

The Role of Technology in Improving the Effectiveness of Employee Training at PT Wijaya Kusumo Joyo Mulyo

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Page: 11-21

ABSTRACT:

Outsourcing companies face challenges in ensuring the competence and quality of the workforce provided to clients. Employee training and development are essential strategies to maintain service quality and increase company competitiveness. This study aims to analyze the role of technology in enhancing the effectiveness of training and employee development at PT Wijaya Kusumo Joyo Mulyo, an outsourcing service provider. This research employs a qualitative approach with data collection techniques including interviews, observation, and documentation. Data analysis was conducted through data reduction, data presentation, and conclusion drawing. The results indicate that the use of technology, such as Learning Management Systems (LMS), e-learning platforms, and online communication tools, significantly improves the effectiveness of training for outsourced employees. Technology provides broader accessibility, cost and time efficiency, and enables data-driven monitoring. Furthermore, the integration of technology supports the standardization of competencies across employees assigned to various client locations. Challenges include limited digital literacy among some employees and the need for adequate technological infrastructure. The implications of this research highlight the importance of implementing technology-based training strategies aligned with client requirements, strengthening employees' digital literacy, and ensuring continuous evaluation to optimize the benefits of technology.

Keywords: Technology, Training, Employee Development, Outsourcing, Effectiveness.

INTRODUCTION

Globalization and development technology make company provider outsourcing services, including PT Wijaya Kusumo Joyo Mulyo, are facing challenge double: in one side they must answer need client will power competent work, on the other hand they need ensure outsourced employees who are placed capable adapt with fast to standard continuous work change. Training and development employee become key in guard quality service, but method conventional often limited by cost, time, and range, especially Because employee spread across various location Work client.

Presence digital technology opens up opportunity for overcome limitations Utilization of system learning online -based or learning management system allows employee follow training When anywhere and anytime, while material can standardized and accessible in a way uniform by all power Work. Mobile application that provides content learning short also makes it easier employee accept knowledge practical without disrupting working hours. More Far again, use

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digital simulation or even technology virtual reality gives experience learn more interactive and realistic, especially for skills technical.

Besides the convenience access, technology also provides profit in monitoring and evaluation matters. With data analysis, company can evaluate how much Far material training understood employees, competence what 's still there need strengthened, as well as How results learning impact on performance in the field. With method this, training No only become formality, but truly contribute to the improvement quality of outsourcing human resources.

However, the implementation technology in training Of course No without challenges. Employee digital literacy factors, readiness infrastructure, up to culture learning that has not been evenly can become obstacle separate research This therefore focus For dig How technology play a role in increase effectiveness training outsourcing employees at PT Wijaya Kusumo Joyo Mulyo, to what extent is it implemented? can answer need competence, and what the implications for quality services provided to client.

a. Training and Development Concept

Training understood as a learning process term short intended for increase skills and knowledge employees to suit with demands work in progress implemented (Dessler, 2019). While that, development long-term oriented long with objective prepare employee face roles and responsibilities future responsibilities (Noe, 2020). In the context of outsourcing, training help employees to immediately productive in accordance standard client, whereas development ensure sustainability competence when face power market dynamics increasing work complex.

b. Effectiveness Training

Effectiveness training No only measured from satisfaction participants, but also from the extent to which skills and knowledge are acquired truly implemented in job. Kirkpatrick's (2006) evaluation model explains four levels that are necessary note: reaction participant to training, level learning achieved, change behavior work, and results real impact on the organization. With approach this, effectiveness training can assessed in a way more comprehensive, especially in context outsourcing companies that must guard quality service for satisfaction client.

c. Technology in Training and Development

Utilization technology bring change significant in method training and development done. The presence of a Learning Management System (LMS), e-learning, interactive videos, etc digital simulation provides freedom for employee for Study in a way flexible, anytime and anywhere. In addition to improving efficiency cost and time, technology also allows monitoring and evaluation data- based, so that company can evaluate how far is the training impact on performance (Robbins & Judge, 2021). This is very relevant for outsourcing companies that have employee spread across various location.

d. Challenge Implementation Technology

Although offer Lots advantages, application technology in training still face various constraints. Priyono (2022) stated that challenge main covering limitations digital literacy in some employees, affordability devices that are not always adequate, and readiness organization in provide infrastructure technology. In addition, culture learning that has not been fully support digital learning can also slow down optimization technology in increase effectiveness outsourcing training.

RESEARCH METHODS

Approach qualitative descriptive used in study this Because allows researchers for understand phenomenon in a way more deep through experiences, perceptions and views of the informants involved direct in training based technology at PT Wijaya Kusumo Joyo Mulyo. Approach This chosen No For produce generalization numbers, but rather for dig the meaning and dynamics that occur in the training process, including How technology utilized, challenges faced, and the impact to effectiveness development employees. Through interview in-depth, observation, and documentation, researchers can get description comprehensive about interaction between employees, technology, and organization.

Study this was carried out at PT Wijaya Kusumo Joyo Mulyo, a companies operating in the field service provider power outsourcing work for various sector industry. Election location study done purposively with consideration that company This has apply technology in the training and development process employees. This is make PT Wijaya Kusumo Joyo Mulyo as relevant locations for reviewed, because practice use technology in training can observed in a way direct and compared with effectiveness method conventional previously used.

In addition, the company this own interesting characteristics, namely amount sufficient outsourcing employees big as well as placement power work on various field work in accordance need client. Condition the allows researchers for get variation experience from informant, okay from side management that designs training programs and employees who become participant training. With Thus, research can give comprehensive overview about implementation technology in context outsourcing training.

Research time planned ongoing during three months, namely July to September 2025. The range time This chosen for give chance for researchers do data collection intensive through interview in-depth, observation activity training, as well as collection document related. In addition, the duration sufficient research long expected can catch dynamics that occur in the training process, including obstacles, adaptation, and results that are starting seen from implementation technology said. With planning mature location and time, research This expected capable produce valid, in-depth and appropriate data with objective study.

Subject in study This is individuals who have involvement direct with training based technology at PT Wijaya Kusumo Joyo Mulyo. They consists of from HR manager, staff training, as well as outsourcing employees who have participate in a digital training program. HRD managers are selected Because own role strategic in designing policies and directions development source power humans, including decision use technology in training. Staff training positioned as implementer technicians who understand the implementation process, obstacles, and strategies for ensure training walk in accordance purpose. While that, outsourcing employees become subject important Because they are recipient direct benefit training, so that experience, perception, and response they to use technology will give description real about effectiveness training the.

Object study This is role technology in increase effectiveness training and development employees. Focus mainly lies in how technology functioning as instrument for make things easier access, improve quality material, speed up the learning process, and support evaluation results training. The effectiveness in question no only seen from improvement skills technical and knowledge employees, but also from change behavior work, improvement productivity, as well as satisfaction client to performance outsourcing workforce. With Thus, the object study

This focus on relationships between utilization technology and results real from the training process, so that can give description comprehensive about contribution technology to quality outsourcing HR development in companies.

Data sources in study This consists of on primary data and secondary data. Primary data is obtained direct from subject research involved in training based technology at PT Wijaya Kusumo Joyo Mulyo. This data will collected through interview deep with HR manager, staff training, as well as outsourcing employees who have participate in a digital training program. Through interview said, researchers can dig experience, perception, and informants ' views about How technology used, the challenges they face face, and how far technology has come influential to improvement competence and performance. In addition to interviews, primary data can also be obtained through observation to activity training conducted both online and offline with help technology, so that researchers can catch dynamics that occur in a way direct.

Temporary that is secondary data used as support for strengthen analysis. Secondary data this can in the form of document related companies with training programs, such as module digital training, reports evaluation training, internal company policies about human resource development, as well as notes attendance and results test training. In addition, researchers also utilize literature scientific in the form of books, journals and articles study previously discussed about training, development employees, as well as utilization technology in management source Power human. With combining primary and secondary data, research this expected capable give comprehensive overview about role technology in increase effectiveness training and development outsourcing employees at PT Wijaya Kusumo Joyo Mulyo.

Data collection techniques in study this done through three method main, namely interview in-depth, observation, and documentation. Interviews deep done to HR manager, staff training, as well as outsourcing employees who have follow training based technology. This technique chosen Because capable dig experience and perception informant in a way direct about How technology implemented in training, the extent to which benefits are felt, and obstacles that arise in the digital learning process. With semi- structured interviews, researchers still own guidelines questions, but also giving room for informant for convey view more wide in accordance experience they.

Observation used for see in a way direct implementation training based technology, good in form of e-learning, use of a learning management system (LMS), as well as activity training that utilizes other digital media. Through observation, researcher can take notes situation real, interaction between participants, utilization devices, as well as constraint possible technicalities appear. Observation This important for complete the results data interview, so that researchers No only depending on what is said informants, but also on what is really happened in the field.

In addition, documentation used for obtaining secondary data in the form of notes and archives company related training, such as module digital training, reports evaluation, policy human resource development, as well as attendance and achievement data results training. Documents the help researchers understand policy company in a way more whole and become material triangulation for validate data from interviews and observations. With use combination three technique this data collection, research expected capable produce comprehensive, accurate, and in- depth overview about role technology in increase

effectiveness training and development outsourcing employees at PT Wijaya Kusumo Joyo Mulyo.

Data analysis in study This done in a way qualitative with using the interactive model of Miles and Huberman (1994) which consists of from three stages, namely data reduction, data presentation, and withdrawal conclusion and verification. Data reduction is done with method select, focus, and simplify the data obtained from interviews, observations, and documentation. This process the aim is to collect data No pile up in a way raw, but sorted in accordance with focus research, namely about role technology in training outsourcing employees. At this stage this, researcher start do categorization based on themes certain, for example benefit technology, challenges implementation, as well as impact to effectiveness training.

After the data is reduced, the next stage is next is presentation of data. The data has been grouped Then displayed in form narrative descriptive, tables, and quote relevant interviews. Data presentation is done so that researchers can see patterns, relationships, and meanings that emerge from information obtained. With Thus, researchers can understand in a way intact How technology play a role in increase effectiveness training at PT Wijaya Kusumo Joyo Mulyo.

Stage final is withdrawal conclusion and verification. In the section this, researcher interpret the meaning of the data that has been served for answer formulation problem research. The initial conclusions that emerged will Keep going verified with method compare data from various sources (interviews, observations, and documentation) so that validity information can guaranteed. Triangulation process done for ensure that the conclusions drawn absolutely valid and can accountable. Through technique analysis of this data, research expected capable give in -depth overview about role technology in increase effectiveness training and development outsourcing employees, at the same time reveal factors supporters and inhibitor its implementation.

RESULTS AND DISCUSSION

Company Overview

PT Wijaya Kusumo Joyo Mulyo is company provider service power outsourcing work that serves various sectors, such as banking, hospitality, industry manufacturing and services cleanliness. Quality power work become factor key success service, so that company give attention big towards the training and development process employees to be able to fulfil standard assigned work client.

In some year lastly, the company start transform with utilise digital technology for support effectiveness Training. Use of Learning Management Systems (LMS), e-learning applications, and communication media such as Zoom, Google Meet, and WhatsApp Group allow employee follow training in a way flexible, efficient, and affordable. Utilization technology This become step strategic company for increase competence power Work at a time guard Power competition in the middle increasing market demands dynamic.

Research Result

The Role of Technology in Training Employee

Based on results interview with HRD manager, utilization technology proven bring impact significant positive in the training process outsourcing employees at PT Wijaya Kusumo Joyo Mulyo. One of the findings main is increasing accessibility towards the training program. Through use of the Learning Management System (LMS) as well as e-learning applications,

outsourcing employees can follow training when anywhere and anytime without must present in a way physical in space class. This is very relevant with characteristics outsourcing employees who are generally spread across various location Work with timetable flexible and solid work. With existence access training based technology, barriers distance and limitations the time that This become constraint main in development competence can minimized in a way significant.

Besides accessibility, technology also brings real efficiency, both from side time and costs. The company does not Again need allocate budget big for transportation, accommodation, and duplication module print, because all over material training can accessible digitally. This is allows company for organize training with coverage more area and frequency more tall without hit limitations budget. Efficiency the in line with cost-effectiveness principle in management source Power human beings, where every investment training can produce benefit maximum with burden higher costs low.

More far, use technology also provides innovation in method delivery material. Through learning videos, animations interactive, up to digital simulation, employees can get experience learn more interesting and contextual. Presentation this varied and multimedia - based material No only increase involvement participants, but also strengthen understanding draft as well as retention the material being taught. With increasing participation active and motivated learning, training based technology become more effective compared to method conventional which tends to passive and monotonous.

From the angle view strategic, technology no only play a role as tool help technical, but also as instrument innovative in development source Power humans, especially outsourcing employees. Presence technology allows company for build system continuous learning system, where each employee own access to track structured learning in accordance need competence they. This is No only support achievement standard performance individual, but also strengthening Power competition organization in a way overall. With Thus, the utilization technology can viewed as step transformation that places training outsourcing employees at a more modern, inclusive and adaptive level to demands of the digital era.

The Role of Technology in Development Employee

In addition to providing benefit directly on training, technology also plays a role role important in development skills term long outsourcing employees at PT Wijaya Kusumo Joyo Mulyo. Through Learning Management System (LMS), HRD can do monitoring competence in a way more structured and sustainable. Every employee own record digital footprint that records type training that has been followed, achieved competencies obtained, up to certificates held. This data no only make it easier company in evaluate development individual, but also helpful in design a more comprehensive development program appropriate target in accordance need employee and request client.

On the other hand, employees also show improvement independence in learning. Access to digital modules, online articles, and learning videos push they for more proactive enrich knowledge and skills outside of formal training hours. This grow culture Study independence that contributes to strengthening competence term long. More Far again, the system training based technology open opportunity development a better career wide. Employees can choose and learn relevant material with track desired career taken, so that they no only fulfil need Work moment this, but also prepare self for more position high in the future. With Thus,

technology No only tool for support training technical, but also instruments strategic in build Power competitiveness and sustainability career power outsourcing work.

Challenge in Utilization Technology

However, behind various benefits obtained, utilization technology in training and development outsourcing employees at PT Wijaya Kusumo Joyo Mulyo also face a number of constraints. One of the enough obstacles dominant is limitations internet access in some location work. Not all placement areas employee own stable network, so the digital training process sometimes disturbed. This is resulting in delays in finish module, difficulty follow online sessions synchronous, and decreasing effectiveness learning.

In addition, the gap digital capabilities also become challenge individually. Employees young generally more fast adapt with e-learning systems and application training based technology, while part senior employees still experience difficulty in operating a digital platform. The difference this potential cause inequality results training If no balanced with support or adequate assistance. Other obstacles that also arise is decrease interaction face advance between participant with the trainer. Although technology allows communication distance far, bait come back straight away as usual richer in session conventional sometimes No can delivered optimally. As a result, some employee feel not enough get personal guidance, especially in face materials that are needed explanation deep.

Discussion

Research result This confirm that utilization technology own contribution significant to effectiveness training and development employees at PT Wijaya Kusumo Joyo Mulyo. Findings This in harmony with Human Resource Development (HRD) theory which places technology as instrument strategic in strengthen competence employee at a time increase Power competition organizations in the digital era. In other words, technology No only become tool help administrative, but also become catalyst in build source Power adaptive, innovative and competitive humans.

First, from side effectiveness training, implementation technology has open room more learning Extensive, flexible, and efficient. E-learning, Learning Management System (LMS), and interactive digital media proven make it easier participant in access material training anytime and anywhere, so that No Again limited by constraints space and time. This is at a time impact on efficiency cost operational, because company No need allocate budget big for transportation, accommodation, and provision room class physical. In addition, the method based delivery technologies, such as interactive videos, digital modules, and online discussion forums, are able to increase retention material, participation active, and involvement emotional employee in the learning process. Consistency findings This with study previously the more confirm that technology No only speed up access, but also to improve quality experience outcome - based learning.

Second, from aspect development employees, technology play role important in better monitoring and evaluation system sustainable. LMS and digital applications enable company for keep as well as browse record digital footprint of every individual, starting from history training, certification, to achievements competency. This data become source information strategic for HRD in do analysis need development employees, determination track career, until succession planning. With approach data-driven HRD, development employee No Again

generalist, but can be personalized in accordance with individual needs, potential, and targets. The implication is that the company can create a strong and ready talent pool to support achievement of its organizational vision in the long term.

Third, although the benefits are big, research has also found a number of challenges that are not to be ignored. Limitations in infrastructure, especially internet access on site, can be an obstacle to technical digital learning. In addition, the gap in digital capabilities between generations of employees also causes differences in acceptance and adaptation to technology. Younger generations generally adapt more quickly, whereas older generations often face psychological obstacles and limitations in digital literacy. No less important, decreasing face-to-face interaction with trainers and colleagues in online training can reduce the depth of discussion, emotional bond, as well as the social aspect in the learning process.

To overcome the things said, the company needs to adopt a more integrative approach. Strategies that can be implemented include providing facility supporters in the form of adequate internet access in the work environment, training digital literacy for all employees to bridge the ability gap, as well as application of the blended learning model. This model combines online learning with quality face-to-face interaction, so that it can balance efficiency in technology and needs for social interaction. With this strategy, the effectiveness of training and development is not only maintained, but also increased in modern organizations that demand speed of adaptation at a time of cohesion between individuals. Overall, research confirms that utilization of technology in training and development is not just an option, but rather a must for companies that want to survive and thrive in the midst of digital disruption. With proper management, technology can become an enabler to create a competent, innovative, and sustainable human resource.

Key Findings

a. Technology increase efficiency in training

Utilization of technologies, such as Learning Management Systems (LMS) and e-learning applications, have proven to save time, cost, and energy. Employees do not need to be present in a way that is tied to location and time, so that transportation and accommodation costs can be reduced. In addition, the material training in digital form reduces the need for printed modules. From the side of time, flexibility in access allows training to be done without being tied to a timetable. Efficiency has a positive impact on the company, because it can reach more employees with a budget and resources that are more economical.

b. Technology push independence learning and monitoring competence employee

Through the LMS system, HRD can monitor the development of every employee's competence in real time. Record data on training steps, certificates, and achievements can become a basis for further evaluation. On the other hand, access to digital modules, online articles, and learning videos allows employees to study independently. Employees are not only waiting for instructions from the company, but are also more proactive in increasing their skills in accordance with work and career development.

c. Main obstacles: internet access and inequality digital capabilities

Although technology gives many benefits, research finds the existence of important obstacles. First, the limitations of internet access in some locations hinder the smoothness of digital training, so that not all employees can follow the material fully. Second, there is a gap in digital capabilities

between employee relatively young used to with technology and senior employees who are still face difficulties. Conditions This cause inequality results training as well as potential obstacle adaptation in term long.

d. Solution: implementation of blended learning and support digital literacy

For overcome constraint said, the company can implementing a blended learning strategy, namely combination online and face -to-face training face. This model guard efficiency technology at a time still provide room interaction direct between trainer and participant. In addition, the increase digital literacy is necessary become priority, especially for employees who have not used to with online learning platforms. Training programs base use digital applications as well provision support technical will help reduce gap between generation employees and ensure effectiveness training remain optimal,

CONCLUSION

Research result show that technology play a role important in increase effectiveness training and development employees at PT Wijaya Kusumo Joyo Mulyo. Utilization of digital media, such as e-learning, Learning Management System (LMS), and application online communication, has give convenience access training for outsourcing employees spread across various location work. Presence technology capable pressing cost and time, at the same time present material more learning interactive, so that increase understanding and motivation Study employee. In addition to providing impact on the training process, technology also strengthens aspect development employee with provide system monitoring competence digitally, encouraging independence learning, and open opportunity development career in accordance need individual. Although Thus, the implementation technology still face challenges, including limitations internet access in the field, the gap digital capabilities between employees, and the reduction intensity interaction direct with the trainer. In overall, findings study This confirm that technology no only functioning as tool help training, but also as a development strategy source power relevant human with demands of the digital era, even though still need adjustments for the benefit can felt optimally by all employee.

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