

Human Resource Management Practice through the Training Needs Assessment (TNA) Approach

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Abstract

Human Resource Management Practice in HR management mostly done in profit organizations and rarely done by public organizations. So the purpose of this research is to identify and construct a model of human resource development through a training needs assessment approach in public organizations. The research design used descriptive qualitative, by interviewing 13 informants. The result of the study indicates that: 1) the training needs assessment (TNA) model has not worked well, 2) the potential for operational personnel is not sufficient in supporting the implementation of community service tasks, both in terms of quantity, educational qualifications, skills and abilities possessed. 3) Efforts to develop intellectual capital are quite good, with policies on basic training, special training, salaries and bonuses, promotions, and work safety guarantees, and 4) Intellectual capital development has not fully had a significant impact on improving the performance of operational personnel that can be measured at the level of case handling the achievement is only 81.84%.

Keywords

HRMP; IC; TNA; skill competition



I. Introduction

The productivity of operational personnel in handling fire incidents and other disasters in Palopo City was only 81.84% of the 314 incidents/cases during 2018-2020. This shows that the firefighter skill competition owned by operational personnel is still low. The low level of firefighter skill competition for operational personnel in dealing with fire and other disasters is caused by several factors, including: 1) there are still 65% of operational personnel who have never attended training and do not have a certificate as an acknowledgment of basic skills in dealing with fire disasters, 2) the lack of cooperation between related parties in the fire protection system, 3) the not yet optimal training needs assessment (TNA) model and the implementation of simulation training due to lack of funds, and 4) inadequate supporting facilities and infrastructure in carrying out tasks. Some of these problems are inhibiting factors for increasing the productivity of operational personnel in carrying out field tasks.

The high number of fire cases in the city of Palopo requires operational personnel to have interpersonal skills in dealing with fires. So that the development of human capital is the right solution in improving the performance of operational personnel (Jusriadi, Edi; Syafaruddin, 2021). In the human capital theory Becker, 1964 (Ejere, 2011), emphasized that human capital is an asset that needs to be maintained and continuously developed in creating competitive advantage through training and development. Human capital development cannot be separated from the development of the organization as a whole. Leonard Nadler and Zeace Nadler, 1994 (Kaswan, Ade Sadikin, 2015), argue that human capital development is an organized learning experience within a certain period of time to improve performance and employee development.

HR issues are a concern of all organizations, both business and public organizations (Blaga, P., & Jozsef, 2014) and (Ambar Teguh Sulistiyani and Rosidah, 2013). According to (Sentosa Bangun, 2016), human resources are an organizational device that must always be updated both in their education, knowledge, and behavior itself. Human Resources (HR) is the most important component in a company or organization to run the business it does (Niati et al., 2021).

Problems that often occur in *human resource management practice* (HRMP) are in the aspect of the selection process for training needs that are more by design from top-down sources (R. Sabrina, 2021). This pattern is not appropriate to use because it does not fully touch the basic needs of the training participants both in terms of curriculum, materials, and the media used. Therefore, in terms of developing human resources, the *training needs assessment* (TNA) model needs to be redesigned to be more effective and efficient. In this study, the solution offered in the implementation of the *training needs assessment* (TNA) model is no longer *top down* and *by design*, but *bottom up*, which provides space for operational staff to fill out training needs forms that are needed to support field work. Based on the list of needs, it becomes the basis for the implementation of training in designing programs, curriculum, materials, and training models that will be provided. So that the *training needs assessment* (TNA) model becomes effective and efficient in increasing the *Firefighter skill competition*, (Usman, 2020).

The importance of *Firefighter skill competition* for operational personnel is the reason why this research is important because this work requires special skills in handling fire and other disasters, both natural disasters and man-made disasters that are difficult to predict. The causes of fires caused by natural disasters are lightning strikes, volcanic eruptions, droughts and so on. Meanwhile, *man-made disaster factors* include gas leaks, flammable chemical explosions, electrical short circuits, cigarette butts, gas stove explosions, sabotage, and lack of building construction security against fires. Considering that the operational staff's workload is full of risks, *interpersonal trust is needed* at work.

The importance of interpersonal trust is supported by research results (La Ode Sugianto a, Titis Purwaningruma, Chamidah, 2020), who found that 66.8% *interpersonal trust* had an effect on the performance of lecturers at Muhammadiyah University of Ponorogo. *Interpersonal trust* is formed from the presence of strong *self-efficacy* (SE) in employees, meaning that if an employee feels that he or she has high ability and confidence to be able to perform a task successfully, then the task is done. Tasks will be avoided if they are too difficult, due to low (Umar Burhan, 2019).

II. Review of Literature

Shifting the type of society from an industrial society to a knowledge society based on big data and society 5.0, changing the concept of *human resource management (HRM) practice* which initially placed employees as a factor of production as a business resource to become human capital as an organizational asset that is an *intangible resource* that can support excellence competitive.

Human Resource Management (HRM) practice can be described as a strategic, integrated and coherent approach to the employment, development and well-being of people working in organizations, (Amstrong, 2010). Pfeffer, 1995, (Afandi, 2016) asserts that a competitive advantage can be achieved through effective management of the company's human resources. Stoner explained that *Human Resource Management (HRM) practice* in organizations is implemented through managerial functions related to planning,

organizing, actuating, controlling (POAC), and operational functions related to HR procurement, HR development, and HR empowerment, (Jusriadi, Edi, 2019).

One of the functions of *Human Resource Management (HRM) practice* that is the focus of this article is related to the development of intellectual capital the human capital. Human capital development cannot be separated from the development of the organization as a whole. Leonard Nadler et.al (Kaswan, Ade Sadikin, 2015) argues that *human capital development* is an organized learning experience within a certain period of time to improve individual performance.

Intellectual capital development in the view of (Jusriadi, 2021), can be done through an organizational learning process in the form of training and development. Training and development in systems theory view can serve as *leverage* or as a process that can improve performance, Sengge, 1990, (Swanson, 2009). This process aims to improve the competence of human resources, both *hard competence* and *soft competence*.

The stages of training and development are starting from: 1) the planning *stage of the training education assessment (TNA)*, 2) the implementation stage of the TNA, and 3) the evaluation stage of the TNA, (Ibrahim, 2011). states that training and development is the key to *sustainable competitive advantage* because it is related to *know-how*, (Stone, 2008). New employees and old employees all need training to develop *intellectual capital* as capital in carrying out work. Found the importance of training and development as a contributor to the performance of both organizations and individuals, (Bernardin, H. Jhon and Joyce, 2013). However, not all organizations are willing to invest time and money in conducting training because training is considered to be costly and not commensurate with the output produced .

Teaching Needs Assessment method (TNA) can be a solution in answering the myths related to training, (Doyle, 2006). According to Fairbairns (Dahiyah, 2011), stated that the main obstacle that occurred in the training needs assessment process (TNA) was caused by an information networking system that was by design and top down, making it less effective and not on target. (Usman, 2020b), explained that there needs to be a change in the *teaching and learning model (TNA)* from a top down to bottom-up model, so that the training program in terms of objectives, curriculum, materials, methods, media, and instructors is in accordance with what the trainees need.

The dynamics of *Human Resource Management (HRM) practice* is characterized by the emergence of *workers diversity issues* that occur in an organization. *Diversity* is defined as the difference in competence and individual attributes between workers in an organization. So with *diversity*, it is necessary to have a *policy* from the leadership to carry out *human resources development (HRD)*. *Human Resource Management (HRM) practice* in organizational management has three paradigms, namely: 1) The learning paradigm. The learning paradigm according to Watkins (Swanson, 2021), that; “*HRD is the field of study and practice responsible for the fostering of a long-term work-related learning capacity at the individual, group, and organizational level of organizations*”, 2) Performance paradigm. The performance paradigm according to (Swanson, 2021), is defined as; “*The performance paradigm of HRD holds that the purpose of HRD is to advance the mission of the performance system the sponsors the HRD efforts by improving the capabilities of individuals working in the system and improving the system in which they perform their work*”, and 3) The Meaningful Work Paradigm. Meaningful work, according to (Chalofsky, 2010), that work will be meaningful if individuals find a purpose in life and how the work fits their life needs and there is a sense of balance between work and life goals.

III. Research Method

The method used in this scientific article is a qualitative descriptive method. Where the content of this article is to reveal events based on facts or developments that are indeed real. This study reveals how the process of developing human resources for operational personnel in dealing with disasters. This qualitative descriptive study provides a broad overview of *Human Resource Management Practice (HRMP)*. This researcher uses research *and development* developed by Borg and Gall with adaptation and modification in stages through the process of data reduction, data presentation, and drawing conclusions, (Miles, 2015). Basically, this research has the principle that all problems can be solved and this method is carried out through description, analysis, and observation.

This research was conducted at the Palopo City Fire and Rescue Service, South Sulawesi. The selection of this location is because the agency's field of duty is related to public safety so that special expertise is needed in carrying out the task. Determination of informants using purposive sampling technique, as many as 13 people who meet the criteria.

Table 1. Informant data

No	Type of informant	Number of people
1	Key/main informants:	
	1. DANRU (team commander) TOP	1
	2. Head of fire and rescue	1
2	Supporting informants:	
	1. Head of fire and investigation section	1
	2. Head of evacuation & rescue section	1
	3. Operational Personnel	5
	4. Inhabitant	4
Number of informants		13 people

IV. Results and Discussion

4.1 Results

a. Palopo City Overview

Palopo City is located in the northern part of South Sulawesi with a distance of 380 km from Makassar City, the capital city of South Sulawesi Province. The total area of Palopo City is 258.7 km², with a population density of >250 thousand people. The population growth rate in the last three years is on average above 3% per year. Although the distribution of the population is uneven and quite varied, there are 3 sub-districts located in the center of urban growth with a fairly high population density. The three sub-districts in question are Wara District with a density of 2,697 people per km², East Wara District with a density of 2,566 people per km² and North Wara District with a density of 1,796 people per km². In 2022, the population densities for the three sub-districts above are projected respectively: Wara = 3,624 per km², Wara Timur 3,448 per km², and Wara Utara 2,414 per km².

The geographical potential and dense population of Palopo city will be prone to various disasters, including natural disasters, fires, and traffic accidents. So that the existence of the Palopo City Fire and Rescue Service is very urgent in its role in the community as an executor government in the field of prevention, fire-fighting and protection life and property from fire.

b. Characteristics of Research Informants

The informants in this study were 13 people who came from the internal Palopo City Fire and Rescue Service as service providers and community service recipients. Characteristics of informants from the aspect of gender for men as much as 84.61% and women as much as 15.38%. The education level of the informants is SD, 15.38%, SMP is 7.69%, SMA is 15.38%, S1 is 61.53%. The aspect of the average age is 40 years with employment status as honorary staff.

c. Research Focus and Dimension

This study uses three research focuses as the basis and source of information in research problems which can be explained as follows:

1. Potential of Human Resources (HR)

The potential of human resources referred to in this study relates to the number, level of education, experience, skills possessed by operational personnel which are reflected in the following four dimensions:

a) Number of Operational Personnel

The number of operational personnel (TOP) and the effectiveness of the implementation of existing tasks at the Palopo City Fire and Rescue Service, based on excerpts from interviews with AB informants (Jabatan Dandru) that:

"The number of TOP is not sufficient because in each pump unit only 6 people are supposed to be on duty 25 people. So that in terms of quantity, the availability of TOP is not comparable to the area ."

Based on these problems, the solution that needs to be done by the government is to recruit operational personnel either as permanent employees or voluntary employees or to maximize the potential of existing human resources by increasing their knowledge and skills through an intense training process.

b) Educational Qualification

The suitability of the level of education with the field of work TOP based on the results of interviews with AB (Danru Position) stated that:

"From the aspect of the suitability of the level of education with the field of work in the implementation of existing tasks, it is not fully appropriate. So there are obstacles in terms of using fire-fighting equipment, because the level of knowledge and skills related to the use of these equipment is still low "

Based on these problems, the solution that needs to be regulations/ policies in human resource development efforts through formal education to increase knowledge of operational personnel in supporting the implementation of tasks in the field.

c) Training

Operational personnel whose field of work is technical, really need skill competition. So that information regarding the type of training provided and the number of operational personnel who have attended the training, is based on excerpts from interviews with AB (Position of Danru); States that:

"The training provided to operational staff consists of: 1) basic training such as rescue training, firefighter training, and 2) special training. such as medical first responders and trying to dive . _ Of the total operational personnel, 60% have attended rescue and firefighting training and 40% have never attended training. As for the special training, only 4% have attended out of 50 Operational Personnel"

Based on these problems, the implementation of education and training needs to be increased which so far has only been once a year. To overcome budget problems, the Palopo City Fire and Rescue Service needs to work together with the private sector and universities to provide training for TOP. In addition to these efforts, the knowledge sharing process between TOP who has attended training and TOP who has never attended training is the most effective process, because it does not use cost and time, (Jusriadi, Edi; Syafaruddin, 2021).

2. Human Resources (HR) Development Efforts

The human resource development policy at the Palopo City Fire and Rescue Service, based on excerpts from an interview with AB (position of Danru) states that:

"The HR development policy is regulated in Palopo Mayor Regulation Number 44 of 2016 concerning Organizational Structure, Position, Duties and Functions as well as the Work Procedure of the Palopo City Fire and Rescue Service, in the form of promotions, providing education and training, and providing opportunities for operational staff to continue their education".

This means that efforts to develop human resources for operational personnel are institutionally supported in the form of motivation, although there are no regulations and budgets for operational personnel for further studies prepared by the Palopo City Fire and Rescue Service.

3. Impact of HR Development on Operational Personnel Performance

The impact of the HR development policy as regulated in Palopo Mayor Regulation Number 44 of 2016, based on excerpts from an interview with JK (Head of Fire and Rescue) that:

"Efforts to develop human capital through the education and training process have not fully gone well, so that " has not had a significant impact on the performance of operational personnel. The obstacle lies in the level of knowledge and skills in dealing with disasters and the ability to use extinguishing equipment ”.

Furthermore, the results of interviews with (CS, IH, HI, AM and IB) operational staff of the Palopo City Fire and Rescue Service can be concluded that:

"The training activities that have been carried out so far have limited participants so they have to queue up while the disasters that must be handled in Palopo City are very high. So that in dealing with disasters there is a disparity in the ability of the TOP." This has an impact on the ability to solve disaster/fire cases, the achievement is still low and the level of community satisfaction is also still low on TOP's performance”.

This means that the development of human resources through the education and training process has not been effective, so it has not been able to improve the work ability of operational personnel in dealing with disasters. The performance of operational personnel in dealing with fire disasters in Palopo City, based on excerpts from interviews with communities (AA, IR, HS, AY) who were affected by seasonal disasters, stated that:

"The ability of operational personnel to handle fire disasters is still slow and personnel are lacking, so they cannot save or deal with fires quickly. In addition, the equipment used is limited, especially if a fire occurs in densely populated alleys”.

Operational personnel performance can be measured by the number of cases handled properly and on time. Data on fire and non-fire cases that occurred during 2018-2020 in Palopo City can be seen in the following table:

Table 2. Data on fire cases in the last three years in Palopo City

No	Year	Number & Type of Cases	Number of Cases Handled	Percentage
1	2018	59 Fire Cases	40 Cases	67.79%
2	2019	93 Fire Cases 55 Non-Fire	65 Cases 55 Cases	69.89% 100%
3	2020	39 Fire Cases 68 Non-Fire	29 Cases 68 Case	74.35% 100%
Total Cases		314 Case	257 Case	81.84%

Source: Results of research data (2021)

The number of fire and non-fire cases in Palopo City during 2018-2020 was 314 cases handled, only 257 cases (81.84%), so there were still 18.16% cases not handled. By looking at the data on the number of fire cases, operational personnel have not been able to overcome all fire cases with a target time of extinguishing a maximum of 2 hours and it all depends on the availability of water.

4. Disaster Protection Efforts

Palopo City Fire and Rescue Service in carrying out its functions in fire prevention and control has carried out preventive and curative efforts. Excerpt from an interview with AS (Head of Fire and Investigations Section) that:

"We have carried out disaster protection efforts through education and the provision of human resources and equipment in dealing with disasters from an early age."

Further excerpts from an interview with NT (Head of Evacuation and Rescue Section) stated that:

"Preventive efforts carried out through socialization of the dangers of fire to the public, government agencies, private institutions, schools, universities, and MSME actors. Receive visits from students, students, or the public who want to practice directly by using fire extinguishers as well as handling fires from an early age and also conducting socialization using mass media".

4.2 Discussion

This study uses three research focuses as the basis and source of information in research problems which can be explained as follows:

a. Potential of Human Resources (HR)

The number of Operational Personnel (TOP) and the effectiveness of the implementation of tasks are not optimal because the number of TOP on duty in each pump unit is only 6 people who should be 25 people. So that the quantity of TOP availability is not proportional to the area. So it is necessary to recruit TOP either as permanent employees or voluntary employees or maximize the potential of existing human resources by increasing their knowledge and skills through an intense training process.

TOP quality from the aspect of education level is also still low, there are still 68% TOP educated high school-equivalent. So there are obstacles in terms of the use of fire-fighting equipment, because the level of knowledge and skills related to the use of these equipment is still low. Meanwhile, regarding TOP's participation in the training, 60% have attended the training *r escue* and firefighter training and there are 40% who have never attended training. As for the special education and training, only 4% have attended from 50 T OP people.

b. Human Resources (HR) Development Efforts

The human resource development policy at the Palopo City Fire and Rescue Service is regulated in the Palopo Mayor's regulation Number 44 of 2016 concerning Organizational Structure, Position, Duties and Functions as well as the Work Procedure of the Palopo City Fire and Rescue Service. Policies and efforts to develop Human Resources are implemented in the form of promotions, providing education and training, and providing opportunities for operational staff to continue their education.

Efforts to develop human resources through the education and training process have not been effective because of the limited number of participants and the training carried out by the Ministry of Home Affairs is only once per year. So that the impact is that there are still 40% of the TOP who have never attended good training and education *r escue* , firefighter training and special training. One of the weaknesses of the training so far that has been carried out lies in the *training needs assessment* (TNA) process which is still *top-down* , this pattern should be changed to *bottom-up, programs, curriculum, materials*, and training methods according to the needs of the training participants , according to (Jusriadi, Edi, 2019). Meanwhile, in terms of overcoming the problem of the lack of a training budget, according to (Jusriadi, Edi; Syafaruddin, 2021) *knowledge sharing* can be carried out between senior operational staff and junior or operational personnel who have attended training and operational personnel who have not attended training.

There is no policy regarding further studies for operational staff, both in terms of rules and institutions, but the Head of the Service supports operational staff who wish to continue their studies at either S1, S2, or S3. So that operational staff who continue their studies are self-initiated, not initiated by the institution. The consequences for operational staff who continue their studies are that all educational costs are the responsibility of the individual and operational personnel are still required to carry out their main tasks.

c. Impact of HR Development on Operational Personnel Performance

Efforts to develop human capital through the education and training process have not fully gone well , so that has not had a significant impact on the performance of operational personnel. The problem lies in the level of knowledge and skills in dealing with disasters and the ability to use extinguishing equipment.

Operational personnel performance can be measured by the number of cases handled properly and on time. Data on fire and non-fire cases that occurred during 2018-2020 in Palopo City can be seen in the following table:

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The number of fire and non-fire cases in Palopo City during 2018-2020 was 314 cases handled, only 257 cases (81.84%), so there were still 18.16% cases not handled. By looking at the data on the number of fire cases, operational personnel have not been able to

overcome all fire cases with a target time of extinguishing a maximum of 2 hours and it all depends on the availability of water.

The inhibiting factors faced by operational personnel in firefighting and rescue efforts varied such as delays in information from the community, road access factors, and ordinary water sources far from the location of the fire incident, techniques for using equipment in a narrow incident area and there is no adequate access and inadequate coping strategies.

This means that human resource development is a basic need that the Palopo City Fire and Rescue Service needs to carry out in improving the performance of operational personnel. According to (Chris Rowley & Keith Jackson, 2012), human resource development is a process carried out to develop the knowledge, skills, and abilities of workers, as well as competencies developed through training and development, organizational learning, leadership management, and knowledge management for the sake of improving performance. (Sutrisno, 2011), suggests that the importance of Human Resource Development efforts as a process of preparing individuals to assume different or higher responsibilities within the organization, usually relates to increasing intellectual ability to carry out better work .

Research result (Feti Fatimah Maulyan, 2019) found that the development of human resources through the education and training process has an effect on supporting careers and human capital performance. Meanwhile (Y. Saptiana Oktari, 2020), human resources are a very important element. To be able to manage capital, technology and money, human resources require development both in quality and quantity. One way to develop Human Resources is through Education and Training. More (Sulaiman, 2020), regarding the analysis of the role of education and training in improving employee performance, said that human resource development is a very important element in an organization, both profit and non-profit organizations.

d. Disaster Protection Efforts

Palopo City Fire and Rescue Service in carrying out its functions in fire prevention and control has carried out preventive and curative efforts. Preventive efforts are carried out through socialization of the dangers of fire to the public, government agencies, private institutions, schools, universities, and MSME actors. Receive visits from students, students, or the public who want to practice directly by using fire extinguishers and handling fires from an early age and also conducting socialization using mass media.

Field facts show that this effort has not been effective because of the high rate of fire cases in Palopo City throughout 2019-2020 which reached 314 cases. The reason for the high number of fire cases is that public knowledge and awareness in the use of tools that have the potential to cause fires have not been properly protected. Of the 314 cases, only 257 cases could be handled, although some could not be saved. The low handling of this case is due to internal factors in the form of inadequate quantity of personnel, low level of knowledge, low ability to use equipment, and inadequate handling strategies. Meanwhile, external factors are lack of communication or delays in public delivery due to low public awareness to deviate emergency numbers, inadequate road access so that it slows down the way for operational personnel to arrive at the fire scene , and water sources are also usually far from the fire location.

The limitation of this research lies in the object so that the results are not able to be generalized, but the novelty of this research in addition to the method used is also the *Training Needs Assessment* (TNA) model which is used in gathering information on

training needs from the by designing or *top down pattern* leading to *bottom up* or natural and HR is no longer considered a factor of production but has become *human capital* .

V. Conclusion

The results of this study indicate that: 1) from the aspect of quantity and quality of operational personnel, it is not sufficient to serve the people of Palopo City which reaches 250 thousand people, 2) efforts to develop human resources (HR) are quite good, through education and training policies for all operational personnel. in improving their knowledge, skills and expertise. Other policies in supporting the performance of operational personnel through the provision of salaries, bonuses, work safety guarantees, and promotions, and 3) human resource development has not yet fully had a significant impact on improving the performance of operational personnel, which can be measured at the level of case handling whose achievements are only 81, 84%. The handling of fire and non-fire cases in Palopo City has not been maximized due to internal factors of operational personnel and external factors from the environment and society.

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