



**THE EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE BY
MEDIATING ORGANIZATIONAL COMMITMENT AND MOTIVATION AT
THE LABUHANBATU YOUTH AND SPORTS CULTURE AND TOURISM
SERVICE**

Mahroni Permata Indah Siagian¹
Universitas Labuhanbatu, Labuhanbatu, Indonesia
mahronipermataindah@gmail.com

Zulkifli Musannip Efendi Siregar²
Universitas Labuhanbatu, Labuhanbatu, Indonesia
zulkiflimusannipefendi@gmail.com

Bhakti Helvi Rambe³
Universitas Labuhanbatu, Labuhanbatu, Indonesia
bhaktihelvirambe@gmail.com

Abstract

Employee performance is an important factor in achieving company goals. Companies or organizations need to identify the driving factors for improving employee performance. The study aims to analyze the effect of training on employee performance with organizational commitment and motivation as mediating variables. This research was conducted at the Labuhanbatu Youth, Sports, Culture, and Tourism Office. Respondents in this study were all employees, totaling 70 people who were then used as a research sample with a sampling technique in the form of saturated sampling. It uses a quantitative method, with path analysis (path analysis). The data were obtained by distributing Likert-scale questionnaires directly to all employees. The results showed that training had a positive and significant effect on organizational commitment, training had a positive and significant effect on motivation, training, and organizational commitment had a positive and significant effect on performance and motivation had a positive and significant effect on employee performance. The research contributes to the Department of Youth, Sports, Culture and Tourism Labuhanbatu to be able to improve the performance of employees in the agency.

Keywords: Training, Employee Performance, Organizational Commitment, Motivation

INTRODUCTION

The rapid development of science and technology requires all organizations to improve the quality of their human resources. It is because human resources have a great influence on the success of an organization in carrying out its goals. Improving the quality of human resources is expected to have a positive impact on employee performance (Wahab, Arsyad, & Syahrani, 2021). Employee performance is defined as the behavior shown by employees when carrying out the tasks for which they are responsible, employee performance reflects the abilities and capabilities of each individual employee in an organization (Kalogiannidis, 2020).

One dimension that can affect employee performance is the training provided regularly to employees. Guan & Frenkel, (2019) defines training as the acquisition and development of knowledge, skills, and attitudes by employees to be able to do work effectively. Training is focused on improving the skills needed to achieve organizational goals (Rodriguez & Walters, 2017). At the Labuhanbatu Youth and Sports Culture and Tourism Office, training is a mandatory agenda which is carried out periodically according to a predetermined time. However, after conducting the pre-survey it can be concluded that, even though the training has been carried out, there are still some employees who experience problems related to the job description they are responsible for, this can be seen from several new employees who do not understand what work they are responsible for. The problems are not only found in new employees, problems are also found in some old employees as well as old employees who work only relying on their experience,

Several studies have shown that training has a positive and significant effect on employee performance. However, at the Labuhanbatu youth, sports culture and tourism service after training, employee performance has not been maximized, so it is necessary to do an analysis of the factors that can affect employee performance. Kasmir (2016) states that employee performance can be influenced by several factors such as ability, personality, work motivation, leadership, and organizational commitment. If indeed training has been carried out regularly but has not been proven to improve employee performance, then it can be assumed that there may be several other factors that need to be added so that employee performance can be increased.

Berberoglu (2018) states that organizational commitment is a psychological state that characterizes the relationship between employees and the organization and has implications for decisions to continue or terminate membership in an organization. Organizational commitment refers to the strength of the bond that employees feel and identify with the organization where they work (Imamoglu, Ince, Turkcan, & Atakay, 2019). Employees who have high organizational commitment will have an impact on the performance they produce, because in principle an employee who is committed to an organization means that the employee believes in and is able to accept the goals and values that exist within the organization. Employees with high commitment will be more active in working for the betterment of the organization, and they have a strong desire to remain members of the organization, so leaders need to foster a sense of commitment from within employees to improve the performance of these employees.

Another factor that can improve employee performance is motivation. Motivation is an important inner control tool and must be met in order to achieve benefits such as increased employee commitment, organizational commitment, increased organizational productivity, and increased employee performance (Jaiswal, 2019). In the services of youth and sports, culture and tourism in Labuhanbatu, motivation really needs to be given by leaders to their subordinates, this is because some employees are seen being lazy and procrastinating on work that should be completed at that time. can result in a decrease in the productivity of the work produced, because the remaining little time will reduce the level of efficiency and effectiveness of its performance. With intense motivation, employees will pay more attention to the work they are responsible for, so employee performance will be easier to improve by building organizational commitment and providing more intense motivation to employees.

REVIEW OF LITERATURE

Training

Training is one way to increase individual work productivity, in the training process, employees acquire technical skills, interpersonal skills, and knowledge that they did not previously have, to do their job effectively and efficiently at work (Sandawula, et al, 2018). Given the importance of the training process for the benefit of employees and its impact on organizations, some countries and companies can spend large sums of money to

continue the training process (Siddiqui & Sahar, 2019). The training has several dimensions, which include the following; 1) Types of training, the indicator of which is the type of training provided according to the needs of the company and the type of training is adjusted to the funds budgeted by the company; 2) Training materials, the indicator of which is that training materials are always related to the type of training attended, and training materials are provided according to what employees need to improve their performance; 3) Training time, the indicator is that the training time is adjusted to the training content to be taught (Leatemala, 2018).

Employee Performance

Employee performance is an implementation carried out based on a prepared plan. It is carried out by people who are capable, competent, motivated, and interested human resources (Santoso, 2020). Ordinary employee performance is defined as the behavior shown by employees when carrying out tasks that are their responsibility, employee performance reflects the abilities and capabilities of each individual employee in an organization (Kalogiannidis, 2020). Employee performance can be measured through 2 dimensions as follows; 1) Performance of tasks, with indicators, employees carry out activities related to services to carry out organizational tasks and carry out work in accordance with organizational technical procedures; 2) Contextual performance, with indicators, work is carried out with the aim of influencing the organization, performance is carried out in accordance with effective skills, work is carried out with knowledge that can help the wider social environment (Kalsoom, Khan, & Zubair, 2018).

Organizational Commitment

Organizational commitment is defined as the relative strength of an individual's identification with involvement in a particular organization. Organizational commitment involves employee relations with the organization. This is a mental state that has an impact on the employee's choice to maintain membership or not in the organization. To feel greater organizational commitment, employees must accept and truly believe in organizational values, and try to be loyal and comfortable with their organization (Grego-Planer, 2019). Organizational commitment is measured through several indicators, such as; 1) Employees accept the goals set by the organization; 2) Employees are sure of the goals of the organization; 3) Employees have the enthusiasm to try for the betterment of the

organization; 4) Employees are able to maintain the good name of the organization; 5) Employees are willing to continue membership in the organization where they work (Imamoglu et al., 2019).

Motivation

Motivation is one of the main aspects in every organization that can encourage human resources (employees) to put extra effort (Shah & Asad, 2018). According to the views of Sansone and Harackiewicz presented by (Pang & Lu, 2018), motivation is an internal mechanism that guides behavior, which can then be referred to employees in order to improve their performance. The definition of motivation in relation to employee performance can simply be defined as a factor, element, or desire that encourages employees to pursue and achieve work and task goals and is the reason why employees act and behave in certain ways that can be influenced (Jaiswal, 2019). Jufrizen & Hadi, (2021) citing the explanation from Hamzah, which states that the indicators of motivation consist of: 1) the desire and desire to do the job; 2) there is encouragement to carry out activities; 3) the hopes and aspirations of employees; 4) there is an interesting work environment and work; 5) there is a need to carry out activities”.

RESEARCH METHOD

The study uses a quantitative method, with path analysis. The data were obtained through interviews, observation and distribution of Likert-scale questionnaires directly to all employees. This research was conducted at the Department of Youth and Sports Culture and Tourism on WR. Supratman Street No. 10 Rantauprapat Rantau Utara, Labuhanbatu Regency, North Sumatra, with the aim of analyzing the effect of training on employee performance by mediating organizational commitment and motivation. The population were all employees totaling 70 people who were then used as a research sample using a sampling technique in the form of saturated sampling.

Descriptions of the operational definition used in this research are:

Table 1
Research Variable Operational Definitions

No	Variable	Indicator
1.	Training (Elizar &	1. The type of training provided is in accordance with the needs of the company.

	Tanjung, 2018)	<ol style="list-style-type: none"> 2. The type of training is adjusted to the funds budgeted by the company. 3. The training material is always related to the type of training attended. 4. Training materials are provided according to what employees need to improve their performance. 5. The training time is adjusted to the training content to be taught.
2.	Employee Performance (Nurchahyo, 2011)	<ol style="list-style-type: none"> 1. Employees carry out activities related to services to carry out organizational tasks. 2. Perform work in accordance with the organization's technical procedures. 3. Work is done with the aim of influencing the organization. 4. Performance is carried out according to effective skills. 5. Work is done with knowledge that can help the wider social environment.
3.	Organizational Commitment (Sari Dewi, 2018)	<ol style="list-style-type: none"> 1. Employees accept the goals set by the organization. 2. Employees are sure of the goals of the organization. 3. Employees have the enthusiasm to try for the betterment of the organization. 4. Employees are able to maintain the good name of the organization. 5. Employees are willing to continue membership in the organization where they work.
4.	Motivation (Armiaty & Ariffin, 2014)	<ol style="list-style-type: none"> 1. There is passion and desire to do the job. 2. There is an incentive to take action. 3. Employees have hopes and dreams. 4. There is an interesting work environment and work. 5. There is a need to carry out activities.

RESULTS AND DISCUSSION

The validity and reliability to test the questionnaire conducted on 70 employees at the Department of Youth and Sports, Culture and Tourism, Labuhanbatu Regency. The validity test is carried out by looking at the total correlation, if the correlation value > significant criteria (0.5) then the question items on the questionnaire are declared valid (Ghazali, 2018). While the reliability test is done by looking at the value of cronbach alpha, if the CA value > alpha value (0.6) then the question items on the questionnaire are declared reliable (Sugiyono, 2016).

Table 2
Validity Test Results

Variable	Total Collaboration	Sig criteria	Information
X. P1	,538	0.5	Valid
X. P2	,587	0.5	Valid
X. P3	,633	0.5	Valid
X. P4	,765	0.5	Valid
X. P5	,684	0.5	Valid
Z1. P1	,862	0.5	Valid
Z1. P2	,833	0.5	Valid
Z1. P3	,516	0.5	Valid
Z1. P4	,862	0.5	Valid
Z1. P5	,755	0.5	Valid
Z2. P1	,660	0.5	Valid
Z2. P2	,757	0.5	Valid
Z2. P3	,743	0.5	Valid
Z2. P4	,919	0.5	Valid
Z2. P5	,919	0.5	Valid
Y. 1	,757	0.5	Valid
Y.2	,660	0.5	Valid
Y.3	,919	0.5	Valid
Y.4	,743	0.5	Valid
Y.5	,919	0.5	Valid

Information: *Sig criteria < 0.5

Source: Research Results, 2022.

Table 3
Reliability Test Results

Variable	Cronbach Alpha (CA)	Information
Training	,796	Reliable
Organizational Commitment	,752	Reliable
Motivation	,806	Reliable
Employee Performance	,802	Reliable

Information: *CA criteria > 0.6.

Source: Research Results, 2022.

Path Analysis

Path analysis is defined as an analytical technique which is the result of the development of regression analysis, which aims to determine research variables that have

direct and indirect effects (Sugiyono, 2015). The results of the path analysis are contained in the following table:

Table 4
Simple Linear Regression Test Results

Coefficients ^a							
Model		Constant	B	Std Error	Betas	Q	Sig
Training (X)→Organizational Commitment (Z1)		13,766	.392	.102	.423	3,846	.000
Training (X)→Motivation (Z2)		9,526	.537	.129	.452	4,180	.000
Training (X)→Employee Performance (Y)		6,840	.672	.121	.558	5,542	.000
Organizational Commitment (Z1)→Employee Performance (Y)		1,398	.984	.123	.696	7,992	.000
Motivation (Z2)→Employee Performance (Y)		1,699	.882	.080	.801	11.205	.000

Information: *p < 0.05

Source: Research Results, 2022

The table displays the results of several equations which can then be described as follows:

The results of the analysis of the training equation (X) on organizational commitment (Z1) have a B value in training (X) of 0.392 and a constant value (a) of 13.766. Based on these values, a simple linear regression equation is obtained as follows: $Y = 13.766 + 0.392X$. From the description of the equation, it can be stated that training (X) has a positive direction coefficient on organizational commitment (Z1).

The results of the analysis of the training equation (X) on motivation (Z2) have a B value in training (X) of 0.537 and a constant value (a) of 9.526. Based on these values, a simple linear regression equation is obtained as follows: $Y = 9.526 + 0.537X$. From the description of the equation, it can be stated that training (X) has a positive direction coefficient on motivation (Z2).

The results of the analysis of the training equation (X) on employee performance (Y) have a B value in training (X) of 0.672 and a constant value (a) of 6.840. Based on these values, a simple linear regression equation is obtained as follows: $Y = 6.840 + 0.672X$. From the description of the equation, it can be stated that training (X) has a positive direction coefficient on employee performance (Y).

The results of the analysis of the organizational commitment equation (Z1) on employee performance (Y) have a B value for organizational commitment (Z1) of 0.984 and a constant value (a) of 1.398. Based on these values, a simple linear regression equation is obtained as follows: $Y = 1.398 + 0.984Z1$. From this equation, it can be stated that organizational commitment (Z1) has a positive direction coefficient on employee performance (Y).

The results of the analysis of the motivation equation (Z2) on employee performance (Y) have a B value on motivation (Z2) of 0.882 and a constant value (a) of 1.699. Based on these values, a simple linear regression equation is obtained as follows: $Y = 1.699 + 0.882Z2$. From this equation, it can be stated that motivation (Z2) has a positive direction coefficient on employee performance (Y).

Hypothesis Testing

The hypothesis test is the t test. The t test was carried out with the aim of knowing the effect of the independent variables on the dependent variable. The basis for making decisions on the t test is: If $t \text{ count} > t \text{ table}$, then H_a is accepted and H_o is rejected, meaning that the independent variable has a positive and significant effect on the dependent variable. If $t \text{ count} < t \text{ table}$, then H_a is rejected and H_o is accepted, meaning that the independent variable has no positive and significant effect on the dependent variable. As for determining the t table value, the following equation can be used: $df = nk - 1 = 70 - 1 - 1 = 68 = 1.66$. The results of the t test are displayed in the following table:

Table 5
Test Results t

Coefficients ^a					
Model	B	Std Error	Betas	Q	Sig
Training (X)→Organizational Commitment (Z1)	.392	.102	.423	3,846	.000
Training (X)→Motivation (Z2)	.537	.129	.452	4,180	.000
Training (X)→Employee Performance (Y)	.672	.121	.558	5,542	.000
Organizational Commitment (Z1)→Employee Performance (Y)	.984	.123	.696	7,992	.000
Motivation (Z2)→Employee Performance (Y)	.882	.080	.801	11.205	.000

Information: *p < 0.05

Source: Research Results, 2022

Based on the table, it can be concluded that the t test on training (X) on organizational commitment (Z1) has a t count (3.84) > t table (1.66) which means Ha is accepted and Ho is rejected, with a significance value smaller than the probability value or 0.000 < 0.05, training (X) has a positive and significant effect on organizational commitment (Z1). The t test on training (X) on motivation (Z2) has a t count (4.18) > t table (1.66) which means that Ha is accepted and Ho is rejected, with a significance value smaller than the probability value or 0.000 < 0.05, so training (X) has a positive and significant effect on motivation (Z2). The t test on training (X) on employee performance (Y) has a t count (5.54) > t table (1,

The t test on organizational commitment (Z1) to employee performance (Y) has a t count (7.99) > t table (1.66) which means that Ha is accepted and Ho is rejected, with a significance value smaller than the probability value or 0.000 < 0.05, organizational commitment (Z1) has a positive and significant influence on employee performance (Y). The t test on motivation (Z2) on employee performance (Y) has a t count (11.20) > t table (1.66) which means Ha is accepted and Ho is rejected, with a significance value smaller than the probability value or 0.000 < 0.05, motivation (Z2) has a positive and significant influence on employee performance (Y).

Coefficient of Determination

The coefficient of determination aims to determine the contribution of the independent variable to the dependent variable, if the value of the coefficient of determination gets closer to 1, then the relationship between the independent variable and the dependent variable gets stronger, and vice versa. The results of the test for the coefficient of determination are loaded in the following table:

Table 6
Determination Coefficient Test Results

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
Training (X)→Organizational Commitment (Z1)	.423a	.179	.167	1.89519
Training (X)→Motivation (Z2)	.452a	.204	.193	2.39251

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
Training (X)→Employee Performance (Y)	.558a	.311	.301	2.33140
Organizational Commitment (Z1)→Employee Performance (Y)	.696a	.484	.477	2.12223
Motivation (Z2)→Employee Performance (Y)	.801a	.641	.636	1.77012

Information: *p < 0.05

Source: Research Results, 2022.

Table 5 shows that the Adjusted R Square value of training (X) on organizational commitment (Z1) is equal to 0.167, which means training (X) is able to contribute to the variable organizational commitment (Z1) which is equal to 16.7% while the remaining is 83.3% can be explained by other variables. The Adjusted R Square value of training (X) on motivation (Z2) is equal to 0.193, meaning that training (X) is able to contribute to the motivational variable (Z2) which is equal to 19.3% while the remaining 80.7% can be explained by other variables.

Adjusted R Square value of training (X) on employee performance (Y) is equal to 0.301, meaning that training (X) is able to contribute to employee performance variable (Y) which is equal to 30.1% while the remaining 69.9% can be explained by other variables. Adjusted R Square value of organizational commitment (Z1) to employee performance (Y) is equal to 0.477 meaning that organizational commitment (Z1) contributes to employee performance variable (Y) which is equal to 47.7% while the remaining 52.3% can be explained by another variable. The Adjusted R Square value of motivation (Z2) on employee performance (Y) is equal to 0.636 meaning that motivation (Z2) contributes to employee performance variable (Y) which is equal to 63.6% while the remaining 36.4% can be explained by other variables.

The t test on training (X) on organizational commitment (Z1) has a t count (3.84) > t table (1.66) which means Ha is accepted and Ho is rejected, with a significance value smaller than the probability value or 0.000 < 0.05 it can be concluded that training (X) has a positive and significant influence on organizational commitment (Z1). This is in line with research conducted by (Martinus Fau, Alwinda Manao, 2021) with the title “The Influence of Training on Employee Commitment at the South Nias District Civil Service Agency”.

The results of this study indicate that training has a positive and significant effect on commitment, it is evidenced by the statistical value of the training variable (X) which is 4.857 and a significant level of 0.000. Meanwhile, the t table value for degrees of freedom $n - 2$ or $32 - 2 = 30$ is 1.697. Because the t count (4.857) > t table 327 (1.697) and a significance level of $0.000 < (0.05)$, it can be concluded that the training variable (X) has a significant effect on employee commitment (Y).

The t test on training (X) on motivation (Z2) has a t count (4.18) > t table (1.66) which means that H_a is accepted and H_o is rejected, with a significance value smaller than the probability value or $0.000 < 0.05$, so it can be concluded that training (X) has a positive and significant effect on motivation (Z2). It is in line with research conducted by (Tatasari, 2018) with the title “The Effect of Training and Giving Bonuses on Work Motivation and Employee Productivity at PT. Lamongan Integrated Shorebase (LIS)”. The results of the study show that training has a positive and significant effect on motivation.

The t test on training (X) on employee performance (Y) has a t count (5.54) > t table (1.66) which means H_a is accepted and H_o is rejected, with a significance value smaller than the probability value or $0.000 < 0.05$, training (X) has a positive and significant influence on employee performance (Y). It is in line with research conducted by (Anggereni, 2019) with the title “The Influence of Training on Employee Performance at Village Credit Institutions (LPD) in Buleleng Regency”. The results showed that training had a positive and significant effect on employee performance, as indicated by a positive regression coefficient of 0.898 with a t count = 10.947 > t table = 2.009 and a t-test probability value of 0.000 which is smaller than $\alpha = 0.05$.

The t test on organizational commitment (Z1) to employee performance (Y) has a t count (7.99) > t table (1.66) which means that H_a is accepted and H_o is rejected, with a significance value smaller than the probability value or $0.000 < 0.05$ it can be concluded that organizational commitment (Z1) has a positive and significant influence on employee performance (Y). It is in line with research conducted by (Agustian 2018) entitled “The Influence of Competence and Organizational Commitment on Employee Performance”. The results of the study show that organizational commitment has a positive and significant effect on employee performance. It is evidenced by the test results of the organizational commitment variable (X2) on employee performance (Y) t count of 3.173 or greater than t

table ($3.173 > 2.009$) and significance $< \alpha$ ($0.001 < 0.05$). Because the probability level is less than 5%, H_0 is rejected, meaning that partially the organizational commitment variable has a significant influence on employee performance.

The t test on motivation (Z2) on employee performance (Y) has a t count ($11.20 > t$ table (1.66)) which means H_a is accepted and H_0 is rejected, with a significance value smaller than the probability value or $0.000 < 0.05$, motivation (Z2) has a positive and significant influence on employee performance (Y). It is in line with research conducted by (Syahputra, Bahri, & Rambe, 2020) with the title "The Influence of Leadership, Discipline and Motivation on the Performance of Tarukim Labura Service Employees". The results of the study show that motivation has a positive and significant effect on employee performance. It can be proven by the results of partial hypothesis testing (t test) obtained concerning the effect of work motivation (X3) on performance (Y) obtained a t count of 2.373 greater than t table 1.703 with a probability value (sig) of 0.007 less than a 0.05 , it can be concluded that H_0 is rejected and H_a is accepted, meaning that work motivation (X3) has a significant effect on performance (Y) at the Housing and Settlements Service in North Labuhan Batu Regency.

CONCLUSION

Training has a positive and significant effect on organizational commitment at the Labuhanbatu Youth and Sports Culture and Tourism Office. This is proven by t test on training (X) on organizational commitment (Z1) has a t count ($3.84 > t$ table (1.66)) which means H_a is accepted and H_0 is rejected, with a significance value smaller than the probability value or $0.000 < 0.05$. Therefore, training (X) has a positive and significant influence on organizational commitment (Z1).

Training has a positive and significant effect on motivation at the Labuhanbatu Youth and Sports Culture and Tourism Service. It is proven by the t test on training (X) on motivation (Z2) has a t count ($4.18 > t$ table (1.66)) which means that H_a is accepted and H_0 is rejected, with a significance value smaller than the probability value or $0.000 < 0.05$, so it can be concluded that training (X) has a positive and significant effect on motivation (Z2).

Training has a positive and significant effect on performance at the Labuhanbatu Youth and Sports Culture and Tourism Office. This is proven by the t test on training (X) on employee performance (Y) having a t count (5.54) > t table (1.66) which means that H_a is accepted and H_o is rejected, with a significance value smaller than the probability value or $0.000 < 0.05$. Thus, training (X) has a positive and significant effect on employee performance (Y).

Organizational commitment has a positive and significant effect on employee performance at the Labuhanbatu Youth and Sports Culture and Tourism Office. This is proven by The t test on organizational commitment (Z1) to employee performance (Y) has a t count (7.99) > t table (1.66) which means that H_a is accepted and H_o is rejected, with a significance value smaller than the probability value or $0.000 < 0.05$ it can be concluded that organizational commitment (Z1) has a positive and significant influence on employee performance (Y).

Motivation has a positive and significant effect on employee performance at the Labuhanbatu Youth and Sports Culture and Tourism Office. It is proven by the t test on motivation (Z2) on employee performance (Y) has a t count (11.20) > t table (1.66) which means H_a is accepted and H_o is rejected, with a significance value smaller than the probability value or $0.000 < 0.05$. Therefore, motivation (Z2) has a positive and significant influence on employee performance (Y).

This research contributes to the study of human resource management, especially related to the topic of employee performance. From the results of this study, the researchers suggest that managerial parties in related agencies can pay attention to the driving factors for the emergence of high performance. The results of the study show that training is a determining factor for employee performance. It certainly has some drawbacks, mainly due to the small number of samples, and it only focuses on employees in one agency. The researchers suggest to the next researcher to broaden the scope of the research so that the level of generalization is better.

REFERENCES

- Anggereni, N. W. E. S. (2019). Pengaruh Pelatihan Terhadap Kinerja Karyawan Pada Lembaga Perkreditan Desa (Lpd) Kabupaten Buleleng. *Jurnal Pendidikan Ekonomi Undiksha*, 10(2), 606. <https://doi.org/10.23887/jjpe.v10i2.20139>

- Armiaty, R., & Ariffin, Z. (2014). Pengaruh Budaya Organisasi Dan Motivasi Terhadap Kinerja Pegawai Frontliner, (Studi pada Cabang Bank Kalsel di Wilayah Banjarmasin). *Jurnal Wawasan Manajemen*, 2(2), 213–236. <https://doi.org/10.20527/jwm.v2i2.173>
- Berberoglu, A. (2018). Impact of Organizational Climate on Organizational Commitment and Perceived Organizational Performance: Empirical Evidence from Public Hospitals. *BMC Health Services Research*, 18(1), 1–9. <https://doi.org/10.1186/s12913-018-3149-z>
- Elizar, E., & Tanjung, H. (2018). Pengaruh Pelatihan, Kompetensi, Lingkungan Kerja terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 46–58. <https://doi.org/10.30596/maneggio.v1i1.2239>
- Grego-Planer, D. (2019). The Relationship Between Organizational Commitment and Organizational Citizenship Behaviors in The Public and Private Sectors. *Sustainability (Switzerland)*, 11(22), 1–20. <https://doi.org/10.3390/su11226395>
- Guan, X., & Frenkel, S. (2019). How Perceptions of Training Impact Employee Performance: Evidence From Two Chinese Manufacturing Firms. *Personnel Review*, 48(1), 163–183. <https://doi.org/10.1108/PR-05-2017-0141>
- Imamoglu, S. Z., Ince, H., Turkcan, H., & Atakay, B. (2019). The Effect of Organizational Justice and Organizational Commitment on Knowledge Sharing and Firm Performance. *Procedia Computer Science*, 158, 899–906. <https://doi.org/10.1016/j.procs.2019.09.129>
- Jaiswal, P. (2019). The Effect of Motivation on Employee Performance: A Case Study in Emaar Mgf Land Ltd, Gurgaon. *International Journal*, 7(7).
- Jufrizen, & Hadi, F. P. (2021). Pengaruh Fasilitas Kerja dan Disiplin Kerja terhadap Kinerja Karyawan Melalui Motivasi Kerja. *Jurnal Sains Manajemen*, 7(1), 35–54. <https://doi.org/10.30656/sm.v7i1.2277>
- Kalsoom, Z., Khan, M. A., & Zubair, S. S. (2018). Impact of Transactional Leadership and Transformational Leadership on Employee Performance. *Industrail Engineering Letters*, 8(3), 1–17.
- Martinus Fau, Alwinda Manao, S. W. (2021). Pengaruh Pelatihan Terhadap Komitmen Pegawai Pada Badan Kepegawaian Daerah Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 4.
- Nurchahyo, A. (2011). Analisis Variabel-Variabel Yang Mempengaruhi Kinerja Karyawan Pada PT. Quadra Mitra Perkasa Balikpapan. *Jurnal Eksis*, 7(2), 1972–1982.
- Pang, K., & Lu, C. S. (2018). Organizational Motivation, Employee Job Satisfaction and Organizational Performance: An Empirical Study of Container Shipping Companies In Taiwan. *Maritime Business Review*, 3(1), 36–52. <https://doi.org/10.1108/MABR-03-2018-0007>

- Rodriguez, J., & Walters, K. (2017). The Importance of Training and Development in Employee Performance and Evaluation. *International Journal Peer Reviewed Journal Refereed Journal Indexed Journal UGC Approved Journal Impact Faktor*, 3(10), 206–212.
- Sari Dewi, A. R., & Hasniaty, S.E., M.Si, D. (2018). Pengaruh Gaya Kepemimpinan, Budaya Organisasi dan Komitmen Organisasi Terhadap Kinerja Pegawai Dinas Pertanian Kabupaten Mamuju. *JBMI (Jurnal Bisnis, Manajemen, Dan Informatika)*, 14(2), 92–102. <https://doi.org/10.26487/jbmi.v14i2.2409>
- 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), pp-511.
- Siddiqui, D. A., & Sahar, N. (2019). The Impact of Training & Development and Communication on Employee Engagement – A Study of Banking Sector. *Business Management and Strategy*, 10(1), 23. <https://doi.org/10.5296/bms.v10i1.14592>
- Syahputra, M. E., Bahri, S., & Rambe, M. F. (2020). Pengaruh Kepemimpinan, Disiplin dan Motivasi Terhadap Kinerja Pegawai Dinas Tarukim Labura. *Pamator Journal*, 13(1), 110–117. <https://doi.org/10.21107/pamator.v13i1.7017>
- Tatasari, T. (2018). Pengaruh Pelatihan dan Pemberian Bonus Terhadap Motivasi Kerja Dan Produktivitas Kerja Karyawan di PT.Lamongan Integrated Shorebase (Lis). *Jurnal Akuntansi*, 3(1), 689. <https://doi.org/10.30736/jpensi.v3i1.134>
- Wahab, A., Arsyad, S., & Syahrani, R. (2021). Implementation of Sharia Economy as a Model of Community Empowerment Mosque-Based. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 4(1), 168-178. <https://doi.org/10.31538/ijse.v4i1.1426>