

The effectiveness of training programs in improving employee performance at PT. TI Matsuoka winner industry (TIMW)

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ABSTRACT

The research objectives are: find out the implementation, effectiveness and inhibiting factors in training programs at PT. IT Matsuoka Winner Industry. The research method used is descriptive qualitative with in-depth interview techniques *Human Resource Development* (HRD) and employees. The research results show 1) Implementation of training programs at PT. Matsuoka Winner Industry begins with planning employee training programs which are carried out systematically and based on needs. The process begins with implementation *Training Need Analysis* (TNA) at the beginning of each year, 2) Implementation of training programs at PT. Matsuoka Winner Industry has been implemented effectively, this can be seen from employees who are able to work faster and better than before, and 3) Factors that hinder the training program at PT. Matsuoka Winner Industry, namely time allocation, training costs, and facilities used during training

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1. INTRODUCTION

A company is a facility consisting of people who work together to achieve common goals. The success of a company is closely related to the quality of employee performance, so companies are required to always develop and improve the performance of employees. Performance can be a means for a company to measure the abilities of employees in a company. Employees must be able to carry out their duties well, so employee development needs to be directed at improving the quality of human resources (Kalengkoangan et al., 2023).

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Wibowo, 2022). Performance is progress in carrying out tasks and achieving success standards that have been determined by the agency for employees according to the work given to each employee (Kartini dan Kartono, 2018). Performance is the result achieved from the behavior of organizational members (Engel, 2016). According to (Umar, 2019), performance or work achievement is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. Employees who have good performance must have good knowledge, abilities, skills and attitudes at work. Companies need to create training programs to improve employee abilities and knowledge. Indicators of employee training programs according to (Mangkunegara, 2022) include: ability, knowledge, and training process. According to (Rivai, 2018) training is a systematic process of changing employee behavior to achieve company goals.

Training is related to employees' skills and abilities in carrying out current work, training has a current orientation and helps employees to achieve certain skills and abilities in order to successfully carry out work. According to (Wijayanto & Dotulong, 2017) training means providing the skills needed for new employees or existing employees to carry out their work. Based on several opinions about training above, it can be concluded that training is a process of increasing employee abilities and skills in carrying out their work. According to (Thamrin, 2019) training is a method used to improve employee abilities, skills, and knowledge by providing new information so that they can carry out their work efficiently. According to (Bangun, 2020) there are 3 dimensions and indicators of employee performance, namely: work quality is how well an employee does what he is supposed to do, Work quantity is how long an employee works in one day. This work quantity can be seen from the work speed of each employee, and Punctuality is task Execution is the extent to which employees are able to carry out their work accurately or without errors

According to research (Anthonius Wijaya et al., 2023) explains that providing appropriate training programs can improve employees' abilities and skills at work. The influence of the training program in improving employee performance was 80.3%. This is because employees who take part in the training program gain new knowledge and skills so that they can complete their work according to targets. According to research (Sari & Bangsa, 2025), it is clear that providing appropriate training programs can improve the quality of employee performance. Training is very necessary in order to improve the quality of employees in advancing the company. The ability to carry out tasks in accordance with new standards, new technology and new procedural systems encourages every company to carry out training for employees.

According to (Mastur, 2022), employee training programs provide significant benefits for the company and the employees themselves. For companies, training can increase work productivity, quality of work results, and operational efficiency because employees become more skilled and competent in carrying out their duties. Meanwhile, for employees, training opens up opportunities to develop knowledge, skills and a more professional work attitude, thereby increasing self-confidence and work motivation. Research (Ananda & Himawan, 2024) explains that the effectiveness of training programs is reflected in employees' ability to apply the material they have learned to their daily work, which is characterized by increased speed, accuracy and quality of work. Thus, a training program that is appropriately designed and implemented can have an overall positive impact on individual and organizational performance.

PT. TI Matsuoka Winner Industry is a company garment manufacturing large scale that produces underwear for the international market. With large number of employees (about 2,500 people) and focus on high production quality according to Japanese Toray Group standards. In recent years, PT TIMW has faced a phenomenon decreased employee performance in several parts of production. This is marked with longer production times, error rates (*defect*) which increases, as well as lack of speed of adaptation to new machines which continues to be introduced to increase production capacity. In addition, some new employees have difficulty understanding strict international quality standards, which has an impact hampered export targets And decreased work efficiency on several lines. This phenomenon encourages companies to realize its importance a more structured, intensive and sustainable training program. Training is not only focused on technical aspects such as "cut and sew" techniques or automatic machine operation, but also includes increasing awareness of work quality, work safety, And professional work culture.

2. RESEARCH METHOD

According to (Sugiyono, 2020) Qualitative methods are research methods that are positivistic based (concrete data) and data collection is the most important step in research. The research method used in this research is a descriptive qualitative approach method. According to (Sugiyono, 2020) the descriptive qualitative research method is an approach used to describe and describe a phenomenon, behavior or situation in depth. This research explains the effectiveness of the implementation of the training program given to employees at PT. IT Matsuoka Winner Industry.

To obtain valid and realistic data, the author carried out data collection techniques using in-depth interviews such as interviews conducted with informants who have direct involvement in employee training and development, namely *Human Resource Development* (HRD) and employees

who take part in training programs. Researchers made observations by directly observing employee training at PT. IT Matsuoka Winner Industry. Researchers also carried out documentation studies by examining various written sources related to the tourist destination under study, such as articles, forms of marketing implemented, management and government policies, as well as relevant academic publications. This method is used to strengthen findings from interviews and digital observations.

Research informants in qualitative research consist of the main informants, namely *Human Resource Development* (HRD) who plans and carries out training and supporting informants, namely employees who undergo training. The informants that the researchers determined were people who were fully involved can be seen in the table below:

Table 1. Research Informants

No	Nama Informan	Subjek Penelitian	Kode Informan
1	Elisabeth berlian	<i>Human Resource Development</i> (HRD)	Informan Utama
2	Ika Daniati	Karyawan	Informan Pendukung

Sumber PT. TI Matsuoka Winner Industry

3. RESULTS AND DISCUSSIONS

Implementation of Training Programs Provided to Employees at PT. IT Matsuoka Winner Industry

Based on the results of an interview with Elisabeth Diamond as *Human Resource Development* (HRD) regarding the training program planning process for employees at PT. TI Matsuoka Winner Industry viz

"Planning our training program starts with a training needs analysis (TNA) at the beginning of every year. We work together with each department head to identify existing competency gaps among employees. Then, we draw up a training roadmap based on priority needs, and adapt it to the company's business targets, such as increasing production quality, efficiency and long-term human resource development."

Based on the results of interviews, planning employee training programs at PT. Matsuoka Winner Industry's IT is carried out systematically and based on needs. The process begins with the implementation of a Training Needs Analysis (TNA) at the beginning of each year. This step shows that the company is committed to ensuring that the training provided is truly relevant to actual needs in the field. In this analysis process, the training team does not work alone, but collaborates with the heads of each department. Involving department heads aims to ensure more accurate identification of employee competency gaps, because department heads have a direct understanding of the performance and needs of their teams. After training needs are identified, the company develops a training roadmap. This roadmap is prepared based on the priority needs that have been identified, so that the training provided focuses on the most urgent areas for improvement.

Results of interviews with Elisabeth Diamond as *Human Resource Development* (HRD) regarding the material or competencies provided in the training program, namely

"Training materials vary, depending on each field of work. For production lines, we focus on operating new machines, machine maintenance, and quality control systems. For supervisory and managerial levels, we provide training on leadership, team management, and lean manufacturing. We have also started to introduce digital skills-based training for adaptation to the industrial system 4.0"

The interview results showed that the training materials at PT. IT Matsuoka Winner Industry customized with each employee's field of work. This approach reflects the company's attention to ensuring that the training provided is truly relevant to the employee's duties and responsibilities. For production employees, training material focuses on technical skills, such as: Operating new machines, machine maintenance, and quality control systems. This technical training aims to improve operational quality and maintain the company's production standards. Meanwhile, for supervisory and managerial levels, training material is focused on developing leadership and management skills, including: *Leadership, Team management, And Lean manufacturing*. The company is also starting to introduce digital skills-based training. This step is a form of adaptation to

the development of industry 4.0, which emphasizes the importance of integrating digital technology in production and management processes. This shows that the company is not only preparing employees for current needs, but also to face future challenges. With this comprehensive variety of material, PT. TI Matsuoka Winner Industry shows its seriousness in developing employee competency at all levels as a whole.

Based on the results of an interview with Ika Daniati as an employee regarding her experience while participating in the training program provided by the company, the answer was obtained:

" I found his training experience very helpful. At first I was quite nervous because I had to learn a new tool, but it turned out that the training was very structured, from theory to direct practice. The instructor was also patient in guiding us."

Based on the results of the interview, the experience of attending training at PT. TI Matsuoka Winner Industry is highly rated help and positive. Participants revealed that although they initially felt nervous about having to adapt to a new tool, these concerns could be overcome thanks to structured training. The training program is structured with a clear flow, starting from the delivery of theory then continuing with direct practice. This approach helps participants understand basic concepts first before applying them in the field, so that the learning process becomes more effective. Apart from that, the instructor's role is very influential in creating an enjoyable training experience. The instructor was described as patient in guiding participants, providing opportunities to ask questions, and ensuring each participant understood the material well. This builds participants' confidence in operating new tools and applying the knowledge gained.

Based on the results of an interview with Ika Daniati as an employee regarding the material presented in the training according to your job needs, the answer was obtained:

" Very suitable. The material about the operation and maintenance of new machines that we learn is directly used in our daily work. So this training is not only theoretical, but directly applicable."

The interview results revealed that the training provided at PT. IT Matsuoka Winner Industry is not only limited to theory, but is also very applicable and can be directly applied in daily work. Participants felt that the material about operating and maintaining new machines that they learned during the training was really useful and could be directly applied on the production line. This approach is very important because it shows that the training carried out does not just provide theoretical knowledge, but also prepares employees to face direct challenges in the field. Thus, this training not only adds insight, but also helps improve practical skills that support daily performance in the company. This experience shows that PT. TI Matsuoka Winner Industry is committed to providing relevant and practical training, so that every material taught can have a direct impact on employee productivity and efficiency.

The research results are in line with research (Wijaya, 2023) which explains that employee training and capability development is very necessary, because it will increase employee competence and ability to adapt to technological developments. Research (Hasanah, 2022) the role of training and human resource development is to equip employees in an organization with the skills needed to fulfill job requirements, both on the one hand and on the other hand, a series of activities that are planned, implemented and planned. This research aims to find out how to analyze development training for employees. Research (Qonita et al., 2023) shows that training plays a role in helping increase employee contributions and achieving company goals. To encourage and improve employee performance, companies must offer effective training and career development programs.

The effectiveness of the training program in improving employee performance at PT. IT Matsuoka Winner Industry

Based on the results of an interview with Elisabeth Diamond as *Human Resource Development* (HRD) regarding the main measures or indicators in measuring the effectiveness of training programs provided to employees, namely

"The main indicators we use are changes in work productivity, improvements in technical skills, and employees' ability to overcome problems at work. We also see improvements in the quality of work output, reduced errors or rework, and increased internal customer satisfaction"

The interview results explain that the main indicators used to evaluate employee performance include various interrelated aspects, reflecting a holistic approach to development and achievement of organizational goals. One indicator that is the main focus is changes in work productivity. Increased productivity reflects better efficiency in task completion, which has a positive impact on achieving overall organizational targets. Improving technical skills is something that is of great concern. Employees who have continuously developing technical skills will be better able to handle more complex challenges and contribute more to the company's progress. These skills not only help in the execution of routine tasks, but also increase the competitiveness of the organization in the market. Apart from that, the ability to overcome problems is also an important indicator. Employees who are skilled at problem solving will be more effective in dealing with unexpected situations, identifying appropriate solutions, and implementing needed changes. This problem-solving ability is very crucial in maintaining smooth operations and facing ever-changing market dynamics. Improving the quality of work results is also a main focus. Better work quality not only increases customer satisfaction, but also reduces errors or re-fixes that require additional time and costs. Therefore, reducing errors or rework plays an important role in increasing efficiency and optimizing the use of organizational resources. Finally, internal customer satisfaction indicators show the importance of relationships between individuals within the organization. Increased internal customer satisfaction reflects better collaboration between departments and individuals, which in turn creates a more harmonious and productive work environment.

Based on the results of an interview with Elisabeth Diamond as *Human Resource Development* (HRD) regarding evaluating the impact of training on employee performance after the program is completed, namely

"Evaluation is carried out by comparing employee performance before and after training. We use pre-test in post-test, as well as making direct observations of changes in performance. Apart from that, direct supervisors also provide assessments based on relevant performance criteria, such as time efficiency, quality of results, and ability to work independently."

The results of the interviews explain that employee performance evaluation is carried out using a structured and comprehensive approach, which allows the organization to measure the impact of training clearly. One of the main methods used is a comparison of employee performance before and after training. By comparing employee performance at these two points in time, organizations can assess whether the training provided actually resulted in improvements in work quality and efficiency. Apart from that, pre-test and post-test are very useful evaluation tools to measure the extent to which employee knowledge or skills have developed after attending training. The pre-test is carried out before the training begins, to determine the employee's initial level of understanding or skills, while the post-test is used to measure the extent to which this improvement occurs after the training. This approach provides more objective and measurable data regarding training results.

Based on the results of an interview with Ika Daniati as an employee regarding improving performance after participating in the training program, the answer was obtained:

"I feel this training is very helpful. Previously I often had difficulty using new machines, but after following the training, I am faster and more precise in operating them. My performance has improved, and I feel more productive."

The results of the interviews explained that employees stated that the training they attended had a very positive impact on their ability to operate new machines. Previously, employees found it difficult to use the machine, which may have become an obstacle in the smooth running of their work. However, after attending the training, the employee felt faster and more precise in operating the machine, indicating a significant improvement in his technical skills. Effective training allows employees to overcome initial difficulties and understand how the machine works better. As a result, employees can now work more efficiently, reduce the time needed to complete tasks, and avoid mistakes that can slow down the work process. This increase in speed is not only beneficial in terms of time, but also increases accuracy in completing work. By increasing their ability to use machines,

employees feel that their performance has also increased. He feels more productive, able to complete more tasks with better quality in less time. This shows that the training not only addresses technical challenges, but also drives overall productivity improvements.

Based on the results of an interview with Ika Daniati as an employee regarding the changes experienced after participating in the training program, the answer was obtained:

"The changes are quite significant. I can complete tasks more quickly, errors in production are reduced, and the quality of work results also increases. Previously I felt stressed with the new machine, now I am more confident and can optimize working time."

The results of the interviews explained that employees revealed very significant changes after attending the training. Previously, he felt difficult and stressed when using new machines, but after receiving training, he felt much more confident and able to operate the machines more effectively. One of the immediate positive impacts is the ability to complete tasks more quickly. With increased understanding of the machine, it can now work more efficiently, reducing the time it takes to complete the job. Apart from that, employees also mentioned that errors in production were reduced after attending training. This shows that the training was successful in reducing the rate of errors that previously may have occurred frequently due to unfamiliarity or discomfort in using the new machine. This reduction in errors contributes to an increase in the quality of work output, which is now more in line with expected standards. This quality improvement certainly has a positive impact on the company, because it produces better and more satisfying products.

The research results are in line with research (Difa Aulia, 2023), which explains that training programs are very effective in developing and improving employee skills. Providing training programs can improve employee abilities so that they have a positive impact on improving performance. Research by (Kalengkoangan et al., 2023), explains that the formation of a training program that will clearly have a good impact on developing employees' abilities to adjust or adapt to technological developments.

Factors that hinder the effectiveness of training programs in improving employee performance at PT. IT Matsuoka Winner Industry

Based on the results of an interview with Elisabeth Diamond as *Human Resource Development (HRD)* regarding the challenges faced in implementing training programs that can hinder their effectiveness, namely

"Some of the key challenges we face include limited time because employees have to continue carrying out routine work, making it difficult to find time for training. Apart from that, there are also lack of motivation from some employees who feel training is only an administrative obligation, not something that is beneficial for their development."

The results of the interviews explained several main challenges in implementing training, such as time constraints. Employees are faced with routine tasks that must be completed, making it difficult to find enough time to attend training. This can reduce the effectiveness of training, because employees may feel rushed or have their attention divided between the main job and the training material being undertaken. Solving this problem can be done by setting a more flexible training schedule or even by offering online training that can be accessed at any time, so that employees can take part in training without having to interrupt their work. Apart from that, the lack of motivation of some employees is also a challenge. Some employees feel that training is just an administrative obligation that does not provide real benefits for their personal development. When training is not relevant to daily work or does not demonstrate clear added value, employees may lose interest and participate passively. To overcome this problem, it is important to link training to individual needs and career goals. Training that is more relevant and directly leads to improving skills needed for work or career advancement can increase employee motivation and participation. Lastly, the perception that training is only an administrative obligation, not an opportunity for development, can make employees feel forced to take part in training. This can reduce their involvement in the training process. To change this view, organizations can place greater emphasis on the long-term benefits of training, as well as provide incentives or recognition for achievements obtained through training. In this way, employees can see training as an opportunity to develop, not just an obligation that must be fulfilled.

Based on the results of an interview with Elisabeth Diamond as *Human Resource Development* (HRD) about constraints in terms of resources, such as time, costs, or facilities, that influence the success of training programs, namely

“Of course, one of the most obvious obstacles is time allocation. Many employees find it difficult to manage time for training because they often have to meet tight production targets. In terms of costs, we always try to choose training that is cost efficient, but sometimes there are certain trainings that are more expensive because they require external instructors or special facilities. For facilities, we still rely on internal training rooms which sometimes have limited capacity”

The results of the interviews explained that the main obstacles in implementing employee training were identified quite clearly. One of the most dominant obstacles is time allocation. Many employees find it difficult to manage time for training, especially because they have to meet strict production targets. The pressure to achieve daily or weekly targets makes employees focus more on completing core work, so training is often seen as an additional burden that is difficult to fit into their schedules. This challenge shows the importance of training planning that is more flexible and integrated with work schedules, so that employees can participate in training without disrupting productivity.

Additionally, training costs are also a concern. Although organizations always try to choose training options that are cost efficient, there are circumstances where certain training demands higher costs. This usually occurs when external instructors with special skills are required or the use of certain facilities outside the company. This condition requires organizations to be more selective in choosing training, considering the balance between the quality of training and the available budget. Limited training facilities were also mentioned as an obstacle. Currently, organizations still rely on internal training rooms which have limited capacity. As a result, the number of training participants must be limited, or training must be conducted in several separate sessions, which can lengthen the duration of the overall training process. Limited facilities can also affect the comfort and effectiveness of the learning process, especially if the training space is not supportive enough for practice-based training.

Based on the results of an interview with Ika Daniati as an employee regarding the obstacles you feel in participating in the training provided by the company, the answer was obtained:

“My main obstacle is time. We often have to work busy hours, making it difficult to keep up with training without sacrificing daily tasks. Sometimes, the training material is delivered too quickly, so I can't absorb it completely.”

The results of the interview explain, pThe first obstacle is time constraints. Employees stated that they often had to work busy hours, making it difficult to attend training without compromising their daily duties. The pressure to complete routine work makes training feel like an added burden, rather than an optimal learning opportunity. This condition shows that training schedules that are less flexible or not integrated with daily workload are a serious challenge in efforts to improve employee skills. The second obstacle expressed was the speed of delivery of training materials. Employees feel that material is often delivered too quickly, so that not all information can be absorbed properly. As a result, even though they attended the training session, their understanding of the material was not optimal. This has the potential to reduce the effectiveness of training, because employees are not truly able to apply the knowledge or skills taught in their daily work. These two barriers highlight the importance of adapting training methods and tempo to better suit participants' needs. Training should be designed taking into account the employee's time availability and the individual's ability to absorb the material. Apart from that, efforts need to be made to enrich training sessions with more interactive methods or continuous learning so that the material is easier to understand and remember.

Based on the results of an interview with Ika Daniati as an employee regarding constraints in terms of time or work assignments that make it difficult for you to attend training, the answers were obtained:

“Yes, sometimes we have to rearrange production schedules to be able to attend training, which affects work output. Limited training time also prevented me from exploring more deeply the material being taught.”

The results of the interviews explained that employees highlighted additional challenges related to implementing training amidst work demands. One of the obstacles expressed was the need to rearrange the production schedule to be able to attend training. This condition causes influence on work output, because when the production schedule is adjusted, productivity can decrease or work targets become difficult to achieve. This shows that implementing training in a dynamic work environment requires better coordination so that training does not sacrifice productivity.

According to research (Pratama, Widowati Nina, 2021) explains the factors that can hinder the effectiveness of employee training, namely budget limitations, lack of management support, low employee interest and motivation, ineffective training methods, difficulty measuring training success, and lack of suitability to business needs. This condition can be overcome by having a training program that is clear, structured and managed by professionals.

4. CONCLUSION

Based on the results of interviews and observations that have been carried out, the conclusions obtained in the research are: Implementation of training programs at PT. Matsuoka Winner Industry begins with a systematic and needs-based planning stage through implementation Training Need Analysis (TNA) at the beginning of each year. This training program has been implemented effectively, which can be seen from the increase in employee performance in working faster and better than before. However, there are several factors that hinder the implementation of training programs, namely limited time allocation, training costs which are still an obstacle, and limited facilities used during the training process.

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