



# Education and Training (*Diklat*)-Based Human Resource Development to Increasing Employee Creativity: Literature Study

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Received: 24 Nov 2023  
Accepted: 04 Dec 2023  
Published: 04 Dec 2023



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**Abstract:** The ability to think creatively is one of the most valuable competencies in the 21st century. However, data shows that the creativity of human resources in Indonesia is relatively low to compete globally. To improve creative thinking skills, businesses need to play an active role in developing their human resources. This study aims to examine how human resource development based on education and training can be a means of improving the creative thinking skills of human resources in a company. This research was conducted using a qualitative research method with a literature study approach. The data sources used in this research are 3 books 15 journal and 2 article published from 2016 to 2023. Based on the results of this study, it can be implied that companies need to pay greater attention to the development of their human resources through training, especially training that can develop employees' creative thinking skills. This is important to increase the company's productivity and competitiveness in the era of globalization.

**Keywords:** Human Resource, Training, Creativity, Ability, Skills

## INTRODUCTION

Human resources are an important element in the sustainability of a company's activities and activities. The quality of human resources will have an impact on the quality of the company in achieving the goals. The company's success in achieving its goals cannot be separated from the role of human resources who work together and provide their best contribution to the company. In line with stated by (Bariqi, 2020) that the success of a company is determined by the human resource factors within it. The fact that human resources are different from other resources such as tools or machines means that companies must understand that the abilities possessed by each human being are different from one another. Due to the fact that human resources are not the same as other resources, like machinery or tools, businesses need to recognize that every individual has unique abilities. Quality resources are definitely desired by businesses in order to benefit the organization. Companies as job service providers have the hope that their human resources can provide significant benefits. Therefore, in order to produce high quality

personnel, businesses must give human resources a platform to develop their potential and enhance their aptitudes.

By enhancing their abilities and skills, human resource development helps businesses enhance the quality of their employees. According to (Ruhana, 2012), human resource development is a form of effort to improve employees' abilities and skills in completing various types of different tasks in their work. This implies that businesses, as entities in charge of managing human resources, should assist staff members by enhancing their aptitudes and competencies so they can carry out tasks more successfully and rapidly. Even in (*Undang-undang (UU) Nomor 39 Tahun 1999 tentang Hak Asasi Manusia*, n.d.) concerning employment, it is stated that companies have an obligation to provide job training to develop competencies in accordance with the level or qualifications of the position held. Thus, it becomes evident that organizations that offer employment services must not simply improve their human resources. In fact, doing required by law due to a statutory obligation.

Companies will be forced to give careful consideration to developing their human resources as a result of this duty. Companies certainly have various methods for developing human resources. This development is certainly expected to improve abilities and skills effectively. Based on stated by (Yentisna et al., 2014) that one form of human resource development can be done using education and training (*diklat*). Training is one option that can be used by companies in carrying out human resource development to improve the abilities and skills of their employees. As stated by (Sulaiman & Asanudin, 2020), education and training are defined as an effort to achieve organizational goals through developing a person abilities, skills and attitudes in carrying out their duties and obligations. As a result of the definitions explicit mention of trainings three main objectives improving abilities, skills, and attitudes it is evident that organizations can utilize training to enhance the capabilities and competencies of their workforce.

The challenge for companies in developing human resources certainly does not stop at what appropriate and effective methods can be used to improve employee abilities and skills. However, companies must think further about what abilities and skills should be given to employees to increase company productivity. In general, companies can determine what abilities and skills are needed by broadly assessing the quality of human capabilities in this century. For companies that want to develop their human resources, this can certainly be a guide. According to (Juniarso, 2020), one of the abilities that humans must have in the 21st century is the ability to think creatively. However, the results of a survey conducted by the Martin Prosperity Institute on the Global Creativity Index (GCI) or the level of creativity in various countries in 2015 ranked Indonesia 115 out of 139 countries as a country with a relatively low level of creativity (Florida et al., 2015). The aspects of the survey refer to three indicators: technology, talent and tolerance. The talent aspect talks about the capacity of human resources. This shows that Indonesia's human resources are far behind other countries. Therefore, creativity is one of the important aspects that need to be developed, including by companies as a place that accommodates human resources. Humans today are required to have high creativity in order to have

strong competitiveness. Creativity refers to a person's thinking ability in creating new ideas, so that these new ideas can be used by companies to increase productivity in achieving their goals. This is in line with the opinion expressed by (Mustika, 2017) that creativity is an ability that requires a person to generate new ideas that provide benefits and are relevant to organizational needs.

This research is more specific and focuses on aspects of creativity as one of the competencies that must be developed by the human resources of the apparatus through education and training. This research is more relevant and actual to the conditions and challenges faced by Indonesian human resources, especially in terms of low levels of creativity. This research also has more potential to make a significant contribution in improving the quality and performance of the human resources of the apparatus, as well as creating new innovations and solutions to existing problems. When viewed in previous studies, they are more general and not specific about the type of training and human resource development provided to employees. Previous studies only explained the benefits and objectives of human resource training and development in outline, without linking it to aspects of creativity. The research also does not discuss the conditions and challenges faced by Indonesian human resources, especially in terms of the level of creativity that is still low compared to other countries.

This study aims to examine how human resource development can be carried out through education and training (diklat) to improve the abilities and skills of employees. This is supported by the Martin Prosperity Institute survey results which show that Indonesia ranks 115 out of 139 countries in terms of creativity levels (Florida et al., 2015). The survey results show that the talent aspect, which talks about the capacity of human resources, is the lowest aspect in Indonesia. Therefore, this research will further examine how training can be utilized by companies to develop employees' creative thinking skills in order to increase creativity and thus increase the company's productivity in achieving its goals.

The Global Creativity Index (GCI) is used as a measure of sustainable economic growth and prosperity based on talent, technology and tolerance. The index assesses and ranks 139 countries based on these factors as well as overall creativity and prosperity. Australia ranked first in the GCI, replacing Sweden which previously held the top spot in the 2004 and 2011 editions. The United States ranked second, while New Zealand came in third. Canada moved up three places and came in fourth, while Denmark and Finland came in fifth. Other highly ranked countries include Sweden, Iceland, Singapore and the Netherlands. In terms of talent, Australia topped the ranking followed by Iceland, the United States, Finland, and Singapore. Indonesia did not make the top 25 countries, indicating a significant gap in creativity and prosperity between Indonesia and Australia. Creativity is closely linked to economic and social progress, with countries that have a high GCI tending to have high economic output, high competitiveness, and strong entrepreneurship and human development. Urbanization also has an effect on creativity, with more urbanized countries having higher GCI scores.

The human resource gap in Indonesia can be assessed in terms of quantity and quality. In quantity, the gap can be seen from the number and distribution of available human resources. Indonesia has a large population, but the quality of education and training received by the community is still uneven. This leads to gaps in the quantity and quality of human resources between urban and rural areas, as well as between the western and eastern regions of Indonesia. In terms of quality, the gap in human resources in Indonesia can be seen from the abilities and skills possessed by individuals. The Martin Prosperity Institute survey shows that Indonesia has a considerable gap in the quality of human resources in terms of creativity.

## RESEARCH METHODE

This research uses a qualitative research method with a literature study approach. The purpose of this research is to examine how training-based human resource development can help companies improve the creativity of their human resources. This research was conducted in October-November 2023. The data sources used in this research are 3 books 15 journal 2 article relevant to the research topic. The sources were selected based on criteria such as author credibility, year of publication, journal quality, and suitability to the research topic. The sources were then analyzed by:

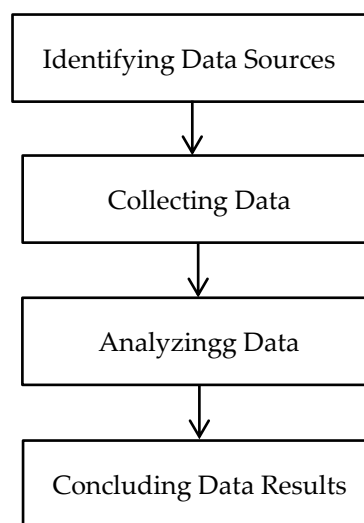


Figure 1 Research flow design

## RESULTS AND DISCUSSION

This research employs a literature review approach, so the researcher conducts an analysis of several sources relevant to the research topic presented in Table 1.

Table 1 Research Analysed

Research Title	Writer	Research purposes	Research methods	Research result	Conclusion
Pelatihan Dan Pengembangan Sumber Daya Manusia	Bariqi, MD (2020)	Examining the concept and process of HR training and development and the factors that influence it	Literature study from various primary and secondary sources related to HR training and development	Presents the definition, objectives, benefits, types, methods and evaluation of HR training and development as well as the internal and external factors that influence it	Provides a general and theoretical overview of HR training and development and its implications for organizations and individuals
Pengaruh Pengembangan Sumber Daya Manusia Terhadap Kinerja Pegawai Pada Kantor Badan Kepegawaian Daerah Provinsi Kalimantan Timur	Findarti, FR (2016)	Measuring the influence of HR development on employee performance at the Regional Civil Service Agency Office of East Kalimantan Province	Quantitative research using questionnaire as a data collection instrument and simple linear regression analysis as a data analysis method	Found that HR development has a positive and significant effect on employee performance with a coefficient of determination value of 0.512	Suggests that organizations improve human resource development through training, guidance and formal and informal education for employees
Model Discovery Learning Terhadap Kemampuan Berpikir Kreatif Mahasiswa	Juniarso, T. (2020)	Analyzing the influence of the discovery learning model on students' creative thinking abilities in Mathematics Education courses	Quasi-experimental research using pretest-posttest control group design as the research design and t test as the data analysis method	Shows that there is a significant difference between the creative thinking abilities of students who take part in learning using the discovery learning model and those who do	Confirms that the discovery learning model is effective in improving students' creative thinking abilities in Mathematics Education courses

Research Title	Writer	Research purposes	Research methods	Research result	Conclusion
				not with a significance value of 0.000 < 0.005, meaning that the average creative thinking of students who are taught using discovery learning is better than those taught using classical learning.	
Pengaruh Kepribadian Proaktif pada Kreativitas Karyawan dengan Kepemimpinan Transformatio nal dan Autonomi Kerja sebagai Variabel Pemoderasi	Mustika, MS (2017)	Testing the influence of proactive personality on employee creativity with transformatio nal leadership and work autonomy as moderating variables	Quantitative research using questionnaire s as a data collection instrument and moderated regression analysis as a data analysis method	Shows that proactive personality has a positive and significant influence on employee creativity and this influence is moderated by transformatio nal leadership and work autonomy	Suggests that organizations implement a transformation al leadership style and provide high work autonomy to employees who have proactive personalities in order to increase their creativity
Penerapan Arsitektur Perilaku Pada Perancangan Sekolah Kreatif di Surakarta	Nurkamalina, OP, Hardiana, A., & Pramesti, L. (2018)	Applying the concept of behavioral architecture to creative school design in Surakarta	Qualitative research using observation, interviews, and literature studies as data collection techniques and descriptive	Produce creative school design concepts that consider aspects of behavioral architecture, such as needs, activities, interactions and user	Provide recommendatio ns for architectural designers to apply behavioral architecture in designing creative schools that can support

Research Title	Writer	Research purposes	Research methods	Research result	Conclusion
			analysis as a data analysis method	behavior as well as the physical and social environment	innovative and creative learning processes
Pengembangan Kualitas Sumber Daya Manusia vs Daya Asing Global	Ruhana, I. (2012)	Analyzing the relationship between human resource quality development and global competitiveness	Literature study from various sources related to developing human resource quality and global competitiveness	Found that developing human resource quality is positively related to global competitiveness and that Indonesia still has challenges in terms of developing human resource quality compared to other countries	Emphasizing the importance of developing human resource quality as a strategy to increase global competitiveness and face global competition
Analisis Peranan Pendidikan Dan Pelatihan Dalam Peningkatan Kinerja Pegawai	Sulaiman, & Asanudin. (2020)	Analyzing the role of education and training in improving employee performance at PT. A B C	Quantitative research using questionnaire as a data collection instrument and multiple linear regression analysis as a data analysis method	States that education and training have a positive and significant effect on employee performance with a coefficient of determination value of 0.623	Implies that organizations need to provide quality and relevant education and training for employees in order to improve their performance
Manajemen Pengembangan Sumberdaya Manusia: Konsep-konsep Kunci	Sumardjo, M., & Juni Priansa, D. (2018)	Convey key concepts of HR development management	Literature study from various sources related to HR development	Presents key concepts of HR development management, such as	Provides a theoretical and conceptual framework regarding HR development

Research Title	Writer	Research purposes	Research methods	Research result	Conclusion
			management	definitions, objectives, functions, principles, strategies, models, methods and evaluation of HR development management	management for academics, practitioners and researchers
Analisis Faktor-faktor yang Mempengaruhi Kreativitas Kerja Pada Komisi Pemilihan Umum Kota Padang	Yentisna, Y., Maivalinda, M., & Efendi, S. (2014)	Analyzing the factors that influence work creativity at the Padang City General Election Commission	Quantitative research using questionnaire as a data collection instrument and factor analysis as a data analysis method	Found that there are four factors that influence work creativity, namely work environment, work motivation, personality and competence with an eigenvalue of more than one and a cumulative variance explained value of 69.5%	Suggests that the Padang City General Election Commission increase employee work creativity by improving the work environment, providing work motivation, developing personality, and increasing employee competency

Human resources (HR) have an important role for a company in achieving its goals. This role means that companies need to pay more attention to the existence of their human resources. The existence of human resources spearheads the company in carrying out operational activities at all times. It is a challenge for companies to manage human resources, where in essence humans are dynamic creatures and have differences between one another. The company must realize that these differences can be both an opportunity and a threat to the sustainability of the company. It becomes a threat when the company takes the wrong steps in managing the existence of its human resources, but it becomes an opportunity when the company understands the right and effective steps that can be used so that the existence of its human resources can have a positive impact on the company.

The positive impact expected by the company certainly refers to increasing the company's productivity in achieving its goals. Knowing this, businesses must take extra efforts to turn their human resources into invaluable assets that benefit the organization.

According to (Bariqi, 2020), human resources are assets owned by the company so that they must be maintained and developed in order to make an optimal contribution to the continuity of the company. The company's ability to maintain and develop human resources is a challenge that must be overcome so that the company can achieve its goals. One way to develop human resources is to organize training and development in accordance with the needs and potential of employees. Training and development can improve employees' knowledge, skills, attitudes, and behavior in order to adapt to changes in the environment and job demands. In addition, training and development can also increase employee creativity, which is the ability to generate new, original, and useful ideas that can be used to solve problems, develop products, or create works of art. Employee creativity can act as a mediating variable between motivation and employee performance, so employees who have high motivation will be more creative and perform better.

Examples of companies that successfully manage human resources strategically are Google, Cisco, and SISI (SISI.id, 2023). Google manages human resources very modernly, ranging from employee benefits, outstanding work facilities, to the implementation of Project Oxygen, which is an effort to determine the best quality of the best managers based on employee data and feedback. Cisco develops their own Human Resource Management (HRM) technology to guide corporate strategy and better serve business needs. Cisco Talent Cloud is one of the HRM technologies used to provide transparency to managers about the skills and experience of approximately 70,000 employees. In addition, this technology also provides employees with the tools and information they need to take initiative and advance their careers. SISI (Sinergi Informatika Semen Indonesia) is a company engaged in information and communication technology that implements strategic human resource management by integrating business objectives and HR strategies. SISI also develops employee competencies through various programs, such as certification, training, and scholarships.

Companies recognize the importance of creating quality human resources to drive their success. This requires effort on the part of the company to develop its employees into superior and competitive resources. Human resource development is a crucial initiative for companies to enhance the quality of their workforce. It involves preparing individual employees to accept different or higher responsibilities within the organization. Human resource development not only encourages employees to improve their abilities and skills to fulfill their current responsibilities, but also aims to develop their careers for the future (Sumardjo & Juni Priansa, n.d.). By investing in human resource development, companies ensure that their employees have the necessary capabilities to meet the organization's goals and contribute to its growth.

The view of human resource development above is also supported by (Findarti, 2016) who states that the purpose of human resource development in general is to achieve

organizational goals through increasing the ability of employees to complete their tasks and jobs. This goal provides benefits for both parties, namely employees as human resources and companies as a forum that houses them. Through human resource development, companies can help employees improve their abilities and skills in completing work so that the company also benefits from the completion of the work, which indicates that productivity has occurred. Then more specifically stated by (Sumardjo & Juni Priansa, n.d.) divides the objectives of human resource development into two aspects, namely internal goals and external goals. Internal goals include 1) increasing work productivity, 2) increasing efficiency, 3) increasing effectiveness, 4) preventing damage, 5) reducing work accidents, 6) improving internal services, 7) employee morale, 8) career, 9) leadership and leadership succession 10) compensation. These internal objectives include aspects that can be felt by the company itself as a whole. Basically, it is important to remember that human resource development plays a vital role in meeting the needs of the organization and its workforce. Human resource development provides benefits to all parties involved. Workers can enhance their talents and skills to complete tasks and advance their careers, while businesses benefit from higher productivity and lower continuity risks. Human resource development objectives also include meeting external demands such as customer demands, globalization, corporate competition, rising labour costs, and dwindling energy supplies. It is understood that external objectives refer to aspects that are beyond the control of the company, such aspects indirectly affect the company in achieving its goals. Therefore, this objective implies that the humanities can serve as a link for businesses to address this component. Customer demands, globalization and business competition are aspects that require companies to have superior and competition-ready human resources. This aspect cannot be controlled directly by the company, but through human resource development the company can prepare itself to face these demands. So from these objectives it can be said that human resource development is something that must be done by the company to advance in achieving its goals.

Training is an important process in improving employee capabilities. In the implementation of training, there are several components that need to be prepared by the company. One of them is a trainer who has adequate qualifications and good credibility to provide training materials to employees. Training needs analysis is also an important component to design a curriculum that suits the company's needs. In addition, material aspects such as facilities and infrastructure and financing also need to be considered by the company. For example, a manufacturing company wants to improve employee skills in work safety. The company conducts a training needs analysis and develops a curriculum that covers work safety regulations, the use of personal protective equipment, and emergency response procedures. The training was conducted over 2 days using lecture, discussion and simulation methods. The training team consisting of representatives from the safety division, trainers from training institutions, and other supporting personnel helped deliver the material in a clear and interesting manner. After the training, the company conducted an evaluation using tests and questionnaires. The

evaluation results showed that the training was successful in improving employees' understanding of work safety regulations.

The next challenge in human resource development is to determine how companies can do it. There are two types of human resource development that can be used by companies, namely informal and formal (Bariqi, 2020). Informally is human resource development carried out independently by employees, while formally is human resource development provided by the company. Furthermore, (Kusumawati, 2015) revealed that informal human resource development is obtained from the results of employees' efforts in reading books or attending seminars related to work, then formally it can be done using education and training programs organized by the company or included in certain training institutions. Informal human resource development must of course be an initiative taken by the employees themselves, the desire to learn independently can help employees in completing their work. However, in the scope of work, human resource development cannot be separated from the role of the company, that in essence the company has an obligation to provide a forum for employees to improve their abilities. So that training as a form of formal human resource development can be a solution for companies in developing human resources. (Hamali, 2016) states that education and training (diklat) is a teaching and learning activity that is structured in a deliberate and planned manner to develop employee knowledge and skills. As a form of human resource development, it certainly has the same goals as human resource development. The goal is basically to improve the abilities and skills of employees in order to increase company productivity. In fact, specifically (Rozalena & Dewi, 2017) also expressed their opinion regarding the purpose of training, namely 1) Improve employee productivity and performance, 2) Help meet expected achievement standards, 3) Improve employee skills and expertise, 4) Help employees adapt to technological developments as job support 5) As a form of preparing employees to occupy strategic positions, 6) Resolve operational problems, 7) As a means to nurture the abilities, interests, and talents of employees so that they continue to be developed, 8) Increase loyalty and support the organization in achieving its goals. This certainly reinforces that training can be used by companies in developing human resources to increase knowledge, abilities and skills in completing work and can increase productivity in achieving company goals.

According to Sari and (Sari & Amri, 2018), the role of HR in the development of Islamic banking is very strategic, because HR is the main asset that determines the success of Islamic banking in facing competition and challenges in the era of globalization. Therefore, Islamic banking must be able to recruit, develop, and maintain qualified and competent human resources. One of the efforts made by Islamic banking is to organize training for its employees, both internally and externally. Training aims to improve the knowledge, skills, and attitudes of employees in accordance with sharia principles, as well as to develop employee creativity and innovation in providing products and services that meet customer needs and satisfaction. (Siregar, 2018) suggests that the factors that influence training management in HR development efforts include: (1) policy and planning of training, (2) analysis of training needs, (3) design and development of training,

(4) implementation and organization of training, (5) evaluation and measurement of training results, and (6) career development and rewards for employees who take training. These factors must be managed professionally and systematically so that training can have a positive impact on improving employee creativity and performance.

Creativity is one of the important factors needed in the modern world of work. Creative employees are able to generate innovative new ideas and can increase work productivity. Therefore, human resource development (HRD) based on education and training (Diklat) is important to increase employee creativity. (Rumengan et al., 2019) in their research on online learning of West Papua BPSDM ASN Training, found that training can increase employee creativity. This is because training provides opportunities for employees to learn new things, develop skills, and increase knowledge. In addition, training can also encourage employees to think critically and solve problems creatively. (Nurhayani, 2022) in her research on HR training management strategies to encourage business and industrial performance, also stated that training can increase employee creativity. This is because training can provide opportunities for employees to collaborate with coworkers, share ideas, and get feedback from mentors or trainers. In addition, training can also encourage employees to take risks and try new things.

Because having high creativity certainly not only helps a person create new ideas, but these ideas can also be used to solve problems. As stated by (Jean Jr. & Ferinia, 2023), creativity is an ability possessed by a person to give birth to new concepts that are generated based on the pressures that exist in an organization to solve a problem. This certainly shows that creativity is an ability that can be used by someone to solve problems that arise in the organization, including the company where the employee works. Creativity helps employees to contribute to the company. Even (Hendrawan et al., 2019) stated that creativity is an ability that is currently needed by employees so as not to be crushed by competition. Competition that occurs in the world of work requires employees to always make an optimal contribution in every job. So that the ability to think creatively needs to be trained and developed by the company for its human resources, because in essence the potential to have creativity must be owned by everyone, so that everyone essentially has the potential to create new things and solve problems (Yentisna et al., 2014). One way that can be used to develop these abilities is through training, because based on the explanation above, it is stated that training is an activity that can be carried out by companies to improve employee abilities and skills, so it is appropriate for companies to use training as a means to improve the ability to think creatively to increase employee creativity so that it has a positive impact on company productivity in achieving its goals.

However, based on the results of a survey conducted by the Martin Prosperity Institute regarding the Global Creativity Index (GCI) or the level of creativity in various countries in 2015, Indonesia is ranked 115 out of 139 countries as a country that is classified as low in terms of creativity (Florida et al., 2015). The aspects in the survey refer to three indicators, namely technology, talent and tolerance. The talent aspect talks about human resource capacity. This certainly shows a gap, in an era that demands the ability to

think creatively, Indonesia's human resources are at the bottom in terms of creativity, so this is a big challenge for Indonesia. So based on this, creativity is one of the important aspects that needs to be developed, including by companies as a place that accommodates human resources.

## CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that human resource development through education and training (diklat) can improve employee abilities and skills, including the ability to think creatively. This is supported by the results of data analysis which shows that there is a positive relationship between training and employees' creative thinking ability. The results of this study are in line with the results of previous studies which show that training can improve employees' creative thinking skills (Nurkamalina et al., 2018). Therefore, companies need to pay greater attention to human resource development through training, especially training that can develop employees' creative thinking skills.

Companies need to develop training programs that can develop employees' creative thinking skills. The training program can be in the form of training that provides training on creative thinking techniques, such as brainstorming, mind mapping, and problem solving. Companies need to provide opportunities for employees to participate in training on an ongoing basis. This is important to maintain and improve employees' creative thinking skills. The government needs to provide support to companies in developing human resources through training. This support can be in the form of financial assistance, provision of facilities, and development of the training curriculum. The results of this study contribute to the theory of human resource development. This study shows that training can be an effective strategy to improve employees' abilities and skills, including the ability to think creatively. The results of this study have practical implications for companies. Companies can increase their productivity by developing their human resources through training, especially training that can develop employees' creative thinking skills.

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