

Assessing the Role of Training Needs, Resources, and Perceptions in Enhancing Employee Performance

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Abstract: This study aims to analyze the effect of Training Needs Assessment (TNA), Training Resource Availability (TRA), and Employee Perception Towards Training (EPT) on Employee Performance at PT. HARMONI PERMATA. The problems faced by the company are the mismatch between the training provided and the needs of employee work, as well as the limited resources that support the training. In addition, employee perceptions of training also affect the effectiveness of the program. This study uses a quantitative approach with a descriptive and explanatory design, involving 30 employee respondents who have participated in training. Data were collected through questionnaires that measured the three variables studied, and analyzed using multiple linear regression analysis. The results showed that all three variables had a significant effect on employee performance. Employee Perception Towards Training (EPT) gave the most significant effect with a regression coefficient of 0.50, followed by Training Needs Assessment (TNA) with a coefficient of 0.45, and Training Resource Availability (TRA) with a coefficient of 0.30. These findings indicate that training designed with employee needs in mind, supported by adequate resources, and received with positive perceptions can significantly improve employee performance.

Keywords: Training Needs Assessment; Training Resource Availability; Employee Perception; Employee Performance; Training.

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Introduction

Training is one of the important aspects in developing human resources (HR) in a company. In an increasingly competitive business world, employee performance is the main factor that determines the success of an organization (Gilang Pratama & Elistia, 2020). Therefore, many companies strive to improve employee performance through various training programs. However, although various types of training have been carried out, not all training programs have a significant impact on improving employee performance. This is the main reason why it is important to understand the factors that influence the effectiveness of training and how the training can provide an optimal impact on the company. The main problem faced by many companies is how to identify factors that influence the success of a training program (Eryc & Santoso, 2024). One of the problems that is often encountered is the mismatch between training needs and the training provided, which is often referred to as an inaccurate training needs assessment. In addition, the availability of adequate resources for training, such as materials, facilities, and quality instructors, is also an important factor that is not always taken seriously. Not only that, employee perceptions of the training provided also play an important role in the effectiveness of the program. When employees feel that the training they receive is irrelevant or cannot improve their performance, the impact of the training will be reduced, and can even cause employees to feel disappointed or less motivated (Maryanto, 2019).

The urgency of this study lies in the need to understand the influence of these factors on employee performance. This study is expected to provide a deeper understanding of the relationship between training needs assessment, training resource availability, and employee perception towards training on employee performance. Understanding these factors will enable companies to design more effective training programs, according to employee needs and available resources (Pratama et al., 2023). This study is also important in the context of increasingly tight business competition, where effective HR development can be one of the company's competitive advantages. The purpose of this study is to analyze the influence of training needs assessment, training resource availability, and employee perception towards training on employee performance at PT. HARMONI PERMATA. This study aims to provide a clearer picture of how these three factors contribute to improving employee performance, as well as provide insight for companies in designing training programs that are more in line with employee needs and expectations. In addition, this study also aims to provide recommendations on training development strategies that can improve overall employee performance.

The strength of this study lies in its approach that combines three important factors in training development, which are rarely discussed simultaneously in the existing literature. Most previous studies tend to focus on only one or two factors, while this study combines three interacting variables, thus providing a more comprehensive picture of the effect of training on employee performance. In addition, this study was conducted in a growing private company, providing a more relevant context in business practices in Indonesia. Thus, this study is expected to provide a more significant contribution to the academic world and business practice. The novelty of this study lies in its deeper focus on the influence of the three main factors in training on employee performance. Previously, many studies examined the effect of training only from the perspective of one factor, such as resource availability or employee perception towards training. This study, which integrates training needs assessment, training resource availability, and employee perception towards training, offers a more holistic approach to assessing the success of a training program. Thus, this study can provide new, more comprehensive insights into the effectiveness of training in improving employee

performance.

The contribution of this research is very important for the development of human resource management (HRM) theory, especially in relation to training management in companies (Putri et al., 2022). This research is expected to provide a stronger basis for companies in designing training programs that are more in line with employee needs. In addition, this research is also expected to contribute to the development of training policies in Indonesia, especially in the private sector, by providing empirical data that can be used as a reference in formulating more effective policies. On the other hand, for academics, this research can enrich the literature on the relationship between training factors and employee performance, as well as open up opportunities for further research that can develop existing findings.

Theoretical Basis

This study refers to several theories related to human resource development and employee performance, especially those related to training. Some of the theories used in this study are Human Resource Development Theory, Needs Theory, and Perception Theory. These theories provide a framework for understanding how training can affect employee performance through factors such as assessment of training needs, availability of training resources, and employee perceptions of the training.

Human Resource Development Theory through training aims to improve employee competency and skills which will ultimately contribute to improving individual and organizational performance as a whole (Kareem, 2019). In this context, training is seen as a tool to improve employee quality by meeting their needs related to existing job tasks. Therefore, this approach emphasizes the importance of designing training that is relevant to job needs and employee capabilities.

Needs Theory, especially those developed by Abraham Maslow and McGregor's needs theory, are also relevant in this study, especially in the aspect of *Training Needs Assessment (TNA)*. This theory argues that individuals have various needs that must be met in order to achieve optimal well-being and performance. In the context of training, this theory explains that training must be tailored to employee needs in order to have a positive impact on their performance. Unmet needs can hinder the effectiveness of training and reduce employee motivation to learn.

Perception Theory deals with how individuals understand and interpret the information given to them. In the context of training, employees' perceptions of the training provided will influence their attitudes toward the training and the outcomes achieved. This theory emphasizes that how employees perceive the relevance and quality of training will influence their readiness to participate in training and the implementation of skills acquired after training.

Explanation of Each Variable

Training Needs Assessment (TNA) refers to the process of identifying relevant training needs for employees, based on the gap between their skills and the skills required in their jobs (Markaki et al., 2021). This assessment is important so that the training provided is in accordance with the tasks faced by employees on a daily basis. If the training provided does not match the needs or expectations of employees, the effectiveness of the training will be reduced. TNA helps companies ensure that the training provided is able to improve employee competency directly, in accordance with job demands and company strategies.

Training Resource Availability (TRA) refers to the availability of resources that support training, such as facilities, training materials, competent teaching, and the time and costs allocated to the training program (Supriyandi et al., 2016). Adequate resources are essential to ensure that training can run effectively. Lack of resources or inadequate facilities can hinder the learning process and have a negative impact on training outcomes. Research shows that the availability of adequate resources is closely related to the success of training programs in improving employee performance.

Employee Perception Towards Training (EPT) relates to how employees view the training provided by the company. Employee perceptions of training are greatly influenced by factors such as the relevance of the training, the quality of the instructors, and the benefits they receive after attending the training (Mansour et al., 2022). If employees have a positive perception of training, they are more likely to commit and apply the knowledge and skills gained during training in the workplace. Conversely, negative perceptions can reduce employee motivation and interest in attending training.

Relationship Between Variables and Hypothesis

These three variables are interrelated in the process of improving employee performance through training. The right Training Needs Assessment (TNA) will help companies design training that suits employee needs (JAPHERT, 2022). When training needs are well identified, employees will be more motivated and feel that the training provided is relevant and useful for their work. However, even though the training is well designed, if the Training Resource Availability (TRA) is inadequate, the training will not run optimally. Therefore, the availability of adequate resources is very important to ensure that training can run effectively and provide the expected results.

On the other hand, employee perception towards training (EPT) plays a significant role in the success of training. Employees who have a positive perception towards training are more likely to take the training seriously and apply the knowledge gained. Conversely, if employees feel the training is irrelevant or ineffective, they will not be fully committed, which in turn will affect their performance at work.

Thus, the relationship between these three variables can be explained as follows: Training Needs Assessment (TNA) affects Employee Perception Towards Training (EPT) through proper assessment of training needs. Employees who feel that training is in accordance with their needs will have a more positive perception of the training. Furthermore, a positive perception of training will increase employee motivation and readiness to apply the knowledge gained in their work, which will ultimately improve Employee Performance .

Based on the relationship between these variables, several hypotheses that can be put forward in this study are as follows:

- Hypothesis 1 : Training Needs Assessment (TNA) has a positive effect on Employee Performance.
- Hypothesis 2 : Training Resource Availability (TRA) has a positive effect on Employee Performance.
- Hypothesis 3 : Employee Perception Towards Training (EPT) has a positive effect on Employee Performance.
- Hypothesis 4 : Training Needs Assessment (TNA) has a positive effect on Employee Perception Towards Training (EPT).

- Hypothesis 5 : Training Resource Availability (TRA) has a positive effect on Employee Perception Towards Training (EPT).
- Hypothesis 6 : Training Needs Assessment (TNA) and Training Resource Availability (TRA) jointly influence Employee Performance through Employee Perception Towards Training (EPT).

By testing these hypotheses, the research is expected to provide deeper insights into how training factors interact to influence employee performance.

Method

This study uses a quantitative approach with a descriptive and explanatory research design. The main objective of this study is to identify and analyze the influence of the variables Training Needs Assessment (TNA) , Training Resource Availability (TRA) , and Employee Perception Towards Training (EPT) on Employee Performance at PT. HARMONI PERMATA. This study aims to gain a deeper understanding of the factors that influence the effectiveness of training in improving employee performance.

Type of Research The type of research used is quantitative descriptive research , which aims to describe the relationship between the variables studied and measure the influence of each variable on employee performance. This study also uses explanatory research which aims to explain the cause and effect between one variable and another.

Population and Sample The population in this study were all employees of PT. HARMONI PERMATA who participated in the training program within a certain period of time. For sampling, the researcher used a purposive sampling technique , where samples were selected based on certain criteria relevant to the research objectives. The sample of this study was 30 employees who were directly involved in the training organized by the company.

Data Type The type of data used in this study is primary data obtained through a questionnaire distributed to respondents (employees of PT. HARMONI PERMATA). This questionnaire consists of several questions that measure three main variables, namely Training Needs Assessment (TNA), Training Resource Availability (TRA), and Employee Perception Towards Training (EPT), as well as employee performance after attending training.

Data Sources The data sources used in this study were respondents totaling 30 employees of PT. HARMONI PERMATA who had attended certain training. The data collected included responses from employees regarding their experiences related to the training they attended, including assessments of training needs, availability of resources, perceptions of training, and the impact of training on their performance.

Research Instruments The instrument used to collect data in this study was a questionnaire . This questionnaire was designed using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) to measure each variable:

1. Training Needs Assessment (TNA) : Measured by several statements regarding employee understanding of training needs relevant to their jobs.
2. Training Resource Availability (TRA) : Measured by several statements regarding the availability of facilities, training materials, and competent instructors.
3. Employee Perception Towards Training (EPT) : Measured by several statements regarding how employees perceive the quality and benefits of the training they receive.

4. Employee Performance : Measured by several statements regarding changes in employee performance after attending training.

Data Collection Procedure Data were collected by distributing questionnaires to 30 employees of PT. HARMONI PERMATA who had attended the training. This questionnaire will be delivered directly to the respondents and given time to fill it out. After the questionnaire is completed, the collected data will be analyzed further.

Research Stages

This research went through several stages, starting from planning to analysis of the results obtained. The following are the stages of research carried out:

1. Research Planning : The first stage in this research is planning, which includes determining the research objectives, selecting the variables to be studied, and compiling research instruments (questionnaires). At this stage, the researcher also prepares a data collection plan and determines the sample to be used.
2. Questionnaire Preparation : At this stage, the researcher prepares a questionnaire consisting of several parts. This questionnaire measures the variables studied, namely Training Needs Assessment (TNA) , Training Resource Availability (TRA) , Employee Perception Towards Training (EPT) , and Employee Performance . This questionnaire will be tested for validity and reliability before being used in data collection.
3. Data Collection : After the questionnaire is compiled, the next stage is data collection. The questionnaire will be distributed to 30 employees of PT. HARMONI PERMATA who have attended the training. The data collected will be used to analyze the relationship between the variables studied.
4. Data Processing : After the data is collected, the data will be analyzed using SPSS statistical software. The analysis used includes descriptive statistics to describe the characteristics of the data, as well as regression analysis to test the relationship between the variables studied and their effects on employee performance.
5. Analysis of Results : After data processing is complete, the researcher will conduct an analysis of the results. The results of the regression analysis will be used to test the hypotheses that have been proposed in this study. The researcher will analyze the influence of each variable on employee performance and discuss the findings obtained.
6. Conclusion and Recommendation : The final stage is the preparation of conclusions from the research results. This conclusion will summarize the main findings of the study and provide practical recommendations for companies in designing more effective training programs. In addition, this study will also propose further research directions that can deepen understanding of this topic.

Results and Discussion

After the data was collected from 30 respondents of PT. HARMONI PERMATA employees, an analysis was conducted using SPSS to test the effect of Training Needs Assessment (TNA) , Training Resource Availability (TRA) , and Employee Perception Towards Training (EPT) on Employee Performance . The results of the analysis provide a clearer picture of the relationship between the variables studied. The following are the results of SPSS processing that show the relationship between the three training factors and employee performance.

Descriptive Analysis Results

Descriptive analysis was conducted to describe the distribution of data on each variable studied. Based on the following table, we can see that the average score for each variable is relatively high, indicating that respondents tend to agree that the training they received was relevant to their jobs, the training resources were adequate, and they had a positive perception of the training.

Table 1. Descriptive Analysis Results

Variables	Average	Standard Deviation	Minimum	Maximum	Variables
Training Needs Assessment (TNA)	4.10	0.50	3.00	5.00	4.10
Training Resource Availability (TRA)	3.90	0.55	2.50	5.00	3.90
Employee Perception Towards Training (EPT)	4.20	0.45	3.50	5.00	4.20
Employee Performance	4.15	0.48	3.00	5.00	4.15

The high average indicates that in general, respondents felt that the training provided was quite relevant and useful. The Employee Perception Towards Training (EPT) variable obtained the highest average score (4.20), indicating that employees have a positive view of the effectiveness of the training they received. Although the Training Resource Availability (TRA) variable obtained a slightly lower average (3.90), this indicates that despite some challenges related to the availability of training resources, respondents still considered that the training was going quite well.

Regression Test Results

Furthermore, multiple linear regression analysis was conducted to test the influence of the variables Training Needs Assessment (TNA), Training Resource Availability (TRA), and Employee Perception Towards Training (EPT) on Employee Performance. The results of the regression test provide a clear picture of the relationship between these variables.

Table 2. Regression Test Results

Variables	Regression Coefficient	Significance (p-value)
Training Needs Assessment (TNA)	0.45	0.005
Training Resource Availability (TRA)	0.30	0.020
Employee Perception Towards Training (EPT)	0.50	0.001

Based on the regression results table, it can be seen that all variables have a positive influence on Employee Performance. The regression coefficient shows that each increase of one unit in each variable will increase employee performance in different amounts. The Training Needs Assessment (TNA) variable has a coefficient of 0.45, which indicates that an increase in the assessment of training needs will increase employee performance by 0.45 units. The p-value of 0.005 indicates that the influence of TNA on employee performance is very significant.

Training Resource Availability (TRA) has a regression coefficient of 0.30, indicating that increasing the availability of training resources will increase employee performance by 0.30 units. Although the effect of TRA on employee performance is slightly lower than TNA, the p-value of 0.020 still indicates that this effect is significant.

Employee Perception Towards Training (EPT) has the highest regression coefficient of 0.50, indicating that increasing positive employee perceptions of training will increase their performance by 0.50 units. With a very low p-value (0.001), the effect of EPT on employee performance is very significant and shows a strong impact.

Discussion of Results

The results of the regression analysis show that the three variables, namely Training Needs Assessment (TNA), Training Resource Availability (TRA), and Employee Perception Towards Training (EPT), have a significant effect on Employee Performance. This finding supports various theories that reveal that well-designed training supported by adequate resources can improve employee performance.

Training Needs Assessment (TNA) has a significant impact on employee performance. This indicates that when the training provided is in accordance with the real needs in the workplace, employees will feel more motivated and more prepared to apply the skills learned. A good Training Needs Assessment ensures that the training provided is relevant to the job tasks faced by employees, thus providing a positive impact on improving performance.

Training Resource Availability (TRA) also showed a significant effect on employee performance, although its effect was slightly lower compared to TNA. The availability of sufficient resources—including adequate training facilities, complete materials, and competent instructors—can affect how employees receive training and how effective the training is in improving their performance. When training resources are limited, even if the training is in accordance with employee needs, its effectiveness will be limited.

The most prominent thing in this study is the influence of Employee Perception Towards Training (EPT) on employee performance. Positive employee perceptions of the training they receive have a major impact on the success of the training. Employees who feel that the training they receive is relevant and useful tend to be more motivated to apply it in the workplace. This shows that even if the training is well-delivered, if employees have negative perceptions of the training, its effectiveness will be hampered.

Overall, the results of this study provide a clear picture of the importance of designing training that is appropriate to employee needs, supported by adequate resources, and received with positive perceptions by employees. To improve employee performance, companies need to ensure that these three factors are considered holistically in designing training programs. In doing so, companies can create an effective training environment that can result in significant performance improvements.

This research provides an important contribution in human resource management,

especially in designing and implementing effective and efficient training programs. In addition, this finding also provides insight for companies in improving the effectiveness of training by considering the factors that influence its success.

Conclusion

This study aims to analyze the influence of eWOM, subjective norms, and visibility on the intention to visit Bali as a tourist destination. The results of the study show that the three variables have a significant influence on tourists' intention to visit Bali. Specifically, eWOM (reviews and recommendations shared on social media) has been shown to increase tourists' intention to visit, with a strong influence (Isnaini, 2022). In addition, subjective norms or influences from friends and family also play an important role in strengthening tourists' intention to choose Bali as a tourist destination. Bali's high visibility through social media and other digital promotions also supports visitors' intention to visit this destination. Thus, it can be concluded that effective marketing through social media, which pays attention to eWOM factors, social norms, and Bali's visibility, can increase tourists' intention to visit Bali.

Theoretically, this study provides an important contribution to the tourism marketing literature, especially regarding the influence of social media on tourists' intention to visit a destination. This study confirms that eWOM and subjective norms are important factors in influencing tourist decisions, which have previously been studied separately. By combining these three variables, namely eWOM, subjective norms, and visibility, this study provides a new perspective on how digital and social factors can influence the intention to visit a tourist destination. This study also enriches the understanding of the importance of social media in tourism marketing, especially in the context of a destination like Bali that relies on promotion through digital platforms.

In practical terms, the results of this study provide useful insights for tourism managers and marketers to design more effective marketing strategies. Marketing that utilizes eWOM can increase tourists' exposure and trust in Bali as a tourist destination. Therefore, it is important for tourism managers to manage and utilize positive reviews and recommendations from tourists who have visited through social media platforms. In addition, understanding the influence of subjective norms provides an opportunity for marketers to focus more on campaigns that involve family and friends, who tend to influence tourist decisions. Increasing Bali's visibility through social media, digital advertising, and engaging content will further strengthen Bali's appeal as a prime tourist destination.

This study has limitations in terms of the scope of the variables studied, namely only testing the influence of eWOM, subjective norms, and visibility on intention to visit. Future research is advised to expand this model by adding other variables that may influence tourist intentions, such as perceived quality, price perception, or destination image. In addition, qualitative research involving in-depth interviews with tourists who have visited Bali can provide deeper insights into the emotional and psychological factors that influence their intentions. Further research can also expand the geographical scope to test whether the same findings can be found in other tourist destinations in Indonesia or abroad, so that the results of this study can be more generalized.

Based on the results of the research that has been conducted, it can be concluded that Training Needs Assessment (TNA) , Training Resource Availability (TRA) , and Employee Perception Towards Training (EPT) have a significant influence on Employee Performance at PT. HARMONI PERMATA. The results of the regression analysis show that each of these factors contributes to improving employee performance, with Employee Perception Towards

Training (EPT) having the most significant influence. This means that positive employee perceptions of the training they receive can directly improve their performance. In addition, Training Needs Assessment (TNA) that is in accordance with employee job needs also shows a strong influence on employee performance. Training Resource Availability (TRA), although slightly lower in influence compared to TNA and EPT, still has an important contribution in supporting the implementation of effective training.

Overall, this study provides empirical evidence that training programs designed with attention to training needs, adequate resource availability, and positive employee perceptions of training will result in significant performance improvements. Therefore, companies need to design and implement training programs by considering these three factors in order to achieve optimal results.

The theoretical implications of this study lie in developing an understanding of the relationship between training and employee performance in the context of human resource management. This study confirms the importance of proper assessment of training needs, availability of adequate resources, and employee perceptions of training as determinants in improving employee performance. These findings support existing theories on human resource development, especially those related to the effectiveness of training and learning. Thus, this study enriches the existing literature on factors that influence employee performance through training.

This study also contributes to the Needs Theory and Perception Theory, which explain that understanding training needs and how employees perceive training can affect the results achieved. With these findings, academics can deepen further research on other factors that may also affect training effectiveness, such as organizational culture or leadership style.

For companies, the results of this study have very practical implications in designing and implementing more effective training programs. First, companies need to ensure that the training provided is in accordance with the real needs of employees, in accordance with the tasks and responsibilities they carry. Therefore, a proper Training Needs Assessment (TNA) is very important to design relevant and beneficial training for employees. Second, companies must pay attention to the availability of adequate training resources, including facilities, materials, and competent instructors. Adequate resources will support a more effective learning process and provide a better training experience for employees.

Equally important, companies need to pay attention to Employee Perception Towards Training (EPT), because positive employee perceptions of training can increase their commitment to take training seriously and apply the results in their work. Therefore, it is important for companies to improve communication about the objectives and benefits of training, and to ensure that the training provided is of good quality and has a real impact on improving performance.

While this study has provided valuable insights into the effects of training on employee performance, there are several areas that could be further explored in future research. One is to explore the role of other organizational factors, such as organizational culture and leadership style, in moderating the relationship between training and employee performance. Further research could also look at how external factors, such as industry or economic conditions, influence the implementation and effectiveness of training.

In addition, further research can expand the sample coverage by involving more companies from various industrial sectors, as well as considering the influence of training digitalization and the use of technology in the learning process. Technologies such as e-learning-based training or training using virtual simulations can provide new perspectives in

measuring the effectiveness of training and its impact on employee performance.

Furthermore, future research may consider using a longitudinal study method to observe the impact of training over the long term, as well as to see whether changes in employee performance persist after training is completed. This would provide a more comprehensive picture of the effectiveness of training and how the factors influencing it may change over time.

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