

V. CONCLUSIONS AND IMPLICATIONS

A. Conclusion

1. Proactive Personality has an influence on Employee Performance. Employees who have a proactive nature tend to be more initiative, creative, and able to overcome challenges better. They have the will and potential to face work obstacles effectively, and tend to seek opportunities and adapt to change quickly. Employees with a Proactive Personality tend to perform better: They show more initiative, are sensitive to social cues related to organizational issues, and have the ability to perceive and process information better. This contributes to their career growth and increases the level of performance at work.
2. Proactive Personality has an influence on Transfer of Training . Individuals with a proactive nature tend to be more motivated to participate in training programs. They have the willingness and ability to transfer learned skills to their job duties more effectively. Proactive Personality plays an important role in facilitating the process of transferring knowledge and skills from training to the work environment. Thus, Proactive Personality acts as a factor that facilitates the Transfer of Training process , which in turn can increase the effectiveness of employee training and development programs. Organizations can leverage the proactive nature of employees to increase the successful transfer of knowledge and skills from training to daily work practices.

3. Proactive Personality has an influence on Transfer of Training . The process of transferring knowledge, skills and attitudes acquired during training into the context of work or daily life contributes to improving employee performance. Employees who are able to effectively apply the results of training in their work tend to achieve better work results. The level of employee's ability to maintain and master the knowledge and skills obtained from training, as well as the support of the owner of the MSME where they work and the employee's self-confidence in implementing the results of the training, influence their performance in the workplace. Investing in effective training programs and paying attention to the knowledge transfer process can have a positive impact on employee performance and overall organizational success.
4. Transfer of training in MSMEs found that employees who had undergone training were able to provide a positive effect on their co-workers by helping to provide an understanding of the training results, MSME owners also felt that there was significant efficiency in the performance of their employees who had undergone training.
5. Transfer of Training mediates the relationship between Proactive Personality and Employee Performance. The Transfer of Training process plays an important role as a mediator in connecting Proactive Personality with Employee Performance. Employees' ability to effectively apply training results in their daily work is influenced by their proactive nature, which has an impact on improving their performance. Transfer of Training

is not only a bridge between the training received by employees and their performance in the workplace, but also acts as a mediator that connects employees' personal characteristics (Proactive Personality) with their performance.

B. Research Implications

1. Proactive Personality Development , MSME owners need to pay attention to the importance of developing proactive traits in employees. Through appropriate training and development, employees can be empowered to become more initiative, creative and adaptive in facing challenges in the work environment. This can increase employee motivation and contribute to improved individual and team performance.
2. The Strategic Role of Transfer of Training . Human resource management needs to pay attention to the Transfer of Training process as a key factor in increasing the effectiveness of training programs. Adequate support from the workplace, a conducive work environment, and opportunities to apply learned skills are important factors in ensuring optimal knowledge transfer and improved employee performance.
3. Holistic Training Program Development. Based on the findings that Transfer of Training mediates the relationship between Proactive Personality and Employee Performance, MSME owners need to design holistic and integrated training programs. Training programs that not only focus on developing technical skills, but also pay attention to developing

employee personal characteristics such as proactiveness, can have a more significant impact on performance and productivity.

4. Performance Improvement, by understanding the complex relationship between Proactive Personality , Transfer of Training , and Employee Performance, MSME owners can provide targets to improve overall performance. Investments in human resource development that are oriented towards developing proactive personal characteristics and strengthening the Transfer of Training process can have a positive impact on achieving MSME goals and competitiveness in the market.

C. Research Limitations

Basically, this research is to determine the three variables studied, namely Proactive Personality as variable (X), Transfer of Training (M) on Employee Performance (Y). However, in previous research it was very rare to use the Transfer of Training variable as a mediator variable. Some MSME owners do not allow their employees to be asked for their time to fill out questionnaires and the sample size is not commensurate with the number of MSME employees in Banyumas Regency. It is hoped that future research can increase the population and sample size to increase the accuracy of the research results.