

# The Effects of Training and Work Placement on Employee Performance at PT Samator Gas Industri Cilegon Branch

Didi Suhendi<sup>1</sup>, Teddy Aprilliadi<sup>2</sup>, Ahlu Dzikri<sup>3</sup>

<sup>1,2,3</sup>Faculty of Economics and Business, Al-Khairiyah University, Indonesia

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## ABSTRACT

This study aims to analyze the effect of training and work placement on employee performance at PT Samator Gas Industri Cilegon Branch. The method used was quantitative with a multiple linear regression approach, involving 36 employees as a sample. The regression results showed that training had a significant effect on employee performance with a regression coefficient of 0.506 and a significance value of 0.000, which means that better training can improve employee performance. Meanwhile, job placement also has a significant influence on employee performance with a regression coefficient of 0.329 and a significance value of 0.000. The results of the simultaneous test (F Test) showed an F value of 45.665 with a significance value of 0.000, which means that the two independent variables, namely training and work placement, had a simultaneous significant effect on employee performance. With an R Square of 0.735, the model was able to explain about 73.5% of the variation in employee performance, while the remaining 26.5% was influenced by other factors that were not studied. Based on these results, it is recommended that companies improve training and job placement programs to match employees' skills and needs to improve their performance.

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## Corresponding Author:

Didi Suhendi,  
Faculty of Economics and Business,  
Al-Khairiyah University,  
Jl. H. Enggus Arja No1 Citangkil –Cilegon City.  
Email: [didi.procurement@gmail.com](mailto:didi.procurement@gmail.com)

## 1. INTRODUCTION

Companies fundamentally rely more than just on capital, technology, or sophisticated work systems. Beyond all of this, the key to operational success remains its human resources. Employees are not merely a means of production, but a strategic asset that plays a direct role in supporting the achievement of the company's vision and mission. Therefore, sound human resource management is crucial, particularly in improving employee performance. In this context, two important factors frequently discussed in HR management literature are training and job placement. Training is an HR development instrument aimed at improving employees' technical abilities, knowledge, and soft skills. When training is conducted systematically, tailored to job needs and individual characteristics, the results will directly contribute to improved work performance. Conversely, if training is merely a formality without considering its relevance and effectiveness, its potential contribution to performance will be minimal. Meanwhile, job placement that aligns with an employee's educational background, experience, interests, and potential will significantly determine the extent to which individuals can adapt, feel comfortable, and be motivated in carrying out their duties. Employees placed in inappropriate positions often exhibit higher levels of work stress, are less productive, and experience decreased motivation. This certainly has a direct impact on individual and team performance as a whole. PT Samator Gas Industri Cilegon Branch is a branch of a large company engaged in the

production and distribution of industrial gases in Indonesia. This company plays a vital role in supporting other industrial sectors, as industrial gas products are used in various fields such as medical, food, manufacturing, and energy. With high operational challenges and increasingly fierce market competition, PT Samator must ensure that every line of work is supported by competent and high-performing human resources. However, based on initial observations and secondary data obtained from the company, several issues remain indicating inefficiencies in human resource management, particularly in aspects of training and job placement. Some employees complained that the training provided was still general, not specific to the work problems they faced. In addition, some employees felt that the positions or divisions they were assigned to did not align with their areas of expertise. This condition results in low motivation, ineffectiveness at work, and even the potential for turnover. This phenomenon is a significant concern, because if allowed to continue without appropriate intervention, this could potentially reduce overall company productivity. Therefore, it's crucial to conduct research to determine the extent to which training and job placement currently implemented impact employee performance. The results of this study are expected to serve as a basis for management to design more relevant, targeted, and impactful HR development strategies that significantly improve performance. Based on this background, the research problem formulation in this study focuses on three main questions: First, does training significantly influence employee performance? Second, does job placement significantly influence employee performance? Third, do training and job placement simultaneously influence employee performance? These three questions will be answered through a quantitative approach using statistical analysis methods on data obtained from respondents in the relevant companies. The objectives of this study are to analyze the effect of training on employee performance, analyze the effect of job placement on employee performance, and analyze the simultaneous influence of both on employee performance at PT Samator Gas Industri, Cilegon Branch. With these structured objectives, the study is expected to provide a meaningful contribution, not only in the academic realm but also in managerial practice in the company. The benefits of this research can be divided into three main categories. First, from a practical perspective, the results are expected to provide strategic input for PT Samator's management in evaluating and improving the effectiveness of training programs and employee placement processes. By understanding the variables that significantly influence performance, the company can design more targeted HR policies based on real needs. Second, from an academic perspective, this research contributes to the development of literature in the field of human resource management, particularly regarding the influence of training and job placement on performance. Third, for the researcher, this research serves as a means to deepen theoretical and practical understanding of HR management and serves as a means of fulfilling the final assignment in completing a master's program. To maintain the focus of the research and avoid overly broad discussions, this study has certain limitations. First, the research object is limited to one business unit, namely PT Samator Gas Industri Cilegon Branch. Second, the independent variables analyzed only include training and job placement, while other factors that also influence performance such as compensation, leadership, or organizational culture are not included in the scope of the analysis. Third, the respondents in this study only include permanent employees who have worked for at least one year, to ensure that they have work experience and exposure to the training programs and placement systems in effect in the company.

### **Training**

Training theory is a crucial concept in human resource development, focused on improving the skills and knowledge of individuals or groups through various training methods. In the educational context, this theory is relevant not only to students but also to educators and employees across various sectors. In this article, we will examine several studies that provide insights into the effectiveness of training methods, the application of technology in training, and their impact on individual performance and skills.

First, the effectiveness of competency-based training programs is crucial to ensuring that trainees acquire relevant and useful skills. Setiawan and Casmiwati examined the effectiveness of competency-based training programs at Vocational Training Centers, demonstrating that this approach can reduce unemployment by producing skilled workers in line with industry

needs (Setiawan & Casmiwati, 2024) Another study by Gigentika et al. also revealed a significant increase in participants' knowledge and skills after participating in MPASI preparation training, which fostered practical competency in the field. (Gigentika et al., 2022) This shows that competency-based training is not only theoretical but also practical, contributing to improving people's quality of life.

Furthermore, the importance of technology in training cannot be overstated. In today's digital age, the use of applications and software in training is increasingly widespread. For example, training on the use of UAVs for topographic imagery is conducted using modern technology, providing participants with new insights into competency development. (Djuser et al., 2022). In addition, Savitri et al. reported that the hybrid training method, which combines direct instruction with small group discussions and experiential learning, received positive responses from participants and was proven effective in improving instructor skills. (Savitri et al., 2024) This shows that integrating technology into training can increase effectiveness and reach more participants.

In terms of the impact of training on individual performance, research by Apriada and Wulandari shows that training, communication, and job promotions significantly influence employee performance at PT. PLN. (Apriada & Wulandari, 2020) Researchers identified that employees who participated in training showed significant improvements in their performance compared to those who did not. This aligns with Human Capital theory, which states that investments in education and training can directly increase individual productivity. (Swastika & Sastrawan, 2023).

Overall, well-designed training not only meets current needs but also prepares individuals for future challenges. Therefore, it is important to continually evaluate and develop training methods to ensure their continued relevance and effectiveness.

### **Job Placement**

Job placement theory refers to the various mechanisms and principles that influence how individuals enter, retain, and transition within the labor market. In today's global context, various factors contribute to labor market dynamics, including education, training, government policies, and demographic factors. Research indicates that vocational education plays a crucial role in labor market integration for youth, with the vocational specificity of the education system considered a central component in the preparation and allocation of youth labor in the labor market. (Muja et al., 2021).

The influence of employment policies and labor market institutions is also significant. For example, research shows that labor market institutions that are more involved in wage setting can affect employment rates, particularly among younger and older groups, with these two groups tending to experience greater unemployment impacts than the main working-age group. (Bertola et al., 2022). Institutions such as trade unions often influence income outcomes and types of employment, having important implications for job placement at the national and local levels.

Furthermore, an in-depth analysis of various policy possibilities, such as minimum wages and the implications associated with investments in fixed capital and human capital, also provides insights into ways in which labor market conditions can be optimized. (Haepf & Lin, 2020) Policies such as minimum wages can challenge employment and investment levels, leading to inequality and discrimination in employment. (Santos-Pinto & Rosa, 2020).

Similarly, when considering social factors in job placement, social networks and individual health conditions have a significant impact on access to and integration in the primary labor market. The inability to access the social functions of work is often a key factor explaining poor health among the unemployed. (Zapfel et al., 2022) In other words, a deeper understanding of the social and institutional dynamics of the labor market becomes crucial in building a framework for more effective job placement strategies.

Job placement theory in this context is not limited to economic and policy aspects, but also encompasses sociological approaches that consider the role of social networks, stigma, and ethnic integration in the job placement process. The availability of appropriate information and inclusive policies will help reduce unfair tactics and promote equal opportunities in the labor market for all individuals, regardless of their background. (Aspers, 2022).

### Employee performance

Employee Performance Theory has received significant attention in both academic literature and practical applications, particularly in understanding how various factors influence employee performance in organizations. This concept encompasses various models and frameworks aimed at improving individual and organizational productivity by analyzing aspects such as leadership style, employee engagement, and performance management systems.

One important approach to assessing employee performance is through an effective Performance Management System (PMS). The development of a PMS model, as discussed by Septiawan and Sujana (Septiawan & Sujana, 2023), highlights the need to align performance assessment processes with the development of accreditation frameworks in educational institutions, thereby ensuring comprehensive and applicable performance metrics. This idea is complemented by Nuraida's findings (Nuraida, 2023) on employee performance management models in small and medium enterprises (SMEs) in the agrotourism sector, which shows that effective management practices can significantly improve employee performance and encourage greater customer engagement, leading to business success. Furthermore, ethical leadership plays a crucial role in employee performance, as demonstrated by Vincent and Rachmawati (Vincent & Rachmawati, 2023). Their research emphasized the mediating effect of work engagement on the relationship between ethical leadership and employee performance, showing that when leaders demonstrate ethical behavior and foster meaningful work experiences, employees tend to be more engaged and subsequently perform better. These findings align with theories that advocate a participatory leadership style that empowers employees and increases their commitment to organizational goals (Employee Stock Ownership, 2023).

Another important dimension to consider is strategic risk management and the challenges organizations face, especially during challenging times like the COVID-19 pandemic (Zuriantomy, 2023) highlights how risk management practices impact the performance of state-owned enterprises in Indonesia, demonstrating that organizations that enhance their risk management strategies can improve operational effectiveness and employee performance even under challenging conditions, which is crucial for maintaining resilience and adaptability within the workforce.

The integration of technology into performance management is also noteworthy. The transition to digital solutions, as discussed in the related study, shows that organizations can leverage modern technology to optimize their performance management processes. For example, implementing digital tools and frameworks can help simplify performance evaluations and increase transparency in feedback mechanisms, thereby fostering a culture of continuous improvement (Nuraida, 2023).

In short, employee performance theory is a multidimensional construct influenced by leadership style, performance management systems, risk management practices, and technology adoption. Each of these factors interacts to create an organizational climate conducive to high performance. Organizations that implement strong ethical leadership, effective performance management structures, and adaptive risk management strategies, while embracing technology, are likely to see significant improvements in employee performance.

### Research Framework

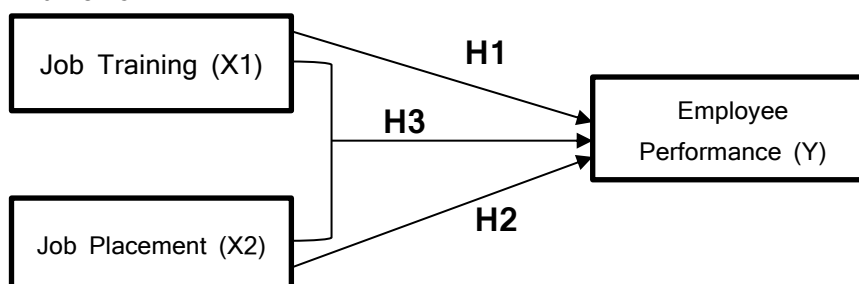


Figure 1. Research Framework

## 2. RESEARCH METHOD

This study aims to analyze how training and job placement affect employee performance at PT Samator Gas Industri, Cilegon Branch, using a quantitative approach and causal research. In this study, the entire population consisting of 36 employees will be sampled through a saturated sampling technique, considering the limited population size and covering all relevant elements for the study. Primary data collection was conducted through the distribution of questionnaires designed to evaluate three important variables: training, job placement, and employee performance. This questionnaire uses a Likert scale to measure employee perceptions regarding the effectiveness of the training received, their level of satisfaction with job placement that matches their skills, and their assessment of their performance at work. In addition, interviews will be used as a complementary method to dig deeper and enrich the data regarding factors that influence performance. The data obtained will be analyzed using multiple linear regression, which allows to see the simultaneous influence of both independent variables, namely training and job placement, on the dependent variable, namely employee performance. Prior to the analysis, the research instrument will be tested to ensure validity and reliability, so that the collected data can be considered accurate and consistent. The results of this study are expected to provide a deeper understanding of how training and job placement can affect employee performance and provide recommendations for companies to design better policies in terms of training and job placement.

## 3. RESULTS AND DISCUSSIONS

### Validity Test

**Table 1.** Results of the Validity Test of the Training Variable (X1)

Butir Soal	Total Correlation/rhitung	Sig.	rtabel	Keterangan
1	0,423	0,010	0,329	Valid
2	0,584	0,000	0,329	Valid
3	0,449	0,006	0,329	Valid
4	0,503	0,002	0,329	Valid
5	0,420	0,011	0,329	Valid
6	0,491	0,002	0,329	Valid
7	0,501	0,002	0,329	Valid
8	0,583	0,000	0,329	Valid
9	0,519	0,001	0,329	Valid
10	0,430	0,009	0,329	Valid

The table presented shows the results of the validity test for the Training variable (X1) with reference to the total correlation value and significance value. Each question item was tested to see how strong its relationship with the total score, where a higher correlation value indicates a more significant relationship. Based on the table, all significance values (Sig.) are below 0.05, which indicates that each question item has a significant relationship with the tested variable. In addition, the total correlation value for each question item is greater than the r table value (0.329), which indicates that all questions can be considered valid. Therefore, it can be concluded that all questions in the Training variable (X1) meet the validity criteria and can be used in further testing.

**Table 2.** Results of the Validity Test of the Job Placement Variable (X2)

Butir Soal	Total Correlation/rhitung	Sig.	rtabel	Keterangan
1	0,777	0,000	0,329	Valid
2	0,882	0,000	0,329	Valid
3	0,900	0,000	0,329	Valid
4	0,628	0,000	0,329	Valid
5	0,824	0,000	0,329	Valid

Butir Soal	Total Correlation/rhitung	Sig.	rtabel	Keterangan
6	0,446	0,006	0,329	Valid
7	0,766	0,000	0,329	Valid
8	0,824	0,000	0,329	Valid
9	0,407	0,014	0,329	Valid
10	0,405	0,014	0,329	Valid

The table presented shows the results of the validity test for the Job Placement variable (X2) by referring to the total correlation value and significance value. Each question item was tested to determine whether the relationship between the item and the total score was significant. In this table, all significance values (Sig.) were less than 0.05, which means the relationship between each item and the total score was significant. In addition, the total correlation value for each item was greater than the r table value (0.329), indicating that all items met the validity requirements. Thus, it can be concluded that all items in the Job Placement variable (X2) are valid and can be used in further research or testing.

**Table 3.** Results of the Validity Test of the Employee Performance Variable (Y)

Butir Soal	Tabel Correlation/rhitung	Sig.	rtabel	Keterangan
1	0,932	0,000	0,329	Valid
2	0,389	0,019	0,329	Valid
3	0,494	0,002	0,329	Valid
4	0,569	0,000	0,329	Valid
5	0,932	0,000	0,329	Valid
6	0,704	0,000	0,329	Valid

The table below shows the validity test results for the Employee Performance (Y) variable, where each item was tested to see its validity based on the total correlation and significance values. All significance (Sig.) values are less than 0.05, indicating that each item has a significant relationship with the total score and can be considered valid. In addition, the total correlation value for each item is greater than the r table value (0.329), indicating that all items have a fairly strong correlation with the tested variable. Therefore, it can be concluded that all items in the Employee Performance (Y) variable are valid and can be used for further analysis.

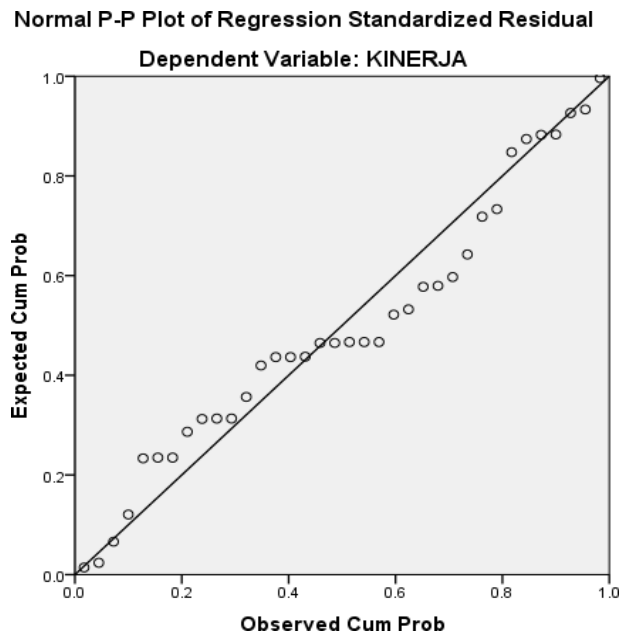
### Reliability Test

**Table 4.** Results of Reliability Test Calculation

Statement	Cronbach's Alpha	N of Items
Training	.626	10
Job Placement	.872	10
Employee performance	.761	6

The table below shows the results of the reliability test using Cronbach's Alpha for three variables: Training, Job Placement, and Employee Performance. The Cronbach's Alpha value for Training is 0.626, indicating fairly good reliability, although slightly below the ideal threshold of 0.70. For Job Placement, the value of 0.872 indicates very good reliability, indicating high consistency in the instrument used. Meanwhile, for Employee Performance, the value of 0.761 also indicates good reliability, meaning the instrument is quite consistent. Overall, the results of the reliability test indicate that all variables have an acceptable level of reliability, with Job Placement having the highest reliability.

**Normality Test**



**Figure 1.** P-Plot of Normality Test

The PP Plot graph shown is used to test the normality of the regression residuals on the Performance variable. In this graph, the data points representing the observed cumulative probability are compared with the expected cumulative probability, and the results show that most of the points lie very close to a straight line. This indicates that the residuals of the regression model are normally distributed. When the data points follow a straight line, as seen in this graph, it can be concluded that the normality assumption is met. Therefore, it can be said that the regression model for the Performance variable meets the residual normality assumption.

**Multiple Regression Analysis**

**Table 6.** Results of Multiple Regression Calculations

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.986	3.054		3.270	.003
	Pelatihan	.151	.097	.224	1.552	.130
	Penempatan	.261	.056	.670	4.642	.000

Based on the results of multiple regression calculations, the formula obtained for the Performance variable (Y) with two independent variables Training (X1) and Placement (X2) is  $Y = 9.986 + 0.151X1 + 0.261X2$ . In this formula, 9.986 is the constant value (intercept), 0.151 is the coefficient for the Training variable (X1), and 0.261 is the coefficient for the Placement variable (X2). This formula shows that Performance is influenced by both independent variables, with Placement providing a greater contribution than Training.

**t-test (Partial)****Table 7. VariablesX1 (Training) against Y (Employee Performance)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.795	3.600	.749	1.332	.192
Pelatihan	.506	.077		6.595	.000

**The effect of X1 (Training) on Y (Employee Performance):**

The table shown shows the regression results for the Training variable (X1) on Employee Performance (Y). The calculation results show that Training has a regression coefficient of 0.506, which means that every one unit increase in the Training variable will increase Employee Performance by 0.506. The t-value for Training is 6.595, which indicates that the effect is quite significant. In addition, the significance value (Sig.) of 0.000 is smaller than 0.05, which indicates that Training has a significant effect on Employee Performance. In other words, these results indicate that the better the training provided, the higher the employee performance, with a strong influence (Beta = 0.749) on the Employee Performance variable.

**Table 8. VariablesX2 (Job Placement) against Y (Employee Performance)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.081	1.568	.846	8.979	.000
Penempatan	.329	.036		9.241	.000

**The effect of X2 (Job Placement) on Y (Employee Performance):**

The table shown shows the regression results for the Job Placement variable (X2) on Employee Performance (Y). The calculation results show that Placement has a regression coefficient of 0.329, which means that every one unit increase in the Job Placement variable will increase Employee Performance by 0.329. The t-value for Placement is 9.241, which indicates that the effect is very significant. In addition, the significance value (Sig.) of 0.000 is smaller than 0.05, which indicates that Job Placement has a significant effect on Employee Performance. With a standard coefficient of 0.846, Placement makes a very strong contribution to Employee Performance, indicating that the better the job placement, the higher the employee performance.

**F Test (Simultaneous)****Table 8. Hypothesis Testing Simultan**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	77.130	2	38.565	45.665	.000 <sup>b</sup>
Residual	27.870	33	.845		
Total	105.000	35			

The table shown shows the results of the Simultaneous Hypothesis Test (F Test) for a regression model involving two independent variables, namely Job Placement and Training, on Employee Performance. In this table, the Sum of Squares for Regression is 77,130, which indicates the variation explained by the regression model. Meanwhile, the Sum of Squares for Residual is 27,870, which indicates the variation that cannot be explained by the model. The total variation in the data is 105,000. With degrees of freedom (df) for Regression of 2 and Residual of 33, the Mean Square for



Regression is 38,565, and for Residual is 0.845. The F value calculated from the ratio of Mean Square for Regression divided by Residual is 45,665. This is a statistical value used to test whether the overall regression model is significant or not. This high F value indicates that the constructed regression model has strong explanatory power on Employee Performance. The significance value (Sig.) for the F test is 0.000, which is smaller than the threshold value of 0.05, indicating that the overall regression model is significant. This means that Job Placement and Training as independent variables simultaneously have a significant effect on Employee Performance. Thus, the results of this test provide strong evidence that both variables have a significant contribution in explaining variations in Employee Performance. Therefore, it can be concluded that this regression model is valid and can be used to make predictions related to Employee Performance, with Job Placement and Training as important factors that influence that performance.

### Coefficient of Determination

**Table 9.** Results of Calculation of the Determination Coefficient of Variables X1 and X2 Against Y

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 <sup>a</sup>	.735	.718	.919

The table below shows the results of the calculation of the Coefficient of Determination for the regression model involving the variables of Job Placement and Training on Employee Performance. The R value of 0.857 indicates a very strong relationship between the two independent variables and the dependent variable. With an RSquare of 0.735, approximately 73.5% of the variation in Employee Performance can be explained by Job Placement and Training, indicating that this model has good predictive power. Meanwhile, the Adjusted R Square of 0.718 indicates that after considering the number of variables in the model, approximately 71.8% of the variation in Employee Performance can still be explained by these variables. In addition, the Std. Error of the Estimate value of 0.919 indicates that the model's prediction error is relatively small, meaning this model is quite accurate in predicting Employee Performance. Overall, these results indicate that the regression model involving Job Placement and Training is very effective in explaining variations in Employee Performance.

### 3. CONCLUSION

Based on the results of the research conducted, it can be concluded that training and job placement have a significant influence on employee performance at PT Samator Gas Industri Cilegon Branch. First, training is proven to have a positive effect on employee performance, with a regression coefficient of 0.506 indicating that increased training will significantly improve employee performance. Second, job placement also contributes positively to employee performance, with a regression coefficient of 0.329, indicating that placement that matches employees' skills and interests can improve their performance. Third, the results of the simultaneous test show that these two factors simultaneously have a significant effect on employee performance, with a high F value (45.665) and a very small significance value (0.000). This indicates that training and job placement together play an important role in improving employee performance, so that the results of this study provide useful insights for the development of more effective human resource management policies in the company. Based on the research results, it is recommended that PT Samator Gas Industri, Cilegon Branch, evaluate and improve the training program provided to employees. More specific and relevant training to employees' jobs can increase their effectiveness in improving performance. Furthermore, the company should consider job placements that better align with employees' skills and interests to reduce discomfort and increase work motivation. Furthermore, management needs to continuously monitor and improve these two aspects to ensure optimal employee performance. For further research, it is recommended to include other variables that may influence employee performance, such as leadership, compensation, or organizational culture.

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