

Human Resource Development through Education and Training: Literature Review and Applications in Organizations

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Abstract:

Improving the quality and competitiveness of organizations can be achieved through developing human resources (HR) through education and training, which are important factors in achieving these goals. In an era of globalization that is increasingly full of competition, organizations must be able to face challenges to continue to grow and adapt to changes that occur rapidly. The method in this research is qualitative. The results of this research are: human resource development through education and training has a significant impact on increasing individual competence and organizational performance, where effective education and training can improve employees' technical and non-technical skills, which in turn improves productivity and quality of work. With the right program, organizations can ensure employees have the knowledge and abilities to face challenges and adapt to industrial and technological developments, ultimately strengthening the organization's overall competitiveness. Effective implementation of training programs relies heavily on in-depth needs analysis and selection of training methods that suit organizational goals. Therefore, organizations need to carry out careful planning, choose competent facilitators, and get full support from management to create a conducive climate. In addition, evaluating the impact of training is important to ensure that the program implemented produces results that are in line with the objectives, both in improving employee skills, organizational performance and employee satisfaction. By using various appropriate evaluation tools, organizations can measure the effectiveness of training, make necessary improvements, and ensure that training remains relevant and makes a real contribution to human resource development and achieving the organization's strategic goals.

Keywords: Human Resources; Education; Training; Organization

1. Introduction

Human resource (HR) development through education and training is an important aspect in improving the quality and competitiveness of organizations (Khaeruman et al., 2023). In this increasingly competitive era of globalization, organizations are faced with the challenge of continuing to develop and adapt to rapid changes. Therefore, the quality of human resources is the main determining factor in the success of an organization (Bahri, 2022). Education and training as part of the HR development process play a very vital role in ensuring that every individual in the organization has the necessary competencies to carry out their duties and responsibilities well (Airyq et al., 2023). Organizations that successfully manage education and training will have human resources who are skilled, knowledgeable and ready to face existing challenges.

Education and training is not just about improving technical skills, but also includes aspects of character development, interpersonal skills and broader managerial abilities (Airyq et al., 2023). With good education and training programs, organizations can prepare their employees to face changes and technological advances, as well as increase effectiveness and efficiency at work. The right education and training can also form a productive, collaborative and innovative organizational culture. Therefore, human resource development through education and training is not only related to short-term needs, but also as a long-term investment for the continuity and growth of the organization.

The importance of human resource development through education and training has been widely recognized in various management literature. Many studies show that education and training can improve the quality of employee work, improve individual performance, and strengthen the organization's competitive position

(Basuki, 2023). In addition, effective training programs can also reduce employee turnover rates, increase job satisfaction, and increase work motivation. Therefore, education and training are no longer just an option, but a necessity that every organization must pay attention to.

In the context of modern organizations, many companies are starting to realize the important role of HR in achieving organizational goals. Organizations that prioritize human resource development through education and training can ensure that their employees have skills and knowledge that are relevant to industrial developments. This is crucial in facing the challenges of rapid change, both in technological, market and regulatory aspects. On the other hand, organizations that do not invest in human resource development through education and training will tend to experience difficulties in adapting to change and slow down the innovation process.

However, even though many organizations realize the importance of education and training, the implementation of these programs often encounters various obstacles. Some organizations still face difficulties in designing training programs that suit the needs of each individual and organization. In addition, measuring the effectiveness of training programs is often a big challenge, because the impact of education and training is not always immediately visible and can take time to be felt. Therefore, evaluation of education and training programs is important to ensure that HR development goals can be achieved optimally.

In an effort to increase the effectiveness of education and training in human resource development, many organizations are starting to turn to technology and digital learning platforms (Alhamad et al., 2022). Technology makes it possible to deliver training materials in a way that is more efficient, affordable, and accessible anytime and anywhere (Nur et al., 2020). In addition, technology-based learning can also be tailored to individual needs, and allows for more objective and measurable performance measurement. By utilizing technology, organizations can optimize their investment in human resource development and improve the quality of training provided.

The importance of education and training in human resource development is also reflected in various government policies that support training programs and improving workforce skills (Dietz, 2017). In many countries, including Indonesia, the government has allocated funds to support training programs for workers, both through formal education institutions and on-the-job training (Nurmasyitah et al., 2023). This policy aims to increase the competitiveness of the workforce and prepare them to face the challenges of the ever-growing job market.

However, to achieve optimal results, education and training must be well designed and based on in-depth needs analysis. Each organization has different needs, depending on the industry, size, and long-term goals to be achieved. Therefore, a good training program must be adapted to the characteristics and challenges faced by the organization, as well as considering factors such as organizational culture and available resources.

In addition, human resource development through education and training is not only the responsibility of the HR manager, but also involves all elements of the organization. Leadership that supports human resource development will encourage the creation of an environment conducive to learning and development (Halsa et al., 2022). Employees who feel valued and empowered to improve their skills through training programs will be more motivated and committed to the success of the organization. Therefore, human resource development through education and training must be viewed as a joint investment involving synergy between management, employees and the organization as a whole.

Along with the development of technology and training methods, many companies are starting to introduce the concept of competency-based training (Ulum & Lamongan, 2024). In this case, training is not only seen as an effort to increase knowledge, but also as a means to improve skills that can be measured concretely. This competency-based approach allows organizations to assess and ensure that employees have abilities that match the demands of their jobs.

However, on the other hand, several challenges arise in implementing competency-based education and training. One of them is the difficulty in defining and measuring the competencies required in each job position. This requires careful analysis and proper evaluation of skills needs that are relevant to industry demands. Therefore, it is important for organizations to continuously develop and adapt training programs to remain relevant to the changing needs of the market.

In many organizations, education and training can also function as a means for employee career development (Akdere & Egan, 2020). A well-structured training program can help employees develop new competencies,

which in turn will open up better career opportunities (Winarti, 2018). With the opportunity to develop through education and training, employees can feel more satisfied with their work and more loyal to the company.

By looking at these various aspects, it can be concluded that education and training are very important components in human resource development. Organizations that invest in human resource development through education and training will have a greater competitive advantage and be able to face change more effectively. However, to ensure that education and training programs run successfully, careful planning, appropriate measurement and support from all elements of the organization are needed. Therefore, it is important for every organization to continue to evaluate and improve existing education and training programs, in order to achieve optimal human resource development goals.

Sustainable human resource development through education and training can also help organizations create a productive and adaptive learning culture. (Akilah, 2018) Organizations that prioritize education and training will more easily adapt to change and be able to maintain their competitiveness in an increasingly competitive market. Therefore, developing human resources through education and training is not only an obligation, but also a necessity that cannot be ignored in every organization that wants to develop and be successful in the future.

Apart from that, in facing the challenges of globalization and industrial revolution 4.0, human resource development through education and training is becoming increasingly urgent. Continuously developing technology requires every individual to always update their skills and knowledge (Tahar et al., 2022). Employees who cannot adapt to technological changes risk being left behind in global competition. Therefore, education and training that focuses on mastering technology and innovation is the key to ensuring that human resources remain relevant and can compete in an increasingly dynamic labor market.

Effective training programs also play an important role in improving leadership skills in organizations. Good leadership skills are not only important for managers or executives, but also for every individual at every level in the organization (Suryani et al., 2023). Education and training can help employees develop skills in leading teams, managing conflict, and making the right decisions in stressful situations. With leadership development, organizations can create a work environment that is more effective, organized and able to adapt to change.

In addition, the education and training provided must be adapted to each individual's learning style. Each person has a different way of absorbing information and applying it in their daily work (Alhamad et al., 2022). Therefore, the use of various learning methods such as direct training, e-learning, mentoring, and project-based learning is important to ensure that each employee can get maximum benefit from the training program provided. Choosing the right method will increase the effectiveness of education and training and make the learning process more interesting and less boring.

The importance of developing human resources through education and training is also reflected in the changes in organizational culture that can be created through these programs. Organizations that actively involve employees in training will form a culture of continuous learning (Noe, 2010). This culture will encourage employees to always look for new ways to improve their performance, innovate and continue to develop. In such an organizational culture, change becomes easier to accept and implement because each individual feels they have a role in the change process.

Human resource development through education and training can also increase employee job satisfaction. When employees feel that the organization cares about their career development and provides opportunities to learn and develop, they will feel more valued. This will increase their motivation and commitment to the organization. Employees who are satisfied with the training they receive tend to have higher loyalty and are more productive in their work.

However, the challenge that is often faced in developing human resources through education and training is limited resources. Organizations often face difficulty in providing sufficient budget for a comprehensive training program. Therefore, organizations must be wise in planning and allocating resources for education and training. Prioritize training that has a direct impact on organizational performance and adapt it to urgent human resource development needs.

In addition, it is important for organizations to continue to evaluate the results of the education and training programs that have been implemented. Effective evaluation will help the organization to know whether the objectives of the training program have been achieved and whether employees can apply the skills they have

learned in their work. With evaluation, organizations can make improvements and improvements to existing training programs so that they are more appropriate to the needs and challenges they face.

In human resource development, education and training are not only limited to improving technical skills, but also include developing soft skills. Skills such as communication, teamwork, creativity, and other interpersonal skills are very important in creating a harmonious and productive work environment (Kismanto, 2019). Education and training that not only focuses on technical skills, but also on soft skills, will improve employees' ability to collaborate and interact with their colleagues, which ultimately improves overall team performance.

Another challenge in developing human resources through education and training is how to assess the success of the training program. Success cannot always be measured by the quantity of training provided, but rather by the quality and impact it has on individual and organizational performance (Handayani, 2017). Therefore, it is important to use appropriate measurement tools, such as feedback from trainees, performance assessments, and direct observation of changes that occur after training.

Thus, human resource development through education and training is not just an activity carried out routinely, but is an integral part of a long-term strategy to create a competitive, innovative and adaptive organization. Organizations that are able to manage education and training well will have human resources who are more skilled, more competitive, and better prepared to face the challenges and opportunities that exist in the future.

2. Research Methods

The research method used in this research is a qualitative approach with a literature review. A qualitative approach was chosen because it aims to understand the phenomena that occur in human resource development through education and training, as well as their application in organizations. This approach allows researchers to dig deeper into understanding the process, meaning and impact of education and training on human resource development in a broader organizational context.

This qualitative research focuses on understanding how education and training can influence increasing individual competency and performance in organizations. By using a literature review, researchers will collect and analyze various related literature that is relevant to the research topic, whether from books, journals, scientific articles, research reports, and other related documents. This literature review aims to develop a strong theoretical basis regarding concepts related to education and training in human resource development, as well as to identify existing research gaps.

In this research, the researcher was not directly involved in experiments or field observations, but rather analyzed the content of existing literature. Researchers will analyze the results of previous research, relevant theories, and best practices in developing human resources through education and training. The analysis process is carried out by examining in depth each relevant library source to find patterns, conclusions and recommendations that can be applied in the organizational context.

This qualitative method allows researchers to understand abstract and dynamic concepts related to training and education in HR development, as well as providing a more holistic perspective on the challenges and opportunities faced by organizations in implementing HR development programs. Apart from that, the literature review also allows researchers to explore various points of view, both from the perspective of management theory, organizational psychology, to aspects of technology and innovation that are relevant in the implementation of education and training.

During the research process, researchers will systematically collect relevant literature, both national and international, to provide a broader and in-depth picture of human resource development through education and training. Analysis is carried out by organizing, summarizing, and comparing various views and findings in the literature to gain more comprehensive insights.

By using qualitative methods and literature review, this research is expected to make a significant contribution in understanding the importance of education and training in human resource development and its application in organizations. Apart from that, this research also aims to produce recommendations for organizations in designing and implementing education and training programs that are more effective and in line with future human resource development needs.

3. Results and Discussion

A. The Importance of Education and Training in Developing Human Resource Competencies

Education and training are two important elements in developing human resources (HR) in an organization. Both play a major role in increasing individual competency and ability, which in turn will have a direct impact on organizational productivity and performance. Education is a teaching and learning process that focuses on developing basic knowledge and skills needed in a job or profession (Tju & Murniarti, 2021). Training, on the other hand, focuses more on developing technical and functional skills that can be applied directly in daily work. Both complement each other and are an integral part in building quality human resources.

The importance of education and training in developing HR competencies can be seen from how they help organizations to face the challenges that exist in an ever-changing business environment. Globalization, technological advances, and regulatory changes are external factors that force organizations to adapt quickly. In facing this situation, organizations must have employees who are not only skilled, but also able to adapt and learn quickly. Therefore, effective education and training is key in preparing human resources to face it.

Through education, employees gain in-depth knowledge of theories, principles and basic concepts relevant to their work. This education can take place in the form of formal training, such as lectures or certain courses, which provide a deeper understanding of an area of expertise. On the other hand, training focuses more on applying the knowledge that has been obtained through education, with the aim that employees can directly apply it in their daily work. Therefore, training tends to be more practical and focused on improving specific technical and functional skills.

Apart from that, the education and training provided to employees also plays a role in forming soft skills which are very necessary in today's world of work. Soft skills include interpersonal skills, communication, adaptability, and leadership skills. These skills are not only important in interacting with colleagues or clients, but also in facing challenges and dynamics that are often unexpected in the world of work (Aryanti et al., 2015). Therefore, training that leads to the development of soft skills, such as effective communication training, time management and problem solving, is very necessary to form holistic human resources.

Competency development through education and training is also becoming increasingly important with the rapid development of technology and information. Continuously developing technology changes the way work is done in various industrial sectors, requiring employees who can operate the latest tools and devices. In this case, technology-based education and training is very crucial. Technology-based training, such as training using the latest software or digital technology, allows employees to master the skills needed in this digital era. Thus, competency development through technology-based education and training can ensure that employees remain relevant in an increasingly competitive labor market.

In addition, education and training can strengthen managerial skills that are much needed in organizations. Employees who have good managerial skills will be better able to manage teams, plan strategies, and make the right decisions in stressful situations. Education and training programs focused on managerial skills, such as leadership training, decision making, and project management, are critical to ensuring that employees can develop into effective leaders in the future.

In the context of HR competency development, training tailored to individual and organizational needs is very important. Each employee has a different skill level, so the training provided must take these differences into account. In other words, an effective training program must be based on a proper training needs analysis (Handayani, 2017). This analysis will help the organization to know what skills need to be improved in each individual and how the training can be designed to suit the organization's long-term goals.

The importance of education and training in developing HR competencies is also reflected in its impact on organizational performance. When employees are trained with the right skills, they are better able to complete their work more efficiently and effectively. Good training can help employees increase productivity, reduce errors, and optimize the use of existing resources. Thus, competent and skilled employees will make a significant contribution to achieving organizational goals.

In addition, well-designed education and training programs can also increase employee motivation. When organizations invest in developing their employees' skills, employees feel valued and given opportunities to develop. This will increase employees' self-confidence, and make them more committed to their work and organization. In the long term, this can increase employee retention rates, because they feel they are getting benefits from the company in the form of career development.

Continuous education and training also play an important role in facilitating innovation in organizations. In a world full of competition and rapid change, organizations must be able to innovate to survive and develop. One way to encourage innovation is to provide training that can develop employee creativity and

problem solving abilities. Well-trained employees will be better able to identify problems, find solutions, and implement new ideas that can improve organizational performance.

In many cases, education and training also help in building a better organizational culture. A healthy and productive organizational culture can be created when employees have the same understanding of the organization's goals and values. Training programs held within the organization can help build these values, as well as strengthen collaboration between teams. Employees who have the same understanding of the organization's vision and mission will be more motivated to work together towards common goals, which in turn will improve the overall performance and effectiveness of the organization.

Education and training are also important in increasing awareness of the importance of social responsibility and work ethics within organizations. Training on business ethics, corporate social responsibility, and environmental issues can help employees to better understand their role in society and how their work impacts the surrounding environment (Nur et al., 2020). Thus, education and training also have a role in creating responsible and sustainable organizations.

However, to achieve maximum results, education and training must be carried out with the right approach. Every organization needs to evaluate the effectiveness of the training programs that have been implemented and adapt training methods and materials to existing needs. This will ensure that the training provided truly provides benefits in line with the organization's goals.

Therefore, developing HR competencies through education and training must be seen as a long-term investment. Although training requires a significant amount of time and resources, the results will be very valuable for the organization. Well-trained employees will be valuable assets, which can contribute to the success and growth of the organization. Thus, it is important for organizations to continue to develop and perfect their education and training programs to ensure that their human resources are always ready to face future challenges.

Through education and training, organizations can ensure that they have employees who are not only skilled, but also ready to develop and adapt to existing changes. Therefore, human resource development through education and training is not an option, but a necessity to maintain organizational sustainability and competitiveness in an increasingly competitive market.

B. Strategies for Effective Implementation of Education and Training Programs in Organizations

Implementing effective education and training programs in organizations is very important to optimize the potential of human resources. One of the biggest challenges facing organizations is designing training programs that are not only relevant to employee needs but are also able to have a direct impact on improving organizational performance. Therefore, it is important for organizations to have a clear and systematic strategy in designing and implementing education and training programs. Without the right strategy, a training program may just become a routine activity without providing maximum results.

To begin implementing an effective training program, organizations need to first conduct a training needs analysis. This analysis aims to identify what skills and knowledge are lacking or need to be improved in the organization (Dessler, 2016). This process can be done by evaluating employee performance, analyzing the challenges faced by the organization, and listening to feedback from managers and employees themselves. In this way, the training program prepared will be more focused and in line with real needs in the field.

One important element in designing an effective training program is determining the goals to be achieved. Training objectives must be clear, specific, and measurable. These goals may include developing technical skills, improving soft skills, or establishing a more positive work attitude. For example, if the goal of training is to improve communication skills between teams, then an indicator of success could be an increase in the effectiveness of communication in the project or a decrease in the number of misunderstandings between team members. With measurable objectives, organizations can evaluate how effective the training programs have been implemented.

Apart from clear objectives, the training methods used also greatly determine the success of the program. The right training method will influence how the training material is delivered and understood by participants. Several methods that can be used in training include face-to-face training, technology-based training (e-learning), simulations, and project-based learning. The choice of training method must be adjusted to the training objectives, participant needs, and available resources. Face-to-face training is still

very relevant for material that requires direct interaction, while technology-based training can provide more flexibility for participants who may find it difficult to attend live training sessions.

Technology-based training, such as e-learning, is now increasingly popular and widely used by organizations. E-learning allows participants to access training materials anytime and anywhere, without being bound by time and place. This is very useful, especially for organizations with employees spread across various locations or who have busy work schedules. However, it is important for organizations to ensure that training materials delivered via digital platforms remain interactive and interesting, so that participants remain engaged and do not feel bored or lose motivation.

Apart from that, project-based learning is also increasingly being applied in various organizations. This approach allows participants to learn by directly working on projects that are relevant to their work. Project-based learning can increase participants' understanding of training material and at the same time improve their practical abilities. In project-based learning, participants are not only given theory, but are also given the opportunity to apply what they have learned in real contexts. This can increase the level of understanding and readiness of participants in facing challenges in the world of work.

To ensure that training is effective, organizations need to pay attention to external factors that influence the training process, such as the work environment, organizational culture, and participant motivation. A work environment that is supportive and open to change will make the training implementation process easier. Likewise, an organizational culture that supports continuous learning will create a conducive climate for implementing training programs. Therefore, it is important for managers and organizational leaders to create an organizational culture that encourages collaboration, openness, and learning.

Participant motivation is also an important factor in determining the success of a training program. Employees who are motivated to learn will be more active in participating in training and will find it easier to apply the skills learned. One way to increase participant motivation is to provide incentives or rewards for those who successfully complete the training or show an increase in performance after participating in the training (Harlie. M, 2012). With these incentives, participants will feel more appreciated and more motivated to take the training program seriously.

Apart from that, organizations also need to provide adequate facilities and resources to support the success of training programs. The facilities in question not only include comfortable training rooms, but also technological devices that support the training process, such as computers, software and internet access. Human resources who are trained and competent in managing training programs are also very important to ensure the smooth and successful training. Organizations must ensure that training facilitators or instructors have sufficient skills to deliver training materials effectively.

During the implementation of the training program, the organization must also monitor and evaluate the training process continuously. The evaluation carried out is not only related to whether the training material has been delivered well, but also about the impact of the training on improving the performance of participants and the organization as a whole. One way that can be used to evaluate the effectiveness of training is to use feedback from participants. Through this feedback, organizations can find out whether participants found the training useful and whether they were able to apply the acquired knowledge and skills in their work.

In addition, organizations can also use performance measurement methods to evaluate the impact of training on work productivity and effectiveness. For example, if the aim of the training is to improve managerial skills, then an evaluation can be carried out by seeing whether participants who have taken part in the training show an improvement in their ability to manage teams or projects. This will provide a more objective picture of how much influence the training has on the performance of the participants and the organization.

Organizations also need to conduct follow-up or follow-up training after the main training program is completed. Advanced training aims to deepen the knowledge and skills that have been previously obtained, as well as providing opportunities for participants to share experiences and challenges they face after attending the training (Winarti, 2018). With further training, participants will continue to receive support and guidance to overcome obstacles they may face in applying the skills they have learned in the field.

In addition, it is also important for organizations to continuously review and update training materials to keep them relevant to the latest industry and technological developments. Training programs that are out of date or no longer meet job or market demands will lose their value and effectiveness. Therefore,

organizations should regularly assess training needs and update the materials and methods used in training programs.

By considering these various factors, organizations can design and implement training programs that are not only effective but also have a sustainable positive impact on the development of their human resources. A good training program will make a major contribution to improving individual and organizational performance as a whole (Margata et al., 2021)v. Therefore, the implementation of education and training programs must be carried out with full attention, commitment and continuous evaluation in order to provide maximum results.

To ensure that the training program implemented can have maximum impact, it is important for organizations to not only focus on the training implementation process, but also create an environment that supports continuous learning. One way to achieve this is by creating an organizational culture that places learning as part of the organization's core values. This culture will encourage employees to continue learning, innovating and improving their skills in the long term. If this culture can be internalized in every line of the organization, then training will not just be a one-time activity, but a process that continues to develop.

The selection of competent and experienced facilitators or training instructors greatly influences the success of the training program. A good facilitator not only understands the material well, but is also able to convey information in a way that is interesting and easy for participants to understand. An effective facilitator will be able to turn the learning process into a fun and non-boring experience, which will ultimately increase the effectiveness of the training. In addition, facilitators must also have the ability to manage group dynamics, overcome problems that arise, and provide constructive feedback to participants.

Training must also be tailored to the characteristics of the participants. Every individual has a different learning style, and understanding these learning styles is essential to creating effective training materials. Some participants may prefer to learn in a visual way, while others prefer a practical or auditory approach. Therefore, the training materials designed must be able to accommodate these various learning styles, so that each participant can absorb the material optimally (Margata et al., 2021). Organizations need to pay attention to this so that the training provided is not only focused on teaching theory, but also pays attention to delivery methods that suit the participants' preferences.

In addition, it is important for organizations to monitor the training process during implementation. This monitoring is carried out to ensure that training takes place in accordance with the plans and objectives that have been set. This monitoring also provides an opportunity for organizations to assess whether training participants are actively involved in the learning process or not. If a gap is found between expectations and reality, corrective steps can be taken immediately. In this way, the organization can ensure that training objectives are achieved according to expectations.

Post-training evaluation is also an important component in ensuring the effectiveness of the training program. This evaluation not only aims to assess the extent to which participants absorb the training material, but also to see the direct impact of the training on their performance. One evaluation method that can be used is by providing assignments or projects that are relevant to the training material that has just been provided. This can help measure how far participants can apply the knowledge and skills acquired in real situations in the field. This evaluation will provide very useful information for improving training programs in the future.

Apart from evaluating the effectiveness of training, organizations must also pay attention to the feedback provided by participants. Feedback gathered during or after training provides valuable insight into weaknesses in the materials or methods used. Ignoring feedback from participants can cause the same mistakes to be repeated in subsequent training programs. By listening to and responding to participant feedback, organizations can better adapt training programs to better suit their needs. Additionally, it shows that the organization cares about the participant's development and learning experience.

In the long term, successful training programs focus not only on improving individual skills, but also on improving the capabilities of the team as a whole. Therefore, the training program designed must take into account not only individual needs, but also team and organizational dynamics. Training programs that include elements of teamwork, such as group work simulations or project-based training, can improve collaboration and communication skills between team members, which in turn can improve overall organizational performance.

It is also important for organizations to involve leaders in training programs, not only as participants but also as agents of change within the organization. Leaders who are actively involved in training programs can be role models for other employees. They can motivate employees to be more active in participating in training and apply the results of the training in their daily work. Leaders who support training programs by providing clear directions and appreciating the results achieved by participants will increase the credibility of the training and foster enthusiasm for employees to continue learning.

One way to ensure continuous training is to create a mentoring system within the organization. Mentoring is a process in which a more experienced individual provides direction, support, and guidance to a more junior or less experienced individual. With mentoring, employees who have just undergone training can more easily implement what they have learned, because they have someone who can provide direct feedback and direction (Wardoyo & Laksono, 2019). Mentoring systems also enable organizations to build a culture of continuous learning, where employees support each other in the development of their competencies.

In this increasingly digital era, many organizations are turning to online learning or blended learning as part of their training strategy. Blended learning, which combines face-to-face learning with online learning, allows for greater flexibility in training delivery. With this system, trainees can learn at their own pace and time, while face-to-face sessions provide opportunities for discussion, collaboration and exchange of ideas. Blended learning allows organizations to reach more participants and reduces the logistics costs required for face-to-face training.

However, organizations need to be careful in implementing online learning. Even though it provides flexibility, online learning can also cause participants to feel isolated or less connected to the training material. Therefore, it is important for organizations to ensure that the platforms used for online training support sufficient interaction between participants and facilitators. The use of discussion forums, webinars, and live Q&A sessions can help overcome these challenges and keep participants engaged throughout the training.

Apart from using a variety of learning methods, organizations must also ensure that training materials are delivered in a relevant and up-to-date manner. Developments in the world of work, such as technological advances, regulatory changes, and rapid market dynamics, influence the skills requirements required by organizations (Tahar et al., 2022). Therefore, organizations must ensure that training materials are always updated to cover the latest knowledge and relevant skills. If the training material is not in accordance with the latest developments, then the training will not be effective in preparing employees to face future challenges.

The long-term success of a training program really depends on the commitment of all parties involved, from top management to front-line employees. Without strong commitment from all parties, training programs can lose direction and become ineffective. Therefore, it is important for organizational leaders to show full support for training and make it an integral part of the HR development strategy. This support can take the form of adequate budget allocation, providing adequate facilities, and ensuring that training is a priority in employee development planning.

Through mature and systematic implementation, training programs can be a very effective tool for increasing employee competency, strengthening organizational capabilities, and forming an adaptive and innovative organizational culture. In an ever-changing world, organizations that have a good training system will be better prepared to face challenges and take advantage of existing opportunities. A successful training program not only benefits the individual, but also has a direct impact on the organization's performance and competitiveness.

C. Evaluation of the Impact of Education and Training on Organizational Performance and Employee Satisfaction

Evaluating the impact of education and training on organizational performance and employee satisfaction is a very important step in ensuring that the training programs implemented provide real benefits. This evaluation is not only to find out whether the training has succeeded in improving the participants' skills, but also to assess the extent to which the training program contributes to the organization's long-term goals. Without proper evaluation, organizations will not be able to know whether the investment spent on

education and training produces results that meet expectations or is in vain. Therefore, a comprehensive evaluation needs to be carried out after each training program to measure its success.

The evaluation process begins with collecting relevant data from various sources, including trainees, supervisors, as well as measurable performance results. One method that is commonly used is to compare participants' performance before and after taking part in the training. This allows organizations to identify whether there has been an improvement in technical abilities, interpersonal skills, or other aspects relevant to their work (Chaerudin, 2019). However, this evaluation must be carried out comprehensively by looking at various dimensions, not only in terms of improving skills, but also the impact on overall organizational performance.

Organizational performance is influenced by many factors, and one of them is the competence possessed by each individual in the organization. Therefore, the impact of training on organizational performance can be measured by seeing whether the increase in skills acquired during training is directly related to increased productivity, efficiency, or even the quality of services provided. For example, if the training aims to improve managerial skills, evaluation can be done by observing whether the leaders who take part in the training are able to lead teams better, make more appropriate decisions, and influence team work results positively.

Meanwhile, to measure the impact of training on employee satisfaction, it is important to conduct surveys or interviews to get direct feedback from participants. Employee satisfaction is often influenced by how relevant and useful the training is for their career development. If employees feel that the training they are taking provides an increase in their competencies that has a direct impact on their work, then they will feel more satisfied and motivated. An evaluation of employee satisfaction can not only provide a picture of how participants felt about the training, but also help the organization understand whether the program met employee expectations.

However, employee satisfaction is not always directly related to improving technical skills alone. Soft skills, such as communication, teamwork, and the ability to resolve conflict, are also important factors that influence job satisfaction. Therefore, it is important for organizations to evaluate the impact of training on the development of these soft skills, because employees who have good interpersonal skills tend to be more satisfied with their work and contribute more to positive dynamics within the team. Evaluation of the development of soft skills is often carried out through observation and feedback from colleagues and direct superiors.

Evaluation must also be carried out within a certain period of time after the training is completed, to determine the long-term impact. A workout may provide good results in the short term, but do the benefits last in the long term? Therefore, follow-up evaluations are often carried out several months after training to see whether the skills that have been taught can continue to be applied and maintained in daily work. This evaluation can be done by assessing changes in long-term performance or by holding follow-up sessions that involve discussion of the challenges participants faced in implementing their newly learned skills.

Apart from that, organizations also need to look at the influence of training on employee retention levels. Effective training programs can increase employee loyalty to the organization because they feel appreciated and given the opportunity to develop (Siregar, 2018)v. Evaluation of employee retention after training can provide insight into how much influence the training has on an employee's decision to stay with the company. If training can have a positive impact on satisfaction and motivation, then employee retention rates will usually be higher, which in turn will reduce employee rotation costs.

It is also important to evaluate the extent to which training supports the organization's strategic goals. Training must be aligned with the organization's vision and mission, so that the training program implemented not only benefits individual employees, but also contributes to achieving the organization's long-term goals. For example, if an organization's goal is to increase operational efficiency, the training provided should focus on developing skills that are directly related to increasing productivity and reducing waste. Evaluation of the alignment between the training provided and these strategic objectives can help the organization to focus training resources on the areas most needed.

One of the most effective ways to evaluate the impact of training is to use specific and structured measuring tools, such as questionnaires or competency-based assessment systems. By using standardized measurement tools, organizations can collect data that is more objective and comparable across participants, departments, or even time periods. Competency-based assessments also allow organizations to see employee

development in various areas that are considered important by the company, such as leadership, technical abilities, and other skills that support organizational performance.

In addition, it is important to see the effect of training on achieving organizational targets or goals. In many cases, training is conducted to support the achievement of better results, such as increased sales, reduced costs, or improved product or service quality. Therefore, an evaluation of the achievement of this target must be carried out to assess whether the training program contributes to the organization's success in achieving the stated goals. A comparison between the results before and after training will provide a clearer picture of the impact of training on achieving these goals.

The evaluation carried out must also include an assessment of the effectiveness of the training methods used. Each training method, be it face-to-face training, e-learning, or blended learning, has its own advantages and disadvantages. Therefore, evaluation of the methods used will help organizations to understand which ones are most effective in achieving training objectives. By knowing the most effective training methods, organizations can design subsequent training programs more efficiently and according to participant needs.

Additionally, it is important for organizations to make comparisons between the different types of training that have been implemented in the past. Evaluation of different training programs allows organizations to know which programs produce the best results and have the greatest impact on organizational performance and employee satisfaction. With this information, organizations can shift focus and resources to types of training that are proven to be more effective, as well as reduce investments in programs that are less likely to produce desired results.

After the evaluation is carried out, the next step is to identify areas that need improvement. Every training program definitely has aspects that can be improved, whether in terms of material, methods or delivery method. Therefore, organizations must be open to input from participants and facilitators to make improvements and improvements in future training programs (Rahmi, 2017). By continuously making improvements, organizations can not only improve the quality of training, but also build a culture of continuous learning.

Evaluation of the impact of education and training does not only focus on short-term results, but also includes sustainability aspects in employee and organizational development. The long-term impact of an effective training program will be felt in improving the quality of work, higher productivity, and sustainable job satisfaction. Therefore, evaluations must be carried out regularly and continuously to ensure that the organization continues to adapt to existing changes and maintain its competitiveness in an increasingly competitive market.

4. Conclusion

Human resource development through education and training has a significant impact on increasing individual competence and organizational performance. Effective education and training can improve employees' technical and non-technical skills, which in turn will improve productivity and quality of work. Through the right program, organizations can ensure that employees have the knowledge and abilities needed to face existing challenges, and are able to adapt to industrial and technological developments. Thus, human resource development through education and training is not only beneficial for individuals, but also strengthens the competitiveness of the organization as a whole.

Effective implementation of education and training programs relies heavily on in-depth needs analysis and selection of training methods that suit organizational goals. A well-designed training program must be able to answer the specific challenges faced by the organization and meet employee competency needs. Therefore, organizations need to carry out careful planning, select competent facilitators, and ensure full support from management to create a conducive climate for implementing training. By paying attention to these factors, organizations will be able to implement training programs that are more effective and produce maximum impact.

Evaluation of the impact of education and training is an important stage in ensuring that the programs implemented provide results in line with the stated objectives. This evaluation not only includes improving employee skills, but also its impact on organizational performance and employee satisfaction levels. By using a variety of appropriate evaluation tools, organizations can measure the effectiveness of training and make necessary improvements. Continuous evaluation allows organizations to ensure that the training

provided continues to be relevant and can make a real contribution to human resource development and achieving the organization's strategic goals.

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