

## Training, Work Experience and Motivation on the Performance of the Regional Revenue Agency Office of Labuhanbatu Regency

Candra Kirana<sup>1</sup>, Zulkifli Musannip Efendi Siregar<sup>2</sup>, Abd. Halim<sup>3</sup>

<sup>1,2,3</sup>Labuhanbatu University, Indonesia

[ranacandra7@gmail.com](mailto:ranacandra7@gmail.com), [zulkiflimusannipefendi@gmail.com](mailto:zulkiflimusannipefendi@gmail.com), [bdulhalimpsr89@gmail.com](mailto:bdulhalimpsr89@gmail.com)

### Abstract

*This study aims to analyze Training, Work Experience and Motivation on the Performance of Employees of the Regional Revenue Agency Office of Labuhanbatu Regency. This type of research is quantitative, and the place of this research is the Regional Revenue Agency Office of Labuhan Batu Regency. Data collection techniques used in the study were observation, documentation and questionnaires using a Likert scale. The population in this study were employees of the Regional Revenue Agency of Labuhan Batu Regency as many as 90 people. The sampling technique used is saturated sampling. Saturated sampling technique is a sampling technique when all members of the population are used as samples, thus all employees are used as respondents in this study. The analytical method used in this research is validity and reliability test, classical assumption test which includes: data normality test, heteroscedasticity test, and multicollinearity test. Multiple linear regression analysis was tested using partial (t), simultaneous (F) testing, and the coefficient of determination. The test results partially prove that the value of t count is  $3.809 > t$  table  $1.6629$  which indicates that training (X1) has a positive effect on employee performance variables (Y). The t-count value is  $2.629 > t$  table  $1.6629$  explaining that experience (X2) has a positive effect on employee performance variable (Y). Furthermore, the value of t count is  $4.087 > t$  table  $1.6629$  which means that motivation (X3) has a positive effect on employee performance variable (Y). Simultaneous test results obtained Fcount value of  $61.537 > F$ table  $2.48$  with a significance value of  $0.000 < 0.05$ . The results of this F test explain that training (X1), work experience (X2), and motivation (X3) simultaneously have a positive and significant effect on employee performance (Y). The value of R Square from the analysis of the coefficient of determination is  $0.682$ , which means that employee performance (Y) can be explained by the training variable (X1), work experience (X2).*

### Keywords

*Training; work experience; employee motivation; performance*



## I. Introduction

There are still employees of the Labuhanbatu Regency Regional Revenue Agency who have not been able to complete their work in accordance with the expected results or it can be said that the work done by employees is still not in line with expectations. This is because there are still training programs that have not been implemented by the Regional Revenue Agency of Labuhanbatu Regency to their employees so that problems at work still often arise such as there are still employees who have not been able to do their work according to their abilities. The results of the work carried out by employees of the

Regional Revenue Agency of Labuhanbatu Regency are also not optimal, employees also have not been able to complete their work on time. So therefore,

The purpose of the training is to increase knowledge, skills and attitudes so that they are able to carry out structural positions professionally based on the personality and ethics of Civil Servants in accordance with the needs of the institution, creating the apparatus as reformers. and the glue of national unity and integrity, strengthening the attitude and spirit of community service that is oriented towards service and community empowerment, realizing a shared vision and a dynamic mindset in carrying out the tasks of command and public development for the realization of good governance (Dartha, 2010).

In addition to training, experience is also influential in an agency or company. There are also employees at the Regional Revenue Agency of Labuhanbatu Regency who do not have sufficient experience. This can be seen from there are still employees who have not been able to maintain good relations between leaders and employees and there are still employees who have not been able to solve work problems by themselves. Lack of employee experience, so that in completing the work it still involves other employees. Therefore, the background of an employee is a determinant to be able to complete the work by himself without involving other employees, because the performance of an employee is very influential if the employee has good experience. This research was previously carried out by Gah and Syam (2022) which proves that experience has a positive and significant effect on performance Employees at Makassar Community Training Center.

Motivation is also very influential on employee performance, if the motivation possessed by employees is good, the performance possessed by employees continues to increase. Conversely, if the motivation possessed by employees is not good, then the performance possessed by employees is continuously getting lower. The results of observations made by researchers, the motivation of employees at the Regional Revenue Agency of Labuhanbatu Regency is not good because the leadership still has not given rewards to employees who excel. Of course this results in poor employee motivation, resulting in employees still being late when they enter work hours. Undisciplined in doing work, and have not been able to complete the work on time. Therefore motivation is very important in an agency or company. Previous research has been described by Haryanto and Mukrodi (2022) who stated that motivation has a positive effect on employee performance at the Central Statistics Agency of South Tangerang City.

From several problems, the low performance of employees can be seen from each of the phenomena that have been explained from each variable such as the training program has not yet been provided by the agency to employees by itself and the motivation of employees is still not good. Each of these problems will affect the performance of employees of the Regional Revenue Agency of Labuhanbatu Regency.

## **II. Review of Literature**

### **2.1 Training**

According to Saloviita (2018) training is an education system until the introduction of new combined specializations that will provide overall knowledge to graduates. In this context, training is a system development carried out by leaders to employees in corporate organizations in all sectors by providing tools and means for companies to achieve their goals, (Chuang et al., 2016; Martinaityte and Aryee, 2019). Hanaysha, Tahir (2016) mention training indicators, namely (1) The company provides training to meet any changing needs in the workplace (2) The training is always fully supported by the company, (3) Overall, the training received is in accordance with the field of work, (4 )

Overall, the training received has met the needs (5) Overall, satisfied with the amount of training received.

## **2.2 Experience**

Experience is something that can offer professional development opportunities to learn and practice strategies for creating things by encouraging open discussion and processing with colleagues about what one has, (US Center for Substance Abuse Treatment 2014). Experience contributes to work that highlights the abilities possessed by a person, because it is an important thing and also a value in the organization, (DeFond and Zhang 2014; Christ et al. 2020). Work experience is an ability possessed by the body which is then followed by the spiritual possessed by an employee (Beghetto, 2019). Work experience has indicators: 1). Feeling happy about work, 2). Inspiration and implementation of work, 3). Work problem solving, 4). Rotation in work and 5). The role of experience in overcoming task problems, (Auspurg et al., 2017).

## **2.3 Motivation**

Shah, et al., (2018) argues that motivation is an important aspect that can increase work motivation and the desire of employees to remain loyal to the organization in order to create goals that have been arranged in an organization. Motivation according to the view of Kalhoro, et al., (2017) is an action that can increase a sense of satisfaction related to the desired basic psychosomatic needs for professional competence and improve the performance produced by employees. Motivation as a desire to do something with great effort to achieve organizational goals is conditioned by efforts to meet individual needs. In essence, employees are motivated to do their jobs depending on the strength of the motives that influence them (Zhu, et.al. 2016). According to Abraham. H Maslow translated by

Achmad Fawaid and Maufur (2017), stated that the indicators of motivation include: (1). Physical needs, (2). The need for security and safety, (3). social needs, (4). the need for self-esteem, (5). Self-realization needs.

## **2.4. Employee Performance**

Bernardin (2013) suggests that performance is a record of the results obtained from certain job functions over a certain period of time. Colquitt and Wesson (2013) state that employee performance is a number of behaviors and contributions of organizational members to the achievement of organizational goals. According to Shields cited by Bose, (2018), employee performance is the ability of an employee to carry out his duties and responsibilities. Employee performance is also associated with results, achievements, and collective efforts and behaviors that are relevant to organizational goals that are controlled by employees. Employee performance is reflected in the work shown by employees. Ivancevich and Konopaske (2013), state that the indicators for measuring employee performance are: 1) the quantity of work is the amount of work that can be done by employees in working in a certain period. 2) work quality is related to the thoroughness, neatness, and thoroughness of employees' work, 3) personal quality is related to personality, appearance, friendliness, leadership, and integrity 4) cooperation is the willingness and ability of employees to cooperate with colleagues in carrying out a task to achieve common goals and 5) initiatives related to the initiatives taken by employees in doing something related to work.

According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. However according to Kasmir (2016) that performance is the

result of work and work behavior of a person in a period, usually 1 year. Then the performance can be measured by the ability to complete the tasks and responsibilities given. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance.

### III. Research Method

This type of research is quantitative, and the place of research is carried out at the Regional Revenue Agency Office of Labuhanbatu Regency. Data collection techniques used in the study were observation, documentation and questionnaires using a Likert scale. The population in this study were employees of the Regional Revenue Agency of Labuhan Batu Regency as many as 90 people. The sampling technique used is saturated sampling. Saturated sampling technique is a sampling technique if all members of the population are used as samples (Sugiyono, 2017). Since the number of employees of the Regional Revenue Agency of Labuhan Batu Regency is 90 people (less than 100 people), then all employees are taken as objects of research. The analytical method used in this research is the validity and reliability test, the classical assumption test which includes: data normality test, heteroscedasticity test, and multicollinearity test. Multiple linear regression analysis was tested using partial (t), simultaneous (F) testing, and the coefficient of determination.

### IV. Result and Discussion

Ghazali (2018) states Validity test is used as a measure of whether a questionnaire is valid or not. Valid data is data that does not differ between data reported by researchers and data that actually occurs in the object of research. The validity test of the research variables has significant criteria  $> 0.5$ . The validity test in this study was carried out on 30 samples which were carried out outside the characteristics of the respondents, namely Regional Revenue Agency of South Labuhanbatu Regency the results of the validity of this study can be contained in Table 1:

**Table 1.** Validity Test Results

Variable	Total Correlation	Criteria Sig.	Information
X1.1	,817	0.5	Valid
X1.2	,795	0.5	Valid
X1.3	,691	0.5	Valid
X1.4	,716	0.5	Valid
X1.5	,749	0.5	Valid
X2.1	,857	0.5	Valid
X2.2	,895	0.5	Valid
X2.3	,758	0.5	Valid
X2.4	,858	0.5	Valid
X2.5	,745	0.5	Valid
X3.1	,823	0.5	Valid
X3.2	,787	0.5	Valid
X3.3	,867	0.5	Valid
X3.4	,681	0.5	Valid
X3.5	,748	0.5	Valid
Y.1	,699	0.5	Valid
Y.2	,726	0.5	Valid

Variable	Total Correlation	Criteria Sig.	Information
Y.3	,734	0.5	Valid
Y.4	,730	0.5	Valid
Y.5	,711	0.5	Valid

Information: \*Sig Criteria < 0.5

Source: Research Results, 2022

Sugiyono (2017) suggests that the reliability test is carried out to find out the results of the measurement are consistent if the same measuring instrument is measured, an indicator in the questionnaire can be accepted if the alpha coefficient has a value > 0.6. The results of the reliability test of this study can be contained in Table 2:

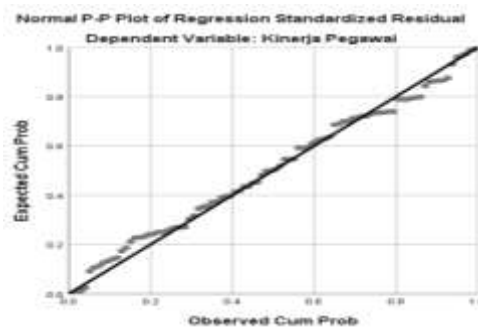
**Table 2.**Reliability Test Results

Variable	Croanbach Alpha (CA)	Information
Training	,794	Reliable
Work experience	,811	Reliable
Motivation	,802	
Employee Performance	,784	Reliable

Information: \*Criteria CA > 0.6.

Source: Research Results, 2022

Table 1 and Table 2 show that all valid and reliable statement items for each indicator in the validity test have a value > 0.5 and each value contained in the variable for the reliability test is > 0.6. The next test can be analyzed by normality test. The normality test of this study can be loaded withthe p-plot graph in Figure 1:



Source: Research Results, 2022

**Figure 1.**P-plot graph

In the P-Plot graph, the data spreads around the diagonal line and follows the direction of the diagonal line, so the regression model fulfills the assumption of normality. The graph shows that the distribution pattern tends to be normal, the data shows the points spread around the diagonal line and follow the direction of the diagonal line, then the regression model fulfills the assumption of normality. The next normality test can be seen in Table 3:

**Table 3.**One-Sample Kolmogorov-Smirnov Test  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		90
Normal Parameters, b	mean	.0000000
	Std. Deviation	1.15967010
Most Extreme Differences	Absolute	.068
	Positive	.064
	negative	-.068
Test Statistics		.068
asymp. Sig. (2-tailed)		.200c,d

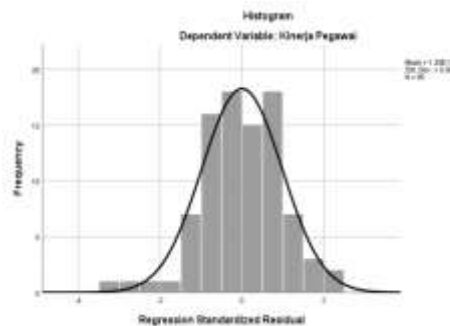
a. Test distribution is Normal.

b. Calculated from data.

Information: \*p> 0.05.

Source: Research Results, 2022

The normality test in Table 3 uses the Kolmogorov-Smirnov method with a significance value of 0.200 with a significance level of > 0.05. The results of this test indicate that the normality test in this study is normally distributed. The normality test of this study can be loaded with histogram loaded in Figure 2:



Source: Research Results, 2022

**Figure 2.** Histogram Graph

Based on the histogram graph, the data has shown a normal curve that forms a perfect concave. It can be said to be normal if the line has formed a concave upward like the picture. The results of the multicollinearity test in the study are listed in Table 4:

**Table 4.** Test results Multicollinearity

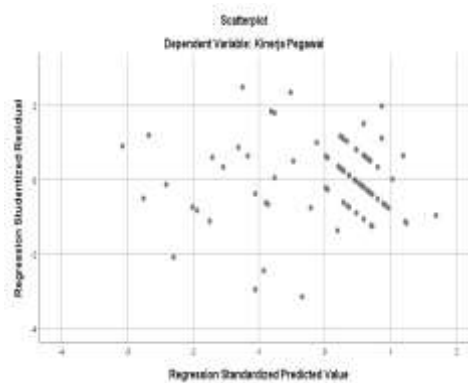
Model		Unstandardized Coefficients		Standardized Coefficients Beta	Collinearity Statistics	
		B	Std. Error		Tolerance	VIF
1	(Constant)	1.468	1,404			
	Training	.329	.086	.345	.450	2.224
	Work experience	.190	.072	.200	.641	1,560
	Motivation	.414	.101	.397	.391	2,558

a. Dependent Variable: Employee Performance

Information: \*p< 0.05.

Source: Research Results, 2022

Table 4 shows that the training variable (X1) has a VIF value  $< 10$  ( $2.224 < 10$ ) and a value of *tolerance*  $> 0.1$  ( $0.450 > 0.1$ ), the work experience variable (X2) has a VIF value  $< 10$  ( $1.560 < 10$ ) and a tolerance value  $> 0.1$  ( $0.641 > 0.1$ ), and the motivation variable (X3) has a VIF value  $< 10$  ( $2.558 < 10$ ) and tolerance value  $> 0.1$  ( $0.391 > 0.1$ ) so that it can be concluded that there is no multicollinearity. The results of the heteroscedasticity test in this study can be seen in the scatterplot graph in Figure 3:



Source: Research Results, 2022

**Figure 3.** Chartscatterplot

It can be seen that the data spreads randomly around the Y axis and does not form a certain pattern, so this regression model is free from heteroscedasticity symptoms. The results of the research analysis by testing multiple linear analysis can be contained in Table 5:

**Table 5.** Results Multiple Linear Analysis

Model		Unstandardized Coefficients		Standardized Coefficients Beta	Collinearity Statistics	
		B	Std. Error		Tolerance	VIF
1	(Constant)	1.468	1,404			
	Training	.329	.086	.345	.450	2.224
	Work experience	.190	.072	.200	.641	1,560
	Motivation	.414	.101	.397	.391	2,558

a. Dependent Variable: Employee Performance

Information: \* $p < 0.05$

Source: Research Results, 2022

Based on Table 5, the following multiple linear regression equation is obtained:  $Y = 1.468 + 0.329X_1 + 0.190X_2 + 0.414X_3$ . Table 5 explains that the value of B in training (B1) is 0.329, the value of the work experience variable (B2) is 0.190 and the motivation value (B3) is 0.414 and the constant value (a) is 1.468. The description of the multiple linear regression equation shows that the variables of training (X1), work experience (X2), and motivation (X3) have a positive direction coefficient on employee performance (Y).

To test the research hypothesis can be used t test. This test was conducted to analyze the effect of the independent variables, namely training (X1), work experience (X2), and motivation (X3) partially to the dependent variable, namely employee performance (Y). The equation for determining the ttable value can be used as follows:  $df = nk - 1 = 90 - 3 - 1 = 86$ . After being calculated using this equation, the ttable value is 1.6629. The results of the t test can be loaded in Table 6

**Table 6.** Resultst test (Partial)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.468	1,404		1.046	.299
	Training	.329	.086	.345	3.809	.000
	Work experience	.190	.072	.200	2,629	.010
	Motivation	.414	.101	.397	4.087	.000

a. Dependent Variable: Employee Performance

Information: \* $p < 0.05$

Source: Research Results, 2022

Based on Table 6, it can be seen that the results of the regression analysis obtained a t-count value of  $3.809 > t\text{-table } 1.6629$ . This means that the training variable (X1) has a positive effect on the employee performance variable (Y). Then the significant value is  $0.000 < 0.05$ , which means the training variable (X1) has a significant effect on the employee performance variable (Y). Based on the results of the regression analysis, the t-count value was  $2.629 > t\text{ table } 1.6629$ . This means that the experience variable (X2) has a positive effect on the employee performance variable (Y). Then the significant value is  $0.010 < 0.05$ , which means the experience variable (X2) has a significant effect on the employee performance variable (Y). Furthermore, it can be seen that the results of the regression analysis obtained the t value of  $4.087 > t\text{ table } 1, 6629$  This means that the motivation variable (X3) has a positive effect on the employee performance variable (Y). Then the significant value is  $0.000 < 0.05$ , which means the motivation variable (X3) has a significant effect on the employee performance variable (Y).

The F test was conducted to test the independent variables, namely training (X1), work experience (X2), and motivation (X3) simultaneously having a significant relationship or not to the dependent variable, namely employee performance (Y). As for determining the value of Ftable, the following equation can be used:  $df = k; n - k = 4; 90 - 3 = 4; 87$ . After being calculated using this equation,  $F_{table} = (4; 90 - 3)$ , the value of Ftable is 2.48. The results of the F test in this study can be contained in Table 7:

**Table 7.F .** Test Results

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	256,932	3	85,644	61,537	.000b
	Residual	119,690	86	1.392		
	Total	376,622	89			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Work Experience, Training

Information: \* $p < 0.05$

Source: Research Results, 2022

Table 7 shows the Fcount value of  $61.537 > F_{table} 2.48$  with a significance value of  $0.000 < 0.05$ . From these results, it can be concluded that training (X1), work experience (X2), and motivation (X3) simultaneously have a positive and significant effect on employee performance (Y).



The coefficient of determination was carried out to analyze the contribution of the influence of the independent variables, namely training (X1), work experience (X2), and motivation (X3) to the dependent variable, namely employee performance (Y). The results of the coefficient of determination test can be contained in Table 8:

**Table 8. Coefficient of Determination Test Results**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826a	.682	.671	1.180

- a. Predictors: (Constant), Motivation, Work Experience, Training  
 b. Dependent Variable: Employee Performance

Information: \*p < 0.05

Source: Research Results, 2022.

The value of R Square from the analysis of the coefficient of determination is 0.682, meaning that employee performance (Y) can be explained by the variables of training (X1), work experience (X2), and motivation (X3). of 68.2%, while the remaining 21.8% can be explained by other variables not examined in this study.

## Discussion

The results of the regression analysis obtained the t-count value of 3.809 > t table 1.6629, which means that the training variable has a positive effect on the employee performance variable. Then the significant value is 0.000 < 0.05, which means that the training variable has a significant effect on the employee performance variable. The t-count value is 2.629 > t table 1.6629 proving that the experience variable has a positive effect on the employee performance variable. Then the significant value is 0.010 < 0.05, which means that the experience variable has a significant effect on the employee performance variable.

Furthermore, it can be seen that the t arithmetic value is 4.087 > t table 1.6629, this indicates that the motivation variable has a positive effect on the employee performance variable. Then the significant value is 0.000 < 0.05 which means the motivation variable has a significant effect on the employee performance variable. The results of this study are in accordance with the results of previous research conducted by Lemu, Arman and Dunggio (2022) which stated that training had a positive and significant effect on employee performance at the Social Service of Banggai Laut Regency.

Simultaneous testing shows that Fcount is 61.537 > Ftable 2.48 with a significance value of 0.000 < 0.05. These results prove that training, work experience and motivation simultaneously have a positive and significant effect on employee performance.

The value of R Square from the analysis of the coefficient of determination is 0.682, meaning that employee performance can be explained by the variables of training, work experience and motivation of 68.2%, while the remaining 21.8% can be explained by other variables not examined in this study.

## V. Conclusion

The results of this study can be concluded that training has a positive and significant effect on the performance of the Regional Revenue Agency office staff of Labuhanbatu Regency. The experience variable has a positive and significant effect on the performance of the Regional Revenue Agency office staff of Labuhanbatu Regency. Motivation has a positive and significant effect on the performance of the Regional Revenue Agency office staff of Labuhanbatu Regency. Training, experience and motivation simultaneously have a positive and significant effect on the performance of the Labuhanbatu Regency Regional Revenue Agency employees.

The Labuhanbatu Regency Regional Revenue Agency Office must improve employee performance by carrying out training programs for employees, the Labuhanbatu Regency Regional Revenue Agency Office must be able to provide appropriate work to employees so that the experience possessed by employees will be better in the future and the leadership of the Labuhanbatu Regency Regional Revenue Agency Office must can motivate employees to be encouraged to complete work on time and get the maximum results obtained from the work.

## References

- Auspurg, K., Hinz, T. (2017). Factorial survey experiments. Ecoster. This Version is available at: <http://hdl.handle.net/10419/231408>
- Beghetto, RA (2019). Abductive reasoning and the genesis of new ideas: Charles S. Peirce. In VP Glăveanu (Ed.), *The creativity reader* (pp. 157–170). Oxford: Oxford University Press.
- Bernardin, HJ (2013). *Human Resources Management: An Experimental Approach Sixth Edition*. New York: McGraw-Hill.
- Bose, I. (2018). Employee Empowerment and Employee Performance: An Empirical Study on Selected Banks in UAE. *Journal of Applied Management and Investment* 7(2)
- Chuang, CH, Jackson, SE, & Jiang, Y. (2016). Can knowledge-intensive teamwork be managed? Examining the roles of HRM systems, leadership, and tacit knowledge. *Journal of Management*, 42(2), 524–554. <https://doi.org/10.1177/0149206313478189>
- Colquitt, Jason A., Jeffery A. Lepine, and Michael JW (2013). *Organizational Behavior : Improving Performance and Commitment in The Workplace*. Third Edition. McGraw-Hill International Edition.
- DeFond, ML, & Zhang, J. (2014). A review of archival auditing research. *Journal of Accounting and Economics* 58 (2-3): 275-326
- Dartha, IK (2010). The Effect of Education and Training (Training) on the Performance of Civil Servants at the Regional Secretariat of Malang City. *Journal of Modernization Economics*, 6(2).
- Dicky Z, Andi, H, (2022), The Effect of Work Experience and Work Ability on Employee Performance at the Makassar Community Training Center, <https://doi.org/10.37531/mirai.v6i2.1392>
- Ghozali, I. (2018). *Application of Multivariate Analysis With IBM SPSS 25 Program*, Semarang: Diponegoro University Publishing Agency
- Hanaysha, J., & Tahir, PR (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Job Satisfaction. *Procedia - Social and Behavioral Sciences*, 219, 272-282. doi:<https://doi.org/10.1016/j.sbspro.2016.05.016>
- Haryanto, & Mukrodi, (2022), The effect of intrinsic motivation on employee performance

- at the Central Tangerang City Statistics Agency, <http://dx.doi.org/10.32493/JEE.v4i2.17122>
- Ivancevich, MJ, & Konopaske, R. (2013). *Human Resource Management*. Twelfth Edition. New York: McGraw Hill.
- Kalhor, M., Jhatial AA, Khokhar, S. (2017). Investigating the Influence of Extrinsic and Intrinsic Motivation on Work Performance: Study of Bank Officers. *GMJACS*, (7)1.
- Lemu, MRS., Arman, A., & Dunggio, S. (2022). The Relationship between Education and Training on Employee Performance in the Social Service of Banggai Laut Regency. *PROVIDER OF THE JOURNAL OF GOVERNMENT SCIENCES*, 1(1), 30–40. Retrieved from <https://ejournal.unisan.ac.id/index.php/projip/article/view/38>
- Maslow, AH (2017). *Motivation and Personality* (Achmad Fawaid and Maufur: Translator). Yogyakarta: Cantrik Pustaka.
- Saloviita, T. (2018). How common are inclusive educational practices among Finnish teachers? *International Journal of Inclusive Education*, 22(5), 560–575. doi:10.1080/13603116.2017.1390001
- Shah, M., Asad, M. (2018). Effect of Motivation on Employee Retention: Mediating Role of Perceived Organizational Support. *European Online Journal of Natural and Social Sciences*, 7(2).
- Sugiyono. (2017). *Quantitative, Qualitative and R&D Research Methods*. Bandung: PT Alfabeta.
- Syardiansyah. et al.(2020). Knowledge Management Strategies to Improve Learning and Growth in Creative Industries: A Framework Model. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. P. 1903-1915
- US Center for Substance Abuse Treatment. (2014). *Trauma-informed Care in Behavioral Health Services*. Treatment Improvement Protocol (TIP) Series, No. 57. Rockville, MD: US Substance Abuse and Mental Health Services Administration.
- Zhu, Y., Rho, YH, Choi, HK (2016). Relationships between Team Work Climate, Individual Motivation, and Creativity (National Taiwan University of Science and Technology). *Journal of Management* Vol. 20 No. 10.