

Analysis Training and Human Resource Development in PT Bank Central Asia Tbk Office Branch Main Sumedang

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ABSTRACT

Study This aiming for describe training and development of human resources human resources at PT Bank Central Asia Tbk Main Branch Office Sumedang. This study uses qualitative research methods through in-depth interviews. The results of the study indicate that PT Bank Central Asia Tbk Main Branch Office Sumedang has implemented human resource training in accordance with the training stages. The methods used in human resource training are on the job training, in class training, e-learning, and out bound. While human resource development is used to develop an employee's career through panel techniques.

Keywords: *Training, Human Resource Development.*

1. INTRODUCTION

Banking own role main in to collect funds from the community and circulate the money back to the community. Will but role from business banking the more extensive since the government's policy through the Banking Deregulation Package of June 1, 1983 and the October Policy Package 1988 which expands service banking and encourage the emergence of banking products such as productive credit distribution, consumer credit distribution, foreign transaction services, other payment services such as tax payments and BPJS payments, and many more. Seeing the role This very large bank, each bank competes and competes tightly to get customers and maintain existence each [1]–[3].

In this era of globalization, many banks in Indonesia are developing information technology. According to Bank Indonesia Regulation number: 9/15/PBI/2007, information technology is technology related to computer facilities, telecommunications and other electronic facilities used in processing financial data. And or service banking. Service Banking through electronic media or hereinafter referred to as *Electronic Banking* is service Which allow Customer bank to obtain information, communicate and carry out banking transactions via electronic media including ATMs, *phone banking, electronic fund transfers, internet banking, mobile phones* [4]–[7].

According to [8], [9], trends such as globalization, technical advancements, and deregulation need that organizations become increasingly competitive to survive and thrive today. Significant developments encompass increasing workforce diversity and transformations in work dynamics, including the transition to a service-oriented culture and an enhanced focus on human capital.

The problem related to human resources in this era of technology is the decreasing need for human resources in certain jobs. This makes the role of human resources more emphasized in jobs that interact more with customers. Therefore, employees must have technical skills and *soft skills* in order to work with good. Employee sued for can improvise in facing technical problems and providing creative ideas for the company. Human resource training and development is very necessary so that the company can provide knowledge and experience to employee so that can work

well and strengthen relationships with customers and other stakeholders. According to Andrew in [10], Training is a brief educational process that employs systematic and planned methods, enabling non-managerial individuals to acquire technical knowledge and skills for specific purposes. Development is a protracted educational process employing methodical and organized methods through which managerial employees acquire conceptual and theoretical knowledge to attain overarching objectives. This aligns with studies aimed at examining the problems of training and development strategies and their regulation of bank performance in Jordan, indicating that training and development enhance skills, knowledge, attitudes, and behavior [11].

PT Bank Central Asia Tbk is A bank private national which for 60 years has been able to maintain itself as bank choice public. Matter the No off from PT Bank Central Asia Tbk's commitment to develop resources Power man as asset important Which required in supporting the implementation of strategic initiatives effectively while providing the best service to customers. PT Bank Central Asia Tbk continuously provides periodic training and development programs, instilling a performance-based work *culture culture*), as well as in a way active give development career for employee. PT Bank Central Asia Tbk Also own the program that structured related with training Which can improving the capabilities and abilities of human resources as well as development programs that can support employees or staff to be ready to occupy certain positions in the future, such as *in-class training*, *e-learning*, external training, *video-based training*, and *BCA mobile learning*, etc [12].

Based on the explanation above, at a glance it appears that PT Bank Central Asia has various training and human resource development programs. Therefore, researchers are interested in conducting deeper research on training. And development in PT Bank Central Asia Tbk with the title "Analysis of Human Resource Training and Development at PT Bank Central Asia Tbk Main Branch Office Sumedang".

Formulation Problem

Based on the background described above, the problem formulation is:

1. How training and development source Power humans at PT Bank Central Asia Tbk Main Branch Office Sumedang?

2. LITERATURE REVIEW

According to [13], management is a process by one or several individuals to coordinate the activities of other people to obtain results that cannot be achieved by one individual alone. According to [14], [15] the operational functions of Human Resource Management are:

1. The procurement function encompasses the selection, placement, orientation, and induction processes to acquire workers who fulfill the company's requirements.
2. The function of training and development involves enhancing employees' technical, theoretical, conceptual, and ethical competencies through education and training.

3. The purpose of compensation is to offer direct and indirect rewards, whether monetary or in-kind, to employees in exchange for their services rendered to the organization.
4. The Integration Function is an initiative aimed at aligning the company's objectives with employee demands to foster peaceful and mutually advantageous collaboration.
5. Upkeep The function is an activity aimed at sustaining or enhancing the physical, mental, and emotional well-being of employees, ensuring their commitment to continued collaboration till retirement.
6. The function is the key HR responsibility and essential for achieving the company's objectives.
7. The function of termination pertains to the cessation of an individual's employment connection with an organization.

The role of human resources has an important role for the success of the company. The importance of utilizing human resources is one of them through training and work development to improve employee abilities and skills.

2.1 Training

According to [16], training is a process through which individuals acquire certain competencies to facilitate the attainment of corporate objectives. According to [17] training is a learning process that entails the acquisition of skills, regulations, or attitudes to enhance labor performance. According to [18] in the journal [19] Training is defined as the process of instructing new or current employees in the fundamental skills required to perform their duties. Meanwhile, [20] asserted that training significantly influences the organization's effectiveness and efficiency. The tangible advantages derived from training and development programs include:

1. Improve the quality and productivity quality.
2. Reduce the learning time required for employees to achieve acceptable performance standards.
3. Forming more profitable attitudes, loyalty and cooperation.
4. Meet human resource planning needs.
5. Assist employees in their personal improvement and development.

2.2 Development

According to [21] Development refers to the endeavor of enhancing staff competencies to tackle diverse future assignments, with a primary focus on augmenting information pertinent to forthcoming tasks. Human resource development entails the preparation of individuals or employees to enhance the intellectual competencies required for assuming greater responsibility within an organization or firm. According to [22], the objectives of developing Human Resources are:

1. Productivity (achieving personal and organizational productivity)
2. Quality (improve product quality)
3. Human Resource Planning (implementing human resource planning)
4. Morale (increase enthusiasm and responsibility)
5. Indirect compensation (increasing compensation indirectly)

6. Health and safety (maintaining mental and physical health)
7. Obsolescence prevention (preventing the decline in personnel capabilities)
8. Personal growth (improving individual personnel capabilities)

3. METHODS

3.1 Type Study

Type study Which used in in study This is a qualitative research method. According to [23], a qualitative research method is employed to investigate the conditions of natural objects, contrasting with experimental approaches, whereby the researcher serves as the primary instrument, data processing is inductive, and the findings prioritize meaning above generalization. Researchers use this type of qualitative research because want to know in a way deep about implementation of company training and development which is the subject of research by conducting in-depth interviews, so that researchers can give conclusion through study the.

3.2 Determination Informant

This study uses *purposive sampling technique* According to [24], *purposive sampling* is a technique for taking samples of data sources with certain considerations.

purposive sampling technique so that the informants selected are in accordance with the information needed. The informants selected are:

1. Head of Branch Business Development, was selected because he knows about human resource training and development at PT Bank Central Asia Tbk Sumedang Main Branch Office.
2. Employee long, chosen Because has Work for more than five years and has undergone training and development processes at PT Bank Central Asia Tbk Sumedang Main Branch Office.
3. J as employee new Which new enter, chosen Because have participated or are participating in the training and development process in PT Bank Central Asia Tbk Office Sumedang Main Branch.
4. K as *Trainer*, chosen Because responsible answer on the process of training and developing human resources at PT Bank Central Asia Tbk Sumedang Main Branch Office.

3.3 Method Collection Data

This research uses the interview method to collect data. in-depth. In-depth interviews were conducted intensively and repeatedly. Writer will do interview with PT Bank Central Asia Tbk Main Branch Office, Sumedang with face to face advance and use the telephone if the information received is considered incomplete. Data sources include everything that can provide information related to the research. In this study, two types of data sources were used, namely:

Primary Data According to [23], "Primary sources are data sources that directly furnish information to data collectors. Primary data is acquired through firsthand observation of the company under investigation. Researchers collect this data themselves by conducting interviews with research informants. The goal is to obtain general information about objects related to the research topic.

Secondary Data [23] states that "Secondary sources are sources that do not provide data directly to data collectors." In this study, secondary data was obtained through literature studies from various books, as well as data from journals and other readings relevant to the study.

3.4 Method Testing Data

Study This use Data validity tests in qualitative research include credibility tests (interval validity), transferability (external validity), dependability (reliability), and confirmability (objectivity).

Validity denotes the degree of alignment between data acquired from the research subject and data presented by the researcher. Consequently, valid data is defined as information that aligns with both the researcher's reports and the actual occurrences pertaining to the research subject.

Research encompasses two forms of validity: internal validity and external validity. Internal validity pertains to the degree of precision of the research design in relation to the outcomes achieved. External validity pertains to the degree to which the study's findings can be generalized or applied to the broader population from whom the sample was derived.

In qualitative research, data or findings are considered valid if there is no difference between the researcher's report and the reality that occurs in the object being studied. Some methods for testing credibility include extending observation time, increasing accuracy, triangulation, negative case analysis, use of reference materials, and member checks.

3.5 Technique Analysis Data

This study employs a three-step data analysis process: data reduction, data presentation, and conclusion formulation. [23] defines data analysis as the systematic process of searching for and compiling data acquired from interviews and observations. This involves organizing data into categories, deconstructing it into units, synthesizing and compiling patterns, selecting pertinent information for examination, and drawing conclusions for clarity and comprehension by oneself and others. In qualitative research, data analysis occurs prior to, during, and after to the researcher's fieldwork.

[23] asserted that data analysis in qualitative research occurs both concurrently with data collection and subsequent to its completion within a designated timeframe. The researcher has commenced examining the respondents' answers during the interview. If the analysis yields unacceptable responses, the researcher will pose further questions until an acceptable level is achieved, ensuring the credibility of the gathered data. The qualitative data analysis process is conducted interactively and constantly until completion, ensuring that the data reaches saturation.

4. RESULTS AND DISCUSSION

PT Bank Central Asia Tbk founded on date 10 August 1955. Office Center PT Bank Central Asia Tbk is at in BCA Tower Grand Indonesia Jl. MH Thamrin No. 1, Jakarta. Currently, PT Bank Central Asia own 12 Office Region, 1 Office Non-Regional, and 1 Representative Office.

PT Bank Central Asia Tbk Sumedang Main Branch Office was established on 1987. PT Bank Central Asia Tbk Main Branch Office Sumedang is located at Jalan Brigjend Slamet Riyadi No. 3-7, Kauman, Pasar Kliwon, Surakarta City, Central Java. PT Bank Central Asia Tbk Main Branch Office Sumedang is the Main Branch Office located in Regional Office 2 and currently oversees 10 Sub-Branch Offices and 5 Cash Offices in Surakarta City. The vision of PT Bank Central Asia Tbk Main Branch Office Sumedang is "The main choice bank for the community, which plays a role as an important pillar of the Indonesian economy".

The mission of PT Bank Central Asia Tbk Sumedang Main Branch Office is:

1. Building an institution that excels in the field of problem solving payment And solution finance for business and individual customers
2. Understanding the diverse needs of customers and providing appropriate financial services to achieve optimal decisions for customers.
3. Increase mark franchise and mark *stakeholders* BCA

4.1 Training

Human resource training is mandatory for all employees working at PT Bank Central Asia Tbk Office Branch Main Sumedang. Training source Power Human resources are based on several factors, namely to develop human resource *skills*, to regenerate human resources and to develop capabilities along with technological advances. According to [2], [25], organizational analysis can diagnose needs. will training. In here, important done inventory of employee knowledge, skills and abilities company. Then, customized with need in the future along with changing jobs in the company. Based on this analysis, the company's strengths and weaknesses in facing competition will be known. PT Bank Central Asia Tbk Sumedang Main Branch Office has had various human resource training programs Power man Which effective for prepare source human resources with various kinds of knowledge that will be useful in the future.

PT Bank Central Asia Tbk Main Branch Office Sumedang sets several requirements to become an employee in the company. These requirements include having a certain educational background and passing a selection test held by PT Bank Central Asia Tbk. An employee can occupy a certain position at PT Bank Central Asia Main Branch Office Sumedang if the educational background and results test selection the in accordance with position which will be occupied by employees and according to the company's needs. By making these requirements as a benchmark, employees are placed in positions that are in accordance with their abilities and in accordance with the company's needs.

Human resource training at PT Bank Central Asia Tbk Office Branch Main Sumedang in follow by all *echelon*. Each *echelon* has different training programs according to their respective work units. Training attended by employees new and employee long Also differentiated One The same others. Training Which in follow by employee new is training basis related to a particular job according to the expertise of each employee. According to [26], individual analysis is most often used to identify individuals in an organization by using data evaluation performance. In PT Bank Central Asia Tbk Office Branch Main Sumedang, process identification employee capabilities done by head part each unit Work through direct monitoring, then the head of each work unit determines which employees must take part in certain human resources training.

To find out the readiness of employees to receive training source Power man, PT Bank Central Asia Tbk Sumedang Main Branch Office uses *pre-test*. In addition to being used to determine employee skills and knowledge before done training source Power man, *Pre Test* is also used to determine the readiness of employees in receiving human resource training. In addition to *the pre test*, the requirements for an employee to receive human resource training at PT Bank Central Asia Tbk Main Branch Office Sumedang, employee the must in accordance with need work unit. This is in accordance with what [17] stated, that ready training participants mean they have the basic skills needed, are motivated, and have self-efficacy.

Who is a trainer at PT Bank Central Asia Tbk Branch Office Sumedang is *Trainer* And fellow employee. According to [20], the trainer's ability has a very large influence in achieving training success. A trainer is required to be able to master the training material as much as possible so that training participants can gain knowledge. from material Which delivered. PT Bank Central Asia Tbk Office Branch Sumedang set a number of process that an employee must go through to become a trainer. With use program *Train the Trainer*, trainers are equipped with sufficient skills in the form of training materials that will be given to training participants.

There are several types of training materials used by PT Bank Central Asia Tbk Sumedang Main Branch Office to train employees, both new and old employees. Material training Which used for practice employee long time is material that is self-development in nature to move up to the next level next. Material training Which given by PT Bank Central Asia Tbk Main Branch Office Sumedang to old employees is distinguished from the training materials given to new employees. New employees tend to receive training materials training Which nature base, like training communication for *Customer Service Officers*. Old employees tend to receive self-development training, such as *Leadership training*. This is in line with what was stated by [27], that material Training

is very important in achieving success in the training process. Material training Which delivered must in accordance with the terms and conditions work. Company makes material training which can be delivered by the trainer and is easy for the training participants to understand.

Training methods provided by PT Bank Central Asia Tbk Office Branch Main Sumedang to employee New are *In Class Training*, *On the Job Training*, *ELearning*, and *Out Bound training*. The methods that have been provided by PT Bank Central Asia Tbk Main Branch Office Sumedang to for employee rated has Enough effective in equipping employees with knowledge, skills and experience so that employee can Work in a way optimal. Employees who do not yet have knowledge about Banking to learn from the beginning about the world of Banking along with Banking products owned by PT Bank Central Asia Tbk. While for old employees, the training methods that have been provided help old employees to prepare themselves to develop themselves and accept greater responsibilities.

PT Bank Central Asia Tbk Sumedang Main Branch Office conducted a human resource training assessment using *post test* And Evaluation End Program For see the results obtained after implementing resource training man. *Post test* And Evaluation End Program rated effective in seeing the results obtained from human resource training. Through *post-tests* and Final Program Evaluations, companies can compare employee knowledge before and after training as well as can know reaction the employees after do training source Power man. This is in line with what Bangun (2012, p.203) stated, that training assessment is carried out to see the results achieved by comparing the training with the goals expected by managers.

4.2 Development

PT Bank Central Asia Tbk Main Branch Office Sumedang carries out human resource development based on an ever-changing environment, provides motivation to employees, and develops the careers of employees who have potential. In addition, PT Bank Central Asia Tbk Main Branch Office Sumedang is a company that is always developing, therefore human resources must also be developed. This is in accordance with what was stated by [28], that determining needs is absolutely necessary based on proper analysis. The needs analysis must be able to diagnose at least two things, namely the problems faced now and various new challenges that are expected to arise in the future. The results of the study are in accordance with the research conducted by [21] which states that the development initiative employee in the desire employee for learning and personal responsibility for their development.

PT Bank Central Asia Tbk Sumedang Main Branch Office develops human resources so that employees have outlook and behavior Which more Good For provide optimal service to customers. This is in accordance with research conducted to test the importance of training for human resource development within the organization, that training and development is two draft Which the same which aims to increase knowledge, skills and capabilities.

Human resource development materials provided by PT Bank Central Asia Tbk Office Branch The main thing for Sumedang to employees is, among other things, *skill development*, additional outlook, as well as development potential and employee performance. According to Sondang in [2], in a development program it must be clear what is wanted. achieved. Wrong One target Which want to achieved is teaching certain skills which are generally new skills that employees do not yet have. This is in line with the human resource development material provided by PT Bank Central Asia Tbk Sumedang Main Branch Office to employees to increase insight and new skills that employees do not yet have.

PT Bank Central Asia Tbk Main Branch Office Sumedang uses panel techniques to implement human resource development. By selecting employees and choosing potential employees to be paneled. After the conditions, performance, and potential are in accordance with the needs of the work unit, employees will be given training. According to [2], in the end results Which achieved Which can used as benchmarks about appropriate whether or not principles Study Which set in a

workforce development program. In other words, what is expected to happen is that the teaching and learning process will proceed quickly because the development participants feel that the learning principles applied are correct. The panel technique carried out by PT Bank Central Asia Tbk Branch Office Utama Sumedang is considered appropriate to see the conditions and potential of employees. However, in its implementation, the technique is not entirely successful in seeing the potential of an employee. Obstacles Which experienced by PT Bank Central Asia Tbk Main Branch Office Sumedang in implementing development source Power man is Still existence mismatch between employee potential and the position he occupies.

PT Bank Central Asia Tbk Sumedang Main Branch Office always conducts human resource development for one year. year walk. Each unit Work own timetable Which different according to the needs of each work unit. This is in line with what was stated by [2], that in fact the implementation of workforce development programs is very situational, meaning with an emphasis on calculating the interests of the organization and the needs of the participants.

CONCLUSION

From study This, can concluded that PT Bank Central Asia Tbk Office Branch Main Sumedang Already own human resources training schedule. Human resources training is followed by all over employee started from *echelon* bottom up to the top *echelon* . Human resource training provided to employee new is training Which nature basic knowledge Which relate with a specific job in accordance with the expertise of each employee. Human resource training provided to old employees is training that is needed to equip old employees to be able to work at the next career level and to introduce matter - matter Which new in the field Work his. Method training The human resources provided by PT Bank Central Asia Tbk Sumedang Main Branch Office to employees are *On the Job Training*, *In Class Training*, *E-learning*, and *Out Bound*. Which become coach in PT Bank Central Asia Tbk Office Sumedang Main Branch is a *trainer* and employee who has moreover formerly experience program training for trainer, namely *Train the Trainer*.

PT Bank Central Asia Tbk Sumedang Main Branch Office has carried out human resource development in accordance with need unit Work each – each. All *echelon* can get human resource development. Development methods source Power man Which given to employees, same as human resource training method. PT Bank Central Asia Tbk Main Branch Office Sumedang uses panel technique to conduct human resource development.

SUGGESTION

1. Companies can increase the minimum training time for human resources. Power man Which must passed by for employee for one year
2. It is recommended that each Head of Section always monitors the employees working in a particular section in order to know the potential that the employees have, so that for employee can Work on position jobs that match each person's potential.

Company need for to study repeat, as well as carry out appropriate development program innovations to develop human resources regardless of the programs already used in human resource training.

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