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THE INFLUENCE OF TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE IN KARAWANG DISTRICT

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Abstract

Purpose: To analyze the effect of training and career development on employee performance at BKPSDM Karawang

Research Methodology: This study employed a quantitative descriptive verification method. The population consisted of 53 employees, with all employees included using saturated sampling. Data analysis was conducted using multiple linear regression through SPSS v.25 software.

Results: The results of this study show that there is a partial influence on the training variable which has a significant effect on the employee performance variable. There is a partial influence on the career development variable which has a significant effect on employee performance. There is a simultaneous influence of training and career development which together have a positive and significant effect on the performance of BKPSDM Karawang employees..

Limitations: The study was confined to BKPSDM Karawang and may not be generalizable to other organizations or regions. The research also focused solely on training and career development as factors affecting employee performance, potentially overlooking other influential variables.

Contribution: This research provides valuable insights into the relationships between training, career development, and employee performance in a local government office setting. The findings can inform management strategies to optimize employee performance by focusing on training programs and career development initiatives in similar public sector environments.

Keywords: *Training, Career Development, Performance*



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1. INTRODUCTION

BKPSDM, namely the Human Resources Development and Personnel Agency, is a government agency formed after regional autonomy in 1999, managing all aspects of personnel, including promotions and HR development. Its duties involve the implementation of regional government affairs in the field of personnel and related task assignments. Based on the Karawang Regent

Regulation Number 65 of 2016 concerning the position, organizational structure, duties, functions and work procedures of the Karawang Regency Human Resources Development and Personnel Agency, BKPSDM has the main task of assisting the regent in carrying out supporting functions for government affairs that are the authority of the region in the field of Education and training and assistance tasks assigned to the region. (Personnel, 2022)

Human Resources have a crucial role in the success of an organization. Employees act as policy implementers, therefore, they need to have relevant skills and knowledge. Human resources are a vital asset that must be possessed by all levels of company management. The role of humans is always a key factor in achieving business targets.

Agencies need to manage employee training programs efficiently and effectively in order to improve their performance. Improving employee skills, knowledge, and abilities becomes a competitive advantage, so that training is an activity to improve current and future performance.

Table 1. BKPSDM Karawang Training Data

No	Types of Training	Target	Achievement	Note
1	Internship	4	3	Not Achieved
2	Webinar	8	4	Not Achieved
3	Workshop	15	6	Not Achieved
4	Mentoring	5	2	Not Achieved
5	Monthly Review	9	10	Exceeded
6	Seminar	4	2	Not Achieved
7	Socialization	3	3	Achieved
8	Guidance	3	2	Not Achieved
9	Training	6	6	Achieved

Based on table 1. taken from BKPSDM Karawang, it can be seen that the targets and achievements achieved by the agency, there are several training programs that do not meet the targets that must be achieved, based on the results of interviews conducted by researchers with employees at the agency, they found a fact of the phenomenon, namely when conducting training, employees feel that the material or problems in the training program are not in accordance with the current phenomenon, resulting in achievements not being in accordance with the target.

Employee performance evaluation reflects the effectiveness of HR management in achieving organizational goals. Performance that meets standards is the main driver of success. Improving employee performance depends on factors such as the availability of competent HR. Giving bonuses to high-achieving employees is a strategic step for the success of the agency.

Table 2. Results of Pre-Research on BKPSDM Karawang Employee Performance

No.	Question	STS (1)	TS (2)	CS (3)	S (4)	SS (5)	Amount
1	Employees are able to complete tasks according to the quantity of work results	1	5	9	10	5	30
2	Employee quality in completing their work tasks	0	3	8	4	15	30

No.	Question	STS (1)	TS (2)	CS (3)	S (4)	SS (5)	Amount
3	Employee discipline is able to improve	2	3	2	9	14	30
4	employee performance in the agency	0	4	2	15	9	30
5	Leadership spirit must be in every employee	0	2	4	11	13	30

Source: processed pre-research data, 2024

Based on table 2. the results of the pre-research on responses regarding employee performance respondents at BKPSDM Karawang show that there are still many employees who can be concluded that employee performance in the agency has still declined a lot, based on the pre-research conducted by the researcher found the fact that the decline in employee performance was due to employees lacking in the quantity of their work results.

In addition to training, career development also affects employee performance. Career development is useful as a means to create highly skilled workers who have knowledge in the chosen profession. This is the main goal for agencies and employees.

Table 3. Results of the Karawang BKPSDM Career Development Pre-Research

No.	Question	STS (1)	TS (2)	CS (3)	S (4)	SS (5)	Amount
1	The agency provides opportunities for	0	7	2	13	8	30
2	employees to continue their education to a higher career level	1	4	3	15	7	30
3	The agency provides career opportunities for qualified employees	0	3	8	4	15	30

Source: processed pre-research data, 2024

Based on table 3. the results of the pre-research on responses to career development at BKPSDM Karawang show that there are still many employees who have not maximized the promotion value with career development for their employees, it's just a matter of how to provide the right training opportunities for employees who find this potential.

Previous research related to this research entitled "The Effect of Training and Career Development on Employee Performance at the BKPSDM Office, Gowa Regency". The research method used is quantitative, with statistical-based data analysis. The results of the analysis show that the training and career development variables have a significant, simultaneous, and partial effect on work performance at the Gowa Regency BKPSDM. The training and career development variables have a positive regression coefficient indicating a unidirectional relationship, in other words, training and career development will improve Employee Performance at the Gowa Regency BKPSDM office (Jafar, 2020).

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT Management

According to (Apriatni Endang Prihatini, 2021) Management is defined as a science that defines the meaning and functions universally. In practice, management and its functions can differ depending on the situation and conditions of the organization. In addition to being a science, management is also considered an art, and the combination of the two is the key to success in running an organization. Based on the definition that has been presented, it can be concluded that Management, as a science, involves a general understanding of management and administrative functions. In practice, the application of management and administrative functions varies according to the context and circumstances of the organization.

Human Resource Management

According to (Marliani et al., 2022) Human resources (HR) are one of the very important factors that cannot be separated from an organization, both institutions and companies. Human Resources are also the key to determining the development of the company. In essence, Human Resources are humans who are employed in an organization as drivers, thinkers and planners to achieve the goals of the organization. Based on the definition that has been explained, it can be concluded that Human Resource Management can be interpreted as the science of managing relationships and functions of human resources to maximize their use in order to achieve organizational, employee, and community goals.

Training

According to (Sulu et al., 2022) Training is an effort to improve work performance in certain responsibilities. Ideally, training is designed to achieve individual worker goals. Although considered general, training is recognized as an effort to support improving worker skills and productivity, although it is necessary to take into account the time involved in training. According to (Saluy et al., 2019) Training (X1) uses several dimensions and indicators, namely:

- a. Training Material Dimension, with Indicators: 1) Well designed, 2) Discusses the problems faced.
- b. Training Method Dimension, with Indicators: 1) Type of training, 2) Easy to understand, 3) Experienced, 4) Increase attention.
- c. Training Facilities Dimension, with indicators: 1) Arranged training venue, 2) Facilities and equipment.
- d. Training Participant Dimension, with indicators: 1) Focusing attention, 2) Giving attention.
- e. Training Evaluation Dimension, with Indicators: 1) Increasing participation, 2) Generating interest.

Career Development

According to (Sulu et al., 2022) Career development is a process of individual improvement to achieve their career goals, as well as efforts by the HR department to ensure the achievement of work plans in accordance with the organizational structure. Although an individual's career plan can be very good, without the support of structured and programmed career development from the company through the HR department, the plan may not be realized. According to (Puspita, 2019) Career Development (X2) uses several dimensions and indicators, namely:

- a. Planning Phase Dimension, with Indicators: 1) Suitability of interests, 2) Appropriate position, 3) Career target, 4) Career ladder.

- b. Direction Phase Dimension, with Indicators: 1) Career opportunities, 2) Bright prospects, 3) Career opportunity information, 4) Career planning.
- c. Development Phase Dimension, with Indicators: 1) Senior support, 2) Superior support, 3) Promotion system, 4) Job rotation.

Employee Performance

According to (Safitri, 2019) Employee Performance is the result of work or output obtained from the aspect of quantity and quality of work and can be justified according to the role in the organization followed by the ability and skills to complete the work. According to (Adi et al., 2019) Dimensions and Indicators used in measuring Employee Performance, that the dimensions and performance indicators include:

- a. Work Results Dimension, with Indicators namely 1) quantity of work results, 2) quality of work results, 3) efficiency in carrying out tasks
- b. Work Behavior Dimension, with Indicators including 1) work discipline, 2) initiative, 3) accuracy
- c. Personal Trait Dimension, with Indicators namely 1) leadership, 2) honesty, 3) creativity.

Hypothesis Development

Based on the study of relevant researcher theories and the framework of thought, the following research hypotheses can be put forward:

1. There is a partial influence of training on employee performance
2. There is a partial influence of career development on employee performance
3. There is a simultaneous influence of training and career development on employee performance.

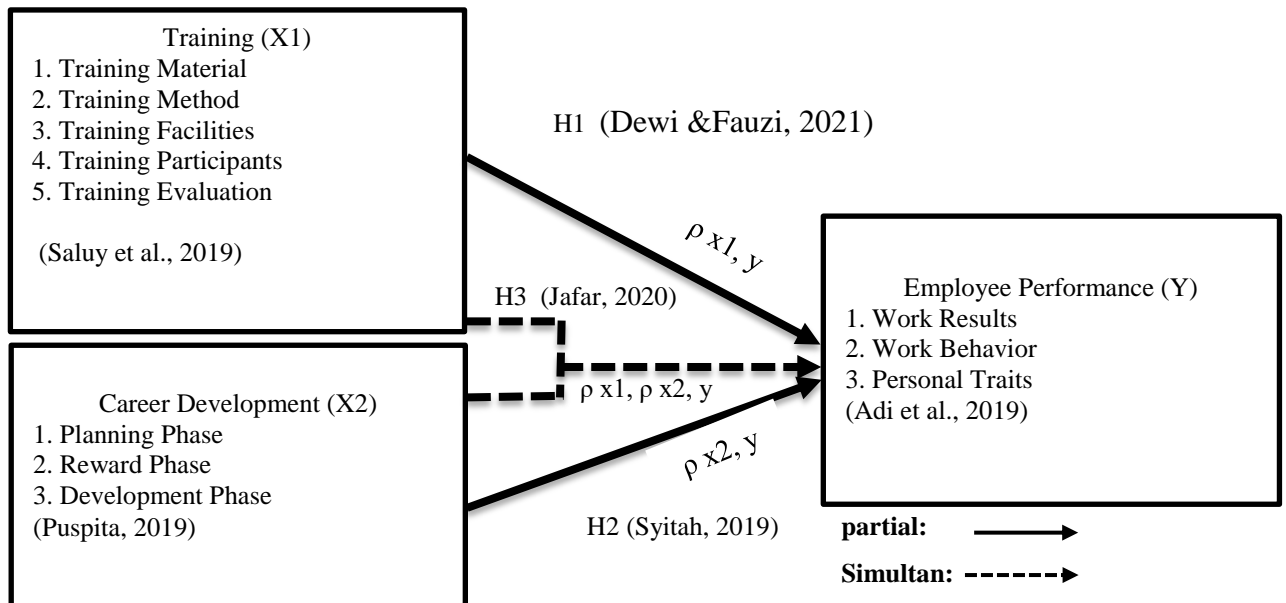


Figure 1. Thinking Framework Paradigm

Source: Processed by researchers, 2024

According to (Sugiyono and Setiawami, 2022) research design is a scientific method for obtaining accurate data with the aim of testing knowledge and solving and anticipating problems. This study uses a quantitative descriptive verification method on the population and sample. Data analysis was carried out using a quantitative descriptive method to describe and explain the truth of the variables.

According to (Arikunto, 2020) In this study, the researcher used saturated sampling as a research sample. That saturated sampling is a sampling determination technique when all members of the population are used as samples. If the population is less than 100 people, then the total number of samples is taken. The sample used in this study was the total population of 53 employees. Data collection techniques by means of observation and distribution of questionnaires.

Furthermore, the data will be analyzed using the SPSS v.25 application with several stages of testing including validity tests, reliability tests, classical assumption tests in which there are normality tests, heteroscedasticity and multicollinearity. Furthermore, multiple linear regression analysis, determination coefficient, partial test (t test), and simutant test (f test) were carried out.

3. RESEARCH METHODOLOGY

According to (Sugiyono and Setiawami, 2022) research design is a scientific method for obtaining accurate data with the aim of testing knowledge and solving and anticipating problems. This study uses a quantitative descriptive verification method on the population and sample. Data analysis was carried out using a quantitative descriptive method to describe and explain the truth of the variables.

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4. RESULTS AND DISCUSSIONS

4.1. Results

BKPSDM Karawang Regency has 53 employees consisting of 31 men and 22 women. Based on the results of the validity research instrument test on 30 respondents as stated in the following table, it shows that all statement items have a calculated r value > 0.3610 in the r table (0.05) it is stated that all statement item variables are valid. The test results can be seen in the following table:

Table 4. Validity Test Results

Variable	Item No.	R Account	T table	Note
Pelatihan (X1)	X1.1	0,481	0,3610	Valid
	X1.2	0,569	0,3610	Valid
	X1.3	0,756	0,3610	Valid
	X1.4	0,712	0,3610	Valid
	X1.5	0,756	0,3610	Valid
	X1.6	0,481	0,3610	Valid
	X1.7	0,386	0,3610	Valid
	X1.8	0,435	0,3610	Valid
	X1.9	0,756	0,3610	Valid
	X1.10	0,481	0,3610	Valid
Pengembangan Karir (X2)	X2.1	0,603	0,3610	Valid
	X2.2	0,402	0,3610	Valid
	X2.3	0,737	0,3610	Valid
	X2.4	0,660	0,3610	Valid
	X2.5	0,492	0,3610	Valid
	X2.6	0,603	0,3610	Valid
	X2.7	0,698	0,3610	Valid
	X2.8	0,597	0,3610	Valid
	X2.9	0,608	0,3610	Valid
	X2.10	0,423	0,3610	Valid
	X2.11	0,714	0,3610	Valid
	X2.12	0,498	0,3610	Valid
Kinerja Pegawai (Y)	Y.1	0,806	0,3610	Valid
	Y.2	0,771	0,3610	Valid
	Y.3	0,621	0,3610	Valid
	Y.4	0,475	0,3610	Valid
	Y.5	0,675	0,3610	Valid
	Y.6	0,372	0,3610	Valid
	Y.7	0,627	0,3610	Valid
	Y.8	0,402	0,3610	Valid
	Y.9	0,655	0,3610	Valid
	Y.10	0,585	0,3610	Valid

Table 5. Reliability Test Results

Variable	Reliability Statistics	Note
	Cronbach's Alpha	
Training (X1)	0,785 > 0,60	Reliable
Career Development (X2)	0,819 > 0,60	Reliable
Employee Performance (Y)	0,799 > 0,60	Reliable

Based on Table 5. The results of the reliability test show that the training variable has a reliable coefficient value of 0.785, the career development variable has a value of 0.819, and employee performance has a value of 0.799. The data is declared reliable if the Cronbach's Alpha value is > 0.60. It can be concluded that this research instrument is declared reliable because the coefficient value is > 0.60.

Table 6. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		53
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.65671407
Most Extreme Differences	Absolute	.068
	Positive	.052
	Negative	-.068
Test Statistic		.068
Asymp. Sig. (2-tailed) ^c		.200 ^d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on Table 6. The results of the Kolmogorov-Smirnov normality test show that the Asymp. Sig. (2-tailed) value is 0.200. It can be concluded that the significant value of $0.200 > 0.05$ can be seen that the data is normally distributed.

Table 7. Multicollinearity Test Results

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	4.467	2.974		1.502	.139		
TRAINING	.402	.073	.470	5.540	<.001	.759	1.317
CAREER DEVELOPMENT	.422	.069	.518	6.106	<.001	.759	1.317

a. Dependent Variable: EMPLOYEE PERFORMANCE

Based on Table 7, the results of the multicollinearity test show that the Variance Inflation Factor (VIF) value for both training and career development variables is $1.317 < 10$. In addition, the Tolerance value for both training and career development variables is $0.759 > 0.10$. It can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.

Table 8. Heteroscedasticity Test Results

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1 (Constant)	3.105	1.742		1.782	.081	
Training	.050	.042		.187	1.185	.242
Career Development	-.066	.040		-.258	-1.634	.108

a. Dependent Variable: Abs_RES

Based on Table 9. The results of the heteroscedasticity test show that the training variable with a Sig. value of 0.242 > 0.05 and the career development variable with a Sig. value of 0.108 > 0.05, none of the independent variables are statistically significant in influencing the dependent variable. It can be concluded that there is no heteroscedasticity.

Table 9. Multiple Linear Regression Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.467	2.974		1.502	.139
Training	.402	.073	.470	5.540	<.001
Career Development	.422	.069	.518	6.106	<.001

a. Dependent Variable: Employee Performance

Based on Table 6. there is a Table "Unstandardized Coefficients" providing information about the regression equation, namely how much the Training variable (X1) and the Career Development variable (X2) predict the Employee Performance variable (Y). The regression equation formula in this analysis or research is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \text{ or } Y$$

$$Y = 4.467 + 0.402 (X_1) + 0.422 (X_2) + e.$$

- a. The constant is 4.467 and is positive, meaning that if the variable (X1) and variable (X2) have a value of 0 or a constant value of the variable (Y).
- b. The regression coefficient of Training X1 = 0.402 means that if Training increases by 1, it will increase Employee Performance by 0.402. A positive coefficient means that there is a positive relationship between the variables (X1) and (Y) where the higher the variable (X1) the more it increases the variable (Y).
- c. The regression coefficient of Career Development X2 = 0.442 means that if Career Development increases by 1, it will increase Employee Performance by 0.442. The coefficient is positive, meaning that there is a positive relationship between the variable (X2) and the level (Y) where the higher the variable (X2) the more it increases the variable (Y).

Table 10. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.727	.716	2.70933

a. Predictors: (Constant), Career Development, Training

Based on table 10, with the value of R square of 0.727 or 72.7%, it shows that the variable "Training and Career Development". However, the remaining 27.3% is caused by several other factors that were not studied such as the work environment, work discipline, work motivation, leadership style, organizational culture, compensation, and competence.

Table 11. Partial Test Results (T test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.467	2.974		1.502	.139
Training	.402	.073	.470	5.540	<.001
Career Development	.422	.069	.518	6.106	<.001

a. Dependent Variable: Employee Performance

Based on table 11, it can be concluded regarding the partial hypothesis test of each independent variable on the dependent variable as follows:

a. Testing the Effect of Training on Employee Performance

Based on Table 11 on the Training variable, the results show that the Sig. value is $0.001 < 0.05$ and the calculated t value is $5.540 > t$ table 2.00758 to calculate the t table ($df = n - k = 53 - 2 = 51$) then H_0 is rejected and H_a is accepted. This data shows that partially Training has a very significant effect on Employee Performance. This means that if there is an increase in the Training variable, it will improve employee performance.

b. Testing the Effect of Career Development on Employee Performance

Based on Table 11 on the Career Development $0.001 < 0.05$ and the calculated t value of $6.106 > t$ table 2.00758 to calculate the t table ($df = n - k = 53 - 2 = 51$) then H_0 is rejected and H_a is accepted. This data shows that partially Career Development has a very significant effect on the Performance of BKPSDM Karawang Employees. It can be concluded that if there is an increase in the variable so that Career Development will improve employees.

Table 12. Simultaneous Test Results (F Test)

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	978.185	2	489.092	66.630	<.001 ^b
Residual	367.023	50	7.340		
Total	1345.208	52			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Development, Training

Based on Table 12. With a Sig. value of $0.000 < 0.05$ and a calculated f value of $66.630 >$ from f table 3.183 to calculate f table can use the formula ($df = n - k - 1 = 53 - 2 - 1 = 50$) then H_0 is rejected and H_a is accepted. Thus, the variables of training and career development simultaneously have a very significant effect on the Performance of BKPSDM Karawang Employees.

4.2. Discussion

1. The Effect of Training (X1) on Employee Performance (Y)

This shows that the training variable has a significant partial effect on the employee performance variable at BKPSDM Karawang. With training, employees will increase their insight and improve their skills that can be done in their work, of course the resulting employee performance will also increase.

The results of this study are reinforced by previous research conducted by Suci Septia Ningsih, entitled "The Effect of Training and Career Development on Employee Performance at Bank BRI Syariah KC Madiun" which shows that there is a significant partial effect of training and career development on employee performance proven at Bank BRI Syariah KC Madiun.

2. The Effect of Career Development (X2) on Employee Performance (Y)

This shows that the career development variable has a significant partial effect on the employee performance variable at BKPSDM Karawang. With a planned career development program, it encourages employee performance to be better and has a positive impact on the agency itself.

The results of this study are reinforced by previous research conducted by Ira Mutia Pratiwi, entitled "The Effect of Training and Career Development on Employee Performance at PT. Astra International TBK". The results of the study simultaneously show that Training and Career Development have a positive and significant effect on employee performance. Partially, Training has a significant effect. Partially, career development has a positive and significant effect on employee performance at PT. Astra International TBK.

3. The Effect of Training (X1) and Career Development (X2) on Employee Performance (Y)

This shows that the training and career development variables together have a positive and significant effect on the performance of BKPSDM Karawang employees. With the influence given by the training and career development variables, it can improve employee performance to work in an organized manner and in accordance with the goals of the agency for BKPSDM Karawang employees.

The results of this study are also reinforced by the results of previous research conducted by Mifthahul Rachmania in his research entitled "The Effect of Training and Career Development on Employee Performance at PT. Pegadaian (Persero) Batam" The t-test results show that the training variable has a significant effect on employee performance, and the career development variable has a significant effect on employee performance. While the F-test results show that the training and career development variables simultaneously have a positive and significant effect on employee performance.

5. CONCLUSION

Based on the research results, the conclusions in this study are as follows: Training at BKPSDM Karawang has been running well. Career development at BKPSDM Karawang has been running well. Employee performance at BKPSDM Karawang has been running well. The results of this study are that the training variable has a significant partial effect on the employee performance variable at BKPSDM Karawang. The results of this study are that the career development variable has a significant partial effect on the employee performance variable at BKPSDM Karawang. The results of this study are that the simultaneous influence of training and career development together has a positive and significant effect on the performance of BKPSDM Karawang employees. To improve the quality of performance in the future, which is reviewed

from the current performance of the agency, especially seen from the training and career development that are expected to exist in each individual employee. It is proven by the research that has been conducted that training and career development have a significant effect on the performance of BKPSDM Karawang employees. Many things need to be improved and become the basis for consideration to maintain a good name and improve existing achievements that focus on employee performance, in the end the interests of the agency are mutually fulfilled..

LIMITATION AND STUDY FORWARD

The study was confined to BKPSDM Karawang and may not be generalizable to other organizations or regions. The research also focused solely on training and career development as factors affecting employee performance, potentially overlooking other influential variables.

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