

Human Resource Development in Improving Employee Performance at *Bawaslu* Padang Pariaman

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ABSTRACT

Penelitian ini bertujuan menganalisis pengembangan sumber daya manusia melalui program pelatihan dalam meningkatkan kinerja pegawai *Bawaslu* Kabupaten Padang Pariaman. Permasalahan utama yang diangkat adalah belum optimalnya evaluasi efektivitas pelatihan sehingga hasilnya kurang dimanfaatkan sebagai dasar penyusunan kebijakan dan pengambilan keputusan strategis. Penelitian menggunakan pendekatan survei dengan teknik purposive sampling terhadap seluruh pegawai *Bawaslu*, serta dianalisis melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa pelatihan yang diselenggarakan umumnya relevan dengan tugas pokok, mendukung peningkatan kompetensi, dan membantu pegawai memenuhi standar kinerja yang ditetapkan. Namun, pelatihan belum sepenuhnya berdampak pada peningkatan produktivitas kerja. Oleh karena itu, diperlukan optimalisasi perencanaan anggaran pelatihan, penyusunan indikator kinerja yang terukur, serta penerapan key performance indicators (KPI) untuk menilai keberhasilan pelatihan dan menjamin keberlanjutan peningkatan kompetensi pegawai secara sistematis, konsisten, dan berorientasi pada kinerja organisasi. Temuan ini diharapkan menjadi masukan bagi *Bawaslu* dalam merancang strategi pengembangan SDM yang lebih efektif.

Kata Kunci: Pengembangan Sumber Daya Manusia, Evaluasi Pelatihan, Kinerja Pegawai

ABSTRACT

This study examines human resource development through training programs to improve the performance of *Bawaslu* employees in Padang Pariaman Regency. The main issue is the limited evaluation of training effectiveness, which reduces its usefulness for policy and strategic decision-making. Using a survey with purposive sampling involving all employees, the data were analyzed through reduction, presentation, and conclusion drawing. The results show that the training is relevant to core tasks, enhances competencies, and helps employees meet performance standards, but has not significantly improved productivity. Thus, improvements are needed in training budget planning, the development of measurable performance indicators, and the implementation of key performance indicators (KPIs) to assess training outcomes and support sustained competency development. These findings are expected to guide *Bawaslu* in formulating more effective HR development strategies.

Keywords: Human Resource Development, Training Evaluation, Employee Performance

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INTRODUCTION

Human resource management is important in establishing effective communication, develop and provide training to company employees, create a comfortable and efficient work environment, and provide feedback on employee performance. Employee training and development enhance employees' competency that leads to improved company performance. Armstrong (2021) emphasizes that well-planned training can increase productivity. and employee work effectiveness. Trainings also significantly affect employees' technical and non-technical skills.

In the context of modern organizations and government institutions, human resources refer to the employees. Organizational success is significantly affected by employee performance (Waqas et al., 2021) , as HR acts as the driving force of the organization. Human resource development improves technical skills as well as the employees' adaptability to a dynamic work environment. Amoako & Boateng (2023) state that effective HR development improves adaptability and cross-division collaboration. Sustainable investment in HR development can strengthen the competitiveness of public institutions (Mustafa & Sadiku, 2023).

As explained by Farooq & Wibowo (2022), performance is the work produced by an employee that aligns with the organizational goals. Performance can be viewed as a process and an outcome. Employee performance is the result of the work performed by individuals within an organization. Meanwhile, organizational performance is the combined results of the work achieved by all members of the organization. Prasetyo & Negara (2025) also highlights that individual performance is influenced by several factors; competence, motivation, and ongoing training. In the context of public sector in Indonesia, Utami & Prasetyo (2023) mastery of core competencies and systematic training evaluation can improve overall organizational efficiency.

Table 1. 1

Employee Performance in 2021-2024

No	Behavior	2021	2022	2023	2024	Target
1	Service Orientation	91.51%	86.33%	85.84%	84.85%	100%
2	Integrity	87.55%	86.56%	86.42%	86.49%	100%
3	Commitment	84.04%	86.71%	86.65%	86.75%	100%
4	Discipline	84.85%	84.47%	84.23%	85.02%	100%
5	Cooperation	84.69%	86.01%	86.2%	86.35%	100%

6	Leadership	82.84%	83.85%	85.49%	85.65%	100%
	Average	85.91%	85.77%	85.82%	85.85%	100%

Source: Padang Pariaman Election Supervisory Agency

The employee performance data for the Padang Pariaman Regency *Bawaslu* for 2021–2024 show down trend in several work behavior indicators, such as service orientation and integrity. The decline implies that the effectiveness of the training conducted needs to be re-evaluated to ensure that the results align with performance targets. Training evaluation is important since public institutions carry strategic functions in maintaining the integrity of democracy.

Padang Pariaman Regency Election Supervisory Agency (*Bawaslu*) is a government agency that oversees every stage and process of general elections (*pemilu*) and regional head elections (*pilkada*). Its primary duties include preventing and prosecuting violations, overseeing the performance of the General Elections Commission (KPU), resolving election and regional election disputes, and implementing outreach and supervision. Its role ensures that all processes lead to a conducive, orderly, and peaceful elections in Padang Pariaman Regency.

Unfortunately, the number of employees in Padang Pariaman Regency *Bawaslu* is regarded inadequate. The employees also need strategic trainings that enhance their knowledge and skills in order to carry out their duties professionally. Currently, the education of background of the employee varies, hence capacity building through training and competency development are needed.

The quality of the training for employees affects individual competency and directly impacts institutional professionalism and accountability. Amidst the increasingly dynamic political dynamics and changing election regulations, capacity-building activities undertaken should be evaluated to see how they contribute to the performance improvement of election supervisory officers. This research provides insights to the optimization of training design for more contextual, adaptive and target-oriented trainings that improve institutional performance in a sustainable manner

This research titled "Analysis of Human Resource Development in Improving the Performance of *Bawaslu* Padang Pariaman Employees" specifically focuses on *Bawaslu* Padang Pariaman, an election supervisory agency. The focus of this research is also on the development programs for HR provided by *Bawaslu* in order to improve the performance of its employees. This research closes the research gaps, since previous research mainly discussed influence of training, motivation, or HR

competency on performance without comprehensively looking at the HR development process from planning, implementation and evaluation.

The use of descriptive qualitative analysis allows for the exploration of the contextual conditions related to human resource development in public institutions. This research results in an in-depth understanding of how human resource development can be effectively implemented within the context of regional election supervisory institutions.

Human Resource Management (HRM) is a strategic process that manages employees to work towards achieving organizational goals. HR is beyond management - oriented administrative, but it taps on the capacity, commitment, and performance development. Armstrong (2021) stated that HR management should focus on strategic planning, training, development, and assessment of sustainable performance to keep up with the changes in the environment and organizational needs.

HR management in public institution such as *Bawaslu* includes the improvement of competence professionalism, integrity, and accountability of the employees. Flagstad & Johnsen (2022) view HR as an element of the success of public organizations.

HR development is a continuous process to improve knowledge, skills, and attitudes work that enhances the effectiveness of the employees in carrying out their works. Abdurachman et al., (2023) also found that human resource development is a long-term investment designed to increase the capability of individuals and organizations simultaneously.

Social Exchange Theory explains that the connection between organizations and employees is based on the principle of reciprocity. When an organization shows justice, respect and opportunity adequate development, it is likely that the employee would show loyalty, commitment, and improved performance.

Positive employee behaviours appear as reciprocal form to treatment fair from organization (Cropanzano et al., 2018). *Bawaslu*'s implementation of fair and inclusive training and coaching will increase the trust and commitment of the employees which eventually affects individual and organizational performance.

Expectancy Theory states that performance is influenced by three factors: expectancy (belief that effort leads to results), instrumentality (confidence that results will be recognized), and valence (value placed on the rewards).

Employees who believe that training contributes to career advancement and professional recognition show significantly higher work motivation (Eerde, 2021). Therefore, training programs at *Bawaslu* should clearly link learning outcomes to career development opportunities. Strengthening this connection will enhance intrinsic motivation and improve employee productivity.

The KSA (Knowledge, Skills, and Attitude) model is a key conceptual framework in human resource development and performance evaluation. Hasanah (2024) explains that performance improvement depends not only on technical skills but also on a balanced combination of conceptual knowledge, practical abilities, and professional attitude.

1. Knowledge refers to an employee's understanding of their duties and responsibilities.
2. Skills reflect technical abilities and problem-solving capabilities.
3. Attitude includes work ethics, discipline, and motivation.

Jehanzeb & Bashir (2020) confirm that KSA-based training is effective in increasing productivity as it leads to consistent behavioral changes that align with organizational goals.

The integration of Social Exchange Theory, Expectancy Theory, and the KSA model provides a strong foundation for understanding how human resource development contributes to employee performance improvement.

1. Social Exchange Theory explains the aspects of relationships and organizational justice.
2. Expectancy Theory explains the aspects of motivation and perception benefit training.
3. The KSA model explains the aspects of individual competencies and behavior at work.

These theories simultaneously explain how training, coaching and human resource development improves the performance. In the context of *Bawaslu* of Padang Pariaman Regency, these theories help explain how the training program is designed in fair and relevant way for stronger integrity, adaptability, and overall performance..

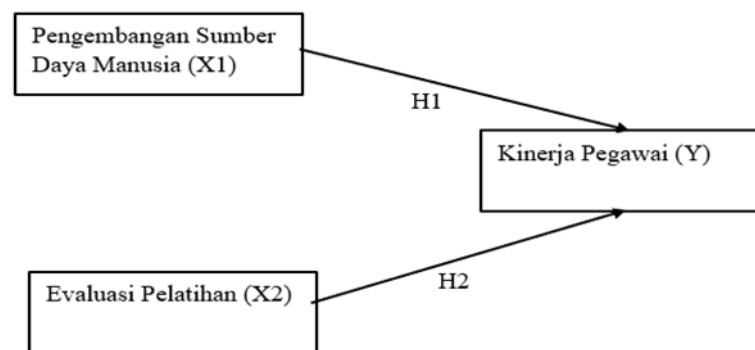


Figure 1. Conceptual framework

RESEARCH METHOD

1. Types of research

A mixed method that systematically combines the quantitative and qualitative methods was employed to gain a more comprehensive understanding of the phenomena being studied (Creswell & Clark, 2018). This approach is capable of answering research problems in more depth nature, both in terms of empirical measurement and contextual meaning.

Sugiyono (2019) states that mixed methods are used when quantitative data alone is not sufficient to explain research findings, requiring qualitative data to provide deeper meaning and interpretation of statistical results. Through this approach, researchers can integrate numerical data from surveys or questionnaires with descriptive insights from interviews, observations, and documentation.

A sequential explanatory design was used, beginning with the collection and analysis of quantitative data, followed by qualitative data to clarify or deepen the initial (Fetters et al., 2019 : Creswell & Clark, 2018). This design allows statistical results from the first phase to be reinforced by thematic insights from in-depth interviews, producing more comprehensive and valid conclusions.

2. Research Setting

This research was conducted at the *Bawaslu* Regency Padang Pariaman in Pariaman Lubuk Alung Street, Rimbo Dulang-dulang Village, Pauh Kamba Village, Nan Sabaris District, Padang Pariaman Regency from July to September 2025.

3. Research Instruments

Data collection instruments in the forms of questionnaires, direct interviews, and employee performance documents were used to collect research data.

4. Data Collection

The data of this research were collected through: a) Observation, b) Questionnaires and c) Interview.

5. Data Analysis

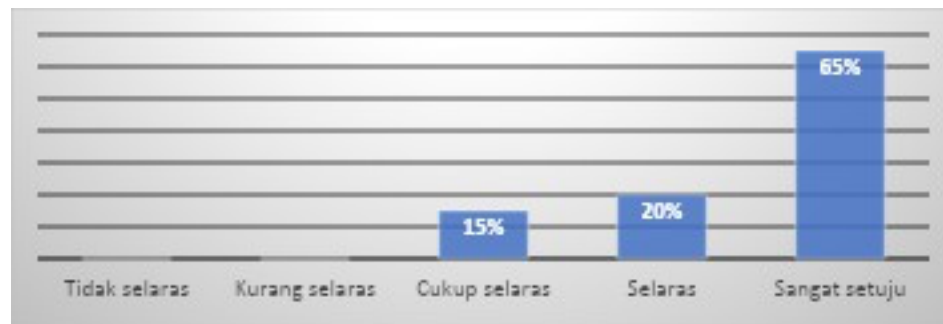
Qualitative data analysis was carried out both during and after the data collection process. The stages consist of data collection, data reduction, data display, and conclusion drawing (Soebartika & Rindaningsih, 2023).

RESULTS AND DISCUSSION

Human resource development is a strategic process to prepare individuals for greater responsibilities and improve organizational performance through continuous training (Fitriani, 2021). In this study, training serves as the main instrument for strengthening the competencies of *Bawaslu* Padang Pariaman employees. The results show a strong positive perception of the alignment between training materials and job demands: 65 percent of respondents rated the material as highly aligned, 20 percent as aligned, and 15 percent as somewhat aligned, with none considering it misaligned. This indicates high relevance and acceptance of the training content.

These findings support Garavan et al., (2021) who argue that HR development must build adaptive capabilities rather than merely transfer knowledge. At *Bawaslu*, this adaptability is reflected in participants' views that the materials suit the dynamics of election supervision and administrative responsibilities. Therefore, improving employee performance requires more than routine training. It calls for HRD strategies that align organizational goals, program design, and work context, making contextualized training an important tool for developing adaptive and sustainable institutional capacity.

Figure 1. The suitability of the training program with the main duties and functions at *Bawaslu* Padang Pariaman



The suitability of the training program with the main duties and functions at *Bawaslu* Padang Pariaman is influenced by employees' diverse educational backgrounds and responsibilities, which are not always linear. Appropriate training materials can enrich employees' knowledge and insight. This aligns with Rosmayati & Others, (2021) who emphasize that organizations must design training programs that match their needs and carefully select methods, materials, and schedules. Survey results in Figure 1 show that no respondents viewed the training materials as inconsistent with their duties. Sixty-five percent rated them as highly aligned, 20 percent as aligned, and 15 percent as somewhat aligned, indicating that the materials were generally relevant to the work context of *Bawaslu* employees.

However, this interpretation cannot stop at the conclusion that the training was simply appropriate. When connected with qualitative interview data and field observations, an important discrepancy emerges. Although participants perceived the training materials as relevant to their tasks, the actual improvement in productivity and performance after the training did not show a significant change. This suggests a gap between perceived relevance and measurable performance outcomes.

Figure 2. Training materials in supporting the performance improvement in election supervision at *Bawaslu* Padang Pariaman.

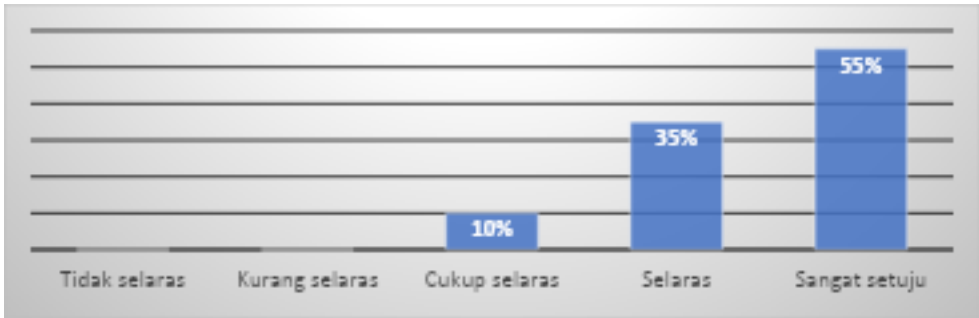


Figure 2 illustrates employees’ assessments of whether the training materials supported performance improvement in election supervision at *Bawaslu* Padang Pariaman. Hayati (2023) explains that employee education is a human resource development process that enhances knowledge, skills, and attitudes, while training focuses on developing specific skills needed to improve performance. In this context, the quality of training materials becomes a key element of an effective program (Explorance, 2024) . The survey results show that 55 percent of respondents strongly agreed, 35 percent agreed, and 10 percent somewhat agreed that the materials supported performance improvement. No respondents disagreed, indicating an overall positive perception of the training’s benefits.

Despite these positive assessments, the high level of perceived suitability has not translated into significant performance improvements. Interviews and field observations reveal that some employees still struggle to apply the training in real work situations, especially when facing technical and procedural challenges in field supervision. This contrast between quantitative and qualitative findings highlights the need for a comprehensive and contextual evaluation of training programs, ensuring that perceived effectiveness aligns with actual performance outcomes in the Election Supervisory Agency.

Figure 3. Frequency of Training Supports ASN Competency Development at *Bawaslu* Padang Pariaman Regency



Figure 3 shows that 55 percent of respondents strongly agreed, 25 percent agreed, and 20 percent somewhat agreed that the frequency of training at *Bawaslu* Padang Pariaman Regency supports ASN competency development. No respondents rated the training as misaligned, indicating that the implementation of training has been positively received by participants.

However, the data also suggest that positive perceptions of training frequency do not always translate into effective competency improvement. Interviews revealed that some employees felt frequent training sessions became repetitive or lacked new material, limiting their impact on performance. Training will only be effective if all employees receive fair opportunities and if the sessions align perceptions and skills needed to achieve organizational goals.

Figure 4. Leadership's full support for budget policies in the implementation of human resource development programs, including fair and equitable governance of employee opportunities.

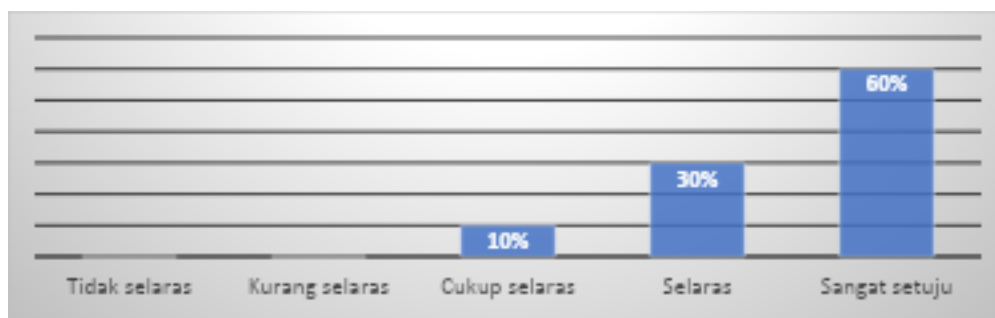


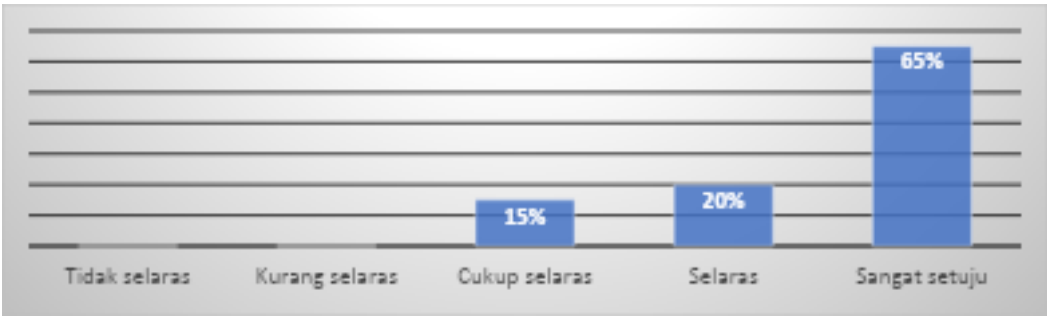
Figure 4 illustrates that 60% of respondents strongly agree, 30% agree, and 10% moderately agree that the leadership of the Padang Pariaman Regency *Bawaslu* provides full support for human resource (HR) development budget policies and ensures fair and equitable opportunities for all employees. Notably, no respondents expressed neutrality or disagreement, indicating a generally

positive perception of leadership commitment to employee development initiatives.

A critical review of these findings, however, reveals several important considerations. Although leadership support is perceived as strong, its actual effectiveness in producing impactful HR development outcomes has not been comprehensively evaluated. Interview data and documentation suggest a gap between declarative support (verbal and administrative commitments) and implementative support (budget realization, monitoring, and post-training follow-up). Destiana, (2023) emphasizes that effective public-sector HR development requires a clear vision and planning, transparency and accountability, stakeholder collaboration, strengthened innovation culture, optimal use of information technology, integration of organizational resources, and adaptability to change.

Similarly, Lastiwi (2022) highlights that human resources constitute a strategic component in both private and public organizations. In government institutions, civil servants (ASN) must continuously develop their competencies. Accordingly, organizational leaders must accurately map competency variations and design development programs that enhance the execution of public service functions. One indicator of effective training is improved employee performance (Gustiana et al., 2022). Training must therefore be implemented fairly and transparently, followed by systematic evaluation to assess its effectiveness. As shown in Figure 5, the perception of training outcomes demonstrates a positive trend: 65% strongly agree, 20% agree, and 15% moderately agree.

Figure 5. Training effectiveness in enhancing employee knowledge and skills for election and regional head election supervision in the Election Supervisory Agency of Padang Pariaman Regency.



Based on the data in Figure 5, 65% of respondents strongly agreed, 20% agreed, and 15% moderately agreed that the training provided enhanced their knowledge and skills in carrying out election and regional election supervisory duties within the Padang Pariaman Regency *Bawaslu*. No respondents perceived the training as misaligned or inadequate, indicating a generally positive

assessment of its effectiveness in strengthening technical competencies.

Despite these favorable results, a deeper analysis reveals critical nuances. While survey respondents acknowledged improvements in knowledge and skills, interview findings suggest that these gains have not been fully translated into daily work practices. Some employees continue to experience difficulties in applying newly acquired competencies consistently, especially in complex supervisory contexts influenced by political or administrative pressures.

Training programs are generally designed to address immediate organizational needs and are often limited in scope. This condition typically arises when newly assigned employees lack the competencies required for their positions, prompting organizations to offer targeted training to bridge existing skill gaps. The primary objective is to enhance performance and efficiency to meet organizational targets (Hasna & Mulyanti, 2023). Furthermore, reducing performance barriers and optimizing employee potential require a structured approach that includes needs assessment, conceptual development, participant preparation, training implementation, evaluation, and follow-up actions (Suratman & Eryanti, 2020).

Figure 6. Employee productivity improvement through training at the Padang Pariaman Regency Bawaslu.

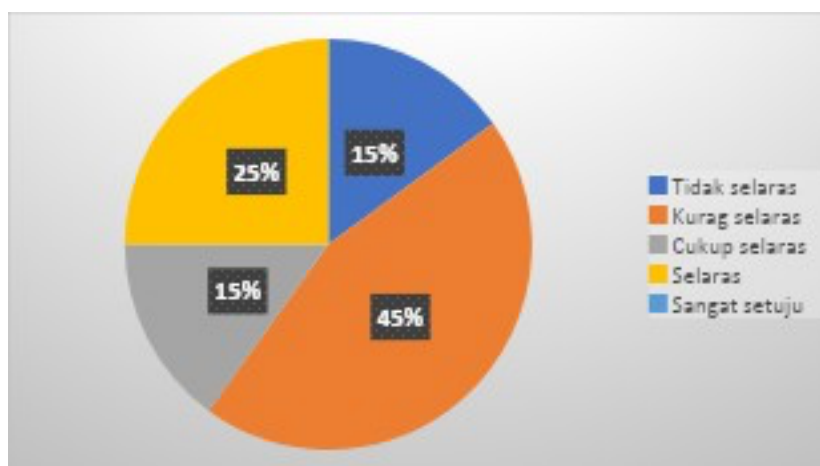


Figure 6 shows that most respondents believe the training has had limited impact on improving work productivity. About 45% considered the training less aligned with productivity needs, 25% stated it was aligned, 15% somewhat aligned, 15% strongly agreed, and none disagreed. These results indicate a clear gap between the training provided and actual productivity outcomes.

In prior research, training was viewed as relevant to tasks and technical competencies. This difference suggests that relevant training content does not automatically improve productivity. According to Noe et al., (2020) , the success of training depends not only on material suitability but also on the transfer of learning, which refers to the extent to which participants apply what they learn in their work environment.

Further analysis shows that low post-training productivity is influenced by several factors, including limited motivation, incomplete follow-up activities, weak coordination, and the absence of effective rewards and sanctions. These issues indicate the need for more comprehensive self-development and leadership training to improve employee focus, organization, time management, and overall task completion.

Hasanah (2024) emphasizes that the main goal of training and development is to increase productivity. Effective strategies include speed improvement, innovation, quality enhancement, and cost reduction. A sustainable approach that integrates formal training, coaching, mentoring, and team-based learning is essential. Team-based training can also enhance collaboration and strengthen workplace relationships, creating a more supportive environment. Investment in HR training provides broad organizational benefits (Purnomo & Kuswinarno, 2025). Leadership development is also important for preparing future leaders through structured training, practical projects, and mentoring, which strengthens both managerial skills and leadership culture within the organization.

Figure 7. Work performance that meets and exceeds the standards set by *Bawaslu*.

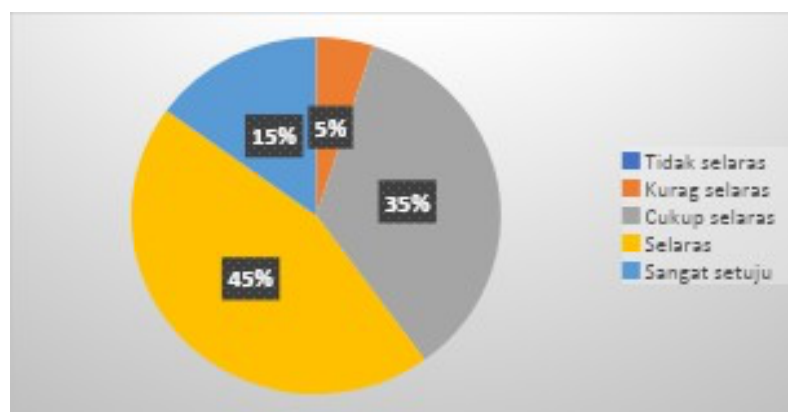


Figure 7 shows a varied distribution of respondent perceptions regarding performance achievement. About 45 percent of respondents stated that their work performance is aligned with the standards, 35 percent felt somewhat aligned, 15 percent strongly agreed, 5 percent considered themselves less aligned, and none stated they were not aligned. This suggests that most employees

believe they meet the required performance standards, although only a small proportion feel they exceed them.

Overall, these findings indicate that existing training and human resource development efforts have not yet produced performance levels beyond the organizational minimum. The process appears to remain focused on administrative efficiency rather than achieving higher performance that reflects continuous organizational learning.

Uddin & Wibowo (2020) explain that human resource development aims to improve professional quality and skill mastery so that employees can carry out their duties effectively. According to the Goujali's theory in Kamara et al., (2024), organizations must ensure that employee knowledge, abilities, and skills match the demands of their job roles. Zhang et al., (2023) further emphasize that continuous human resource development is essential because such investment increases the productive capacity of employees.

CONCLUSIONS

Based on the research findings, it can be concluded that the training program implemented by the Padang Pariaman Regency Election Supervisory Agency (*Bawaslu*) has contributed positively to improving employee competence, particularly in task understanding, work ethic, and technical skills. This result aligns with human resource development theory, which emphasizes the need to align organizational objectives with individual competency enhancement (Waqas et al., 2021). However, the training has not yet produced significant improvements in productivity because several supporting elements, such as post-training evaluations and feedback mechanisms, have not been optimally executed. This indicates a gap between the training design and its actual application in the workplace, consistent with the training transfer model presented by Kirkpatrick and Kirkpatrick (2019) which explains that training is effective only when learning outcomes are consistently applied in daily work.

The findings also show that leadership support for HR training is strong, although it has not been accompanied by a competency-based performance monitoring system. As a result, the effectiveness of training at *Bawaslu* reflects administrative compliance rather than transformative changes in work behavior. The training has increased employee knowledge, but it has not yet fully influenced productivity or innovation within a performance-based HRD framework.

To improve training effectiveness at *Bawaslu* Padang Pariaman Regency, it is recommended

that program design be based on a competency needs analysis that identifies gaps between job demands and actual employee capabilities. This approach ensures that training materials are relevant to work requirements and that training outcomes can be measured objectively. *Bawaslu* also needs to conduct evaluations using the Kirkpatrick model, which assesses reactions, learning, behavior, and results, to determine whether training produces improvements at both individual and organizational levels. However, the study shows that the absence of clear performance indicators limits the ability to evaluate training outcomes. Key performance indicators are essential for monitoring behavioral changes after training and for linking these changes to productivity, supervisory effectiveness, and public service quality.

Furthermore, it is recommended that *Bawaslu* allocate its training budget strategically, focusing on strengthening leadership competencies, public communication skills, and integrity. These three aspects are shown to have significant influence on the performance of election supervisors in public institutions. Through these steps, human resource development at the Padang Pariaman Regency *Bawaslu* is expected to move beyond formal administrative activities and become a strategic instrument for strengthening professionalism, accountability, and institutional effectiveness.

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