

The Influence Of Human Resource Development On Employee Performance In The Globalization Era Of Pt Elva

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ARTICLE INFO	ABSTRACT
<p>Keywords: <i>Human Resource Development, Employee, Performance in the Global Era</i></p>	<p>This study aimed to examine the effect of human resource development on employee performance in the PT.ELVA Globalization era. Based on the results examined at PT. Based on the number of respondents, ELVA is expected to have 50 researchers. The number of respondents was 50 people, and employees were mostly 20-29 years old, 26 people and 15 people aged 30-39 years, and nine people aged 40-49 years. The sex of all male respondents was 50 people. The education level of employees is where two people have a bachelor's degree, 44 people have a high school education, and four people have junior high school education—using data analysis techniques in the form of SPSS: validity and reliability tests and definitive assumption tests, Partial Test (t-test), F Test (Simultaneous Test), and Coefficient of Determination. Based on the results of a study of 50 respondents, the variables of education and training, non-training activities, promotion, and motivation significantly affect employee performance. Simultaneously, the variables of education and training, non-training activities, promotion, and motivation significantly affect employee performance. The variables of education and training, non-training activities, promotion, and motivation are 0.664. 66.4% of education and training, non-training activities, promotion, and motivation simultaneously affect employee performance. At the same time, some (33.6%) are explained by other variables that are not included as variables in the study.</p>

INTRODUCTION

Human Resource Development prepares individuals to assume different or higher organizational responsibilities, usually concerned with improving intellectual abilities to perform better work. Development leads to learning opportunities designed to aid the development of workers. Human Resource Development for employees is a process of learning and training systems to improve their competence and Performance in their current job and prepare themselves for future roles and responsibilities (Tarigan & Nasution, 2014).

Development is an effort to improve employees' technical, theoretical, conceptual, and moral skills in accordance with the needs of the job/position through education. (Rumawas, 2018) suggests that human resource management is part of management science, specifically its application to human resources (Kurniawan, 2012). Human Resources today progressively take a significant part in achieving an enterprise. Many companies understand that the human component in an association can provide excellence; they make goals, techniques, progress, and achieve hierarchical goals. Therefore, HR is an essential component of a company (Lathifah, 2016). Development is an effort to improve employees' technical, theoretical, conceptual, and moral abilities following the company's needs. Employee development will be felt increasingly crucial due to job demands as a result of technological advances and increasingly fierce competition for similar companies (Wahyunanto & Gilang, 2020) (Findarti, 2016) (Dipang, 2013) (Andika, 2019).

Performance is the activity of processing organizational resources to achieve organizational goals. Employees' Performance affects how much they contribute to agencies and organizations, including the quality of

services presented (Prayudi, 2018). Organizations in improving employee performance need the development of appropriate human resources with a supportive work environment. Employee performance is a very significant contribution to organizational Performance. Therefore, it must be managed in such a way. Employee performance is the result of the thought and energy of an employee toward the work done, it can be tangible, seen, and counted, but in many cases, the results of thought and energy cannot be counted and seen, such as ideas and innovations from employees in order to improve organizational progress.

According to (DWI SEPTIANTO & LATARUVA, 2011), Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. The demands of the job, both now and in the future. (Beattie et al., 2002) Said: Human resource development includes various activities and processes that are directed at the occurrence of learning impacts, both for organizations and for individuals. Increasing the growth and number of producers in expedition services, in the era of globalization, more and more people are opening micro and macro businesses, so expedition services are also increasing. This indicates that the growth of micro, small, and medium enterprises services is quite potential and shows significant development from year to year.

To compete and survive in a modern and growing expedition business environment, companies must be able to find appropriate human resources in their fields. After that, the company must be able to plan the correct form of human resource development to anticipate dynamic service changes. Human resources that develop and can accept change are valuable assets for the company to continue to strive to be better and ultimately improve the company's Performance both in the short and long term.

PT. ELFA is one of the businesses engaged in expedition services. PT. ELFA realizes that competition between other expeditions will be tighter, and the need for competent human resources will increase over time. Therefore, the capabilities that have been possessed must be honed continuously to obtain performance improvements that are still needed by the company, even by all companies, by providing development programs to all employees to compete in the competitive expeditionary competition. With human resources development, employees can choose ways to improve themselves and determine their career goals. Employee education and training is a human resource development activity to improve knowledge, abilities, skills, and employee performance (Lolowang et al., 2016). Education and training seek to develop the intellectual abilities and personality of employees. Therefore, every organization that wants to develop must pay attention to employee education and training so that it can affect the improvement of employee performance. Therefore, research conducts research that aims to examine the influence of human resource development on employee performance in the era of Globalization of PT. ELVA.

Based on employee performance data from 2015-2022 shows that employee performance has decreased. The researchers' initial observations found several problems that need to be considered at PT. ELFA relates to human resource development, especially in employee education and training. The problem is related to the Performance of employees at PT. ELFA is still not running optimally due to its employees' level of education and ability. This can be seen in terms of quality; there are still new employees whose education and training need to follow their positions, so employees find it challenging to complete their work. Moreover, there are still employees who complete their work not following the deadline set by the company, so many customers complain about the services provided.

They are researching to examine the effect of human resource development on employee performance in the era of the Globalization of PT. ELVA. Realizing the importance of education and training requires good coordination from each section. Coordination is essential in the organization because many people carry out different activities, so there needs to be good coordination to clarify activities and can be aimed at the direction point of achieving goals efficiently. Based on the background above problems that have been found before, the main problem in this study is whether the development of human resources affects employee performance in the era of globalization of PT. ELVA. The study's results are expected to benefit research; this research is an additional reference to relevant research.

A. Human Resource Development

HR development is a kind of activity carried out by companies to improve human resource skills. This serves so that these human resources are more productive at work. The goal of HR development is to create positive change for employees. Human resources are the set of people that make up the workforce of an organization, business sector, industry, or economy. A narrower concept is human capital, the knowledge and skills individuals master. Similar terms include labor, personnel, associates, or simply people. In the face of

changes in the organizational environment, both the microenvironment and the macro environment that is increasingly rapid and complex, organizations must be dynamic. They can anticipate or be able to adjust, one of which is by developing human resources to improve the ability and quality of employees, which impacts improving work performance.

1. Grand Theory

According to (Almasdi, 2006), Human resources are the power of human thought and work that is still stored in him that needs to be fostered and explored, and developed to be used as well as possible for the welfare of people's lives. (Hasibuan, 2001) said that human resources are integrated abilities of individuals' thinking and physical power. Human resources are seen as the ability possessed by humans to be utilized to run an organization or affairs so that they are helpful or successful. This means that humans have abilities that need to be developed to achieve the goals and objectives that have been planned.

According to Yuli (2005: 73), development is a long-term educational process that uses systematic and organized procedures in which managerial employees learn conceptual and theoretical knowledge to achieve common goals. Another opinion from Handoko (1996: 104) said that human resource development has a broader scope to improve and improve knowledge, abilities, attitudes, and personality traits to prepare employees to hold job responsibilities in the future (Pham-Duc et al., 2022). Meanwhile, according to Notoatmodjo (1998: 2), there are two definitions of human resource development. Macro-wise, human resources development is a process of improving the quality or ability of humans in order to achieve a nation-building goal. Micro-wise, human resource development is a process of planning, education, training, and management of personnel or employees to achieve an optimal result in the form of services, objects, or money.

According to Handoko (1996: 103), employee training and development programs have two main objectives. First, research and development are carried out to close the "gap" between the skills and abilities of employees who demand positions. Second, the program is expected to increase the efficiency and effectiveness of employee work in achieving the work targets that have been set. The implementation of human resource development needs to consider factors both from within the organization itself and from within the organization concerned. (Notoadmodjo, 1998:8)

a. Internal factors.

Covers the entire life of the organization that can be controlled both by the leadership and by the members of the organization concerned, consisting of:

- Mission and goals of the organization
- Strategic achievement of goals
- Nature and types of activity
- Types of technology used

b. External Factors

In order for the company to carry out its mission and goals, it is necessary to take into account environmental factors affecting the company's activities, consisting of:

- Government policy
- Socio-cultural society
- The development of science and technology

B. Employee Performance

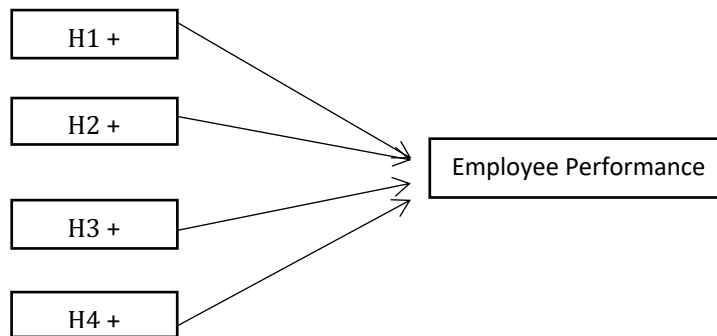
Employee performance results from a person's work in quality and quality following predetermined standards based on the responsibilities given. In Rivai (2005: 15), several expert opinions regarding the notion of Performance exist. Osborn (1991) said that Performance is the quality and quantity of task achievement, whether done by individuals, groups, or companies. Casio (1992) mentions that Performance refers to achieving employee goals for the tasks given. According to Simamora (2005: 120) is the level at which employees achieve job requirements.

Meanwhile, according to Mangkunegara (2001), employee performance results from work in quality and quantity achieved by an employee in carrying out his duties following his responsibilities. Thus, Performance can be understood as the success and achievement of organizational goals. Performance can show how far the level of ability to carry out organizational tasks is. In addition, Performance also indicates the extent to which the objectives stated in the outcome guidelines can be achieved by an organization. Thus, understanding an organization's Performance fulfills the functions and rules for achieving goals.

C. Thinking Framework

Uma Sekaran in Sugiyono (2016, p. 60) suggests that the frame of mind is a conceptual model of how theory relates to various factors that have been identified as an essential issue.

Figure 1. Thinking Framework



"The hypothesis in this study is that the better the increase in human resource development applied, the higher the Performance of employees in the era of globalization of PT. ELVA. Human resources (HR) is one of the most critical factors that cannot be separated from an organization, both institutions and companies. HR is also the key that determines the development of the company. In essence, HR is in the form of humans employed in an organization as movers, thinkers, and planners to achieve the organization's goals. Muhammad Yusuf (2016) Understanding HR can be divided into micro and macro understanding. Micro HR is an individual who works and is a member of a company or institution and is commonly referred to as employees, laborers, employees, workers, labor, and so on. Meanwhile, the macro definition of human resources is the population of a country that has entered the age of the labor force, both those who have not worked and who have worked (Wicaksono, 2016).

METHOD

The type of research that the author used in this study was associative research. According to Sugiyono (2010: 11), "Associative/quantitative research is a study that aims to determine the degree of relationship and pattern/form of influence between two or more variables, where with this research a theory will be built that functions to explain, predict and control a symptom ."This study discusses the Effect of Human Resource Development on the Performance of Employees at PT. ELFA. By using The type of data used in this study is primary data.

This study used descriptive analysis methods as testing techniques: validity and reliability tests and classical assumption tests, Partial Tests (t-tests), F tests (simultaneous tests), and Coefficients of Determination. With data collection techniques in this study, namely field research in the form of interviews with the company and through questionnaires or questionnaires given to respondents using questionnaires totaling 50 employees of PT. ELVA.

RESULTS AND DISCUSSION

Based on the results researched at PT. Based on the number of respondents, ELVA is expected to be 50 researchers. Most employees are aged 20 – 29 years, numbering 26 people, and aged 30 – 39 years totaling 15 people and ages 40 – 49 years, nine people. The genders of male respondents were all 50. The level of employee education is where two people have an S1 education, 44 people have a high school education, and four people have junior high school education.

A. Operational Definition

An operational definition is an element that tells how to measure a variable so that with these measurements can be known what indicators to support the analysis of these variables (Singarimbun, 1995, p. 46).

1. Human resource development as an independent variable (X) can be measured through the following indicators:
 - a. Upbringing and training

Education and training create an environment where human resources (HR) can acquire or learn attitudes, abilities, skills, knowledge, and behaviors related to their work.

- The education and training applied are as follows;
- Employee participation in education and training
- Employees attend learning programs while education and training are being carried out (listening to teacher presentations and solving a case study)
- There is an old supervisor who is given the task by the new leader of running the lever every day (mentoring)
- There is a solution after the implementation of training for higher education participants to determine the impact of progress on employees.

b. Non-training activities

The agency or external parties can carry out many development activities independently or organizationally. Independent human resource development activities include:

- Learn from print media (books, newspapers, magazines, newsletters), electronic media (TV, radio, internet), or write articles or books.
- Attend workshops, seminars, symposia, exhibitions, comparative studies, or work tours.

c. Promotion

Promotion is a move that enlarges the authority and responsibility of employees to higher positions in an organization so that obligations, rights, status, and income are more significant. Employee performance promotions carried out include;

- Promotion or better career path
- Increase in salary, benefits, or facilities following the new position
- Awarded based on employee performance

d. Motivation

Work motivation is a stimulus or stimulus for every employee to carry out their duties. With good motivation, employees will feel happy and enthusiastic at work, resulting in significant organizational development and growth.

- Provide bonuses or award certificates to employees who work well
- Provide penalties or sanctions to employees whose work is not good.
- Employee work is a dependent variable (Y) with indicators, according to Sastrohadiwiryono in Masram (2017, p. 143), "mentioning the elements assessed must be present in performance appraisals are:
 - Loyalty: Loyalty is the determination and ability to obey, carry out and practice something that is obeyed with full awareness and responsibility.
 - Work results: What is meant by work results is the Performance a workforce achieves in carrying out the duties and work given to him.
 - Responsibility: That is the ability of a workforce to complete the tasks and work assigned to him as well as possible.
 - Obedience: The ability of a worker to comply with all applicable regulations, laws, and regulations, obey official orders given by authorized superiors.
 - Honesty: What is meant by honesty is the sincerity of a person's heart in carrying out duties and work and the ability not to abuse the authority given to him.
 - Cooperation: The ability of a workforce to cooperate with others in completing a task and work that has been set.
 - Initiative: The ability of a person's workforce to make a decision, step, or carry out an action required in carrying out a task.

e. Leadership. The ability of a workforce to convince others so that they can be deployed optimally to carry out basic tasks.

B. Hypothesis Testing

1. Validity Test

Test validity X (hr development) and

Y validity test (employee performance)

Table 1. Correlations

Variable/Indicator	Pearson Correlation	Sig. (2-tailed)
X1 Education and training	1	
X1.1	0,915	0,000
X1.2	0,915	0,000
X2 Non-training activities	1	
X2.1	0,783	0,000
X2.2	0,841	0,000
X3 Promotions	1	
X3.1	0,914	0,000
X3.2	0,913	0,000
X4 Motivation	1	
X4.1	0,877	0,000
X4.2	0,868	0,000
Y1	0,760	0,000
Y2	0,703	0,000
Y3	0,856	0,000
Y4	0,710	0,000
Y5	0,776	0,000
Y6	0,502	0,000
Y7	0,732	0,000
Y8	0,750	0,000
Y9	0,728	0,000
Y10	0,825	0,000
Y11	0,797	0,000
Y12	0,842	0,000
Y Employee Performance	1	

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The results of observations in r Table 1 obtained the value of respondents (N) = 50 of 0.2353. Referring to the results of the validity test, it is produced that all instruments are derived from variable X consisting of X1, X2, X3, X4, X5, X6, X7, and X8. All of them produce the value of r count > r table. And employee performance variables (Y) consisting of Y1,Y2,Y3,Y4,Y5,Y6,Y7,Y8,Y9,Y10,Y11,Y12. All of them produce the value of r count > r table. All instruments in this study are said to be valid.

2. Reliability Test

Reliability test X

Table 2. Reliability test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items		N of Items
X1 Education and training	0,806	0,806	2
X2 Non-training activities	0,482	0,482	2
X3 Promotions	0,803	0,803	2
X4 Motivation	0,685	0,685	2
Y Employee performance	0,929	0,929	12

Table 2 shows the results of the reliability test obtained. All values X1, X2, X3, X4, and Y produce Conbach's alpha value > 0.6. It can be concluded that all instruments in this study are reliable.

3. Classic Assumption Test

Normality test

Table 3. Normality test

Kolmogorov-Smirnov Z	0.752
Asymp. Sig. (2-tailed)	0.623

a. Test distribution is Normal.

In Table 3 above, it can be seen that the value of the significant level is 0.623 > 0.05. Then these variables are said to be expected.

Table 4. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	BRIGH T
1 (Constant)		
X1 Education and training	0.649	1.541
X2 Non-training activities	0.467	2.141
X3 Promotions	0.540	1.851
X4 Motivation	0.476	2.102

Dependent Variable: Employee performance

Based on table 4 above shows the value of the Variance Inflation Factor (VIF), variable values 1.541 X1, 2.141 X2, 1.851 X3, 2.102 X4 < 10.000. Then these variables are said to be valid.

4. Heteroscedasticity Test

Table 5. Dependent Variable: Y

Model	t	Itself.
1 (Constant)	1.841	0.072
Education and Training	.131	0.897
Non-training activities	.716	0.478
Promotion	-1.971	0.055
Motivation	-.570	0.572

a. Dependent Variable: abs_res

Table 5 above shows that these variables do not occur in heteroscedasticity.

Table 6. Coefficient of determination

Model	R	R Square	Adjusted R Square
1	0.815 ^a	0.664	0.634

Table 6 above shows that the Durbin-Watson value = DU < DW < 4-DU. 1.3779 < 1.882 < 2.2786. It can be concluded that the data has escaped autocorrelation because the Durbin-Watson value is between the DU and 4-DU values.

5. Test t

Table 7. Test Results t
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	5.873	5.305		1.107	0.274
	X1 Education and training	1.242	0.590	0.225	2.103	0.041
	X2 Non-training activities	1.487	0.725	0.259	2.050	0.046
	X3 Promotions	1.171	0.562	0.245	2.085	0.043
	X4 Motivation	1.518	0.680	0.280	2.233	0.031

a. Dependent Variable: Employee Performance

b. Dependent Variable: Y

Source: Research Results, (Data processed) 2023

From Table 7. A general equation can be made of the effect of HR development on employee performance as follows:

$$Y = 5.873 + 1.242X_1 + 1.487X_2 + 1.171X_3 + 1.518X_4$$

a. Influence of Education and Training

Equation 1 shows that the regression coefficient of the education and training variable is 1.242. The calculated value of the education and training coefficient was 2.103 and significantly smaller by 5%, so it was decided to accept H1. That is, partially, education and training have a natural effect on employee performance at a 95% confidence level.

b. Effect of Non-Training Activities

Equation 1 shows that the regression coefficient of the non-training activity variable is 1.487. The t-calculated value of the coefficient of non-training activities was 2.050 and was significantly smaller than 5%, so it was decided to accept H2. That is, partially non-training activities really affect employee performance at a 95% confidence level.

c. Influence of promotion

Equation 1 shows that the regression coefficient of the promotion variable is 1.171. The t-count value of the distribution strategy coefficient was 2.085, and the significance was less than 5%, so it was decided to accept H3. That is, partial promotion naturally affects employee performance at a 95% confidence level.

d. The influence of motivation

Equation 1 shows that the regression coefficient of the motivational Variable is 1.518. The t-count value of the promotion strategy coefficient was 2.233, significantly smaller than the table of 5%, so it was decided to accept H4. That is, partially, motivation has a natural effect on employee performance at a 95% confidence level.

6. Test F (Concurrent Test)

The F test is used to determine the simultaneous effect of the independent Variable on the dependent Variable.

Table 8. F Test Results

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Itself.
1	Regression	831.721	4	207.930	22.262	.000 ^a
	Residual	420.299	45	9.340		
	Total	1252.020	49			

- a. Predictors: (Constant), X4 Motivation, X1 Education and training, X3 Promotion, X2 Non-training activities
- b. Dependent Variable: Employee Performance

Table 8. It can be seen that the F_{calculate} value is 98.070, while the F value of table 0.05 is 2.58. Since F-count is greater than F-table, it is inferred to accept H1. Simultaneously, the variables of education and training, non-training activities, promotion, and motivation have a natural effect on employee performance at a 95% confidence level.

7. Determination Test (R2)

The coefficient of determination (R²) determines how far the model can explain the variation of the dependent Variable. The R² value can be seen in the following table.

Table 9. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	0.815 ^a	0.664	0.634	3.056

a. Predictors: (Constant), X4 Motivation, X1 Education and training, X3 Promotion, X2 Non-training activities

- a. Predictors: (Constant), X4, X1, X2, X3

Table 9. It can be seen that the coefficient of determination (R Square) of the variables education and training, non-training activities, promotion, and motivation is 0.664. That is, 66.4% of education and training, non-training activities, promotions, and motivation simultaneously affect employee performance. At the same time, the other part (33.6%) was explained by other variables that were not included as variables in the study.

CONCLUSION

Based on the research results on 50 respondents, various education and training, non-training activities, promotions, and motivation naturally affect employee performance. Simultaneously, various education and training, non-training activities, promotions, and motivation affect employee performance. The variables of education and training, non-training activities, promotion, and motivation were 0.664. That is, 66.4% of education and training, non-training activities, promotions, and motivation simultaneously affect employee performance. At the same time, the other part (33.6%) was explained by other variables that were not included as variables in the study.

PT. ELVA, to improve the work of its employees. Develop and develop human resources, preferably PT. ELVA provides opportunities or platforms for its employees to participate in education and training, non-training activities, and promotions. It motivates employees to be more active in doing the work that has been determined and providing more effective and efficient services. Based on the direct experience of researchers in this research process, there are several limitations experienced and some factors that can be more considered for future researchers in further refining their research because this research itself certainly has shortcomings that need to be improved in future studies. Some limitations in the study, including only 50 respondents, still need to be improved in describing the actual situation. The object of research is only focused on developing human resources, education and training, non-training activities, promotion, and motivation. In the process of taking data, the information provided by respondents through questionnaires sometimes does not show the genuine opinion of respondents; this happens because sometimes differences in thoughts, assumptions, and understandings are different for each respondent, as well as other factors such as honesty factors in filling in respondents' opinions in the questionnaire.

HR development is an activity carried out by companies to improve human resource skills. Education and training are critical in companies because they create an environment where human resources (HR) can acquire or learn attitudes, abilities, skills, knowledge, and behaviors related to their work. For research examining similar

problems, it is expected to find other variables outside the variables that already exist in this study to increase knowledge in human resource development.

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