

**THE EFFECT OF TRAINING AND COMPETENCE OF HUMAN RESOURCES
ON EMPLOYEE PERFORMANCE IN AN ISLAMIC PERSPECTIVE (CASE
STUDY OF THE TRADE AND COOPERATIVE OFFICE OF LABUHAN BATU
UTARA REGENCY)**



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Abstract

Performance refers to work achievement. Training helps employees improve their skills and knowledge, especially when learning and experience are lacking. In an Islamic perspective, performance includes not only results but also intentions, processes, ethics, and societal impact. Employees who work with sincerity, trustworthiness, and professionalism will receive blessings in both life and work. Surah At-Tin (4) encourages people to utilize Allah's gifts, which means being grateful and making the best use of resources. The issue in this study is the impact of human resource (HR) performance and competence on employee performance at the Trade and Cooperatives Service of North Labuhan Batu Regency. Effective training and competency development are essential for improving employee performance and achieving organizational goals. A lack of competence negatively affects performance, which in turn impacts government development and the institution's reputation. This study aims to examine the effect of training and HR competence on employee performance, both individually and together. The findings show that 57.6% of employee performance is influenced by training and HR competence. Employee performance is crucial as it determines their contribution to the organization and, ultimately, national development.

Keywords: Training, Human Resource Competence, Employee Performance

INTRODUCTION

The state apparatus is a key component in achieving the success of government administration and development. Where human resources in government agencies play a strategic role in achieving government goals. The success of government and development is highly dependent on the quality and ability of the state apparatus. To form a good government apparatus figure in order to improve performance, one of the efforts is through the implementation of training and attention to the competence of its human resources (Elizar & Tanjung, 2018).

Training, according to Sedarmayanti in Herwina, is an effort to activate the work of members caused by a lack of learning and experience (Herwina & Pd, 2021). Training is carried out to each employee so that employees can carry out their duties and responsibilities easily. The success of the training based on previous research by Widyawati at the Rokan Hulu Regency Inspectorate shows that there is a significant influence of the training process (Mashar, 2015)

In addition to the training program that is reviewed from the general apk, Islam also emphasizes the importance of conducting training. This is said in the Qur'an Surah At-Tin verse 4:

لَقَدْ خَلَقْنَا الْإِنْسَانَ فِي أَحْسَن تَقْوِيمٍ

We have created man in the best of calendars. Meaning: "Truly, We have really created man in the best possible form"

In surah At-Tin verse 4 Allah SWT commands his people to take advantage of what has been given by Allah. Taking advantage of what is given means being grateful for what Allah has created for his people. Human beings are created by Allah SWT in the best form which means that perfection is used as well as possible to become a person who always wants to develop himself and his potential to become a useful human being. By developing oneself, a person will become a person who is beneficial to those around him and always carries out the goodness of charity. Employees who are always striving to improve themselves will also improve their performance results (Hardityo & Fahrullah, 2021)

In addition to training, the competence of human resources is an important variable in the improvement of an institution or agency, especially in government. Human resource

competence according to Mangkunegara is a competency related to knowledge, skills and personality characteristics that directly affect employee performance, while according to Kamsir in Dahrani Human Resources (SDI) is another word for Human Resources (HR). In Islam, human resource management is based on a concept that every employee is a human being, not a machine and not just a source of business and makes spirituality a staple element. SDI as a person who is the backbone in running operations in an organization (Dahrani, 2021) This definition is in line with the results of research conducted by Syarifah Aini regarding the Influence of Human Resource Competence on Service Quality and Performance at BMT Al-Ittihad Riau that there is a positive and significant influence between human resource competence on employee performance (Aini et al., t.t.)

Performance comes from the word performance which means work performance. Performance in an Islamic perspective can be interpreted as the results achieved by individuals or groups in an organization, in accordance with their respective authorities and responsibilities, to achieve organizational goals in a lawful way, not violating the law, and in accordance with moral and religious norms (Sanjaya, 2018). Employee performance can also be measured through indicators, namely loyalty, responsibility, obedience, and honesty (Trisnawati et al., 2018)

The running of training and the influence of human resource competencies to improve performance do not always go well, of course there are limitations. The limitations of competency training for human resources in an institution or agency have a significant impact on organizational performance. Ineffective training and lack of competence cause employees to be unable to optimize the use of equipment and technology.

The phenomenon in the location where the research will be conducted shows less than optimal performance. This performance is influenced by the training and competence of human resources. Regarding training, the Trade and Cooperative Office of Labuhan Batu Utara Regency continues to carry out training for its employees, but not often and sometimes still uses the online method. This is one of the causes of a decline in employee performance. The rarity of the training carried out makes a small number of employees unable to use equipment properly. Not to mention that there were obstacles when the training was carried out online, there were several employees who were unable to master the material presented,

then there were employees who considered the training to be a waste of time and material. Because usually the training carried out by the material is just there. So that the performance achievement obtained has not been maximized (Elizar & Tanjung, 2018)

This phenomenon was obtained from a direct interview by the researcher with Mr. Asrul as the Head of the Personnel Sub-Division (KASUBBAG) of the Trade and Cooperative Office of Labuhan Batu Utara Regency and with initial observations made by the researcher. Furthermore, he also said that competence is an important variable that must be possessed by every employee in carrying out their duties. With existing competencies, employees can complete work in accordance with the set targets (Yusica, 2019). However, in practice this did not work as expected. Not all employees at the Labuhan Batu Utara Regency Trade and Cooperatives Office are aware of the importance of competence to improve the quality of their work, this appears as a problem that has a negative impact on performance. Poor performance will affect the continuity of government development and the image of the institution. This is said by previous research that government agencies must have an important internal factor, namely the competence of human resources (Eka et al., 2022)

REVIEW OF LITERATURE

Employee Performance

Employee performance is a manifestation of employee work that is usually used as the basis for an organization's assessment (Trisnawati et al., 2018). The definition of performance can also be said to be the result of work in terms of quality and quantity that can be achieved by an employee, an employee in carrying out his main duties and functions as an employee in accordance with the responsibilities charged or given to him (Pranata, 2018)

In the context of Islam, it has social, economic, and spiritual dimensions, working as a means of production and self-development that makes Islamic values affect motivation and work behavior. Allah SWT states that everything done by his servants will certainly get the reward, humans in work are forbidden to cheat because Allah SWT is omniscient in everything. So good and optimal performance requires training, especially in the religious field, an organization for an organization to achieve the desired goals (Syafriзал, 2019).

Human beings in their habitual activities have the spirit to do something as long as they can produce something that they consider to have a very valuable value, whose goal is clearly and definitely to live a peaceful life, a sense of security and so on. The words of Allah Ta'ala means: "Say, O my people, work according to your circumstances, indeed I will work, and you will know. (QS Az Zumar: 39).

Say: "Work according to your position, for I am a worker, and you will come to know."

The above verse tells and motivates us to work. By working we not only earn income and be able to meet our needs, but also to earn a living which is part of worship. A Muslim must work with sincere intentions because of Allah Ta'ala. Let workers be able to increase productivity from the work they do. Productivity according to the Qur'an is built through a balance between physical and spiritual aspects, as well as between earthly and hereafter needs. Productivity is achieved by implementing efficiency in the use of human resources such as capital, energy, time, and materials. In addition, productivity must also consider the effectiveness of the results obtained. In Islam, throwing away things is prohibited and Muslims are obliged to make use of everything to make it more useful (Gultom & Arif, t.t.).

b. Employee Performance in an Islamic Perspective

In an Islamic perspective, performance (work results) relates to all actions taken by individuals in accordance with certain standards. It is explained in the verses of the Qur'an, including surah Al-Kahfi ayat 87-88

قَالَ أَمَّا مَنْ ظَلَمَ فَسَوْفَ نُعَذِّبُهُ ثُمَّ يُرَدُّ إِلَىٰ رَبِّهِ فَيُعَذِّبُهُ عَذَابًا نُكْرًا
۝ وَأَمَّا مَنْ آمَنَ وَعَمِلَ صَالِحًا فَلَهُ جَزَاءٌ ۖ الْحَسَنَىٰ وَسَنُفُؤِلُ لَهُ مِنْ أَمْرِنَا يُسْرًا

Meaning: "Whoever does wrong, we will punish him, then he will be returned to his god, and then God will punish him with a very severe punishment. As for those who believe and do virtue, they get the best reward in return.

c. Employee Performance Indicators

Performance basically includes what employees do or don't do. Employee performance affects how much they contribute to the organization and the contribution that employees can make to the progress of the organization. Moreover, this is about the development of the country for the country. Performance refers to work achievement, which

is influenced by the skills and knowledge employees possess. Training plays a crucial role in enhancing these capabilities, particularly when employees lack experience or expertise. From an Islamic perspective, performance is not solely measured by results but also encompasses intentions, ethical conduct, and societal contributions. Employees who work with sincerity, trustworthiness, and professionalism will receive both material and spiritual rewards, leading to blessings in life and work.

The Quran, in Surah At-Tin (4), emphasizes the importance of utilizing Allah's gifts wisely, which includes being grateful and making the best use of available resources. This study focuses on the impact of human resource performance and competence on employee performance within the Trade and Cooperatives Service of North Labuhan Batu Regency. Effective training and competency development are essential in improving employee performance, ensuring institutional success, and achieving broader organizational goals.

A lack of competence can negatively affect performance, which in turn hinders government development and damages the institution's reputation. This research aims to analyze the influence of training and HR competence on employee performance, both independently and collectively. The findings indicate that training and HR competence contribute 57.6% to employee performance. Since employee performance directly affects organizational success, it plays a crucial role in advancing national development.

From the description above, it can be concluded that employees are expected to be able to improve the quality of their work, be reliable and attitude towards fellow employees, especially in the government environment and fellow colleagues. Leaders in this case must also pay attention to the training and competence of their human resources to improve their performance. This must be accompanied by training to balance the competencies of each individual.

Training

Training is a systematic and structured learning process designed to improve the competence, skills and competencies of employees in carrying out their duties and responsibilities effectively and efficiently (Elizar & Tanjung, 2018). According to Mangkunegara, training is a short educational process that uses a systematic and organized procedure where non-managerial employees learn technical knowledge and skills in limited purposes (Candana, 2024)

In Islam, self-development is very concerned with self-development as a form of training for each individual, with training, a person has the goal of improving their abilities, knowledge and skills to achieve success in this world and the hereafter. As in the Qur'an, Surah Al-Baqarah verse:129 is as follows

رَبَّنَا وَابْعَثْ فِيهِمْ رَسُولًا مِّنْهُمْ يَتْلُو عَلَيْهِمْ آيَاتِكَ وَيُعَلِّمُهُمُ الْكِتَابَ وَالْحِكْمَةَ وَيُزَكِّيهِمْ إِنَّكَ أَنْتَ الْعَزِيزُ الْحَكِيمُ

Our Lord, and send among them a Messenger from among them, who will recite to them Your verses, and teach them the Book and the Wisdom, and give them good advice.

It means: "O Lord, we have sent among them a messenger from among them who recites to them the verses that bring the holy book and its laws (Sunnah) to them and purify them.

The above verse describes the importance of science and training, the need to get wise human resources, the need for knowledge about successors who pass on religious values.

RESEARCH METHOD

The research approach carried out in this study is a quantitative approach. Quantitative is a research method that is structured from the beginning of the research to the end of the research. This approach was chosen to explain the influence of human resource training and competence on employee performance in an Islamic perspective case study of the Trade and Cooperative Office of Labuhan Batu Utara Regency. This research was conducted at the Trade and Cooperative Office of Labuhan Batu Utara Regency. It is located at Jl. Sudirman No 6-7 Aek Kanopan, Labuhan Batu Utara Regency.

The data collection technique used in this study is through the observation of observations by direct or indirect research on employees of the Trade Office and Labuhan Batu Utara Regency. and the questionnaire is divided into two, namely an open questionnaire and a closed questionnaire. Observation and research questionnaires were conducted to 49 respondents. The data analysis technique used is multiple regression analysis. Multiple Linear Regression Analysis is a statistical analysis used to test the relationship between more than one independent variable or estimator variable or independent variable to one bound variable or dependent variable. This analysis is used to find out whether the factors observed

in this study affect employee performance (Zahriyah et al., 2021). In this study, the analysis used is multiple regression analysis. This analysis is used to find out whether the factors observed in this study affect employee performance (Zahriah, 2021).

RESULTS AND DISCUSSION

This research was carried out at the Trade and Small and Medium Enterprises Office of Labuhan Batu Utara Regency. In this study, the respondents were employees at the Trade and Cooperative Office of Labuhan Batu Utara Regency with a sample of 49 respondents. Then each respondent was asked to fill out a questionnaire or questionnaire in the form of questions that had been available on the questionnaire using a Likert scale.

It is known that 27 respondents are male (55.1%) and 22 female respondents (44.9%). This shows that the research respondents are dominated by male respondents. It is known that the percentage of respondents aged 20-25 years old is 8 people (16.3%), 20 people aged 25-35 years (40.8%), those aged 35-40 years are 16 people (32.7%), and those aged 40-50 years are 5 people (10.2%). The results show that the respondents in the study are dominated by respondents in the age range of 25-35 years. It is known that the percentage of respondents with high school education at the same level is 7 people (14.3%), Diploma education is 17 people (34.7%), undergraduate education is 22 people (44.9%), and postgraduate education is 3 people (6.1%). The results show that the respondents in the study are dominated by respondents with undergraduate education.

The results of the research in this study are presented in the following tables. The percentage of respondents' answers in the Training variable (X1) is presented in the following table:

Table 1
Percentage of Respondents Answered Training Variables (X1)

No	Answer										Total	
	STS (1)		TS (2)		CS (3)		S (4)		SS (5)			
	F	%	F	%	F	%	F	%	F	%	F	%
1	0	0	0	0	7	14,3	35	71,4	7	14,3	100	100

2	0	0	0	0	0	0	20	40,8	29	59,2	100	100
3	0	0	0	0	1	2	35	71,4	13	26,5	100	100
4	0	0	2	4,1	6	12,2	27	55,1	14	28,6	100	100
5	0	0	3	6,1	1	2	30	61,2	15	30,6	100	100
6	0	0	3	6,1	2	4,1	26	53,1	18	36,7	100	100
7	2	4,1	12	24,5	11	22,4	21	42,9	3	6,1	100	100
8	0	0	3	6,1	4	8,2	28	57,1	14	28,6	100	100
9	2	4,1	11	22,4	12	24,5	20	40,8	4	8,2	100	100
10	0	0	3	6,1	4	8,2	28	57,1	14	28,6	100	100

Source: SPSS Data Processing Results (2025)

Information :

- STS** : Strongly disagree
- TS** : Disagree
- CS** : Quite agree
- S** : Agree
- SS** : Strongly Agree

The data presented in the table highlights several key insights regarding employee perceptions of training and its impact on their performance. Most employees confirmed their participation in training programs and acknowledged that these sessions significantly enhanced their skills. The majority also agreed that the training enabled them to utilize tools and software applications relevant to their job responsibilities.

Training was widely perceived as a means to maximize professionalism, with a strong consensus among respondents. Additionally, employees recognized the importance of community service and acknowledged that training helped them provide a more positive experience to the public. However, a notable number of employees disagreed that hands-on practical training was more effective than online training, suggesting varying preferences in learning methods.

The mentoring approach, particularly through senior guidance, received strong agreement as a beneficial factor in improving both knowledge and ethical values. Furthermore, evaluation

and feedback mechanisms within training sessions were considered effective in enhancing work performance. Employees also emphasized their commitment to continuous learning and practice as a key driver for skill and knowledge development. Lastly, training played a crucial role in increasing awareness of discipline and responsibility, as acknowledged by the majority of respondents.

Table 2
Percentage of Respondents Answered Human Resources Competency Variable (X2)

No	Answer										Total	
	STS (1)		TS (2)		CS (3)		S (4)		SS (5)			
	F	%	F	%	F	%	F	%	F	%	F	%
1	2	4,1	9	18,4	11	22,4	23	46,9	4	8,2	100	100
2	0	0	0	0	7	14,3	36	73,5	6	12,2	100	100
3	0	0	3	6,1	4	8,2	28	57,1	14	28,6	100	100
4	0	0	0	0	1	2,0	35	71,4	13	26,5	100	100
5	0	0	3	6,1	4	8,2	28	57,1	14	28,6	100	100
6	0	0	3	6,1	1	2,0	30	61,2	15	30,6	100	100
7	0	0	3	6,1	2	4,1	26	53,1	18	36,7	100	100
8	0	0	3	6,1	1	2,0	31	63,3	14	28,6	100	100
9	2	4,1	10	20,4	10	20,4	23	46,9	4	8,2	100	100
10	0	0	0	0	7	14,3	37	75,5	5	10,2	100	100

Source: SPSS Data Processing Results (2025)

The data from the table illustrates employees' perceptions regarding the integration of Islamic values in human resource competencies and their impact on organizational performance. The majority of respondents acknowledged the importance of developing competencies not only to enhance workplace performance but also as a form of worship to Allah SWT. They also recognized that ethical values such as honesty and trustworthiness are fundamental aspects of human resource competence in Islam, aligning with the example set by the Prophet Muhammad (PBUH).

While most employees expressed confidence in their ability to communicate effectively as part of *hablum minannas* (maintaining good relations with others), a significant number disagreed, indicating a potential area for improvement in workplace communication skills. However, the majority supported diversity within teams, embracing *tasamuh* (tolerance) as a reflection of Allah SWT’s creation.

A strong consensus emerged regarding the importance of maintaining a positive mindset (*husnudzon*) to enhance workplace performance and relationships. Employees also demonstrated a commitment to *istiqomah* (consistency) in learning and adapting to changes in their work environment. Additionally, openness to feedback as a means of *muhasabah* (self-evaluation) was widely accepted.

Critical and analytical thinking skills were acknowledged as essential for problem-solving, with the majority agreeing on their capability in this area. Employees also emphasized their dedication to fairness, honesty, and trustworthiness, recognizing their accountability before Allah SWT. Lastly, the majority expressed a commitment to embodying discipline and dedication in their work, following the example of the Prophet Muhammad (PBUH).

Table 3
Percentage of Respondents Answered Employee Performance Variables (Y)

No	Answer										Total	
	STS (1)		TS (2)		CS (3)		S (4)		SS (5)			
	F	%	F	%	F	%	F	%	F	%	F	%
1	1	2,0	5	10,2	11	22,4	21	42,9	11	22,4	100	100
2	2	4,1	3	6,1	13	26,5	20	40,8	11	22,4	100	100
3	0	0	0	0	1	2	35	71,4	13	26,5	100	100
4	0	0	3	6,1	4	8,2	28	57,1	14	28,6	100	100
5	0	0	3	6,1	1	2	30	61,2	15	30,6	100	100
6	0	0	3	6,1	2	4,1	26	53,1	18	36,7	100	100
7	0	0	0	0	2	4,1	26	53,1	21	42,9	100	100

8	0	0	5	10,2	9	18,4	16	32,7	19	38,8	100	100
9	0	0	0	0	2	4,1	26	53,1	21	42,9	100	100
10	0	0	0	0	3	6,1	33	67,3	13	26,5	100	100

Source: SPSS Data Processing Results (2025)

The data from the table provides insights into employees' commitment to service quality, work ethics, and adherence to Islamic values in their professional responsibilities. The majority of respondents affirmed their practice of the 3S principle (Smile, Greeting, and Salutation) as a way to maintain excellent public service. Employees also expressed happiness when achieving government-set targets, indicating a sense of fulfillment and motivation in their roles.

A strong willingness to work beyond standard hours when necessary to ensure the continuity of government services was evident among most employees. They also demonstrated a high level of responsibility in task completion, striving for optimal results without delays. However, there was a notable disagreement regarding the helpfulness of Standard Operating Procedures (SOPs), suggesting that employees might find them either unclear, rigid, or less applicable to their workflow.

Punctuality was a strong point among respondents, with most adhering to predetermined work hours and arriving early to ensure readiness for their duties. A strong sense of ta'awun (mutual cooperation) was also reflected in employees' willingness to assist colleagues facing difficulties, reinforcing Islamic teachings on collaboration and helping others.

Lastly, the majority recognized that good performance is rooted in amanah (trustworthiness), honesty, and transparency, viewing their work as an act of worship to seek Allah SWT's pleasure. This perspective highlights the deep integration of Islamic ethics in their professional conduct and commitment to both organizational success and spiritual fulfillment.

The results of the influence of training on employee performance were obtained from the results of the t-test (partial) showing that the significant value of Training (X1) on Employee Performance (Y) was $0.003 < 0.001$ and the calculation value was $3.026 > \text{table } 2.012$, then H_0 was rejected H_a was accepted. As for the magnitude of the influence of

Training on employee performance at the Trade and Cooperative Office of Labuhan Batu Utara Regency, it is to look at the "Beta" table in the Standardized Coefficients column. From the table above, the Beta for the Training variable (X1) is 0.306 or 30.6%. This means that there is a significant influence of training on employee performance.

The result of the influence of human resource competence on employee performance. The results of the t-test (partial) show that the significant value of Inasni Resource Competency (X2) on Employee Performance (Y) is $0.000 < 0.001$ and the tcount value is $4.547 > t_{table} 2.012$, then H_0 is rejected H_a is accepted. As for the magnitude of the influence of human resource competence on employee performance at the Trade and Cooperatives Office of Labuhan Batu Utara Regency, it is to look at the "Beta" table in the Standardized Coefficients column. From the table above, the Beta for the human resource competency variable (X2) is 0.462 or 46.2%. This means that there is a significant influence of human resource competence on employee performance.

For the results of the study, the influence of training and competence of human resources on employee performance. The results of the study show that the value of F_{cal} is 31.205, while F_{table} is 3.20, then F_{cal} is $31.205 > F_{table}$ is 3.20 with a significant level of 0.000 because the probability of significance is much smaller than 0.05, then H_0 is rejected H_a is accepted. It can be concluded that H_a is accepted. In other words, training (X1) and human resource competence (X2) simultaneously have a significant effect on the performance of employees (Y) of the Trade and Cooperatives Office of Labuhan Batu Utara Regency.

CONCLUSION

Based on the research findings and discussion on the impact of training and human resource competence on employee performance at the Trade and Cooperative Office of Labuhan Batu Utara Regency, the following conclusions can be drawn.

The partial t-test results indicate that training (X1) significantly influences employee performance (Y), with a significance value of 0.003, which is lower than 0.001, and a calculated t-value of 3.026, exceeding the critical t-table value of 2.012. Consequently, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. The Beta

coefficient for training is 0.306 or 30.6%, demonstrating a substantial positive impact of training on employee performance.

Similarly, the t-test results for human resource competence (X2) show a significant effect on employee performance (Y), with a significance value of 0.000, which is lower than 0.001, and a calculated t-value of 4.547, exceeding the t-table value of 2.012. This leads to the rejection of H0 and the acceptance of Ha. The Beta coefficient for human resource competence is 0.462 or 46.2%, indicating that competence plays a crucial role in enhancing employee performance.

Furthermore, the F-test results confirm that training (X1) and human resource competence (X2) collectively influence employee performance (Y) significantly. The F-calculated value of 31.205 is notably higher than the F-table value of 3.20, with a significance level of 0.000, which is much lower than 0.05. This statistical evidence supports the rejection of H0 and acceptance of Ha3, proving that training and competence simultaneously have a significant positive impact on employee performance at the Trade and Cooperative Office of Labuhan Batu Utara Regency.

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