

TRAINING, ENVIRONMENT, AND EMPLOYEE PERFORMANCE : SYSTEMATIC LITERATURE REVIEW



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ABSTRACT

This article aims to analyze training, work environment, and employee performance. This article was prepared using the Systematic Literature Review (SLR) method. SLR is a systematic literature review method that identifies, reviews, evaluates, and interprets all available research. With this method, researchers review and identify journals in a structure that, in each process, follows predetermined steps. Employee performance is one of the main factors for the company to achieve its goals. Apart from being a factor in achieving goals, employee performance is also a way to measure the quality of human resources in a company. The analysis of various journals indicates that both training and the work environment significantly influence employee performance. The training given to employees will improve their performance, and a comfortable work environment will also improve employee performance.

Keywords: *Training; Environment; Employee Performance*

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INTRODUCTION

One metric that is often used to assess the performance of an organization is employee turnover (Saepudin et al., 2023). A high turnover ratio reduces operational cycles and impacts the quantity and quality of work (Al Amri & Pandey, 2020). Employees who have worked for more than five years are considered to have the maturity and critical thinking skills needed to complete tasks effectively and efficiently. Employee performance is very important for a company to achieve its goals, because employee performance is a way to measure the quality of the company's human resources. Employee performance is the ultimate goal of every company in developing the business in increasing the company's sales volume (Vuong & Nguyen, 2022).

High employee performance contributes directly to improving organizational productivity and competitiveness, as employees who perform well are able to utilize their skills and experience to achieve the company's strategic objectives. Therefore, companies must implement effective human resource management strategies such as training, motivation, and performance evaluation to enhance employee capabilities and commitment toward organizational goals. This approach not only increases productivity but also has a positive impact on profitability and long-term business sustainability (Pradhan & Jena, 2016). The definition of performance (work performance) is the quality of one's work results in accordance with the quality of work that is carried out by one of the officials in carrying out their duties in accordance with the operational performance that is given to their head (Aliyyah et al., 2021). In the human capital concept, the loyalty of employees who have worked for a long time is counted as an intangible asset (AigAsein et al., 2019). The various training that has been provided to encourage increased competency is an investment value that must be maintained and even increased (Yimam, 2022).

The various training programs provided to enhance employees' competencies are considered an investment in intangible resources that must be maintained and even increased. Investment in employee training not only improves knowledge and skills but also strengthens adaptability to organizational changes and market demands, which in turn enhances employee engagement, loyalty, and job satisfaction. Companies that continuously invest in workforce development are able to transform human capital into a sustainable source of competitive advantage, ensuring long-term organizational performance and profitability (Yimam, 2022). Job performance assessment is related to the work environment where the process consists of identification, observation, measurement, development, types of awards and contribution to the company (Panggabean, 2020).

Based on the discussion above, the research problem is related to the high employee turnover that negatively affects operational cycles, work quality, and productivity, as well as the suboptimal employee performance despite experienced employees possessing high competence and loyalty, which are considered intangible assets for the organization. Moreover, the implementation of human resource management strategies such as training, motivation, performance evaluation, and reward systems still needs to be strengthened to enable employees to reach their full potential, enhance productivity, and contribute to achieving the company's strategic objectives. This study is important to identify effective strategies for improving employee performance, retaining loyal employees, and reducing turnover, so that organizations can maximize the value of investments in training and human capital development, increase job satisfaction, and ensure long-term organizational sustainability and competitiveness.

LITERATURE REVIEW

Training

Training is the process of teaching knowledge, skills and attitudes to employees so that they are more skilled and able to carry out their responsibilities better (Suratmi & Sopandi, 2022). Training can also be defined as a systematic effort to change employee behavior to achieve organizational goals (Yimam, 2022). According to experts, training is a collection of actions aimed at improving the quality of resources so that they can maximize performance with methods established by the organization. To assess training, dimensions or indicators are used. Training has a number of elements, including instructors, participants, materials, methods, training objectives, and a supportive environment (Yimam, 2022). These factors are measured by instructor ability, instructor experience, participant ability, participant desires, required materials, and completeness (Wati & Baskoro, 2021).

Work Environment

Employees will benefit from a good working environment while working. The work environment consists of a pattern of all external conditions and influences that influence the life and growth of the company (Supomo, 2018). According to Bajrami et al., (2022), the work environment can include all work tools and materials used, the environment in which a person works, and work methods, as well as workplace arrangements both individually and in groups. Several factors determine the dimensions of the work environment, both the physical environment and the intermediary environment. This includes air temperature, humidity, air circulation, noise, mechanical vibrations, unpleasant odors, color layout, decoration, music, and security (Setiani, 2023).

Employee Performance

Employee performance is a benchmark for companies in carrying out their business to achieve company goals (Vuong & Nguyen, 2022). Therefore, the company will always pay attention to the performance of its employees. Performance can be defined as the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with the responsibilities given (Singh et al., 2023). Performance can also be defined as the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements. Among the performance dimensions are targets, quality, time, and adherence to principles (Samdarshi & Singh, 2023). It has several indicators, such as focus on achieving targets, realistic deadlines and targets, quality in accordance with established standards, members are committed to quality, have procedures to achieve quality, customers are satisfied with quality, and the work done (Setiani, 2023).

METHOD

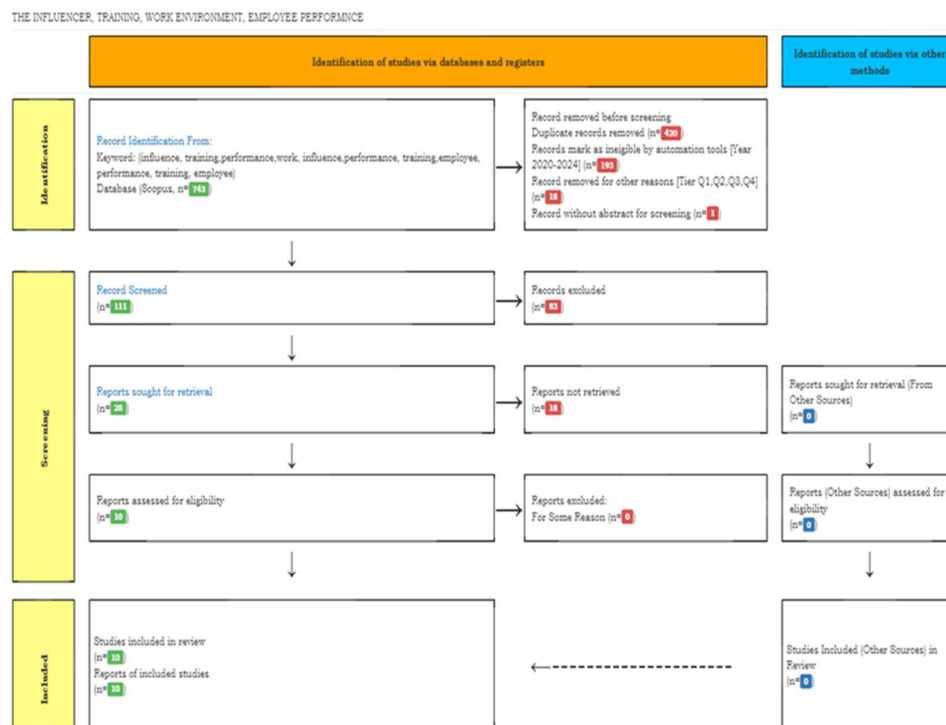
This article was prepared using the Systematic Literature Review (SLR) method. SLR is a Systematic Literature Review method that identifies, reviews, evaluates and interprets all available research (Carrera-Rivera et al., 2022). With this method, researchers carry out reviews and identify journals structurally, each process of which follows predetermined steps (Triandini et al., 2019).

This literature review found 10 articles relevant to the application of PRISMA principles. Using the Watase Uake program and the Scopus database (Q1-Q3), a topic grouping analysis was conducted along with visualization of the relationships between emerging themes. Each article analyzed met previously established inclusion and

exclusion criteria. This approach was used to identify patterns and gaps in the literature relevant to employee performance, training, and work environment.

Articles published between 2019-2024 were selected as the first requirement to ensure that the research remains up to date and relevant to current trends, practices, and developments in the field of employee performance, training, and work environment. Research published prior to 2019 may reflect outdated methods, organizational contexts, or industry practices that no longer align with present conditions, which could limit the applicability of the findings to today's organizational challenges. The second requirement is that the article must be a complete document, including proceedings and books published in other formats, to guarantee that sufficient data, methodology, and analysis details are available for a comprehensive evaluation. These criteria ensure the quality, reliability, and relevance of the literature included in the study is the first requirement.

The flowchart presented in the figure illustrates the systematic process of identifying, screening, and selecting relevant studies for this research. The process began with the identification phase, where a total of 743 records were retrieved from the Scopus database using keywords related to influence, training, work environment, and employee performance. Duplicate records, records outside the 2020–2024 period, and records that did not meet other pre-established criteria were removed, resulting in 111 records to be screened. During the screening phase, irrelevant articles were excluded, leaving 28 reports sought for retrieval. After assessing eligibility, 10 studies were included in the final review. This rigorous selection process ensures that only high-quality, relevant, and recent studies are analyzed, providing a reliable basis for understanding the relationships between training, work environment, and employee performance.



Generate From Watase Uake Tools, based on Prisma 2020 Reporting

Source : Processed by authors using Watase Uake, 2024

Figure 1
Prisma Diagram

RESULTS AND DISCUSSION

Data Analysis

The following are the PRISMA (Preferred Reporting Items for Systematic Review) identification results:

Table 1
Review of Analysis Results

No	Authors	Year	Title	Journal	Citation	Journal Rank
1	Chen et al.	2023	How boundary-spanning search brings about innovation performance the contingent effects of in house training of employees and communication investment	Technology Analysis & Strategic Management	0	Q2
2	Nauman et al.	2020	How training at work influences employees job satisfaction roles of affective commitment and job performance	International Journal of Training Research	8	Q3
3	Ahmed et al.	2024	Technical staff's conception of training and development and its influence on performance the case of University of Cape Coast, Ghana	International Journal of Training Research	0	Q3
4	Yimam	2022	Impact of training on employees performance A case study of Bahir Dar university, Ethiopia	Cogent Education	3	Q2
5	Tamsah et al.	2023	Soft skill competency and employees capacity as the intervening factors between training effectiveness and health workers performance	Cogent Business & Management	1	Q2
6	Bhatti et al.	2021	Predictive power of training design on employee performance an empirical approach in Pakistan's health sector	International Journal of Productivity and Performance Management	6	Q2
7	Duan et al.	2023	The influence of feedback on employees goal setting and performance in online corporate training a moderation effect	Information and Learning Sciences	0	Q1
8	Lee et al.	2020	Demystifying the differences in the impact of training and incentives on employee performance: mediating roles of trust and knowledge sharing	Journal of Knowledge Management	48	Q1
9	Khan et al.	2022	Employee Performance Measures Appraised by Training and Labor Market Evidence from the Banking Sector of Germany	Administrative Sciences	0	Q2
10	Abukhader & Onbaşıoğlu	2021	The effects of total quality management practices on employee performance and the effect of training as a moderating variable	Uncertain Supply Chain Management	8	Q2

After carrying out a screening process related to the specified criteria, 10 relevant articles related to owned media were obtained, where this research is the latest research from publications in various Scopus indexed journals in the last 6 years. Firstly, a journal from Chen et al., (2023) with (0) citations in this research looked at the impact of boundary-spanning search on innovation performance, with knowledge recombination as the underlying mechanism. It also explores the contingent effects of employee internal training. The results show that boundary-spanning search is positively related to innovation performance, which is negatively moderated by employee internal training. In addition, communication investments have the effect of suppressing the moderating role of in-house training for employees. This research highlights the not found here syndrome and the mechanism of attitude theory to test contingent effects, providing insight for managers to balance between employee internal training, communication investment, and boundary seeking to improve innovation performance, it considers employee internal training and communication investment as factors contingent. The results show that boundary spanning search has a significant positive impact on innovation performance due to the acquisition of additional and complementary knowledge. In addition, employees' in-house training significantly and negatively moderates the relationship between boundary seeking and innovation performance, which increases employees' self-concept and then negative attitudes toward external knowledge, namely NIH syndrome.

The research was conducted by Nauman et al., (2020) with citations totaling (8). This research investigates how training influences job satisfaction through employee commitment and performance. The results fully support the proposed serial multiple mediation model. On-the-job training is indirectly related to job satisfaction through affective commitment and job performance. This study illustrates that training provided by organizations increases employee commitment to their jobs and that this commitment improves their job performance which in turn increases job satisfaction. The implications of this research are discussed, Therefore, it is specifically confirmed that the training provided by the organization increases the commitment of the employees towards their work and this commitment in turn improves their work performance which in turn increases job satisfaction. The findings of this study reveal that mediators, affective commitment, and job performance play an important role in increasing employee job satisfaction which supports the second and third hypotheses, the effect of training on job satisfaction through a serial multiple mediation model shows that the presence of both mediators weakens the direct relationship between training and satisfaction work with $\beta c' = 0.21$ thus supporting the fourth research hypothesis. Therefore, it is ensured that the training provided by the organization increases the commitment of employees towards their work and this commitment in turn improves their work performance which in turn increases job satisfaction.

The research was conducted by Ahmed et al., (2024) with (0) citations. This research aims to determine the technical staff's conception of training and development and its influence on performance. This research analyzes the concept of training and development (T&D) of technical staff and its influence on work performance at the University of Cape Coast. Findings in this study found that training and development programs encourage peer learning, sharpen technical staff skills, and contribute to increased competency and productivity. This research largely confirms the results of previous research which states that providing training opportunities for staff can improve performance and productivity. However, implementation challenges affect the effectiveness of training and development

efforts, especially when staff return to work after training. The implication is that a combination of improved training and development programs with stakeholder participation, provision of adequate logistics, and other factors is critical to improving performance

The fourth research was conducted by Yimam & Yimam (2022) with (3) citations. The main aim of this research is to assess and investigate the impact of training on employee performance in academic institutions that focus on technology. Human resource management must pay attention to program design training. There are training design elements to improve employee performance in an organization. It is the training objectives that must be clearly defined to the trainee and aligned with their job requirements; the training content must be relevant and appropriate to each individual's abilities; and the training program should include a variety of appropriate learning methods such as classroom training, e-learning, case studies, behavioral modeling, role-playing, training games, in-basket training, on-the-job training, and apprenticeship training and The selection of trainers should be effective and appropriate . The results show that training design, training needs assessment, training delivery style and training evaluation have a significant positive effect on employee performance

The fifth research from Tamsah et al., (2023) with (1) citations, this research examines the role of soft skills competency (SSC) and employee capacity (EC) in mediating the influence of training effectiveness (TE) on performance health workers (HWP), The results showed that TE increased SSC and HWP, although it did not have a direct effect on increasing EC. This shows that SSC is needed to mediate the relationship between these two variables. SSC and EC also mediated the influence of TE on HWP. It is hoped that these results can enrich the limited references in explaining the relationship between human resource planning (HR) and HWP, especially during the COVID-19 pandemic. From these results, training is able to improve performance effectively if implemented appropriately by health workers (Dieleman & Harnmeijer, 2006). According to previous research, the practical abilities of these workers determine the level of TE and performance improvement

The sixth research was by Bhatti et al., (2021) with (6) citations. In this research, we examine the role of training design on employee performance in the Pakistani health sector. Findings structural equation modeling shows a positive and significant role of training content and learning styles on employee performance. In contrast, this study found that the role of trainers on the performance of nurse employees in Pakistan is not significant, Employers need to provide more training programs to reduce the costs of recruiting and training new staff members. Additionally, the study recommends providing feedback to employees after training so that they are aware of areas where they can improve their performance. The findings of this study require consideration in the current training and development environment, and by policy makers and health sector planners in the government of Pakistan. These findings can be a valuable contribution of this study to the literature in general and the training literature in Pakistan in particular. Based on the findings of this study, policy makers and health sector planners in Pakistan should give special consideration to the current training and development environment

The research conducted by Duan et al., (2023) with (0) citations are one of the first studies to test the effectiveness of GS and feedback on performance in corporate training using LMS. The aim of this research is to test the impact of this type of feedback through learning management system (LMS) on employee training performance. The aim

of this research is to establish an effective feedback loop regarding advanced technologies to promote corporate training. Design/methodology/approach A total of 148 trainees were recruited from a multinational medical company. Employees were randomly assigned to receive feedback from superficial to more constructive details regarding their learning performance with the LMS, GS had a significant influence on learning outcomes. Employees who set larger, specific goals earn higher scores. Furthermore, feedback with more formative evaluations and constructive developmental suggestions produced the most significant positive influence on the relationship between participants' GS and learning outcomes.

The eighth research conducted by Lee et al., (2020) with (48) citations aims to investigate the differences in the mediating role of trust and knowledge sharing (formal vs informal) in the process by which training and incentives influence organizational performance. (increased sales and labor productivity) This study shows that incentives are more likely to help build an environment of trust in organizations than training and that informal knowledge sharing has a stronger influence on organizational performance than formal knowledge sharing, the findings in the study are that Trust has a mediating impact stronger impact of incentives (vs. training) on formal and informal knowledge exchange. Informal (vs. formal) knowledge sharing has a stronger mediating impact in the impact of trust on increasing sales and workforce productivity, this study highlights the mediating effect of trust in the process by which training and incentives influence knowledge sharing behavior, which in turn affects firm sales and productivity labor. Overall, there is support for the relationship between capability (training for workers) and motivation (provision of incentive systems) as well as the creation of an environment of mutual trust that encourages formal and informal knowledge exchange

The ninth research conducted by Khan et al., (2022) with the number of citations (0) Our paper examines the impact of training output and employment factors on several aspects of employee performance while supporting managerial decision making in the banking sector, in research Here, we consider four measures of employee performance and explain their variation with parametric and non-parametric models. Supported by current literature, we focus on satisfaction, achievement, and motivation. Regarding the selected covariates, here, we study the influence of the success of training methods, knowledge delivery, and labor market feedback. Based on these estimates, we provide a decision-making function that can be used to influence performance. Based on a survey conducted in German banks, we estimate the decision-making function. Based on the selected group of explanatory variables, we specifically show that the importance, assessment, and organization of these variables significantly influence underlying performance. Our empirical results demonstrate satisfactory fit and suitability of robustness properties. Finally, our proposed research framework and the empirical results obtained can be successfully used in human resource management practice

Finally, research from Abukhader & Onbaşıoğlu, (2021) with citations of (8). This research was conducted to determine the influence of five factors of Total Quality Management practices in health services on employee performance in public hospitals in Turkey. Research shows that TQM factors have a significant influence. significant impact on employee performance and the moderating effect of training has increased the correlation between employee performance and TQM factors. This research is based on five important factors and how they influence the total quality management of public hospitals. It is recognized that the commitment of the highest leadership of public hospitals is an important factor that management must continue to pay attention to. Research analysis reveals that management has shown great commitment to better

service quality and employee job satisfaction in public hospitals. This research also identified customer focus as another important factor indicating improvement in total quality management of public hospitals as management focuses on providing medical services that meet patient needs. Employee training is also a key factor driving employee perceptions of their perceived level of performance in public hospitals and analysis shows that training designed for employees reflects better performance. The fact that all other factors appear to be insignificant in the analysis does not mean that they are not important for public hospital management to consider. All factors have their own contribution to the implementation of total quality management, but these factors must be considered as important as other important factors

CONCLUSION AND SUGGESTION

In the systematic literature review article, it can be concluded that employee performance is very important for companies to achieve their goals, because employee performance is a way to measure the quality of the company's human resources. Employee performance is the main goal of every company in developing business and increasing company power. To increase employee performance, there can be one way to do it through work training, developing a collaborative work environment, and creating job satisfaction for employees, so training and the work environment are very important. If it is implemented correctly it will affect employee performance, the training given to employees will also improve employee performance and a comfortable work environment will also improve employee performance so this article can be used as a reference for companies and organizations that training and work environment will influence employee performance.

This study provides theoretical benefits by enriching the understanding of how training and work environment influence employee performance, and practical benefits by offering insights for managers to design effective training and create a supportive workplace. However, research gaps remain, particularly the limited focus on diverse sectors and regions, the lack of advanced quantitative analysis, and the absence of longitudinal studies. Future research should explore these aspects to strengthen empirical evidence and broaden the applicability of the findings

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