitive advantage of the company as a whole. Investment in human resource development is not only a necessity, but an essential strategy to achieve sustainable competitive advantage in this era of globalization (Indrayani dkk., 2013).

Skilled, knowledgeable, and highly adaptable employees are vital elements that determine the company’s operational effectiveness and productivity (Silaen dkk., 2021). They are the main drivers of innovation, being able to create new solutions and improve existing business processes, thereby increasing the efficiency and effectiveness of the company. In this context, employee training and development are crucial elements in an effective HR management strategy (Priansa, 2016). Structured and ongoing training ensures that employees always have up-to-date skills and knowledge relevant to the demands of their job. It also helps employees to be better prepared for the challenges and changes that occur in a dynamic business environment. Employee training and development play a crucial role in maintaining and improving HR standards. With the right investment in training and development programs, companies can ensure that their employees have the necessary skills to adapt to changes and challenges in a dynamic business environment. In addition, a comprehensive development program can increase employee motivation, job satisfaction, and loyalty, which in turn contributes to the company’s long-term success (Hasanah dkk., 2024).

Employee development, on the other hand, not only focuses on improving technical skills, but also includes the development of managerial, leadership, and other soft skills that are essential for personal and professional growth (Usman dkk., 2023). A good development program can help employees reach their full potential, increase motivation, and increase job satisfaction. Employees who feel valued and given opportunities to grow tend to have higher loyalty to the company. Therefore, investing in employee training and development is not just a cost, but a strategic investment that can yield significant returns in terms of increased performance, productivity, and innovation (Zulkifli, 2022). Companies that successfully integrate training and development programs into their business strategies will have a strong competitive advantage and be able to survive and thrive in the long term amid increasingly fierce global business competition. Employee training and development is a systematic process designed to improve employees’ skills, knowledge, and competencies so that they can better carry out their duties and responsibilities (Susanti, 2018).

A well-structured training program can help employees to continue to develop themselves and adapt to the changes and challenges faced in a dynamic work environment. Several studies show that effective training and development can improve employee performance, work motivation, and job satisfaction (Rofiliana & Rofiuddin, 2021). This is in line with the results of relevant research related to the effect of training and motivation on employee performance by Tanuwijaya in Saragih (2022) entitled “The Effect of Training and

Work Motivation on Employee Performance of the Production Department of PT. Coronet Crown” shows that job training has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, and job training and work motivation variables have a positive and significant effect on employee performance.

In other words, the success of an organization depends heavily on the standards of its human resources. Thus, it can be concluded that investments in employee training and development, as well as efforts to increase work motivation, are effective strategies to improve employee performance (Santi & Isyanto, 2023). Well-trained and highly motivated employees tend to show better productivity, higher innovation, and greater contribution to the achievement of organizational goals (Mohklas, 2015). Therefore, companies that focus on human resource development and increased work motivation will have a strong competitive advantage and be able to achieve long-term success in the midst of increasingly fierce business competition. Employees who feel valued and given opportunities to grow tend to have higher loyalty to the company.

A number of previous studies have shown that training and development are closely related to improving employee performance. Tanuwijaya in Saragih (2022) through a study entitled *The Effect of Training and Work Motivation on Employee Performance of the Production Department of PT. Coronet Crown* proves that job training has a positive and significant effect on employee performance. The study also showed that motivation to work with training makes a real contribution to increasing employee productivity. Furthermore, Andayani and Hirawati (2021) also found that training and human resource development have an effect on employee performance, because both are able to improve work competence and employee readiness in carrying out job responsibilities (Andayani & Hirawati, 2021). Another study by Septiyanasari (2022) shows that training and career development have an effect on employee performance, especially when supported by *employee engagement* as an intervening variable (Septiyanasari, 2022). These findings reinforce the view that appropriately designed training and development programs can improve individual and organizational performance (Salsabilasari dkk., 2022).

However, the results of previous research were generally carried out on different companies or sectors, and have not specifically examined the conditions of PT Fumira as a company engaged in the zinc coating steel industry. Each company has different job characteristics, organizational culture, competency needs, and business challenges, so the effectiveness of training and development programs can also differ. As such, it is important to conduct specialized research at PT Fumira to obtain a more relevant empirical picture of the influence of training and development on employee performance in the context of the company.

PT Fumira, as a company engaged in the zinc coating steel industry, recognizes the importance of human resource management to achieve optimal business goals. However, although PT Fumira has implemented various training and development programs, there are still challenges in ensuring that these programs are truly effective in improving employee performance. Some employees may feel that the training provided is irrelevant to their day-to-day tasks, or lack the opportunity to apply the new skills they learned. Therefore, this study aims to analyze the Influence of Employee Training and Development on Employee Performance at PT Fumira. This research will explore various aspects of training, such as the

relevance of the material, training methods, frequency of training, and management support in the employee development process. By understanding the relationship between training and employee performance, it is hoped that companies can design training programs that are more effective and in accordance with employee needs, so as to increase productivity and overall company success.

The results of this research are expected to make a meaningful contribution to *PT Fumira* in their efforts to optimize human resource management. In addition, this research can also provide insight for other companies in similar industries regarding the importance of employee training and development as a strategy to improve organizational performance.

Based on the background that has been described, this study identifies several main problems, namely the influence of employee training and development on employee performance at *PT Fumira*, the amount of simultaneous contribution of both, factors that affect the effectiveness of training and development, and employee perception of the programs implemented by the company. To make the research more directed, the scope is limited to the analysis of the significant influence of training programs, development, and both together on employee performance. Based on these restrictions, the formulation of the problem is focused on whether or not there is a significant influence of each of these variables on employee performance. The results of this study are expected to have theoretical and practical uses, namely enriching the literature on human resource management through empirical evidence on the relationship between training, development, and performance (Ghozali, 2013; Umar, 2019), as well as becoming the basis for further research. In practical terms, the findings of this study can assist *PT Fumira's* management in designing more effective training and development programs, allocating resources efficiently, and improving employee competence, motivation, satisfaction, and retention to support the achievement of company goals.

## **METHOD**

### **1. Types of Research**

This study used a quantitative method with an associative approach that aims to determine the relationship and influence between independent variables and dependent variables. The independent variables in this study are training (X1) and employee development (X2), while the dependent variable is employee performance (Y) at *PT Fumira*. The quantitative approach was chosen because it is able to measure phenomena objectively through numerical data which is then analyzed using statistical techniques, so that the results of the research can be tested for scientific and systematic truth (Sudaryono dkk., 2013; Ghozali, 2013).

This research was carried out at *PT Fumira MM2100 Bekasi Regency* in the even semester, namely from June to October 2024. The selection of the research location is based on the existence of phenomena related to the implementation of employee training and development programs and their impact on performance. The data analysis used is inferential statistical, that is, to test previously formulated hypotheses and draw generally applicable conclusions based on sample data representing the population.

### **2. Population and Sample**

The population in this study is all employees of *PT Fumira* which is 284 people. The population includes all sections and divisions in the company, as each employee has the

potential to participate in training and development programs organized by the company. Thus, all members of the population are considered to have characteristics that are relevant to the variables being studied, so they are worthy of being used as research subjects.

The sampling technique used is probability sampling, so that each member of the population has an equal opportunity to be selected as a respondent. The number of samples was determined using the Slovin formula with an error rate of 5%, so that 166 respondents were obtained (Umar, 2019). The sample was then used as the main source of data for the study, while some of the other respondents were used to test the instrument to ensure that the questionnaire used met the requirements for validity and reliability.

### **3. Data Collection Techniques**

The data collection technique in this study was carried out through the distribution of questionnaires (closed questionnaires) to predetermined respondents. The questionnaire was compiled based on indicators from each variable, namely training, employee development, and employee performance, with a total of 30 statements. Each statement is prepared using a certain measurement scale to find out the level of approval of the respondents to the given statement, so that it can describe their perception quantitatively (Sudaryono dkk., 2013).

In addition to questionnaires, the researcher also conducted interviews as a supporting technique to obtain additional in-depth information related to the implementation of training and development programs in the company. Before being used as the main data collection tool, the research instrument was first tested for validity and reliability with the help of the SPSS program. The validity test is carried out by comparing the calculated  $r$  value with the  $r$  table, while the reliability test is carried out by looking at Cronbach's Alpha value which must be greater than 0.60 for the instrument to be declared consistent and trustworthy (Ghozali, 2013).

### **4. Data Analysis Techniques**

The data analysis technique used in this study is parametric statistics. Before conducting hypothesis testing, a classical assumption test was first carried out which included a normality test to determine whether the data was normally distributed, a linearity test to ensure that the relationship between variables is linear, a homogeneity test to see the similarity of variance, and a heteroscedasticity, multicollinearity, and autocorrelation test to ensure that the regression model meets the analysis requirements.

After all assumptions are met, hypothesis testing is carried out using simple linear regression analysis to determine the influence of each partially independent variable on the dependent variable, as well as multiple linear regression to determine the simultaneous influence of the two. The  $t$ -test was used to test for partial influences, the  $F$ -test was used to test the coefficients together, and the determination coefficient ( $R^2$ ) was used to determine the contribution of training and development variables in explaining the variation in employee performance. The significance level used in this study was 0.05.

## **RESULTS AND DISCUSSION**

### **A. Hypothesis Testing Results**

Hypothesis testing in this test was carried out to determine the multiple linear regression analysis. The following are the results of multiple linear regression analysis conducted using the IBM SPSS program version 29.0.

1. Simple Linear Regression Analysis,

a. Regression Model,

Simple linear regression analysis is used to determine the influence between independent variables (X) and dependent variables (Y). This analysis is to determine the direction of the relationship between the independent variable (X) and the dependent variable (Y).

**Table 1. Results of the Simple Linear Regression Test of Training Variables (X1)**

ANOVA <sup>a</sup>						
	Model	Sum of Square's	df	Mean Square	F	Sig.
1	Regression	36.959	1	36.959	15.820	<,001 <sup>b</sup>
	Residual	93.446	40	2.336		
	Total	130.405	41			

a. Dependent Variable: Kinerja KARYAWAN

b. Preictors: (Constant), Training

Source : Primary Data processed, 2024

Based on the results of the regression analysis above, it can be concluded that, the value of F is calculated = 15.820 with a significance level of  $0.001 < 0.005$ , then the regression model can be used to predict the Training variable or in other words there is an influence of the training variable (X) on the Employee Performance variable (Y).

**Table 2. Results of the Simple Linear Regression Test of Development Variables (X2)**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.559	1	58.559	32.603	<,001 <sup>b</sup>
	Residual	71.846	40	1.796		
	Total	130.405	41			

a. Dependent Variable: EMPLOYEE Performance

b. Predictors: (Constant), Pengembangan

Source: Primary Data processed, 2024

Based on the results of the regression analysis above, it can be concluded that, the value of F = 32.603 with a significance level of  $0.001 < 0.005$ , then the regression model can be used to predict the Training variable or in other words there is an influence of the training variable (X) on the Employee Performance variable (Y).

b. Coefficient of Determination,

**Table 3. Determination Coefficient Results,**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 <sup>a</sup>	.798	.787	.822

a. Predictors: (Constant), Development, Training

b. Dependent Variable: EMPLOYEE Performance

Source: Primary Data processed, 2024

Based on the results of the summary model analysis given, the following is the conclusion of the table:

- 1) The R-value is 0.893. This shows that there is a fairly strong relationship between independent variables (Development and Training) and dependent variables (Employee Performance).
  - 2) The value of the R Square is 0.798. This means that about 79.8% of variations in employee performance can be explained by models involving development and training variables. The remainder (20.2%) is explained by other factors not included in this model.
2. Simultaneous Significance Test (F Test)

The F-test is basically carried out to test whether the variables of training and career development have a combined influence on the variables of employee performance. The test criteria are:

H0 : Training and Development together do not have a significant influence on *PT Fumira* Employee Performance

H3 : Training and Development together have a significant influence on *PT Fumira* Employee Performance.

The following are the results of the F test, namely:

**Table 4. Results of F Test Analysis**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.095	2	18.548	7.752	.001 <sup>b</sup>
	Residual	93.310	39	2.393		
	Total	130.405	41			

a. Dependent Variable: EMPLOYEE Performance

b. Predictors: (Constant), Development, Training

Source : Primary Data processed, 2024

Based on Table 4, the  $F_{cal} > F_{table}$  was obtained which was  $7,752 > 3.24$  with a significant value of  $0.001 < 0.05$ . This means being rejected. Thus, it can be concluded that the variables of training and development together have a significant effect on employee performance at *PT Fumira*.

### 3. Partial Parameter Significance Test (t test)

The partial parameter significance test (t-test) in the context of linear regression is used to determine whether each regression coefficient (parameter) is statistically significant in predicting dependent variables. These tests help identify whether each independent variable has a meaningful contribution to the model. The following are the results of the partial parameter significance test (t):

**Table 5. Partial Parameter Significance Test Results (t-test)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.797	6.923		5.748	<.001
	Training	.658	.129	.552	5.120	<.001

DEVELOPMENT	-.456	.096	-.514	-4.773	<.001
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a. Dependent Variable: Kinerja KARYAWAN  
Source : Primary Data processed, 2024

Based on the output coefficients, the following data was obtained:

- The calculated t value of 5.120 is greater than the t table, which is 2.022 or  $5.120 > 2.022$  and the significance value (Sig) is  $0.001 > 0.05$ , then it can be concluded that H1 is accepted H0 is rejected, which means that the variable X1 has an effect on Variable Y or Training has a significant effect on the variable Employee Performance.
- The calculated t value of 4.773 is greater than the t table, which is 2.022 or  $4.773 > 2.022$  and the significance value (Sig) is  $0.001 > 0.05$ , then it can be concluded that H1 is accepted H0 is rejected, which means that the X2 variable has an effect on the Y variable or Development has a significant effect on the Employee Performance variable.

#### 4. Multiple Regression Equations

This analysis is used to find out the multiple linear regression model obtained from the calculations. The parameters of the multiple linear regression model can be discussed in Table 6.

**Table 6. Multiple Regression Equation Results**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardize	t	Sig.
		B	Std. Error	d Coefficients Beta		
1	(Constant)	39.797	6.923		5.748	<.001
	Training	.658	.129	.552	5.120	<.001
	DEVELOPMENT	-.456	.096	-.514	-4.773	<.001

a. Dependent Variable: EMPLOYEE Performance  
Source: Primary data processed using IBM SPSS Statistics version 29.0, 2024

Based on Table 6, the multiple regression model is obtained as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \text{error}$$

- The value of the constant has a positive value of 39.797. This shows that all the variables based on training (X1) and career development (X2) if considered constant or fixed (0), then employee performance is 39,797. A positive constant means an increase in employee performance by 39,797, this condition arises because employee performance has been optimal.
- The value of the regression coefficient of the training variable (X1) was positive at 0.658. This means that if the training variable is increased by one unit while the other variable is fixed (constant), then employee performance will increase.
- The value of the regression coefficient of the career development variable (X2) was negative of -0.456. This means that if the career development variable is increased by one unit, while the other variable is constant, then employee performance will decrease by 0.456 units. This negative coefficient suggests that an increase in career development is associated with a decrease in employee performance.

This study aims to find out and analyze the influence of training and development on employee performance at *PT FUMIRA*. This study used statistical methods to measure the extent to which training and development affect employee performance. In this study, data was collected through a questionnaire filled out by *PT FUFIRA* employees, then analyzed using various statistical techniques, statistical analysis methods were carried out data processing using the IBM SPSS version 29.0 program such as linear regression and t-test to evaluate the significance of the influence of the two independent variables on employee performance. This research is expected to provide deeper insights into the importance of training and development in increasing employee productivity and work effectiveness. The results of this research are also expected to be used as a basis for designing more effective training and development programs at *PT FUMIRA*.

1. The Effect of Training on Employee Performance

Based on the results of the t-test, the training variable has a calculated t-value of 5.120 greater than the t-table which is 2.022 or  $5.120 > 2.022$  and a significance value (Sig) of  $0.001 > 0.05$ , which shows that training has a significant influence on employee performance. The regression coefficient for the training variable is 15,820, which means that every one unit increase in training will improve employee performance by 15,820 units. Thus, the hypothesis that the training has a positive and significant influence on employee performance is accepted. This shows the importance of training programs in improving employee skills and productivity at *PT Fumira* (Andayani & Hirawati, 2021; Baehaki & Faisal, 2020; Mohklas, 2015).

2. The Influence of Development on Employee Performance

The results of the t-test show that the development variable has a calculated t-value of 4.773 greater than the table t, which is 2.022 or  $4.773 > 2.022$  and a significance value (Sig) of  $0.001 > 0.05$ , so it can be concluded that H1 is accepted H0 is rejected, which means that the X2 variable has an effect on Variable Y or Development has a significant effect on the Employee Performance variable. The regression coefficient for the development variable is 32,603, which means that every one unit increase in development will improve employee performance by 32,603 units. Hypotheses that assert that development has a positive and significant influence on employee performance are accepted. This indicates that employee development initiatives, such as advanced training, mentoring, and career development, are essential to support employee performance improvement (Septiyanasari, 2022; Usman dkk., 2023; Siregar, 2020).

3. The Joint Influence of Training and Development on Employee Performance

The co-influence of training and development on employee performance was tested through multiple regression analysis. The results of the analysis show that the two independent variables, training and development, together have a significant influence on employee performance (Salsabilasari dkk., 2022).

**Table 7. Determination Coefficient Results**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 <sup>a</sup>	.798	.787	.822

a. Predictors: (Constant), Development, Training

b. Dependent Variable: EMPLOYEE Performance

Source: Primary data processed using IBM SPSS Statistics version 29.0, 2024

The coefficient of determination ( $R^2$ ) obtained was 0.798, which means that 78.9% of the variation in employee performance can be explained by variations in training and development.

Table 8. Results of F Test Analysis

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.095	2	18.548	7.752	.001 <sup>b</sup>
	Residual	93.310	39	2.393		
	Total	130.405	41			
a. Dependent Variable: Kinerja KARYAWAN						
b. Predictors: (Constant), Pengembangan, Pelatihan						

Source: Primary data processed using IBM SPSS Statistics version 29.0, 2024

With an F-count value of 7.752 and a significance level of less than 0.001, these results indicate that the regression model used is statistically significant. Therefore, the hypothesis that training and development together have a positive and significant influence on employee performance is accepted. Thus, the results of the analysis show that both training and development individually and together have a significant influence on employee performance (Kartika Sari, 2022; Yuliana, 2017). Investing in training and development programs not only improves employee performance directly but also provides long-term benefits for companies in creating a more skilled, competent, and highly competitive workforce effectiveness (Hasanah dkk., 2024; Viantik, 2023; Zahari dkk., 2022). *PT Fumira* should continue to develop and improve training and development programs to maximize employee potential and achieve corporate goals.

## CONCLUSION

This study aims to evaluate the influence of training and development on employee performance at *PT Fumira*. The results of the analysis showed that training had a positive and significant effect on employee performance, with a t-value of 5.120 greater than the t-table of 2.022 and a significance level of 0.001. Each increase of one training unit is able to increase performance by 15,820 units. In addition, employee development also has a positive and significant influence on performance, with a calculated t value of 4.773 greater than the t table of 2.022 and a significance of 0.001. Each upgrade of one development unit improves performance by 32,603 units. Simultaneously, training and development have a significant effect on employee performance with a determination coefficient value ( $R^2$ ) of 0.798, which means that 78.9% of employee performance variations can be explained by these two variables. An F-value of 7.752 with a significance of less than 0.001 indicates a regression model used that is statistically significant. The implications of this study confirm the importance of improving the quality of structured and sustainable training and development programs at *PT Fumira*. Management needs to ensure that training materials are relevant to job needs, provide clear career paths, and conduct periodic evaluations of program effectiveness. In addition, companies also need to consider other factors such as intrinsic motivation, work environment, and organizational culture that can affect performance. It is suggested that further research

expand the number of samples and add other variables in order to obtain more comprehensive and generalizable results.

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