

Training, Employee Development, and Performance at PT Supraco Indonesia Jambi: Evidence from a Multiple Regression Model

Ferdi Astrian ^{1*}, Deka Veronica ², Deby Aisyah Rj Nur ³

¹⁻³ Universitas Muhammadiyah Jambi, Indonesia

Email: ¹ferdi.astrian@gmail.com, ²dekaveronica28@gmail.com, ³debyaisyah8@gmail.com

***) Ferdi Astrian**

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Abstract

This study examines the associations of training and employee development with employee performance at PT Supraco Indonesia Jambi. Questionnaire responses from 59 employees were analyzed using multiple linear regression. The reported model was statistically significant ($F = 35.738$, $p < .001$) and explained 56.1% of the variation in performance ($R^2 = .561$; adjusted $R^2 = .545$). Conditional on development, training had a negative regression coefficient ($B = -.569$, $t = -4.961$, $p < .001$), whereas development had a positive coefficient ($B = .778$, $t = 7.750$, $p < .001$). The predictors also showed substantial overlap ($VIF = 3.877$ for each), so the negative training coefficient should not be interpreted as evidence that training itself reduces performance without examining zero-order associations, coding, and possible suppression. The findings highlight the need to evaluate training and development as distinct but related constructs. Additional diagnostic analyses are required before drawing substantive conclusions about the negative conditional coefficient.

Keywords:

training; employee development; employee performance; multiple regression; suppression effect

INTRODUCTION

Human resources are a strategic asset that plays a crucial role in determining the success of organizations, both government and private companies. An organization's success in achieving its vision, mission, and goals is greatly influenced by its ability to effectively manage its human resources. Human resources with strong competencies, skills, and knowledge are able to make optimal contributions to the company's operational activities.

Human resource management (HRM) is a management function that focuses on managing the workforce so that it can provide the best performance for the organization. According to (Husni Pasarela, 2023), human resource management is the planning, organization, implementation, and supervision of the procurement, development, remuneration, integration, maintenance, and separation of the workforce in order to achieve organizational goals. With proper human resource management, companies can increase effectiveness, productivity, and competitiveness in an increasingly competitive business environment (Firdaus & Kuswinarno, 2024).

The increasingly dynamic business world demands that companies continuously improve the quality of their organizational performance (Muhammad et al., 2024). Organizational performance is heavily influenced by the performance of the individuals who carry out each company's operational processes. Employees, as the implementers of company activities, play a role in planning, executing, and evaluating work activities, making the quality of employee performance a determining factor in the company's success (Khaeruman et al., 2024).

Employee performance can be defined as the work results achieved by an individual in accordance with their assigned responsibilities within a specific timeframe based on the standards and objectives established by the organization. According to (Putri et al., 2025), performance is the result of a process that is measured over a specific period based on previously established provisions or agreements. Optimal employee performance will impact increased productivity, work efficiency, and the achievement of company goals.

One factor that can improve employee performance is job training. Training is a learning process designed to improve employees' abilities, skills, knowledge, and attitudes to perform their jobs more effectively. According to (Tarigan et al., 2021), training is the process of teaching new and existing employees the basic skills needed to perform their jobs. Effective training can help employees understand their work tasks, reduce error rates, improve their ability to use new technologies, and produce better quality work (Wijaya, 2023).

In addition to training, employee development is also a crucial factor in improving performance. Development is a continuous process of enhancing employee capabilities to meet current job requirements and future organizational needs. According to (Pratiwi et al., 2022), employee development is a systematic process aimed at improving employees' conceptual, technical, and moral abilities through education and training. Through planned development programs, companies can create human resources capable of adapting to changes in the business environment (Wulandari & Kuswinarno, 2024).

Various previous studies have shown that training and development have a positive relationship with improved employee performance. Employees who have the opportunity to participate in training and development programs will have better work skills, be more confident in completing tasks, and be able to make a greater contribution to achieving company goals.

PT. Supraco Indonesia Jambi, as a service company, needs competent human resources to maintain service quality and work productivity. However, based on the company's observations,

several issues related to employee performance achievement have been identified. These issues can be influenced by various factors, including the ineffectiveness of training and employee development programs, which have not been optimally implemented.

Improving competency through training and development is a strategic step that companies need to take to ensure employees have the skills they need to meet job demands. Therefore, research on the effect of training and development on employee performance is crucial as a basis for determining strategies to improve human resource quality. Based on this description, this study aims to analyze the effect of training and development on employee performance at PT. Supraco Indonesia Jambi.

LITERATURE REVIEW

Human resource management is a workforce management process that encompasses planning, organizing, implementing, and controlling human resources to achieve organizational goals effectively and efficiently. HRM aims to ensure that a company has competent, productive human resources capable of maximizing their contribution to achieving organizational goals.

Training is a learning process aimed at improving employees' knowledge, skills, abilities, and attitudes so they can perform their work according to company standards. According to (Ilim et al., 2024), training provides employees with the opportunity to acquire the skills necessary to complete their work effectively and efficiently.

Employee development is a long-term process undertaken by companies to improve their employees' conceptual, technical, and managerial abilities. Development programs help employees prepare for job changes, increased responsibilities, and future organizational needs.

Employee performance is the level of achievement of an individual's work results in carrying out the tasks and responsibilities assigned by the company. Good performance can be measured by the quality of work, quantity of work, timeliness, effectiveness of resource utilization, and responsibility in carrying out work.

Hypothesis Development of the Effect of Training on Employee Performance

Training plays a role in improving employee competency by enhancing job-related knowledge, skills, and technical abilities. Properly implemented training can help employees complete tasks more effectively, reduce errors, and increase productivity. Therefore, the better the training implementation, the higher the employee performance level.

H1: Training has a positive and significant impact on employee performance at PT. Supraco Indonesia Jambi.

The Influence of Development on Employee Performance

Employee development provides individuals with opportunities to enhance their work skills, broaden their horizons, and prepare for changes in the organizational environment. Effective development programs can increase employee motivation, engagement, and the quality of their work.

H2: Development has a positive and significant impact on employee performance at PT. Supraco Indonesia Jambi.

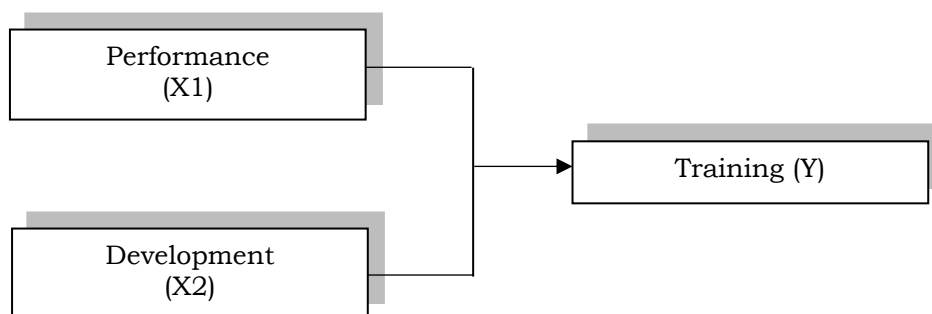
The Influence of Training and Development on Employee Performance

Training and development are two mutually supportive strategies for improving the quality of human resources. Training focuses on enhancing current skills, while development prepares employees for long-term needs. Implementing both programs simultaneously will increase work effectiveness and the achievement of company goals.

H3: Simultaneous training and development have a positive and significant impact on employee performance at PT. Supraco Indonesia Jambi.

The relationship between variables in this study can be described as follows:

Figure 1. Research Framework



H3: Training (X1) and Development (X2) simultaneously influence Employee Performance (Y)

Formulation of the problem

Based on the research background, the research questions are as follows:

1. Does training affect employee performance at PT. Supraco Indonesia Jambi?
2. Does development affect employee performance at PT. Supraco Indonesia Jambi?
3. Do training and development simultaneously affect employee performance at PT. Supraco Indonesia Jambi?

(a) *Research Gap*

Various previous studies have shown that employee training and development play a crucial role in improving employee performance because both aspects can enhance employees' technical skills, knowledge, and readiness to perform their jobs. However, academic debate persists regarding the effectiveness of training and development in improving employee performance. Some studies have found that training and development have a positive and significant impact on performance because employees acquire competencies that align with job demands. On the other hand, several studies have shown that training and development programs do not necessarily result in improved performance if the program implementation is not tailored to job requirements, there is a lack of post-training evaluation, and there is low organizational support in implementing learning outcomes into work activities. Furthermore, research on the impact of training and development has been largely conducted in the manufacturing sector and government organizations, so studies specifically analyzing these two variables in service companies such as PT. Supraco Indonesia Jambi are relatively limited. The differences in research results and the limitations of the research context underpin the need for further research on the impact of training and development on employee performance

(b) *Research Novelty*

The novelty of this study lies in its comprehensive examination of the influence of training and development on employee performance in the context of a service company, namely PT. Supraco Indonesia Jambi. Unlike previous studies that tended to examine training and development in companies with different job characteristics, this study provides a new perspective on how human resource capacity building programs affect employee performance in the service sector, which has high demands for service quality, work accuracy, and adaptability. Furthermore, this study not only examines the influence of each variable partially but also analyzes the influence of training and development simultaneously, thus providing a more comprehensive understanding of the contribution of both factors in improving employee performance.

(c) Research Objective

Based on the differences in previous research findings and the importance of improving the quality of human resources in facing the dynamics of the business environment, this study aims to analyze the effect of training and development on employee performance at PT. Supraco Indonesia Jambi. Specifically, this study aims to determine the effect of training on employee performance, the effect of development on employee performance, and the simultaneous effect of training and development on employee performance. The results of this study are expected to provide theoretical contributions in strengthening human resource management studies regarding the relationship between competency development and employee performance, as well as provide practical contributions for companies in formulating more effective training and development strategies to improve the quality and productivity of human resources.

METODE

This study uses a quantitative approach with an associative research type. Quantitative research is a research method based on the philosophy of positivism with the aim of testing hypotheses through the analysis of numerical data using statistical techniques (Sugiyono, 2019). Associative research aims to determine the relationship and influence between the independent variables, namely training (X1) and development (X2), on the dependent variable, namely employee performance (Y) at PT. Supraco Indonesia Jambi.

The types of data used in this study are primary and secondary data. Primary data were obtained directly from respondents through questionnaires distributed to employees of PT. Supraco Indonesia Jambi to obtain information regarding the implementation of training, development, and employee performance levels. Meanwhile, secondary data were obtained through literature studies, company documents, scientific journals, books, and other sources relevant to the research topic. The use of both types of data aims to support the completeness of the information and strengthen the results of the research analysis.

Data collection techniques in this study were carried out using several methods, namely:

Questionnaires, a data collection technique that involves providing respondents with a list of written statements to obtain information regarding employee training, development, and performance variables.

Literature review, a data collection technique that involves reviewing various scientific sources such as books, journal articles, previous research results, and other documents related to the concepts of training, development, and employee performance.

According to (Hanifah et al., 2025), a literature review is the activity of examining various references related to the research problem as a basis for developing a theoretical foundation and conceptual framework.

The data analysis technique in this study employed a quantitative descriptive approach. Descriptive analysis was used to provide an overview of the characteristics of the research data, while quantitative analysis was used to examine the effect of training and development variables on employee performance through statistical data processing.

A normality test is performed to determine whether the residual data in a regression model is normally distributed. According to (Priyatno, 2023), a good regression model is one with normally distributed residual values. The normality test in this study was conducted through a Normal Probability Plot (P-P Plot) graphical analysis. Data are considered normally distributed if the data points are spread around the diagonal line and follow the direction of the diagonal line. Conversely, if the data points are spread far from the diagonal line and do not follow the direction of the diagonal line, the data do not meet the assumption of normality.

Multiple linear regression analysis was used to determine the effect of training and development on employee performance, both partially and simultaneously. The multiple linear regression equation model used in this study is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Description:

Y = Employee performance

α = Constant

β_1, β_2 = Regression coefficients of each independent variable

X_1 = Training

X_2 = Development

e = Error or confounding variable

Hypothesis Testing

t-Test (Partial)

The t-test was conducted to determine the effect of each independent variable, namely training and development, on the dependent variable, namely employee performance, partially. Decision-making was done by comparing the calculated t-value with the t-table or by examining the significance value. If the significance value is less than the error rate (α) of 0.05, the alternative hypothesis (H_a) is accepted and the null hypothesis (H_0) is rejected, meaning the independent variable has a significant effect on the dependent variable.

Statistical hypothesis:

$H_0: \beta_i = 0$, meaning that training or development variables have no effect on employee performance.

$H_a: \beta_i \neq 0$, meaning that training or development variables have an effect on employee performance.

F Test (Simultaneous)

The F test is used to determine the simultaneous effect of training and development variables on employee performance. If the F test significance value is less than 0.05, it can be concluded

that the training and development variables simultaneously have a significant effect on employee performance.

The coefficient of determination (Adjusted R^2) test is used to measure the ability of the independent variable, namely training and development, to explain variations in changes in the dependent variable, namely employee performance. The coefficient of determination ranges from 0 to 1. Adjusted R^2 values closer to 1 indicate a greater ability of the independent variable to explain the dependent variable. Conversely, adjusted R^2 values closer to 0 indicate a limited ability of the independent variable to explain variations in employee performance.

RESULTS AND DISCUSSION

Normality Test

The normality test aims to determine whether the residual data in the regression model has a normal distribution, making the regression model suitable for use in hypothesis testing. The normality test in this study was conducted using the One-Sample Kolmogorov-Smirnov test.

Table 1. Results of the Kolmogorov Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		59
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	2.59429964
Most Extreme Differences	Absolute	.097
	Positive	.097
	Negative	-.094
Test Statistic		.097
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on the results of the normality test, it is known that the Asymp. Sig. (2-tailed) value is 0.200, or greater than the 0.05 significance level. Thus, it can be concluded that the residual data is normally distributed, so the regression model meets the normality assumption and can be used for further analysis.

Multiple Linear Regression Analysis

The results of multiple linear regression analysis were used to determine the effect of training and development on employee performance at PT. Supraco Indonesia Jambi. Based on the results of data processing using SPSS, the following regression equation was obtained:

Table 2. Multiple Linear Regression Analysis^a

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.568	2.083		1.233	.223		
	Pelatihan	-.569	.115	-.865	-4.961	.000	.258	3.877
	Pengembangan	.778	.100	1.352	7.750	.000	.258	3.877
a. Dependent Variable: PERFORMANCE								

$$Y=2,568-0,569X_1+0,778X_2+e$$

Description:

Y = Employee Performance

X1 = Training

X2 = Development

e = Error

Based on the regression equation, the constant value of 2.568 indicates that if the training and development variables are considered constant, then the employee performance value is 2.568. The regression coefficient of the training variable has a value of -0.569, which indicates that every one-unit increase in training will decrease employee performance by 0.569 units assuming the development variable remains constant. Meanwhile, the development variable has a regression coefficient of 0.778, which means that every one-unit increase in development will increase employee performance by 0.778 units assuming the training variable remains constant.

t-Test (Partial)

The t-test is conducted to determine the partial effect of each independent variable on the dependent variable.

Table 3. t-Test Results

Variable	Coefficient	t-count	Sig.	Collinearity Statistics		Information
Training (X1)	-0,569	-4.961	.000	.258	3.877	Negative and significant impact
Development (X2)	0,778	7.750	.000	.258	3.877	Positive and significant impact

a. Dependent Variable: PERFORMANCE

Based on the test results, the training variable obtained a significance value of 0.000, less than 0.05, with a t-test of -4.961. This indicates that training has a negative and significant effect on employee performance at PT. Supraco Indonesia Jambi. Therefore, the hypothesis stating that training has a positive effect on employee performance is not proven.

Furthermore, the development variable obtained a significance value of 0.000, less than 0.05, with a t-test of 7.750. This indicates that development has a positive and significant effect on employee performance at PT. Supraco Indonesia Jambi, thus the hypothesis stating that development has an effect on employee performance is accepted.

F-Test (Simultaneous)

The F-Test is used to determine the simultaneous effect of training and development on employee performance.

Table 4. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	498.244	2	249.122	35.738	.000 ^b
	Residual	390.363	56	6.971		
	Total	888.607	58			
a. Dependent Variable: PERFORMANCE						
b. Predictors: (Constant), DEVELOPMENT, TRAINING						

Based on the test results, the F-value was 35.738 with a significance level of 0.000, which is less than 0.05. This indicates that simultaneous training and development significantly influence employee performance at PT. Supraco Indonesia Jambi. Thus, the third hypothesis is accepted.

Coefficient of Determination Test (Adjusted R²)

Results of the coefficient of determination test:

Table 5. Test of Determination Coefficient (Adjusted R²)

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.749 ^a	.561	.545	2.64022	2.563
a. Predictors: (Constant), DEVELOPMENT, TRAINING					
b. Dependent Variable: PERFORMANCE					

The determination coefficient test shows an Adjusted R Square value of 0.545 with an R Square value of 0.561. This indicates that the training and development variable is able to explain variations in employee performance changes by 54.5%, while the remaining 45.5% is influenced by other variables outside the research model, such as work motivation, leadership, work environment, compensation, and other organizational factors.

The Impact of Training on Employee Performance at PT. Supraco Indonesia Jambi

The research results show that training has a negative and significant impact on employee performance. This result is demonstrated by a regression coefficient of -0.569 with a significance value of 0.000. This finding indicates that the company's training implementation has not been able to positively contribute to improving employee performance.

Theoretically, training should improve employees' abilities, knowledge, and skills in carrying out their jobs. However, the results of this study indicate a discrepancy with this theory. This condition can occur due to the training material provided not being aligned with job requirements, ineffective training methods, inadequate training duration, or a lack of application of training outcomes in daily work activities. Therefore, companies need to conduct a training needs analysis to ensure that the training program provided truly aligns with the competencies required by employees.

The Impact of Development on Employee Performance at PT. Supraco Indonesia Jambi

The results of the study indicate that development has a positive and significant effect on employee performance, with a regression coefficient of 0.778 and a significance level of 0.000. These results indicate that the better the development program provided by the company, the higher the level of employee performance.

Employee development through increased skills, education, work experience, and opportunities to expand competencies can improve the quality of human resources. This finding aligns with human resource management theory, which states that development is a long-term investment by companies in improving employee competency to meet current and future job demands.

The Impact of Training and Development on Employee Performance at PT. Supraco Indonesia Jambi

Based on the simultaneous test results, training and development together have a significant impact on employee performance. This is evidenced by the calculated F-value of 35.738 with a significance level of 0.000. Furthermore, the Adjusted R Square value of 0.545 indicates that both variables contribute 54.5% to changes in employee performance.

This indicates that improved employee performance is influenced not only by the existence of competency improvement programs, but also by the quality of their implementation. Although training in this study showed a negative impact, employee development contributed significantly to improved performance. Therefore, PT. Supraco Indonesia Jambi needs to maintain its well-running development program and evaluate and improve training implementation to ensure that the materials, methods, and objectives are more aligned with employee work needs.

Main Results: The study shows that simultaneous training and development have a significant impact on employee performance at PT. Supraco Indonesia Jambi. The test results using multiple linear regression analysis obtained an F-count value of 35.738 with a significance level of 0.000 which is smaller than 0.05, thus indicating that the research model is able to explain the relationship between training and development variables on employee performance. In addition, the Adjusted R Square value of 0.545 indicates that 54.5% of employee performance variations can be explained by training and development variables, while 45.5% is influenced by other factors outside the research model. Partially, this study found that the training variable has a negative and significant influence on employee performance with a regression coefficient value of -0.569 and a significance value of 0.000, while the development variable has a positive and significant influence on employee performance with a regression coefficient value of 0.778 and a significance value of 0.000. Thus, the main results of the study indicate that employee development is a more dominant factor in improving employee performance at PT. Supraco Indonesia Jambi compared to training.

Empirically, the results of this study illustrate that employee performance improvement is not solely determined by the existence of training programs, but rather by the effectiveness and relevance of the competency improvement programs provided by the company. The negative impact of training on performance indicates that the training programs implemented by PT. Supraco Indonesia Jambi do not fully align with employee job needs. This condition can be caused by several factors such as the mismatch of training materials with operational needs, inappropriate training methods, lack of evaluation of training outcomes, and limited opportunities for employees to implement the skills acquired from training into their jobs. Conversely, employee development that has a positive impact indicates that the company's efforts to provide opportunities for improving skills, work experience, and continuous competency development can improve the quality of work, responsibility, and employee productivity. Therefore, the company needs to evaluate its training system and maintain development programs that have had a positive impact on improving employee performance.

The comparison of empirical results with previous studies and theories regarding the influence of development on employee performance aligns with the theory proposed by (Ananto et al., 2023) which states that development is the process of improving employees' conceptual, technical, and moral abilities through systematic education and training to support the achievement of organizational goals. These findings also support various previous studies explaining that human resource development contributes to improving employee capabilities, productivity, and

performance quality. However, the results of the study regarding training variables show differences with the theory (Rosmayati et al., 2021) which states that training is a learning process to improve employees' skills and abilities in carrying out work effectively. Most previous studies also found that training has a positive effect on employee performance, but this study shows a negative and significant effect. This difference in results is an empirical contribution of this study, demonstrating that the success of training does not depend solely on the existence of a training program but is also greatly influenced by the suitability of training needs, the quality of the materials, the implementation method, and the organization's ability to ensure the implementation of training outcomes into daily work activities.

CONCLUSION

In the reported sample of 59 employees at PT Supraco Indonesia Jambi, training was negatively associated with performance after adjusting for development ($B = -.569$, $p < .001$), while development was positively associated with performance after adjusting for training ($B = .778$, $p < .001$). The two-predictor model was significant, $F(2, 56) = 35.738$, $p < .001$, with $R^2 = .561$ and adjusted $R^2 = .545$. H1, which predicted a positive training coefficient, was not supported; H2 and the joint-model H3 were supported. The negative conditional training coefficient requires verification through correlation, coding, and robustness checks before a substantive conclusion about training effectiveness can be drawn. The study provides a context-specific association, not causal evidence that training lowers performance.

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