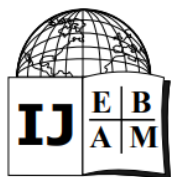


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The Process Evaluating Training & Development of Post Covid-19 Employees at PT. Indocement Tunggal Prakarsa Tbk. (Plant-12) Kalsel

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ARTICLE INFORMATION	ABSTRAK
Section Internship Report Articles	This study aims to determine the process of evaluating training & development of post-covid-19 employees at PT Indocement Tunggal Prakarsa Tbk (P-12). This company is located in Tarjun Village, Kotabaru Regency, South Kalimantan. This research uses a descriptive qualitative approach method. Data collection techniques were carried out by conducting observations during the implementation of the internship, conducting interviews with three resource persons from PT Indocement Tunggal Prakarsa Tbk. (P-12). The form of training during the covid-19 pandemic switched to digital platforms such as google meet, zoom and microsoft teams, for the types of training programs that have proven successful, namely those related to SAE, Soft Competency, Engineering and Technical. The obstacles during the covid-19 pandemic are signal networks, minimal interaction, no practice and less than optimal training.
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INTRODUCTION

PT Indocement Tunggal Prakarsa Tbk. (INTP) is a manufacturing company engaged in the field of building materials, namely cement. This industry is located in Tarjun Village, Kotabaru Regency, South Kalimantan. In addition to producing processed cement. On June 23, 1998, the physical plant construction project was completed on June 30, 1999. In December 2000, PT IKC officially merged with PT Indocement Tunggal Prakarsa Tbk. to become PT Indocement



Tunggal Prakarsa Tbk. Tarjun Plant Production Unit 12 (PT INDOCEMENT TUNGGAL PRAKARSA Tbk., 2021b).

The INTP vision is to be a prominent cement producer and the customer's choice in Indonesia, establishing a significant presence in the RMC market in Java and expanding our footprints to East Kalimantan, Sumatra, and South Sulawesi. INTP aim to be the reputable aggregates player in Jabodetabek, with a strong presence in Central Java and Sulawesi, while aspiring to become a leading mortar provider in Java. INTP mission is to provide quality cement and building materials with customer-centric solutions, driving environmental, social, and governance (ESG) initiatives. Guided by our purpose, "Materials to Build Our Future," we are committed to building a sustainable and prosperous future for our communities and stakeholders (PT INDOCEMENT TUNGGAL PRAKARSA Tbk., 2021a).

The author sees that training programs can be done online or offline because the goal is the same, which is to have a real understanding in the workplace. Employees who take part in this online training program are beneficial to support their careers, it is possible that the obstacles to training experienced online are spending hours in front of a laptop/computer screen and moving around in using digital platforms can cause fatigue working online (Ameen *et al.*, 2023). This research was conducted by the author by conducting field observations to see the situation that occurred during the training. Implementation of training PT Indocement Tunggal Prakarsa Tbk. P-12 when the Covid-19 occurred, the company could not face the pandemic that occurred at that time. So that the Training program had obstacles and was temporarily suspended, this lasted for 5-6 months (February-June 2022).

Training conducted by companies through digital platforms zoom, google-meet and Microsoft Teams. The author observes that it is less effective to use zoom, google-meet and Microsoft Teams in conducting training. There are other obstacles during the implementation of training, such as inadequate signal access, lack of direct practice in the field, minimal interaction with fellow trainees or training instructors, lack of understanding of the material so that training is not maximized and trainees pay less attention because of off-cam during training. Purpose of Internship knowing the implementation of employee training and development during Covid-19, knowing the obstacles experienced during the implementation of employee training and development during the occurrence of Covid-19, knowing the evaluation of employee training and development during the Covid-19 pandemic.

LITERATURE REVIEW & HYPOTHESIS

Human Resource Management

Human resource management (HRM) includes analysis of the company's competitive environment, job and team design, identifying, recruiting, and selecting the best employees, training, motivating and assessing employees, making in policies regarding salaries and developing employees to lead the organization (Snell and Morris, 2019). According to Yuwono *et al.* (2023) human resource management is the management of human resources or employees in a company that needs to be done to meet company goals. if managed properly and able to compete and adapt to changes that occur, then HR management can benefit the company.

Definition of Training and Development

Training and development is a process to develop the expertise, abilities and skills of a person in an organization. Training and development is intended to increase productivity, improve the

quality of work and can achieve organizational goals and improve individual performance (Snell and Morris, 2019).

Purpose of Training and Development

According to Snell and Morris (2019) the main purpose of training is to improve the knowledge, understanding, and character of each individual employee in order to increase work capacity and productivity. Meanwhile, according to McGrath and Yamada, (2023) the purpose of research and development depends on the situation and goals of each organization and individual.

Training and Development Stages

According to Snell and Morris (2019) there are 4 strategic approaches related to the employee training and development process, which are:

- a. Training and Development Needs Analysis
- b. Training Design
- c. Training and Development Implementation
- d. Training and Development Evaluation

Training and Development Implementation

According to Snell and Morris (2019) this stage includes the implementation of training with the readiness and motivation of trainees and learning values that must be considered in order to create a conducive environment, various methods are provided to train participants, including on-the-job training. Wijonarko *et al.*, (2020) argue about several learning methods that can be used in training programs:

1. Video-based learning
2. Online learning
3. E-learning
4. Use of zoom cloud meetings
5. Employees are given the flexibility to learn

Training and Development Constraints

According to Toto and Rustendi, (2021), there are 6 factors that hinder employee training and development programs, that is:

1. Employee ability (performance)
2. Technological changes
3. Material
4. Instructor
5. Methods

Training and Development Evaluation

According to the opinion of Snell and Morris (2019) there are four categories underlying the evaluation of employee training and development, including:

1. Reaction
2. Learning
3. Behavior
4. Results

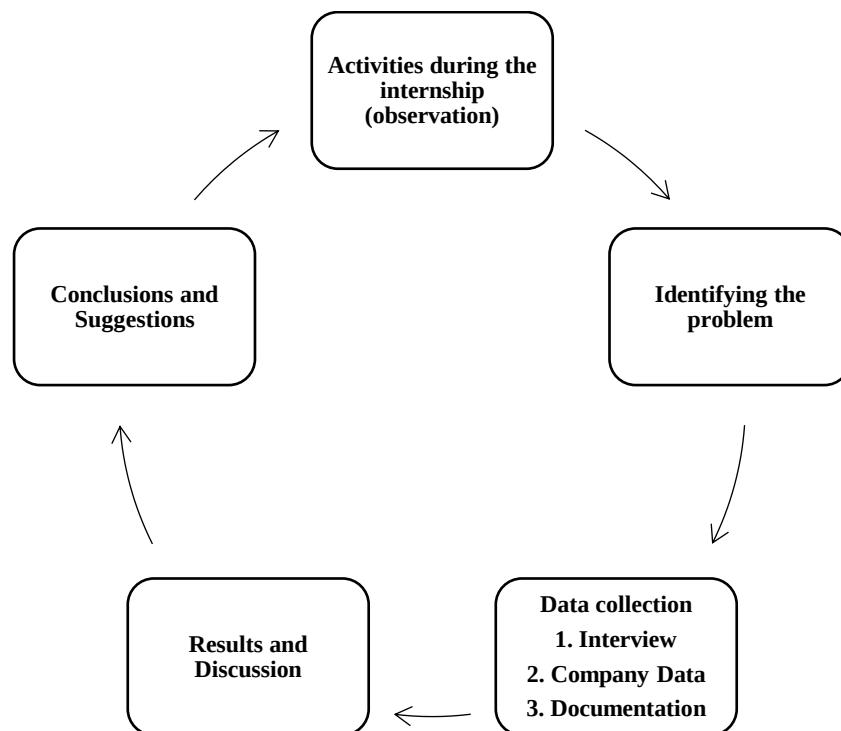
Benefits of Training and Development

The benefits of training and development programs can be diverse, such as increasing employee job satisfaction, being able to quickly understand company culture, increasing productivity, and helping companies to compete. If the company can support all employees in meeting employee needs, then in the long run the company can experience many benefits Maulana *et al.* (2021).

Training and Development Supporting Factors

According to Cahya *et al.* (2021) supporting factors are an important part of the implementation of training and development. Supporting factors can include getting support from the organization and employee motivation. Supporting factors in the training program are adequate facilities and infrastructure, such as buildings or classrooms used for training implementation, while according to Khaeruman and Hartoko (2021) supporting factors can also be in the form of Conducive work environment, Partners, Adequate facilities.

Problem-Solving Framework



INTERNSHIP METHODS

Research Approach

The method used by the author in this research is a qualitative approach. Qualitative research is a process of understanding and investigating the understanding believed by individuals or groups of people taken from social or human problems that occur and need to be researched. According to Creswell (2009) descriptive qualitative research is data that is displayed in the form of words, mostly in the form of source words or pictures and not in the form of statistics

(numbers). In the final internship assignment used by the author is a descriptive qualitative approach method. In this research the author involves observation, interviews and documentation in the research.

Data Collection Technique

The stages of data collection include establishing the research, obtaining information by conducting observations and interviews. This can be structured or unstructured, it can be documentation, visual material or designing procedures to record information Creswell (2009). Creswell (2009) states that in collecting data in qualitative research there are 4 types of strategies used by researchers:

1. Observation: Observation is carried out by the author by going directly to the field to pay attention to the behavior and various activities carried out by individuals at the research location.
2. Interview: In a qualitative approach interview, the author will conduct face-to-face interviews with related parties as informants. Can interview by phone, chat, zoom, google meet which supports the author to get the necessary information.
3. Documentation: During the research, the author will collect the necessary data. These data can be in the form of office reports, archives, official records, personal documents, emails, diaries.
4. Audio and Visual: Data that can support during the research process in the form of photos, objects, objects, videotapes, voice records, text messages (chat).

Data collection techniques used by the author are observation, interviews and documentation. The first thing the author did was observation first, the observations made by the author were carried out during an internship on February 17, 2022 - June 17, 2022 at PT Indocement Tunggal Prakarsa Tbk which is located in Kotabaru Regency, South Kalimantan.

Data Validity Testing

According to Creswell (2009) validity in a qualitative approach is a process of checking related to the truth of research results using certain methods. To strengthen internal validity, the following strategies will be used:

1. Data triangulation, collecting data from several sources so that the results of observations, interviews and documentation can be thoroughly analyzed.
2. Member Checking, informants will check related to the entire data analysis process. Questions and answers conducted with informants and submitted by informants will ensure the accuracy of the data.
3. Observation at the research location for a long period of time, observations that are carried out regularly and repeatedly to observe the phenomena that occur and the research setting which is carried out for four months.
4. Assessment of fellow researchers (peer examination).
5. Participatory roles, the interviewees will be involved in most parts of the research, from the design of the project to the examination of results and conclusions.

Unit of Analysis

The author who determines the category in choosing research sources, namely employees of PT Indocement Tunggal Prakarsa Tbk. who are in the HRGA Department because these sources can provide data in accordance with this research. For the research location chosen by the author in conducting research is PT Indocement Tunggal Prakarsa Tbk (Plant-12) in Tarjun, South Kalimantan.

ANALYSIS RESULTS

Implementation of Training & Development during the Covid-19 Pandemic

Information Delivery

PT Indocement Tunggal Prakarsa Tbk. P-12 utilizes technology to provide information to its employees regarding training and development programs. The method used by the Training Section Staff is the delivery of information to each Head Department and before three days of implementation will notify the trainees again by calling each individual employee who participates in the training to notify directly to enter via the Zoom link, Google Meet or Microsoft office that has been prepared by the Training Section Staff.

Form of Training

The form of training is also divided into two, namely technical and non- technical, when covid-19 occurs, the form of training will become online. For training at PT Indocement Tunggal Prakarsa Tbk. P-12 uses a type of training program that has been proven successful, namely related to SAE, Soft Competency, Technical Engineering. At the time of the covid-19 pandemic, PT Indocement Tunggal Prakarsa Tbk P-12 training was delayed for several months but could be resolved through digital platforms making it easier for employees to continue to get training even though virtually.

Training and Development Methods

The method used by PT Indocement Tunggal Prakarsa Tbk. during the covid-19 pandemic is to provide psychological test questions, the aim is to select employees in an effective and efficient way during the pandemic. By measuring potential, it can evaluate employee performance, analyze training needs, recognize personality and measure the intelligence of each individual employee. Then the company will conduct a post-training assessment in order to find out whether the training methods that have been carried out are effective for employees who take part in the training and can also find out the shortcomings in the training methods that have been used.

Training & Development constraints during the Covid-19 pandemic

The obstacles experienced during covid-19 training are related to network issues This network constraint is certainly a major problem in online training during the covid-19 pandemic. Due to signal problems experienced by some trainees, the online training conducted was deemed less than optimal and ineffective. Another obstacle is that each trainee feels less motivated to participate in the training and feels less enthusiastic.

Online training that has been carried out experiences obstacles in technical matters that are still lacking, there are even some human resource development programs that are felt to be not running well, besides that the delivery of material by instructors seems to only read and rigid so that trainees tend to feel bored, and there is no practice at the end of the training implementation.

Evaluation of Training and Development

Reaction Evaluation

Reaction evaluation is one of the simplest approaches to evaluating training and development programs by looking at the reactions of trainees who participated in the program (Snell and

Morris, 2019). PT Indocement Tunggal Prakarsa Tbk adjusted the employee training and development program in the conditions of the covid-19 pandemic by using a digital platform as a medium that connects instructors with trainees.

Although there are many obstacles such as less than optimal absorption of material, no practice, understanding of material, lack of interaction etc. Although training during the covid-19 period must be carried out online using a digital platform, online training has the advantage that it can be easily accessed anywhere, for example, trainees can take part in training while at home, which is a positive thing in the implementation of training. Because there is no need to crowd with crowds and minimize the spread of covid-19.

Evaluation of Learning

Trainees can be declared learning if they experience changes in attitude, increased knowledge and improved abilities (Aulia, 2022). The evaluation of learning carried out by the company is the implementation of SOPs to ensure that participants can apply them and become a guide while employees work.

Evaluation of Behavior

Training that will be assessed on what is learned during training can be appropriate in doing the job. Behavioral changes can occur after training takes place. This is quite difficult to know so it is necessary to observe directly in the field or ask directly to the supervisor.

Results of Training Evaluation

From the results of the training evaluation conducted by PT Indocement Tunggal Prakarsa Tbk is by providing a post-training evaluation form. After the training is carried out, there will usually be a training evaluation in one month, there will be an evaluation assessment form. If the offline training evaluation form will be directly distributed per sheet to each individual, it is somewhat different during the covid-19 pandemic for the evaluation form will be made by the Training Section Staff using Google Forms which then the link will be distributed to each individual trainee who has attended the training.

Table 4.2 Triangulation of Methods

Research Question	Data Collection Method		Pattern
	Interview	Observation	
How is the implementation of training carried out by the company during the COVID-19 pandemic?	The implementation of training carried out by PT Indocement Tunggal Prakarsa Tbk (P-12) by delivering information related to the training schedule, then the form of training provided and the training methods used.	From the observations of researchers, the implementation of training that occurred during the covid-19 period was quite good by providing information related to the training carried out by making a schedule which would later be notified to trainees and then reminded again H-3 via whatsapp, providing adequate facilities for instructors in delivering	-The implementation of training may take the form of: -Information delivery: Making schedules, through the Whatsapp application -Shape of training tailored to employee needs -The training method used is good in instructing the material, but it needs to be improved.

Research Question	Data Collection Method		Pattern
	Interview	Observation	
		material and training facilities such as rooms / classes. For the training method, I see that the instructor is good at providing material, maybe he can provide jokes instead of just reading the material so that he gets the enthusiasm of the trainees to take part in the training.	
What are the obstacles or constraints in the implementation and development of employees during the Covid-19 pandemic?	The obstacles experienced during employee training and development at PT Indocement Tunggul Prakarsa Tbk (P-12) during the covid-19 pandemic were related to signal problems, minimal interaction, monotonous and less than optimal training, lack of motivation and enthusiasm in participating in training, delivery of material by instructors	From the researchers' observations, the obstacles that occurred during the implementation of the training were poor signal, monotonous delivery of material by instructors, from the individual side of the participants who participated in the training, the absence of direct practice which made the limitations that occurred during training during the Covid-19 pandemic.	-Signals are not good -Monotonous training -Limited interaction -Training participants lack enthusiasm
How is the evaluation of employee training and development that needs to be carried out by companies during the Covid-19 pandemic?	PT Indocement Tunggul Prakarsa Tbk (P-12) in the implementation of the training program has been good in providing facilities for the implementation of training, but there still needs to be improved because there are several programs that are not running, the delivery of material by instructors, the provision of material to trainees before training begins so that participants can understand the material	From the observations of researchers, the evaluation required for PT Indocement Tunggul Prakarsa Tbk (P-12) online training implementation uses digital platforms such as google meet, zoom, and microsoft teams. Every time the training is completed, the training section will provide a gform link for trainees in the form of questions about the material that has been given and evaluation assessments related to training such	-Improving training facilities -The delivery of material from instructors that needs to be improved -Giving questions or quizzes to measure the understanding of the trainees.

Research Question	Data Collection Method		Pattern
	Interview	Observation	
	and discuss coupled as suggestions or with the provision of feedback. quizzes to measure the understanding of participants.		

Discussion

The previous section has explained the data findings regarding the analysis of employee training and development at PT Tunggal Prakarsa Tbk P-12 in Tarjun Kotabaru. In this study, the researcher will discuss the findings regarding:

Training and Development Implementation

According to Snell and Morris (2019), this stage includes the implementation of training with readiness and motivation for trainees and learning values that must be considered in order to create a conducive environment. PT Indocement Tunggal Prakarsa Tbk. P-12 utilizes technology to be able to provide information to its employees regarding training and development programs.

The method used by the Training Section Staff is the delivery of information to each Head Department and before three days of implementation will be notified again to the trainees by calling using the Whatsapp application to each individual employee who participates in the training to notify directly to enter via the Zoom or Microsoft office link that has been prepared by the Training Section Staff. The types of training programs that have proven successful at PT Indocement Tunggal Prakarsa Tbk P-12 are related to SAE, Soft Competency, Technical Engineering. According to Snell and Morris (2019) the form of training includes a variety of ways and training programs are designed to develop employee knowledge and abilities, the form of training an organization depends on the training needs and objectives.

The method used by PT Indocement Tunggal Prakarsa Tbk. during the covid-19 pandemic is to provide psychological test questions, the purpose of which is to select employees in an effective and efficient way during the pandemic. By measuring potential, evaluating employee performance, analyzing training needs, recognizing personality and measuring the intelligence of each individual employee. In addition, for one of the materials taught by the instructors, which includes most of K3, Leadership, Quality Management etc.

Training and Development Constraints

According to Cahya *et al.* (2021) the implementation of training and development cannot be separated from the obstacles or obstacles that occur even though there is support from managers and companies. The obstacles experienced by PT Indocement Tunggal Prakarsa Tbk (P-12) during the covid-19 pandemic are signal constraints experienced during training implementation, online training is also considered less effective and less optimal, especially for employees whose work is in the field because there is no direct practice. Another obstacle is that the trainees feel that the implementation of the training is too monotonous so that they feel less motivated and less enthusiastic about participating in the training. In addition, the reading of the material by the instructor seemed stiff and only read the material.

Evaluation of Training and Development

According to Snell and Morris (2019), evaluation is divided into four parts, namely reaction, learning, behavior and results. Indocement Tunggal Prakarsa Tbk. P-12 has 6 parts related to the evaluation of training and development of human resources, namely reaction, learning, behavior, evaluation results, training benefits and supporting factors. The results of this study indicate that the trainees were less satisfied with the training conducted by PT Indocement Tunggal Prakarsa Tbk P-12 because it was lacking in terms of facilities and also the instructors who provided the material were less capable in providing the material, most of the trainees did not feel motivated and felt bored during the training.

Trainees are declared to have learned if they experience changes in attitude, increased knowledge and abilities (Aulia, 2022). The evaluation of learning carried out by trainees is to record points in applying the company's SOP as a guide to work. Behavior change can occur by measuring after the training takes place, this is quite difficult so it is necessary to have direct observation in the field and can also ask directly to the supervisor Hayati and Yulianto (2021). Training that will be assessed regarding what is learned during training can be appropriate in doing the job. This is quite difficult to know so it requires direct observation in the field or asking directly to superiors.

Results are the last stage in the evaluation of training and development, these results will be measured by looking at the achievements of each individual employee and the company as a whole Suryani, Rindaningsih and Hidayatulloh (2023). The results of the training evaluation conducted by PT Indocement Tunggal Prakarsa Tbk are by providing a post-training evaluation form. After the implementation of training, there will usually be a training evaluation in one month, there will be an evaluation assessment form. During the covid-19 pandemic, the evaluation form will be created by the Training Section Staff using Google Forms, which will then be distributed to each individual trainee.

CONCLUSION

Based on the research results, that the implementation of training and development programs is carried out online when the covid-19 pandemic will make a schedule and will convey information on the implementation of training to trainees and will be notified again H-3 before training via Whatsapp. The implementation of training during the covid-19 pandemic was carried out online through digital platforms such as google meet, zoom and microsoft teams. For the type of training, it is related to SAE, soft competencies, techniques and technical.

Training and development constraints at PT Indocement Tunggal Prakarsa Tbk (P-12). During the covid-19 pandemic, the network (signal) was not good, in addition to the signal constraints experienced by some trainees, another obstacle experienced was that each of the several trainees experienced boredom, lack of motivation, and lack of enthusiasm in participating in the training. Trainees felt that they did not feel the benefits of online training during the covid-19 pandemic, so that the training material could not be conveyed properly.

Evaluation of training and development at PT Indocement Tunggal Prakarsa Tbk (P-12). From the evaluation of employee reactions as informants in the interview session explained that employee training and development at PT.Indocement Tunggal. Prakarsa Tbk. (P-12) is quite good but there is still something that must be improved, during the covid-19 pandemic the advantage is that there is no need to crowd with crowds and you can take training anywhere. Behavioral evaluation is carried out based on the assessment of each supervisor, the result of the training evaluation is that after the training is completed, the training participants for each individual can provide an assessment on the post-training evaluation form provided by the training section staff via the google-form link.

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