



The Impact of HR Training and Development on Employee Performance Through Organizational Culture at Bank BRI Malang

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ABSTRACT

This research investigates the influence of human resource development (HRD) and training on employee performance, with organizational culture as a mediating factor, at PT Bank Rakyat Indonesia (Persero) Tbk, Malang region office. Employing a quantitative methodology, data were gathered from 85 randomly selected employees. Data were collected and analysed through structural equation modeling using the partial least squares (SEM-PLS) approach. The results indicate that both human resource development and training initiatives significantly and positively influence employee performance, not only through direct pathways but also indirectly, by fostering a conducive organisational culture. HRD contributes to enhancing employees' competencies and motivation, while training effectively develops their skills. Moreover, a strong and positive organizational culture amplifies the effect of HRD and training on performance. The study concludes that fostering a positive organizational culture, aligning HRD strategies with institutional goals, and optimizing training initiatives are essential for improving employee performance within the banking industry.

Keywords: Human Resource Development; Training; Employee Performance; Organizational Culture.

INTRODUCTION

The fiscal disruption in recent years has significantly impacted the productivity of human resources (HR) working in various sectors. In accordance with details authorized by the Ministry of Manpower of Indonesia, a total of 2,175,928 workers were affected by the global crisis, including 386,877 workers who were laid off (terminated), during the peak period from April 2020 to July 2020, 633,421 people lost their businesses or went bankrupt, while 1,155,630 workers were placed on furlough. Research on the effects of the global crisis on sustainable development has been conducted using the Triple Bottom Line (TBL) approach HR management, emphasizing workers, productivity, and the environment. The transformation from on-site work to remote and hybrid models has influenced the selection of appropriate HR management strategies to maintain worker productivity while performing their tasks.

As per a survey conducted by PwC (2023), the majority of employees in Indonesia (62%) still work on-site (WFO), while 30% work in a hybrid setting, and only 8% work remotely. Despite many companies facilitating hybrid or remote work systems, the reality is that a significant amount of time is wasted on communication and coordination, reducing overall productivity. Consequently, companies are trying various innovations to improve productivity, such as discussions around implementing a four-day workweek. This attempts to steer clear of the rising "quiet quitting" trend observed in some industries across regions, including Europe, Asia, and North America (McPhail et al., 2023). Although the banking sector continues to grow and records stable credit growth, achieving performance targets, particularly in savings products, has significantly declined. This decline reflects a gap between the targets set and the results achieved, which may be caused by various factors, including changing customer behavior and the shift to remote work.

Even though BRI and the banking industry as a whole are vital to the country's economy, It faces significant challenges in maintaining employee performance and meeting targets, particularly in managing savings products. The decrease in target achievement, despite annual target increases, indicates a gap between expectations and actual results. One contributing factor is the effectiveness of training provided to employees. Based on a pre-survey, many employees feel that the training material is not relevant to the challenges they face in the workplace. This raises questions about the relevance and application of training content in

improving employee performance. The banking sector also faces challenges in ensuring that training and employee competency development truly support sustainable performance amid dynamic changes, where training itself plays a key role in enhancing work quality and effectiveness (Irfana & Yusup, 2024). One of the main challenges is how to ensure that the training provided aligns with the specific needs on the ground. However, the material presented in the training is often not relevant or difficult to apply directly to everyday work contexts. This is one of the reasons why the impact of training on performance is not always optimal. In particular, the fourth-ranked bank on the Fortune Indonesia 100 list and one of the biggest in Indonesia is Bank Rakyat Indonesia (BRI), with IDR 1.965 trillion in assets, which has comparable difficulties in sustaining staff performance and productivity. Therefore, given the significant changes in work practices and HR management that have an impact on employee productivity and performance, choosing the banking sector and specifically BRI as the research topic is quite pertinent.

Although training has significant potential to improve employee performance and strengthen organizational culture by fostering improvements in morale and instilling a sense of ownership (Timothy Nmadu et al., 2022). A strong organizational culture, which is distinguished by a high level of coherence and intensity in fostering an internal environment with high behavioral control, is also essential in influencing the behavior of organizational members (Robbins & Judge, 2017). The relationship between employee performance and HR development and training is significantly mediated by organizational culture. Enhancing employees' skills and competencies is the goal of training and HR development. However, the existing corporate culture significantly affects how effective these programs are.

The effect that training has on employee performance is moderated by organizational culture. A conducive Organizational culture has the potential to improve the connection between training and performance improvement. By fostering an atmosphere that encourages the use of new information and abilities, a robust and supportive corporate culture can increase the effect of training on performance (Setyawan & Muliadi, 2024). Likewise, Organizational culture mediates the relationship between employee performance and human resource development (HRD). Establishing a culture that fosters learning and growth is essential for firms to get the most out of HRD activities (Omar & Mahmood, 2020). Through effective and ongoing development, firms can improve employee

performance and accomplish their objectives with the correct approach. In addition to helping workers, this also advances the organization's long-term development (Arzain et al., 2024). Therefore, to maximize the benefits of training and HR development, establish and sustain A culture where learning and the application of new abilities is essential for businesses. This will ensure that investments in training significantly contribute to improving employee performance and achieving organizational goals.

This study examines how HR development and training affect employee performance in the banking sector, specifically at PT. Bank Rakyat Indonesia (Persero) Tbk, while taking organizational culture into account. Prior research has not extensively examined how training, within the context of organizational culture, can enhance employee performance. Additionally, this investigation is intended to fill the gap between training theory and its practical application in the field, which remains a challenge for many companies.

The goal of this research is to find out how employee performance with training and HR development is impacted by the organizational culture at PT. Bank Rakyat Indonesia (Persero) Tbk, Malang region office. It is anticipated that this study will shed light on how well training initiatives enhance worker performance and how they affect company culture. Based on the findings, the company can formulate more effective HR development strategies to support long-term organizational goals.

METHODS

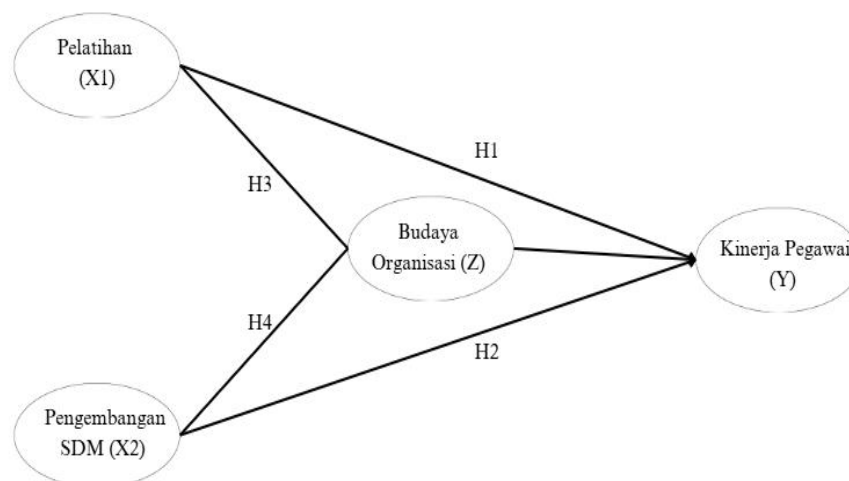
This study aims to investigate the ways in which the organizational culture at Bank BRI Malang affects employee performance with training and human resource development. A quantitative approach is employed, utilizing a descriptive method to present the collected data in detail. According to (Sugiyono, 2015). The descriptive method helps interpret data as it is, providing an in-depth overview of the research variables. Employee performance, organizational culture, training, and human resource development are the primary factors under investigation. Training is defined as a systematic, short-term learning process designed to enhance employee capabilities (Subyantoro et al., 2022), with indicators such as reaction, learning, and results (Kirkpatrick & Kayser, 2022). Human Resource Development refers to efforts aimed at improving employees' technical, theoretical, conceptual, and moral competencies in alignment with job requirements (Irawan. et al., 2024),

measured through motivation, personality, and skills (Krismiyati, 2017). Organizational Culture encompasses the attitudes, beliefs, and perceptions of employees regarding the principles and practices upheld by the institution (Bayot et al., 2024), using metrics such as innovation and risk-taking, attention to detail, outcome orientation, and people orientation (Robbins & Judge, 2017). The quantity and quality of work that an individual does while doing their assigned duties and responsibilities is known as employee performance, and it shows how successfully they can help the organization achieve its goals (Maulana et al., 2020), measured through quality, timeliness, attendance, and teamwork abilities (Bangun, 2012).

The study data includes both primary and secondary sources of information. Bank BRI Malang workers are surveyed and interviewed to gather primary data, and internal bank papers and literature are used to gather secondary data. Random sampling is the method employed, and the determination of sample size was conducted through the Slovin formula. Out of the 108 Bank BRI Malang workers, 85 responded. The Likert scale is used as a measurement tool to assess respondents' attitudes and perceptions (AlNuaimi et al., 2022). Data analysis is conducted using Partial Least Squares (PLS) to examine The interconnections among variables.

Here is a description of the conceptual framework:

Figure 1. Research framework



Source: Results of Primary Data Processing

- X1 : Training
- X2 : Human Resource Development
- Z : Organizational Culture
- Y : Employee Performance

Hypothesis

The following is the formulation of the research hypotheses based on the planned research model:

- H1 : Suspected that Training has a positive and significant contribution to the Employee Performance at PT Bank Rakyat Indonesia (Persero), Tbk, Malang Branch
- H2 : Suspected that Human Resource Development has a positive and significant contribution to the Employee Performance at PT Bank Rakyat Indonesia (Persero), Tbk, Malang Branch
- H3 : Suspected that Training has a positive and significant contribution to the Employee Performance through Organizational Culture at PT Bank Rakyat Indonesia (Persero), Tbk, Malang Branch
- H4 : Suspected that Human Resource Development has a positive and significant contribution to the Employee Performance through Organizational Culture at PT Bank Rakyat Indonesia (Persero), Tbk, Malang Branch

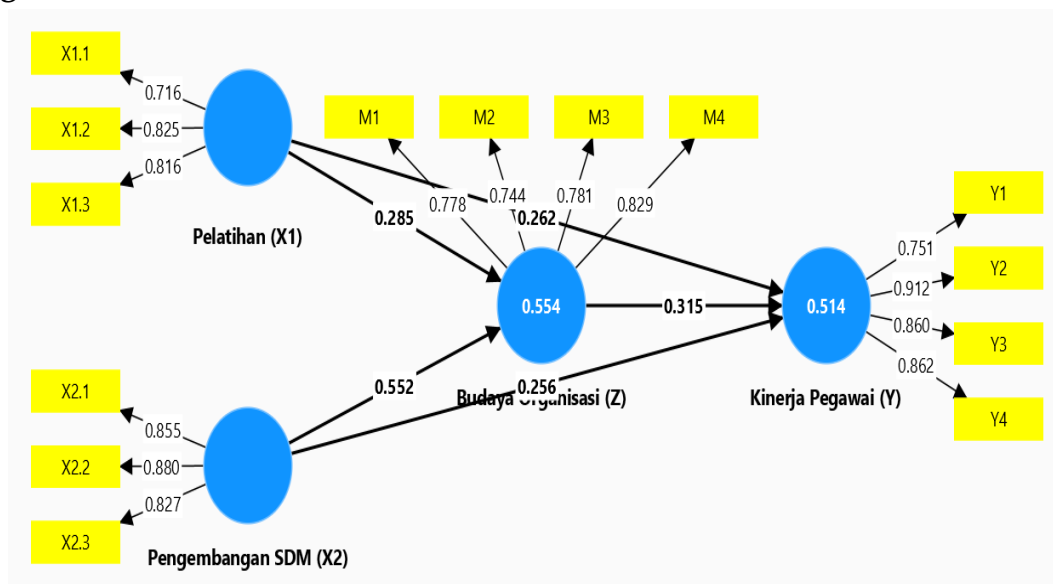
RESULTS AND DISCUSSION

a. Outer Model

To evaluate the outer model (measurement model), each construct's composite reliability, discriminant validity, and outer loading factor must be evaluated. The factor loading value, which illustrates the connection between the variable and its indicators, establishes the validity of the indicators. An indicator meets the validity standard if its factor loading exceeds 0.5 and the T-value exceeds the critical threshold of 1.96, which corresponds to the critical Z-score at a 5% significance level ($\alpha = 0.05$). A factor loading above 0.5 confirms validity, while a T-statistic above 1.96 indicates significance.

All reflecting indicators for employee performance, organizational culture, training, and human resource development are based on the outer loading table showing factor loading values above 0.5 or T-statistics exceeding 1.96. This confirms that all indicators meet the convergent validity criteria, ensuring good construct validity.

Figure 2. PLS Model



Source: Results of Primary Data Processing

In the Training (X1) variable, the indicator with the greatest influence is Learning, with a value of 0.825, which is higher than the other indicators, such as Reaction (0.716) and Results (0.816). This indicates that Learning contributes the most to this variable.

The Human Resource Development (X2) variable, the most influential indicator is Personality, given a value of 0.880. This measurement surpasses the other indicators, such as Motivation (0.855) and Skills (0.827), indicating that Personality contributes the most to this variable.

In the Organizational Culture (Z) variable, the indicator with the highest value is People Orientation, at 0.829, compared to other indicators, among the important dimensions are Innovation and Risk-Taking, with a loading value of 0.778, followed by Attention to Detail at 0.744, and Outcome Orientation registering at 0.781, all indicating strong contributions. This suggests that People Orientation contributes the most to this variable.

In the Employee Performance (Y) variable, the measurement item with the greatest influence was attributed to Timeliness, demonstrating a substantial value of 0.912. Compared to other indicators, such as Quality (0.751), Attendance (0.860), and Teamwork Skills (0.862), this indicates that Timeliness contributes the most to this variable.

Table 1. Outer Loading

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1.1<- Training (X1)	0.716	0.702	0.094	7.632	0.000
X1.2<- Training (X1)	0.825	0.821	0.045	18.223	0.000
X1.3<- Training (X1)	0.816	0.817	0.040	20.158	0.000
X2.1<- Human Resource Development (X2)	0.855	0.854	0.032	26.331	0.000
X2.2<- Human Resource Development (X2)	0.880	0.879	0.035	25.311	0.000
X2.3<- Human Resource Development (X2)	0.827	0.826	0.040	20.922	0.000
Y1<- Employee Performance (Y)	0.751	0.749	0.061	12.306	0.000
Y2<- Employee Performance (Y)	0.912	0.912	0.020	46.351	0.000
Y3<- Employee Performance (Y)	0.860	0.858	0.042	20.660	0.000
Y4<- Employee Performance (Y)	0.862	0.863	0.033	25.988	0.000
Z1<- Organizational Culture (Z)	0.778	0.778	0.051	15.382	0.000

Z2<- Organizational Culture (Z)	0.744	0.740	0.056	13.310	0.000
Z3<- Organizational Culture (Z)	0.781	0.780	0.046	17.081	0.000
Z4<- Organizational Culture (Z)	0.829	0.826	0.039	21.192	0.000

Source: Results of Primary Data Processing

Table 2. Cross Loading

	<i>Training (X1)</i>	<i>Human Resource Development (X2)</i>	<i>Employee Performance (Y)</i>	<i>Organizational Culture (Z)</i>
<i>X1.1</i>	0.716	0.133	0.268	0.269
<i>X1.2</i>	0.825	0.441	0.458	0.496
<i>X1.3</i>	0.816	0.557	0.566	0.528
<i>X2.1</i>	0.490	0.855	0.509	0.546
<i>X2.2</i>	0.462	0.880	0.570	0.558
<i>X2.3</i>	0.419	0.827	0.502	0.689
<i>Y1</i>	0.507	0.443	0.751	0.355
<i>Y2</i>	0.502	0.555	0.912	0.542
<i>Y3</i>	0.523	0.537	0.860	0.626
<i>Y4</i>	0.448	0.549	0.862	0.634
<i>Z1</i>	0.508	0.618	0.525	0.778
<i>Z2</i>	0.233	0.515	0.422	0.744
<i>Z3</i>	0.572	0.534	0.559	0.781
<i>Z4</i>	0.452	0.531	0.502	0.829

Source: Results of Primary Data Processing

Each variable's indicators, including Training (X1), HRD (X2), Organizational Culture (Z), and Employee Performance (Y), have all factor loading values, are higher for their respective measured variables compared to other

variables, according to the analysis results using the Cross Loading table. This indicates that each indicator contributes dominantly to measuring its assigned variable, with no significant cross-loading observed regarding other measured parameters.

Table 3. AVE

	<i>Average variance extracted (AVE)</i>
Training (X1)	0.619
Human Resource Development (X2)	0.730
Employee Performance (Y)	0.719
Organizational Culture (Z)	0.614

Source: Results of Primary Data Processing

Training (X1) has a value of 0.619, HRD (X2) has a value of 0.730, Organizational Culture (Z) has a value of 0.614, and Performance (Y) has a value of 0.719, based on the findings of the Average Variance Extracted (AVE) test. Each of these factors have AVE values exceeding the threshold of 0.5, indicating that more than 50% of the indicator variance is explained by their respective latent variables. Thus, it can be said that every variable in this study satisfies the requirements for strong convergent validity and is appropriate for additional examination.

Table 4. Composite Reliability

	<i>Composite Reliability (rho_a)</i>
Training (X1)	0.740
Human Resource Development (X2)	0.816
Employee Performance (Y)	0.879
Organizational Culture (Z)	0.797

Source: Results of Primary Data Processing

The composite reliability test findings demonstrate that the variables in this investigation have sufficient values. Training (X1) at 0.740, Human Resource Development (X2) at 0.816, Organizational Culture (Z) at 0.797, and Performance (Y) at 0.879. The indicators within each construct are consistent and dependable in assessing the intended latent variables, as evidenced by all variables' composite reliability scores greater than 0.70.

Table 5. Latent Variable Correlations

	Training (X1)	Human Resource Development (X2)	Employee Performance (Y)	Organizational Culture (Z)
Training (X1)	1.000	0.534	0.581	0.579
Human Resource Development (X2)	0.534	1.000	0.617	0.704
Employee Performance (Y)	0.581	0.617	1.000	0.647
Organizational Culture (Z)	0.579	0.704	0.647	1.000

Source: Results of Primary Data Processing

Considering the preceding table, the average correlation values between variables indicate a moderate level of correlation. The highest correlation value is between the Human Resource Development (X2) variable and the Organizational Culture (Z) variable, at 0.704. This implies that among the variables in the research model, the relationship between Human Resource Development (X2) and Organizational Culture (Z) is stronger than the relationships between other variables.

a. Inner Model

Table 6. R-Square

	R-Square	R-Square adjusted
Employee Performance (Y)	0.514	0.496
Organizational Culture (Z)	0.554	0.543

Source: Results of Primary Data Processing

The model is able to clarify 55.4% of the variance in Organizational Culture (Z) impacted by independent variables like training and human resource development, according to the R2 value for Organizational Culture (Z) of 0.554. Other factors not included in this study account for the remaining 44.6%. Similarly, Performance (Y) has an R2 value of 0.514, meaning that 51.4% of the variance in Performance (Y) influenced by independent variables like organizational culture, training, and human resource development can be explained by the model. The remaining 48.6% is due to other factors not covered in this study.

Table 7. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Training (X1)-> Employee Performance (Y)	0.262	0.258	0.096	2.723	0.003
Human Resource Development (X2) -> Employee Performance (Y)	0.256	0.253	0.091	2.816	0.003

Source: Results of Primary Data Processing

The direct effect analysis tests were conducted based on the conclusions drawn from the hypothesis, which states:

1. Training exerts a positive and significant effect on Employee Performance, as evidenced by the acceptance of this hypothesis. The path coefficient is 0.262, with a T-statistic of 2.723 exceeding the critical value of 1.96 at a 5% significance level ($\alpha = 0.05$), and a P-value of 0.003, which is below the threshold of 0.05, indicating statistical significance.
2. Human Resource Development positively impacts Employee Performance, supporting the acceptance of the corresponding hypothesis. The analysis yielded a path coefficient of 0.256, a T-statistic of 2.816, surpassing the critical value of 1.96 ($\alpha = 0.05$), and a P-value of 0.003, confirming the result is statistically significant.

Table 8. Coefficients Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Training (X1)-> Organizational Culture (Z) -> Employee Performance (Y)	0.090	0.093	0.045	2.005	0.023
Human Resource Development (X2) -> Organizational Culture (Z) -> Employee Performance (Y)	0.174	0.178	0.073	2.376	0.009

Source: Results of Primary Data Processing

The Indirect effect analysis tests were conducted based on the conclusions drawn from the hypothesis, which states:

1. Training exerts a positive and statistically significant influence on Employee Performance through Organizational Culture, as indicated by the acceptance of this hypothesis. The path coefficient is 0.090, with a T-statistic of 2.005, which exceeds the critical value of 1.96 at a 5% significance level ($\alpha = 0.05$), and a P-value of 0.023, confirming the significance of the effect.
2. Human Resource Development shows a positive influence on Employee Performance through the mediation of Organizational Culture, leading to the acceptance of this hypothesis. The path coefficient is 0.174, accompanied by a T-statistic of 2.376, which surpasses the critical value of 1.96 ($\alpha = 0.05$), and a P-value of 0.009, confirming the significance of the result.

A. Training as a Determinant of Employee Performance

Employee performance within the Malang regional office of PT Bank Rakyat Indonesia (Persero) Tbk has significantly improved through training. The most significant metric is Learning, which reflects the increase in knowledge, skills, self-confidence, and commitment among employees. Effective training programs not only improve technical skills but also shape productive attitudes and behaviors,

enhancing overall work effectiveness. The most influential indicator is the increase in knowledge, skills, self-confidence, and commitment among employees, which directly impacts their performance. These results align with earlier research by (Suraida & Kiswoyo, 2024), and (Tahir et al., 2014), confirming that higher-quality training leads to better employee performance.

B. Human Resource Development as a Catalyst for Improving Employee Output

Human Resource Development (HRD) exerts a notable and constructive impact on employee performance. The most influential indicator is Personality, which includes traits such as integrity, ethics, and adaptability. Key aspects such as personality development, motivation, and skill enhancement contribute to creating competent and adaptable employees. Motivation, including achievement, power, and affiliation, plays a crucial role in driving employee contributions and fostering a harmonious work environment. Supported by (Ariyati & Ratnasari, 2024) and (Karim et al., 2019), HRD programs align employee capabilities with organizational goals, leading to improved performance.

C. The Role of Organizational Culture in Mediating the Relationship between Training and Employee Performance

Training positively affects employee performance through organizational culture, with the most influential indicator being People Orientation. Since Workers are more in sync with the company's standards and values, a supportive culture boosts motivation and output. When employees feel more aligned with the goals of the company, a supportive culture boosts motivation and output. (Omar & Mahmood, 2020) and (Almarashdah, 2024) A workplace culture that prioritizes continuous learning and innovation serves as a catalyst for employees to enhance their competencies and broaden their knowledge base. Well-structured training programs further reinforce the alignment between individual development and organizational values, thereby leading to improved overall performance outcomes.

D. Organizational Culture as a Pathway Connecting Training and Employee Performance Enhancement

HR Development positively impacts employee performance through organizational culture by aligning employee skills, knowledge, and attitudes with organizational values. With the most influential indicator being Personality. A positive and supportive culture fosters motivation and effectiveness, as staff

members are more devoted to achieving corporate goals. Employee engagement and productivity outcomes are increased when an organization's culture is upbeat and encouraging because it makes them feel more a part of its mission. emphasize how employee performance is improved by a culture that encourages creativity and learning. (Omar & Mahmood, 2020). Supported by (Arzain et al., 2024), HRD strengthens the bond between employees and organizational culture, contributing to overall performance improvement.

CONCLUSION

The findings of this study reveal that both Training and Human Resource Development (HRD) exert a substantial and statistically meaningful influence on employee performance at the Malang regional office of PT Bank Rakyat Indonesia (Persero) Tbk. This effect occurs not only through direct pathways but also indirectly, mediated by the presence of Organizational Culture. Evidence from the research suggests that Learning is the most influential indicator of training, enhancing employees' knowledge, skills, and commitment, while Personality emerges as the key indicator of HRD, fostering integrity, adaptability, and ethical behavior. For Employee Performance, Timeliness stands out as the most impactful indicator, reflecting the importance of meeting deadlines and efficiently managing tasks. Additionally, People Orientation within Organizational culture is essential to aligning employees with organizational values, further boosting performance.

Aligned with the research objectives and problem statement, the findings verify that: (1) Training exerts a statistically significant and positive influence on employee performance; (2) Human Resource Development (HRD) similarly demonstrates a positive and significant impact on employee performance; (3) Training significantly enhances employee performance indirectly through Organizational Culture as a mediating factor; and (4) Human Resource Development also positively and significantly affects employee performance via Organizational Culture mediation. Consequently, all hypotheses formulated in this study are supported.

To sum up, companies ought to give top importance to carefully thought-out training and HRD programs while cultivating a pleasant workplace culture to optimize employee performance. By focusing on key indicators such

as Learning, Personality, Timeliness, and People Orientation, organizations can ensure that employees are not only skilled and motivated but also deeply linked to the mission and values of the organization, ultimately driving overall organizational success.

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