

## HUMAN RESOURCE DEVELOPMENT ANALYSIS AT MSMEs TUM TIM COOKIES & BAKERY SIDOARJO

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**Abstrak.** *This study aims to describe and analyze human resource development practices in MSMEs Tum Tim Cookies & Bakery in Sidoarjo. With a descriptive qualitative approach, data was obtained through in-depth interviews, participatory observations, and documentation, then analyzed using the thematic techniques of Miles, Huberman, and Saldana. The results showed that HR training was conducted informally, based on hands-on experience in the workplace without any written training procedures or modules. Learning occurs through daily practice guided directly by business owners, in accordance with the principle of experiential learning. Although capable of forming basic skills, a structured evaluation system to measure the effectiveness of training objectively has not been found. Performance appraisals are carried out subjectively and awards are given based on loyalty and work responsibility. Another interesting finding is the implementation of a work culture based on religious values (religion company), where employees are recruited only from among Muslims. This approach strengthens team cohesion and shared values, but also poses challenges related to diversity and inclusivity. This study concludes that human resource development in household-scale MSMEs like this is relational, intuitive, and contextual, but has not been institutionalized systematically. The practical implications of this study include the importance of the preparation of SOPs, training logbooks, and the development of simple evaluation systems that are adaptive to local culture. This study also makes a theoretical contribution in developing an experience and community value-based training model to increase the competitiveness of MSMEs in a sustainable manner.*  
**Keywords:** *experiential learning, human resource development, informal training, MSMEs, performance evaluation, religious work culture.*

### INTRODUCTION

Human resources (HR/SDM: *Sumber Daya Manusia*) are strategic elements in an organization that determine competitiveness, operational effectiveness, and business sustainability. Not only in large organizations, the role of human resources is also a determinant of the success of small and medium businesses, including Micro, Small, and Medium Enterprises (MSMEs). In Indonesia, MSMEs have a significant contribution to national economic growth. Based on data from the Ministry of Cooperatives and SMEs, MSMEs account for more than 60% of Gross Domestic Product (GDP) and absorb 97% of the national workforce (Kadin Indonesia, 2023). This fact shows that human resource development in the MSME sector is not only an internal managerial issue, but also has a wide macroeconomic impact.

However, MSMEs still face various structural challenges, especially in the aspect of human resource quality. Many MSME actors rely on practical skills, social relations, and self-taught learning without the support of ongoing professional training. In fact, in the era of digital disruption and dynamic market changes, human resource development is a crucial aspect so that MSMEs are able to adapt and compete. According to Bangun (2012), human resource development is a process of increasing individual capacity and competence aimed at supporting the achievement of organizational goals. Therefore, investment in human resource development must be positioned as a core strategy, not just a complementary activity.

Law Number 20 of 2008 concerning MSMEs also emphasizes the importance of fostering and empowering MSME actors through increasing human resource capacity. This law is a legal umbrella that the state is obliged to facilitate training, mentoring, and access to information for MSMEs. However, in the field, the implementation of this mandate has not been evenly distributed.



Many MSMEs still rely on independent efforts to develop their workforce skills, especially household-scale MSMEs that operate outside the formal mentoring ecosystem.

In this context, it is important to examine how HR development practices are carried out by MSMEs factually. One of the studies by Esay and Ardianti (2013) found that human resource management in MSMEs in East Java is still in the "quite good" category, especially in the aspect of recruitment and training. However, this study has not explored the impact of training on business productivity or sustainability. The importance of job-based training in technology companies where in general companies always face challenges in their implementation due to a relatively more established system. This is in line with the findings from Mardini and Sijabat (2021) which show that human resource motivation is directly related to productivity and company performance. High motivation in human resources in the technology sector needs to be accompanied by training programs that meet existing needs and challenges so that the products and services produced remain competitive in the market (Mardini & Sijabat, 2021).

The results of the study by Maharani (2023) emphasize the importance of using HR management metrics to measure performance and productivity effectively. This metric can serve as a tool to evaluate employee training and work experience success, as well as support the development of relevant rewards programs in the context of human resource development in the industrial sector (Maharani, 2023). With a more systematic approach as proposed by Kurniadewi et al. (2022), a strategy that focuses on performance evaluation and employee skill development can make a significant contribution to improving overall HR performance (Kurniadewi et al., 2022). These findings show that studies on human resource development in MSMEs are still fragmented and have not fully touched practices in the field, especially in MSMEs in the household-scale food sector that develop organically. This type of training model tends to be situational, without formal documentation, and is highly dependent on the personal relationship between the owner and the employee. This is the *research gap* that this study seeks to fill.

This research is focused on MSMEs Tum Tim Cookies & Bakery in Sidoarjo, a micro business engaged in the production of snacks (cookies and bakery) and has evolved from a home garage to a business with outlets and active digital marketing. These MSMEs apply a pattern of informal coaching and job training, but it is carried out consistently and relationally by business owners. This pattern is interesting to study because it reflects an *experiential learning* model that has the potential to form competencies practically (Kolb, 2015). On the other hand, these MSMEs also apply a recruitment approach based on the same religious values ("religion company"), which only accepts employees who are Muslim. This aspect is a unique field finding and needs to be explored for its impact on the dynamics of human resource development, both in the context of team cohesion and its implications for the principles of inclusivity and diversity.

Theoretically, this research relies on the HR Management framework as stated by Simamora (2004), which places human resource development as part of the operational function of human resource management. This process includes recruitment, training, evaluation, career development, and rewarding. Meanwhile, Dessler (2018) emphasized the importance of the strategic relationship between training and work productivity as part of achieving overall organizational goals. In the context of MSMEs, these theories are important to re-analyze because their practices tend to be informal and based on the intuition of business owners.

Based on this background, this study aims to answer the following questions:

1. How is the HR training and development process carried out at the Tum Tim Cookies & Bakery MSMEs?
2. What are the obstacles faced in the implementation of human resource development in MSMEs?
3. How is the evaluation of HR training and development carried out, as well as its impact on business performance?
4. How do the religious values embraced in the work culture of MSMEs affect the HR development process?

By formulating these questions, this study not only seeks to describe HR development practices in a descriptive manner, but also to evaluate their effectiveness and relate them to relevant theoretical frameworks. The results of this research are expected to contribute to the development of a training model based on experience and local values in the context of MSMEs, as well as become policy input for the government and MSME companion institutions in designing training programs that are more contextual and applicative.

## LITERATURE REVIEW

### Previous Studies and Critical Analysis

Research on human resource development in the MSME sector has been carried out extensively. For example, Esay and Ardianti (2013) examined human resource management in Micro and Small Enterprises in East Java and concluded that most aspects of management, such as recruitment, training, and compensation are in the category of being quite good. However, this study lacks depth to the relational dynamics between business actors and employees, and does not explain the effectiveness of training contextually and in the long term. In research by Niati et al. (2021), an analysis of the influence of training shows that improving work skills has a positive impact on employee performance and career development. The study provides evidence that systematic and relevant training can improve individuals' abilities in their jobs, especially in the context of growth-focused companies. However, the focus of Niati et al.'s research is limited to companies, so the results may not be fully applicable to MSMEs in the food sector that have different characteristics and challenges.

On the other hand, research by Kim et al. (2024) also highlights the importance of training in improving mental well-being through skill development, suggesting that the right type of training can reduce the risk of depression and improve job satisfaction. Although this research is relevant to the context of MSMEs, the descriptive approach used does not provide an in-depth analysis of the impact of training on business performance or sustainability, as required by MSMEs in the face of unique market pressures. Meanwhile, a study by Haryono et al. (2020) stated that an effective training program can increase employee motivation and performance, which at the same time contributes to the sustainability of the company in the long term. This finding is consistent with the argument regarding the importance of technical skills development in the context of MSMEs. However, the focus of the training that was only descriptive in the study showed a lack of in-depth analysis of the relationship between training and business performance.

Overall, the research base that supports the need for training for employees to advance performance and well-being will be of great benefit to the owner MSMEs in the food sector, although it is realized that the training must be more tailored to the specific needs of MSMEs when compared to large companies. From these studies, there have not been many in-depth studies of human resource development practices in household MSMEs that develop organically and face structural obstacles such as limited formal trainers, informal recruitment procedures, and personal relationship-based coaching. The gap in this research lies in the lack of studies that link the development of direct practice-based human resources (informal training, work instructions, personal coaching) with productivity and business sustainability in household-based MSMEs.

### HR Management Theory and Its Relevance to MSMEs

Simamora (2004) defines HR Management as a series of managerial decisions and actions that determine the working relationship between an organization and its employees. Its main components include recruitment, training, career development, and evaluation systems. In the context of MSMEs, these functions are not always formally documented, but take place intuitively by business owners who also act as HR managers. Dessler (2018) expands on this understanding by emphasizing the role of training in improving employee capabilities and suggests that HR management is not only an administrative matter, but also a strategic one to achieve competitive advantage. In MSMEs, this

strategy translates through hands-on on-the-job training, the provision of actual need-based instruction, and non-formal rewards (e.g., loyalty-based incentives or rewards).

Thus, the theory of MSDM helps explain how the basic functions of management (recruitment, training, evaluation) remain relevant even though they are carried out informally and flexibly in the MSME environment. This is in line with the findings at the MSMEs Tum Tim Cookies & Bakery, where training is not carried out in formal classes, but through a continuous hands-on learning process.

### **The Concept of Human Resources Development in the Context of MSMEs**

In the context of this research, human resource development is defined as: *the entire process carried out by MSMEs in improving the competencies, knowledge, skills, and work attitudes of employees through direct training, internal coaching, providing work directions, and work experience in the business environment.* This definition refers to Bangun (2012), which states that human resource development includes improving individual qualities to support the achievement of organizational goals. However, in MSMEs, this process tends to occur informally and based on direct needs that arise in daily operations. Therefore, indicators of human resource development in MSMEs can be in the form of:

1. Frequency and quality of internal training,
2. Clarity of task division and work instructions,
3. Improvement of post-graduate work skills.
4. Employee perception of coaching and communication from business owners.

## **RESEARCH METHODS**

### **Research Approach and Design**

This study uses a qualitative approach with a descriptive type. This approach was chosen because the focus of the study is to understand in depth the practices, experiences, and perceptions of MSME actors in developing human resources in their business scope. Qualitative descriptive design is suitable for use when researchers want to describe social phenomena contextually and holistically, without manipulating variables (Creswell & Poth, 2018). Using this approach, the researcher not only describes the facts narratively, but also interprets the meaning of the data obtained to understand the dynamics of human resource development in the real context of the Tum Tim Cookies & Bakery business.

### **Subject, Number and Technique of Determining Informants**

In studies using purposive sampling techniques, informants were selected by considering the relevance of their knowledge and experience related to the focus of the research. This technique is a commonly used approach in qualitative research, where participants are selected based on specific criteria that ensure that only individuals who are most relevant to the topic raised are sampled. For example, Bashiri et al. explain that the selection of informants in their study was determined with the aim of obtaining information directly related to the issues discussed, such as central bank intervention in liquidity crises (Bashiri et al., 2023). Likewise, Rosmalina stated that in research that uses a qualitative approach, the selection of participants is determined according to the needs of the research focus, thus maintaining the relevance and depth of the data collected (Rosmalina, 2023). Further, research by Herchline demonstrates that purposive sampling helps researchers to gain a deeper understanding of the phenomenon raised, emphasizing the importance of selecting an appropriate group of participants to explore Herchline's (2024) research topic. This is also supported by Nasir et al., who show that in their data collection method, the use of purposive sampling allows the identification of respondents who have relevant knowledge and experience to the issue under investigation, thereby improving the quality and validity of the data (Nasir et al., 2022).

Another study by Palinkas et al. confirms that purposive sampling is effective in qualitative research to identify and select cases that are rich in information related to other phenomena, thereby sharpening the researcher's understanding of the themes discussed (Palinkas et al., 2013). This reflects the importance of purposive sampling techniques in the context of research that emphasizes the depth of analysis and relevance of the information obtained from the informants. Overall, purposive sampling plays an important role in qualitative research by giving researchers the freedom to choose the most appropriate informant, so that the results of the research can reflect a deeper and more complex understanding of the topic being researched.

The criteria for informants include:

1. Have direct involvement in business operational activities,
2. Involved in decision-making or HR training/coaching processes.

The number of informants in this study is four people, consisting of:

1. MSME Owner/Owner (1 person),
2. Senior employees (production personnel) (1 person),
3. Admin and marketing employees (1 person),
4. Cashier and customer service employees (1 person).

The informant was chosen because it represented all major divisions in the MSME organizational structure studied.

### **Data Collection Techniques**

Three main techniques are used in data collection:

1. In-depth interviews: conducted using semi-structured interview guidelines that cover topics such as recruitment, training, job evaluation, coaching, and reward systems. The duration of the interview ranges from 45 to 60 minutes per informant, carried out directly at the MSME location.
2. Participatory observation: the researcher observed the work process and interaction between employees for 3 consecutive days. Observed includes: work patterns, informal training, work communication, and implementation of work instructions.
3. Documentation: in the form of manual notes, photos of training activities, and supporting documents such as jobdesks or production schedules.

### **Data Analysis Techniques**

The data was analyzed using the Miles, Huberman, and Saldana (2014) approach which consisted of three main steps:

1. Data reduction: organizing interview transcripts and observation results in the form of units of meaning.
2. Data presentation: in the form of thematic matrix and descriptive narrative.
3. Conclusion drawing and verification.

The analysis process is carried out by conducting *thematic coding*, data classification, and visualization of the relationship between themes.

Key code categories include:

1. Recruitment strategy
2. On-the-job training model
3. Communication patterns
4. Rewards and performance evaluations
5. The impact of human resource development on performance

### **Data Validity**

Data validity is maintained through triangulation of methods and sources, with the following implementation:

1. Method triangulation: comparing the results of interviews, observations, and documentation. For example, information about job training is not only obtained from owner interviews, but is also observed directly during the work process.
2. Source triangulation: comparing the perceptions of various informants (owners vs. employees) on the effectiveness of coaching and training.

In addition, the member checking process is also carried out by showing a summary of the results of data interpretation to the informant to confirm the accuracy of the meaning.

### Research Procedure

The research procedure is carried out through the following stages:

1. Preliminary study: contacting MSME owners and obtaining research permits.
2. Instrument development: drafting interview guidelines and observation sheets.
3. Field data collection: interviews, observations and documentation.
4. Data transcription and encoding: done manually.
5. Thematic analysis and interpretation: identifying relevant thematic patterns.
6. Preparation of research report results.

## RESEARCH RESULTS

This study explores the practice of human resource development (HRD) in MSMEs of the Tum Tim Cookies & Bakery in Sidoarjo through in-depth interviews, direct observations, and documentation. The findings are analyzed and presented in five main themes: (1) HR training and development, (2) implementation constraints and limitations, (3) evaluation and impact of human resource development, (4) the influence of organizational culture based on religious values, and (5) the theoretical and practical implications of the findings.

### HR Training and Development

The findings show that the training at the Tum Tim Cookies & Bakery MSMEs is carried out informally, based on hands-on practice in the workplace. New employees undergo a training period of 2-3 days which includes production machine operations, outlet management, and customer service. The owner, Rizki Chandra Aprilia, acts directly as a coach, providing direction based on experience and practical needs. Employees do not attend formal training in classrooms or external training institutions. Instead, they learn through observation, practice, and direct correction on the job. This is in line with the experiential learning approach of Kolb (2015), which emphasizes the importance of concrete experience, reflection, abstract conceptualization, and active experimentation in the learning process.

*"If it is training, yes, we give direct direction. Usually I teach myself, especially new employees. Just learn as you go, they will understand,"* said Rizki (interview, 2025).

Although informal, this learning pattern still has the potential to form work competencies as formulated by Spencer and Spencer (1993), as long as there is consistent guidance and feedback. However, no training structure or written document was found explaining the learning flow, training materials, or achievement evaluation. The training also does not explicitly integrate aspects of soft skills development, such as leadership, communication, or time management.

### Implementation Constraints and Limitations

Some of the obstacles faced by MSMEs in developing human resources include:

1. Limited trainer resources: The entire training process depends on one individual, i.e. the business owner, without the involvement of external instructors.
2. Absence of training modules and SOPs: All work procedures are only delivered orally,

causing a risk of inconsistency in the event of a turnover of the workforce.

3. Lack of formal evaluation of training outcomes: No assessment system was found to measure the effectiveness of training in improving employee performance.

This constraint illustrates the limitations of the implementation of HR management functions as formulated by Simamora (2004), especially in the aspects of training planning, career development, and performance evaluation. These functions have not been institutionalized systemically in the practice of MSMEs.

In addition, the learning process that is only based on daily work risks leading to skill stagnation if it is not periodically improved through new training or benchmarking.

### **Evaluation and Impact of Human Resources Development**

From the results of the interview, it is known that there is no structured evaluation instrument for the training provided. Effectiveness assessment is carried out subjectively by the owner based on the employee's daily performance.

Some of the qualitative indicators revealed include:

1. Employees get the job done faster after being trained,
2. Work errors decrease over time,
3. Commitment and loyalty increase.

However, there is no systematic comparison of pre- and post-training, both in terms of working time, production volume, and raw material efficiency. This is a weakness in measuring the impact of training on the performance of MSMEs quantitatively. Annual rewards in the form of Umrah or motorcycle loans are given to employees who are considered to be accomplished. However, there is no measurement instrument based on Key Performance Indicators (KPIs) or productivity-based incentive systems.

*"I give a gift if the employee is diligent and responsible. Some I do Umrah, some I help with motorcycle installments,"* said Rizki (interview, 2025).

This kind of personal relationship-based coaching reflects the paternalistic leadership model that is common in Indonesian MSMEs, but can create uncertainty in standards for new employees.

### **Organizational Culture and Issues of "Religion Company"**

One of the interesting aspects that emerged in the findings was the identity of this MSME as a "religion company", which only accepts Muslim employees. According to business owners, this policy is carried out so that there is no inequality in values and to maintain work cohesiveness based on the principle of common belief. This approach has an impact on:

1. Homogeneity of work values, such as discipline in prayer times and trust in a worship-based reward system,
2. Coherence of communication between team members, because there is a similarity in social norms and work ethics,
3. Potential exclusion for non-Muslim job applicants, which can cause problems in the context of employment and diversity.

Theoretically, this policy intersects with the concept of *workplace spirituality*, which emphasizes the importance of meaning, value, and harmony in the work environment (Petchsawang & Duchon, 2009). However, in practice, this principle still needs to be evaluated so as not to conflict with the principle of equality in recruitment and human resource management. In the context of MSMEs that often rely on personal relationships and local culture, this religiosity-based approach can be an internal strength, but also a challenge if MSMEs want to develop towards professionalism and diversification of human resources.

## Theoretical and Practical Implications

This research makes a number of contributions:

### a) Implicasi's theorem

This study enriches the understanding of the experiential and contextual learning based on HR development models in the context of MSMEs. The findings reinforce that:

1. Training does not always have to be formal to form work competencies, as long as there is active guidance and direct feedback (Kolb, 2015),
2. The structure of informal training and evaluation in MSMEs is still relevant to the experience-based competency model (Spencer & Spencer, 1993).

These findings also give a new dimension to the practice of MSDM based on religious values, which has not been widely studied in the context of MSMEs in the food sector.

### b) Practical Implications

For MSME actors, the results of this study show the importance of:

1. Compiling written work guidelines (SOPs),
2. Implement training logbooks to monitor employee processes and progress,
3. Build a simple evaluation system based on daily/weekly work targets,
4. Maintain a balance between internal values (religion, family) and the principle of workforce inclusivity.

Local governments or MSME assistance institutions can also use the results of this study to develop training programs that are adaptive to local culture, including training for MSME owners as internal trainers (trainers of trainers).

## CONCLUSION

### Synthesis of Key Findings

This research reveals that human resource development in MSMEs Tum Tim Cookies & Bakery is carried out informally, based on direct experience in the workplace, and highly dependent on the leadership of business owners. Job training is provided in the form of daily practice without a structured documentation or evaluation system. Although this training has established the basic skills of employees, no mechanism has been found that can objectively measure competency improvement, such as pre-training comparisons or productivity performance indicators. Another interesting finding is the application of religious values as the cornerstone of organizational culture, where the recruitment policy only accepts Muslim employees. This "religion company" identity has an impact on social cohesion and uniformity of work values, but also has the potential to cause exclusivity bias in HR management.

The development of human resources in MSMEs illustrates the *experiential learning* model that is contextual and relational, as stated by Kolb (2015), where learning occurs through the cycle of real experience and work reflection. However, this practice has not been integrated with modern HR management principles such as results-based performance evaluation systems or sustainable career planning (Dessler, 2018). Thus, human resource development in household-scale MSMEs such as Tum Tim Cookies & Bakery represents a common challenge in the informal sector in Indonesia: strong in the spirit of personal development, but weak in the systematization of managerial processes.

### Practical Implications

This research has a number of practical implications for MSME actors and policy makers:

1. For MSME actors: It is important to start documenting the training process, drafting written work instructions (SOPs), and developing a simple assessment system to monitor the

effectiveness of human resource development. Implementing *a training logbook or skills checklist* can be an affordable and contextual first step.

2. For governments and supporting agencies: MSME empowerment programs need to adopt an *experiential* training approach, but also integrate it with an output-based evaluation system. Training for MSME owners as *trainers of trainer's* is also an urgent need, considering their central role in the informal training process (Kadin Indonesia, 2023; Kolb, 2015).
3. For the local business community: A work culture based on local values and religion can be a strategic asset if managed in an inclusive and open manner. It is necessary to carry out education so that these values do not transform into exclusive practices that limit diversity and innovation.

## Research Limitations

This research has several limitations, including:

1. Limited number of informants: This study only involved four informants from one MSME. This limits the generalization of the findings to the broader MSME population.
2. No quantitative data: The study did not use numerical indicators (e.g. productivity, turnover, job satisfaction) to objectively measure the impact of training.
3. z: The study only included MSMEs in the snack and bakery sector, so the results do not necessarily reflect practices in other sectors such as services, crafts, or technology.

## Advanced Research Suggestions

Based on these limitations, several directions of further research are suggested:

1. Conducting comparative research between several MSMEs from different sectors to identify general and specific patterns in human resource development,
2. Integrating quantitative methods, such as job satisfaction surveys or productivity measurements, to complement qualitative data,
3. Further explore the influence of religious culture in the management of MSME human resources through an ethnographic approach or the study of local values-based organizations,
4. Develop an experiential learning-based adaptive training model that can be applied by MSMEs in various regions and socio-cultural backgrounds.

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