

## Employee Skills Development through Job Training Programs at PT Pos Indonesia (Persero) Kediri Branch

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### Abstract

One crucial factor in achieving organizational goals is human resources (HR). To maximize HR performance, efforts to develop skills through job training are necessary. This study aims to explore the implementation of job training programs at PT Pos Indonesia (Persero) branch in Kediri as a state-owned shipping company that must thrive in competition. The research adopts a descriptive qualitative approach with data collection techniques including interviews, observations, and documentation. The findings reveal that PT Pos Indonesia (Persero) Branch in Kediri has implemented various job training methods such as job instruction training, job rotation, classroom presentations and learning, case studies, role-playing and behavior modeling, and mentoring. However, challenges were identified in the implementation of job training, including difficulties in online classroom learning due to system and network issues, and mentoring challenges caused by mentors who are not proficient in teaching or mentoring techniques. Recommended solutions include conducting thorough checks several days before training begins and the company considering scheduling specific training for mentors, such as Training of Trainers (ToT), to ensure expertise not only in subject matter but also in teaching techniques. All these recommendations are expected to optimize the benefits of job training implementation at PT Pos Indonesia (Persero) Branch in Kediri.

**Keywords:** Employee Development, Employee Skills, Job Training

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### Abstrak

Salah satu faktor yang memegang peranan penting dalam suatu organisasi demi tercapainya tujuan ialah sumber daya manusia (SDM). Untuk memaksimalkan kinerja SDM, dibutuhkan upaya pengembangan keterampilan melalui pelatihan kerja. Penelitian ini bertujuan untuk mengetahui penerapan program pelatihan kerja pada PT Pos Indonesia (Persero) cabang Kediri sebagai perusahaan pengiriman barang milik negara yang harus bertahan dalam persaingan. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan teknik pengumpulan data berupa wawancara dan teknik pendukungnya seperti observasi dan dokumentasi. Hasil penelitian menunjukkan bahwa PT Pos Indonesia (Persero) Cabang Kediri telah menerapkan metode - metode pelatihan kerja seperti job instruction training, job rotation, presentasi dan pembelajaran dalam kelas, studi kasus, role playing and behavior modelling, serta mentoring. Ditemukan pula kendala pada penerapan pelatihan kerja diantaranya; kendala pada saat pembelajaran di kelas terutama secara daring yang masih memiliki kendala sistem dan jaringan dan kendala pada mentoring yang diakibatkan oleh mentor yang masih belum menguasai teknik mengajar atau

*mentoring. Solusi yang direkomendasikan berupa melakukan pengecekan penuh beberapa hari sebelum pelatihan dimulai dan perusahaan dapat mempertimbangkan untuk mengagendakan secara khusus pelatihan untuk mentor dan calon mentor semacam Training of Trainers (ToT) sehingga tidak hanya ahli secara materi namun juga ahli secara teknik mengajar. Semua ini diharapkan dapat mengoptimalkan manfaat dari penerapan pelatihan kerja pada PT Pos Indonesia (Persero) Cabang Kediri.*

**Kata kunci:** Keterampilan Karyawan, Pelatihan Kerja, Pengembangan Karyawan, Training

## Introduction

One of the crucial factors in achieving organizational goals is human resources. Human resources are key components sought by companies in every workforce (Liu et al., 2020). Therefore, good human resource management is necessary as it can enhance effectiveness in managing employees within the company (Stewart & Brown, 2019). Human resources need to be optimally managed so that their quality and quantity can become valuable assets in winning business competition (Jehanzeb & Bashir, 2013). Especially in the present time, more attention is needed on the quality of employees' skills and performance.

Employee skill development becomes the main focus in facing global dynamics in this modern era. With the advancement of technology and increasingly fierce business competition, companies in various sectors realize the importance of having employees with up-to-date and relevant skills and scheduling employee development programs (Dachner et al., 2021). One of the activities in human resource development is the implementation of job training programs.

The human resource management function of training and development operates on the principle that to obtain good and suitable human resources, training and development are essential. This is an effort to prepare employees to face job tasks that they are deemed not yet proficient in. Training as a form of employee development is an integral step for organizations towards change and improvement (Biech, 2022).

Based on previous research, job training has been proven to positively and significantly improve employee performance. When job training and its quality are well improved, employee performance will increase (Andayani & Makian, 2016; Lestari & Afifah, 2020; Mufidah et al., 2020; Mutholib, 2019; Ruhiyat et al., 2022; Setiawan et al., 2021). Job training also has a positive and significant impact on employee work performance, so if job training is improved, the work performance of employees will also increase. This further strengthens the reason why job training for employees is important to be implemented as a company's effort to improve employee performance, which ultimately will increase profits for the company.

PT Pos Indonesia (Persero) is one of the state-owned enterprises (SOEs) owned by the Indonesian government that operates in postal services or delivery. The company was founded on August 26, 1746. Currently, the form of the Pos Indonesia business entity is a limited liability company and often referred to as PT. Pos Indonesia. PT Pos Indonesia (Persero) Kediri is a State-Owned Enterprise specifically assigned by the government to serve the needs of the community in terms of postal services, packages, logistics, and financial services (Pos Indonesia, 2023). This company has been established for a long time and has the advantage of having a brand and image that is already well-known among the general public that PT Pos Indonesia (Persero) Kediri is a leading delivery company. However, relying solely on experience and reputation may not be sufficient. It is possible

that the company will be forgotten by customers if it does not improve the quality of its products and services from its employees, considering the fierce competition in similar service companies.

Therefore, in order to remain the best delivery company in the eyes of consumers, PT Pos Indonesia (Persero) Kediri must be able to compete with other delivery companies. One of the assets that plays a crucial role in achieving the company's goals is the employees or human resources within the company. PT Pos Indonesia (Persero) Kediri must pay attention to the needs of each employee so that employee performance remains positive and can achieve the company's goals. In its efforts to achieve all the planned goals, PT Pos Indonesia (Persero) Kediri conducts job training activities for its workforce and employees. Because job training will improve employee performance, productivity, and company innovation (Gilmore & Williams, 2012). The job training provided by PT Pos Indonesia (Persero) Kediri to employees includes knowledge of applied basic concepts, knowledge of workplace safety, and operation and maintenance of work equipment.

Based on the background above, this research will focus on the first objective, which is to identify the job training programs implemented at PT Pos Indonesia (Persero) Kediri. Furthermore, the second research objective is to identify obstacles in the implementation of job training at PT Pos Indonesia (Persero) Kediri, and the third is to recommend solutions that can be implemented by PT Pos Indonesia (Persero) Kediri in the implementation of job training. It is hoped that this research can provide an exposition of strategies from one of the largest State-Owned Enterprises (SOEs) in Indonesia and can find the best solution recommendations for job training obstacles so that this employee development activity runs better in the future and can improve the quality of human resources and impact all Indonesian society who use its services

## **Theoretical Background**

### ***Job Training***

Training, as per Simanjuntak's definition (in Sabrina 2021), is part of an investment in enhancing job skills, which will improve worker performance. Meanwhile, according to Al-Kassem (2021), training refers to organizational trends aimed at enhancing the performance of individuals and groups in the workplace to keep the company competitive in the market. It can be concluded that training is an effort made by organizations to improve the skills and performance of individuals and groups in the workplace. Its primary objective is to enhance worker performance and ensure that the company remains competitive in the market competition. Thus, training can be viewed as part of the investment made by the company in human resource development and maintaining its competitiveness in the market.

### ***Training Methods***

The discussion on this job training program will utilize references in the form of the theory of job training methods proposed by Purnama Dewi and Harjoyo (2019), which include:

- Job Instruction Training (JIT); Also known as on-the-job training, where workers receive training directly while performing their tasks. An instructor or mentor provides guidance during the training process.
- Job Rotation; This method requires trainees to switch between different jobs. The aim is to ensure that workers are skilled not only in their primary tasks but also in other jobs within the company. This is beneficial when a worker is unable to work due to leave or illness, allowing other workers to fill in without the need for external replacements.

- Classroom Presentation and Learning; Workers participating in training are in a classroom environment, with instructors serving as presenters in front of the class.
  - Vestibule Training; This method resembles simulation, where an area designed to resemble the work environment is used for training and development.
  - Role Playing and Behavioral Modeling; Workers are asked to play various roles to experience real-life situations they may encounter while working. This method is commonly used in service-oriented companies.
  - Case Studies; Learning method that uses real-life situations in the company. After studying the case, workers are expected to understand how to handle similar situations in the workplace.
  - Mentoring; Mentoring involves a mentor (who could be a supervisor or senior employee) providing training to subordinates or junior workers.

## Research Methodology

This research employs a descriptive qualitative research method where the author will utilize several data collection methods and research stages focused on respondent groups. The aim of this research is to empirically describe the reality of the training programs existing at PT Pos Indonesia (Persero) Kediri, which also serves as the research location.

The informants in this research are the Human Resource Management (HRM) manager and personnel and several employees of PT Pos Indonesia (Persero) Kediri. The data collection technique used is in-depth direct interviews with informants regarding the company's job training programs, which will also identify in detail the constraints encountered in the implementation of job training. The author also conducts observations, documentation, and studies secondary data provided by the company.

Data analysis in the context of qualitative research is a process that involves a series of interactive and continuous steps (Miles et al., 2020). The first step in this process is data reduction, where the author selects and focuses on the research focus to understand and identify opportunities for further data collection. Data reduction involves not only selecting focus but also developing coding category systems, sorting data, and more intensive analysis. After the reduction step is completed, the process continues to the data presentation stage, where all field data such as documentation, observation results, and interviews are analyzed in-depth to produce comprehensive descriptions of the researched phenomenon.

At this stage, the author aims to describe human resource development through job training programs at PT Pos Indonesia (Persero) Kediri. Finally, the analysis process reaches the conclusion drawing or verification stage where the author seeks to find deeper meanings in each research focus and draw continuous conclusions within a comprehensive framework, thus providing a deeper understanding of the researched phenomenon.

## Results and Discussion

### 1. The Implementation of Job Training Programs at PT Pos Indonesia (Persero) Kediri

Job training programs are crucial For PT Pos Indonesia (Persero) Kediri as they are efforts to achieve the company's success by enhancing knowledge, attitudes, performance, skills, and other aspects. Through the implementation of job training for employees, it is hoped that problems arising from the need for continuous learning by employees for future success can be reduced.

Based on interviews with the HRM team of PT Pos Indonesia (Persero) Kediri, the implementation of training programs at PT Pos Indonesia (Persero) Kediri is determined by each department or division of employees, with different materials and types of training

provided. This training program is mandatory for all employees at PT Pos Indonesia (Persero) Kediri as an effort to equip employees and as additional job knowledge for existing employees to improve performance, thus achieving satisfactory results or outputs. The training is conducted by a specialized training division or learning center division consisting of several experts in their respective fields who act as mentors/trainers.

As explained, training programs can provide individuals with experiences during the process of behavior development (knowledge, skills, attitudes) to achieve goals. According to Marzuki (in Sabrina 2021), for workers, training means the process of teaching specific knowledge and skills, including attitudes, so that workers become more competent and can fulfill their obligations better, depending on their expertise.

According to direct observations and interviews, the job training activities provided by PT Pos Indonesia (Persero) Kediri to employees, based on the theory of job training methods described above, yielded the following results:

**a. Job Instruction Training (JIT)**

Meaning workers receive training directly while performing their tasks. A trainer or their supervisor directly acts as an instructor, providing guidance during the training process.

JIT activities at PT Pos Indonesia (Persero) Kediri are facilitated by regional and central offices with a duration of 4 months. In this JIT program, orientation is required, during which employees are provided with information about the company profile, job descriptions, and information about rights and obligations followed by employees. With this material, employees of PT Pos Indonesia (Persero) Kediri are expected to know or be familiar with it before engaging in direct training or practice.

After the orientation process, employees will undergo training under the guidance of a trainer from the specialized training division of PT Pos Indonesia (Persero) Kediri. Employees are required to pay attention to and understand the material presented by the specialized training division, and later, the participating employees will practice the presented material under the supervision of a mentor.

The specialized training division or learning center division, as the trainer, will follow up and provide feedback after the training activities are completed. The goal is to identify which employees may need assistance and correct their mistakes before they become habitual. The trainer will gradually reduce supervision, then check the results (quality and quantity) over time.

**b. Job Rotation**

This method requires workers undergoing training (trainees) to rotate between different jobs. The aim is for workers to not only perform their assigned tasks but also other tasks that have been assigned. Based on interviews with the HRM managers of PT Pos Indonesia (Persero) Kediri, job rotation activities at PT Pos Indonesia (Persero) Kediri are conducted regularly with the aim of providing a fresh perspective for employees. The HRM manager of PT Pos Indonesia (Persero) Kediri will monitor performance to assess the progress of employees during the program. If employees demonstrate suitability and adaptability to the new position, the HRM manager of PT Pos Indonesia (Persero) Kediri may consider placing them in positions that showcase their strengths.



If an employee is unable to perform at their best, the HRM manager of PT Pos Indonesia (Persero) Kediri may return the employee to their original position. In this case, HRM manager needs to seek approval from the employee whether they are willing to take on the new position or prefer to return to their old position. Because not all employees are willing to be rotated even if they perform well in a new position with different responsibilities. However, according to the decisions made by the directors at PT Pos Indonesia (Persero) Kediri, all employees are required to accept the decisions made; refusal will result in sanctions.

#### **c. Classroom Presentation and Learning**

In this method, workers undergoing training are in a classroom setting, and the trainer acts as the person delivering the material in front of the class. Based on interviews with PT Pos Indonesia (Persero) Kediri, classroom-based training programs are a regular agenda every year. This activity is usually led by qualified facilitators and takes place over one or more days. All employees can grasp the training presentation materials, such as providing excellent customer service, job information, and company policies.

In practice, PT Pos Indonesia (Persero) Kediri selects several employees with specific positions to attend these training classes. The training is held in various locations, including PT. Pos Indonesia (Persero) Madiun and PT. Pos Indonesia (Persero) Malang as the regional offices in East Java, but it's also possible for the training to take place elsewhere, such as other branch offices, hotels, or outdoor venues.

During the previous pandemic, PT Pos Indonesia (Persero) Kediri implemented online training methods to maintain social distancing. This training includes videos, e-learning, and other methods that can be used for urgent needs. Online training methods are also frequently used nowadays because they can accelerate coordination and job-related information, thus ensuring efficiency. So, if face-to-face meetings are not necessary, this method can be very helpful.

#### **d. Role Playing and Behavior Modeling**

In this method, employees are required to take on different roles. The aim is for workers to experience real-life situations that they may encounter in their work. This method is commonly used in service-oriented companies. In its implementation, PT Pos Indonesia (Persero) Kediri uses the Role Playing and Behavior Modeling method in employee training, whether for new or existing employees.

This activity occurs after employees have completed their service training. The company then assesses the skill updates of employees through individual simulations. This also applies to simulations related to the adoption of new technologies created by the company for employees' work, enabling them to learn through direct experience, aiming to provide in-depth understanding.

#### **e. Mentoring**

Mentoring is a training method involving a mentor (who can be a supervisor or a senior employee) providing training to subordinates or junior employees. As a branch office, PT Pos Indonesia (Persero) Kediri regularly participates in mentoring activities organized by regional offices with facilitators from internal or external/third-party sources.

The purpose of mentoring at PT Pos Indonesia (Persero) Kediri is to support and encourage employees to manage their own learning so they can maximize their potential,

develop their skills, enhance their performance, and become the individuals they aspire to be.

## **2. Constraints in Implementing Job Training at PT Pos Indonesia (Persero) Kediri**

During the implementation of training, companies inevitably encounter challenges in implementing their training programs. Based on the findings of the research on the implementation of job training at PT Pos Indonesia (Persero) Kediri, the company faces several constraints, as explained below:

### **a. Constraints in Presentations or Learning in Class**

At present, the training conducted by PT Pos Indonesia (Persero) Kediri is already integrated with the internet network. Whenever training activities are held, PT Pos Indonesia (Persero) Kediri provides the best internet network available to ensure the smooth running of the training activities. However, during training sessions, it is not uncommon for the internet connection to encounter problems or become unstable. Additionally, there are occasional system errors that cause training activities to be postponed indefinitely. These delays result in the training activities being less effective and efficient.

### **b. Constraints in Mentoring**

PT Pos Indonesia (Persero) Kediri selects a senior employee or a third party outside of PT Pos Indonesia (Persero) Kediri as the facilitator. The choice of facilitator serves as a mediator for participants to understand the material being presented. Currently, there are instances where the mentor's explanation or presentation of the material to the trainees is difficult to comprehend. This could be due to the mentor speaking too quickly, a lack of understanding of the material being presented, or being too rigid in the delivery of the material, making it dull for the participants. As a result, this activity becomes less effective.

## **3. Solutions in Implementing Job Training at PT Pos Indonesia (Persero) Kediri**

### **a. Solution for Presentation or Classroom Learning**

To address the issue of system errors during the implementation of training sessions, it is recommended that the company consider conducting network checks beforehand. This process involves a series of actions to minimize potential issues that may arise and identify the source of the problem. If the same issues persist, it indicates that the checks have not been fully optimized. Therefore, it is hoped that the company can conduct thorough checks several days before the online training begins, and if necessary, seek assistance from headquarters to resolve the issues more promptly.

### **b. Solution for Mentoring**

Becoming a mentor is not an easy task, especially for those who are new or inexperienced in the topic being covered. In this regard, it is recommended that the company specifically schedule training sessions for mentors and potential mentors, such as Training of Trainers (ToT), aimed at guiding mentors to master the material and classroom management, provide coaching, address issues with training participants, and so forth. With a solid foundation in teaching skills, mentors will be better equipped to

handle various situations that may potentially hinder the effectiveness of the mentoring process.

Furthermore, it is essential for mentors to undergo training and adequately prepare themselves before commencing the mentoring program. This includes understanding the audience, mastering the material, and building confidence. It is hoped that these recommended solutions will assist mentors and training participants in successfully navigating the mentoring program together.

## Discussion

Based on the explanation above, PT Pos Indonesia (Persero) Kediri has implemented a job training program, which aligns with the theory proposed by Purnama Dewi & Harjoyo (2019). However, some aspects, such as Vestibule Training, have not been implemented due to decisions made by the headquarters. Consequently, PT Pos Indonesia (Persero) Kediri focuses only on the methods established by the headquarters. In essence, this training program is a routine agenda organized and regulated by the central office of PT Pos Indonesia (Persero), ensuring that employees have opportunities to develop themselves for their professional careers.

Interview results from the company indicate that despite encountering some challenges during the training activities, employees continue to gain useful knowledge and experience that can be directly applied to their daily work activities. Challenges related to facilities and infrastructure are common (Irzal et al., 2013). The most important thing for the company to do when facing challenges is to find solutions to reduce or eliminate them, thus allowing activities to resume smoothly. It is also essential to identify the sources of problems in this job training to prevent further issues if not handled properly (Cahya et al., 2021).

This research also found that job training activities provide tangible and effective benefits for improving employee skills and should always be regularly scheduled. This finding aligns with previous research recommendations that job training programs should be continuous and not just implemented when organizations face difficulties, policy changes, or new regulations (Vincent, 2020). Considering that these activities significantly impact increasing employee performance levels (Mamy et al., 2020). The most important point is that job training for employees can enhance performance, job satisfaction, and career competence, and not only that, for the company, these activities also enhance market growth, overall organizational performance, and employee retention, or the company's ability to retain its employees to stay engaged, satisfied, and motivated to remain with the company for the long term (Jehanzeb & Bashir, 2013).

## Conclusion

Based on the writer's observations regarding the Job Training Program for employees at PT Pos Indonesia (Persero) Kediri, and the discussions presented, the following conclusions can be drawn:

The employee training at PT Pos Indonesia (Persero) Kediri adopts a holistic approach by utilizing six out of seven methods proposed by Purnama Dewi & Harjoyo (2019). The methods applied include Job Instruction Training, Job Rotation, classroom



presentations and learning, case studies, Role Playing and Behavior Modeling, and mentoring. This approach is designed to provide comprehensive and in-depth experiences to employees, enabling them to acquire the knowledge and skills needed to enhance their performance and contributions at PT Pos Indonesia (Persero) Kediri.

However, the training at PT Pos Indonesia (Persero) Kediri has faced challenges related to the stability of the internet network, which often leads to delays in activities and reduces the effectiveness and efficiency of training. Despite efforts to provide the best internet network, technical issues such as instability or system errors are sometimes unavoidable. These delays negatively impact the smoothness of the training, making it less productive. Additionally, challenges arise in the mentoring process where the selection of mentors from senior employees or third parties is often suboptimal. The material presented by mentors is sometimes difficult for participants to understand due to various factors such as the speed of delivery, lack of understanding of the material, or monotonous presentation styles. As a result, the effectiveness of the training activities is disrupted due to participants' lack of understanding of the material presented.

To address the frequent system errors during training, it is recommended that the company conduct a comprehensive network check several days before the online training begins. This check should be conducted seriously and involve the central office if necessary to ensure that issues are resolved before the event starts. Furthermore, to improve the quality of mentoring, the company can organize special training for mentors, such as Training of Trainers (ToT), aimed at enhancing their teaching skills. With this training, it is hoped that mentors will be better prepared to handle various situations and provide effective guidance to participants. Additionally, it is recommended that mentors adequately prepare themselves before mentoring sessions, including understanding the audience, mastering the material, and boosting self-confidence. All of these recommendations are expected to enhance the effectiveness of the training conducted by PT Pos Indonesia (Persero) Kediri.

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