

Linear Regression Model of the Effects of Training, Work Ability, and Organizational Commitment on the Performance of Perumdam Mojopahit Mojokerto Employees

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Abstrak. Pencapaian tujuan organisasi sangat bergantung pada kinerja pegawai sebagai sumber daya utama. Di Perumdam Mojopahit Mojokerto, kinerja pegawai mengalami kendala akibat pelaksanaan pelatihan yang belum efektif, khususnya dalam aspek penyampaian materi yang kurang optimal. Kondisi tersebut berdampak pada kesulitan pegawai dalam memahami serta mengaplikasikan materi pelatihan ke dalam tugas sehari-hari. Penelitian ini bertujuan untuk mengevaluasi pengaruh pelatihan, kemampuan kerja, dan komitmen organisasi terhadap kinerja pegawai. Penelitian menggunakan pendekatan kuantitatif dengan teknik total sampling yang melibatkan 125 pegawai sebagai responden. Pengumpulan data dilakukan melalui kuesioner, sementara analisis data menggunakan uji validitas, reliabilitas, regresi linier berganda, serta uji t dan uji F dengan bantuan perangkat lunak SPSS versi 22.0. Hasil analisis menunjukkan bahwa secara simultan, ketiga variabel independen secara bersama-sama berpengaruh signifikan terhadap kinerja pegawai ($R^2 = 0.459$; $p < 0.05$). Secara parsial, kemampuan kerja dan komitmen organisasi terbukti memiliki pengaruh signifikan, sedangkan pengaruh pelatihan secara individu tidak signifikan. Komitmen organisasi muncul sebagai faktor dominan yang memengaruhi kinerja pegawai. Temuan ini memberikan implikasi perlunya peningkatan mutu pelatihan serta penguatan komitmen organisasi dalam rangka optimalisasi kinerja pegawai.

Kata kunci: Pelatihan; Kemampuan Kerja; Komitmen Organisasi; Kinerja Pegawai.

Abstract. Organizational goals are highly dependent on employee performance as the organization's primary resource. At Perumdam Mojopahit Mojokerto, employee performance faces challenges due to ineffective training implementation, particularly in the delivery of training materials. This results in employees having difficulty comprehending and applying the training content to their daily work tasks. This study aims to examine the influence of training, work ability, and organizational commitment on employee performance. A quantitative approach was employed using a total sampling technique, involving 125 employees as respondents. Data were collected through questionnaires and analyzed using validity tests, reliability tests, multiple linear regression, as well as t-tests and F-tests, assisted by SPSS version 22.0. The findings reveal that simultaneously, the three independent variables have a significant effect on employee performance ($R^2 = 0.459$; $p < 0.05$). Partially, work ability and organizational commitment show significant positive effects, whereas training does not have a statistically significant individual effect. Organizational commitment emerges as the most dominant factor influencing employee performance. These findings suggest the need to improve training quality and strengthen organizational commitment to optimize employee performance.

Keywords: Training; Employability; Organizational Commitment; Employee Performance.

Introduction

Human resources (HR) play a central role in the sustainability of the organization, because their involvement directly contributes to the achievement of the vision, mission, and strategic goals that have been set. Without the active participation of human resources as the main driver of operational processes, the organization will not be able to run effectively. Therefore, planned, directed, and sustainable human resource management is a determining factor in improving the efficiency of work processes and overall organizational productivity (Aulia, 2021). The effectiveness of this management is greatly influenced by various factors, including the quality of the training provided, individual competence, and employee commitment to the organization (Wirmayanis, 2014). In the era of global competition and the dynamics of organizational change today, human resource management is no longer just about managing the workforce as the executor of administrative tasks, but as a strategic asset that determines the competitive advantage of the organization. Organizations that are able to develop human resources in a targeted manner through skill building, empowerment, and the formation of long-term commitments, will be more adaptive to the changing dynamic business environment.

Therefore, it is important for organizations to continuously invest their resources in strengthening individual capacity and strengthening organizational attachment to achieve optimal performance (Dessler, 2020; Park, 2016). Training is one of the strategic instruments in human resource development efforts, which aims to improve the knowledge, skills, and competencies of employees to be able to carry out their duties and responsibilities optimally. However, the success of the training implementation is highly determined by the effectiveness of the method of delivering the material and the relevance of the content of the material to the actual demands and needs in the work environment. The mismatch between the training material and the real needs of the organization has the potential to hinder the process of knowledge and skill transfer, so that the benefits of

training in improving employee performance are less than optimal (Mutholib, 2019). If the training is not delivered effectively, then employees will have difficulty understanding and applying the material, which ultimately has a negative impact on performance (Sapna *et al.*, 2023). In addition to the training factor, individual work ability is also an important determinant in determining employee performance. This ability includes aspects of knowledge, skills, experience, and readiness of employees in completing tasks effectively and efficiently (Pratiwi & Bagia, 2021). The higher the work competence that employees have, the greater their contribution to the achievement of organizational goals (Damayanti *et al.*, 2023). In addition to individual work ability, psychological factors in the form of organizational commitment also play a significant role in influencing the level of employee performance. Organizational commitment reflects the extent of an employee's emotional attachment, trust, and loyalty to the organization they belong to. Employees with a high level of commitment tend to show enthusiasm in carrying out tasks, loyalty to the achievement of the organization's vision, and active participation in realizing common goals in a sustainable manner (Rosid & Darajat, 2022).

Strong organizational commitment not only strengthens the stability of the workforce, but also lays the foundation of a productive and adaptive organizational culture in the face of organizational challenges. In the development of employee performance, the three factors of training, work ability, and organizational commitment interact with each other and form an integrated human resource management system. Effective training can improve the technical and non-technical competencies of employees, while continuous work competencies can encourage the growth of confidence and better job readiness. On the other hand, strengthening organizational commitment is the main support in maintaining employee loyalty and internal motivation to provide the best performance in a sustainable manner (Ong & Mahazan, 2020). However, in practice, there is still often an imbalance between the training programs provided and the need for actual competency development in

the field, as well as the weak formation of systemic organizational commitments. Therefore, it is important to conduct research that integrates these three variables simultaneously, to provide a comprehensive empirical picture of how these three affect employee performance, especially in the Perumdam Mojopahit Mojokerto environment as a public service provider institution that demands optimal performance from all its employees. On the other hand, organizational commitment reflects loyalty, emotional attachment, and an individual's willingness to contribute maximally to the progress of the organization (Rosid & Darojat, 2022). High commitment encourages employees to work consistently, productively, and responsibly in carrying out their duties and roles (Mbate'e, 2020). The phenomenon that occurred at Perumdam Mojopahit Mojokerto shows that there are fluctuations in employee performance, one of which is caused by the effectiveness of training that is not optimal. Some employees have difficulty understanding and implementing training materials into their daily work. This shows that performance improvement strategies through strengthening training, developing work skills, and strengthening organizational commitment need serious attention. In addition to this empirical phenomenon, this research is also motivated by the research gap in previous studies. For example, the study by Sapna *et al* (2023) only examined two variables, namely training and work motivation on employee performance, while this study developed the motivation variable into two additional variables, namely work ability and organizational commitment. The previous research of Kurniawan *et al* (2023) involved 79 respondents, while this study used 125 respondents with a total sampling method. In addition, some other studies also tend to examine the influence of training variables (Wayan *et al.*, 2016), employability (Maharani *et al.*, 2022), and organizational commitment (Astuti, 2022) separately. This study aims to thoroughly analyze the impact of training, work ability, and organizational commitment on employee performance at Perumdam Mojopahit Mojokerto.

Research Methodology

This research departs from the importance of the strategic role of human resources (HR) in determining organizational success, especially through aspects of training, employability, and organizational commitment. These three factors are considered to interact with each other and form an integrated HR management system, which directly affects employee performance. Effective training is expected to enhance knowledge and skills, while high individual competence is believed to drive work effectiveness. On the other hand, organizational commitment reflects employee loyalty and responsibility in supporting the achievement of organizational goals. The phenomenon at Perumdam Mojopahit Mojokerto shows that there are still obstacles in the implementation of training that have an impact on fluctuations in employee performance. Therefore, this study was conducted to simultaneously analyze the influence of training, work ability, and organizational commitment on employee performance. In addition to answering the practical needs of the organization, this study also fills in the gap from previous studies that tended to test these variables separately. This study uses a total sampling method with 125 respondents to obtain a more comprehensive empirical picture in the context of public service institutions.

Results and Discussion

Results

Validity Test

The validity test is performed to measure the extent to which each statement item in the questionnaire is able to accurately represent the constructed or variable being studied. In this study, validity testing was used to assess the feasibility of statement items from four main variables, namely training (X1), employability (X2), organizational commitment (X3), and employee performance (Y). The validity test is conducted using the Pearson Product Moment correlation method by correlating each item's score with the total score of the respective variable. An item is considered valid if the calculated r-value exceeds the r-table value of

0.176 at a 5% significance level, based on data from 125 respondents.

Table 1. Validity Test Results

Variable	Item	Correlation (r-hitung)	r-tabel	sig.	Information
Training (X1)	X1.P1	0,584	0,176	0,000	Valid
	X1.P2	0,550	0,176	0,000	Valid
	X1.P3	0,667	0,176	0,000	Valid
	X1.P4	0,596	0,176	0,000	Valid
	X1.P5	0,530	0,176	0,000	Valid
Workability (X2)	X2.P1	0,619	0,176	0,000	Valid
	X2.P2	0,661	0,176	0,000	Valid
	X2.P3	0,637	0,176	0,000	Valid
	X2.P4	0,552	0,176	0,000	Valid
	X2.P5	0,631	0,176	0,000	Valid
Organizational Commitment (X3)	X3.P1	0,703	0,176	0,000	Valid
	X3.P2	0,703	0,176	0,000	Valid
	X3.P3	0,799	0,176	0,000	Valid
Employee Performance (Y)	Y.P1	0,581	0,176	0,000	Valid
	Y.P2	0,558	0,176	0,000	Valid
	Y.P3	0,649	0,176	0,000	Valid
	Y.P4	0,548	0,176	0,000	Valid
	Y.P5	0,600	0,176	0,000	Valid

Based on the results of the validity test shown in Table 1, all statement items in each variable have a correlation value (r-calculus) that is greater than the r-table (0.176) and a significance value of 0.000 (< 0.05), so that all items are declared valid. For example, item X1. The P3 of the training variable has an r-count value of 0.667, well above the r-table, which indicates that the item significantly measures the training dimension. Similarly, in the workability variable (X2), item X2. P2 has an r-count of 0.661, and the organizational commitment variable (X3) shows the highest correlation strength on item X3. P3 ($r = 0.799$). The four items in the employee performance variable (Y) also met the validity criteria. These results show that the research instrument has met the validity requirements and can be used for further data collection.

Reliable Test

Reliability tests are carried out to assess the extent to which the research instrument is able to produce stable and consistent data over time. Instruments are declared reliable if they are able to give similar results when tested repeatedly under the same conditions (Sugiyono, 2019). In this study, reliability was measured using Cronbach's Alpha coefficient, which is widely used to test the internal consistency of statement items on a questionnaire on the Likert scale. The higher the Cronbach's Alpha value obtained, the higher the level of reliability of the instrument in measuring the construct in question (Arikunto, 2017). The minimum reliability criterion used in this study is Cronbach's Alpha value of more than 0.60, which is considered adequate for research with exploratory characteristics.

Table 2. Reliability Test Results

Variable	Cronbach Alpha Value	(t-table)	Information
Training (X1)	0,721	0,176	Reliable
Employability (X2)	0,707	0,176	Reliable
Organizational commitment (X3)	0,702	0,176	Reliable
Employee performance (Y)	0,704	0,176	Reliable

Based on the results of the reliability test presented in Table 2, all research variables showed a Cronbach's Alpha value above 0.70, which indicates that the questionnaire instrument has an excellent level of reliability. The Training Variable (X1) has a Cronbach's Alpha value of 0.721, Employability (X2) of 0.707, Organizational Commitment (X3) of 0.702, and Employee Performance (Y) of 0.704. All of these values not only exceed the

minimum limit of 0.60, but also approach or exceed the ideal threshold of 0.70 as stated. Thus, it can be concluded that all statements in the questionnaire have adequate internal consistency in measuring each variable construct, so that this research instrument is suitable for use in the next stage of data analysis.

Table 3. Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.677 ^a	0.459	0.446	1.518	1.569

The results of the autocorrelation test presented in Table 3 show that the Durbin-Watson (DW) value is 1.569. This value is close to 2, which indicates the absence of autocorrelation in the regression model. Thus, the regression model used in this study has met the classical assumption of autocorrelation free, so that the estimated regression coefficient obtained can be interpreted accurately and reliably. In addition, a determination coefficient value (R Square) of 0.459 showed that 45.9%

of the variation in employee performance could be explained by the variables of training (X1), employability (X2), and organizational commitment (X3), while the remaining 54.1% was explained by other variables outside of this study model. The Adjusted R Square value of 0.446 indicates an adjustment in the proportion of the described variance, taking into account the number of predictor variables included in the regression model.

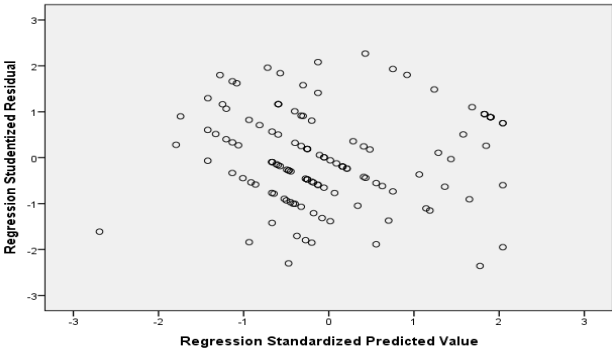


Figure 1. Heteroscedastidity test results

To test the presence of heteroscedasticity, a visual test was carried out through a scatterplot between the Standardized Residual and the Standardized Predicted Value. Based on Figure 1, it appears that the distribution pattern of residual points is randomly scattered around the zero horizontal line, both above and below the line, without forming a specific pattern (e.g. a pattern resembling a fan, cone, or other systematic pattern). This distribution pattern

shows that there is no indication of heteroscedasticity in the regression model used. Thus, the assumption of homoskedasticity (constant residual variance) has been met, so that the regression model can be said to be eligible for BLUE (Best Linear Unbiased Estimator), according to the criteria in the classical theory of linear regression.

Table 4. Multicollinearity Test Results

Model	Variabel	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	7.532	1.495	-	5.036	0.000	-	-
	Training (X1)	0.100	0.081	0.103	1.235	0.219	0.647	1.546
	Employability (X2)	0.271	0.079	0.297	3.432	0.001	0.597	1.676

The multicollinearity test in this study aims to ensure that there is no excessive high correlation between independent variables in the regression model, which can affect the accuracy of the regression parameter estimation. Based on the test results presented in Table 4, it was obtained that the Training variable (X1) had a Tolerance value of 0.647 and VIF of 1.546; the Work Ability variable (X2) shows a Tolerance value of 0.597 and VIF of 1.676; while the Organizational Commitment variable (X3) obtained a Tolerance value of 0.681 and VIF of 1,468. The entire Tolerance value obtained is greater than the minimum limit of 0.10, and the entire VIF value is well below the maximum limit of 10. With the fulfillment of these two criteria, it can be concluded that the regression model in

this study does not contain any indication of multicollinearity. This shows that each independent variable has an independent and unique contribution in predicting employee performance variables, without overlapping between predictors in the regression model. Multiple linear regression tests are used to determine how much influence independent variables simultaneously or partially have on dependent variables. In this study, the independent variables consisted of Training (X1), Employability (X2), and Organizational Commitment (X3), while the dependent variable was Employee Performance (Y). The multiple linear regression equation model generated based on the test results in Table 7 is as follows:

Table 5. Multiple Linear Regression Test Results

Model	Variable	B	Std. Error	Beta	t	Sig.
1	(Constant)	7.532	1.495	-	5.036	0.000
	Training (X1)	0.100	0.081	0.103	1.235	0.219
	Employability (X2)	0.271	0.079	0.297	3.432	0.001
	Organizational commitment (X3)	0.473	0.095	0.402	4.965	0.000

Based on the table above, the regression equation model can be obtained as follows:
 $Y = 7.532 + 0.100 X1 + 0.271 X2 + 0.473 X3$.
Based on the results of the multiple linear regression test, the following results were obtained:

- 1) Constant (a) of 7,532 indicates that if all independent variables are considered to be zero, then the employee's performance is theoretically at 7,532.
- 2) The Training variable (X1) has a regression coefficient of 0.100 with a value of $t = 1.235$ and a significance of $p = 0.219$. Because the p value > 0.05 , the training variable partially did not have a significant effect on employee performance.
- 3) The Workability variable (X2) has a regression coefficient of 0.271, with a value of $t = 3.432$ and a significance of $p = 0.001$. Because $p < 0.05$, the variable of work

- ability has a positive and significant effect on employee performance.
- 4) The Organizational Commitment variable (X3) had a regression coefficient of 0.473, with $t = 4.965$ and significance $p = 0.000$. Because $p < 0.05$, organizational commitment also has a positive and significant effect on employee performance.

The findings indicate that, individually, the variables of Work Ability (X2) and Organizational Commitment (X3) significantly affect employee performance. In contrast, the Training variable (X1) does not exhibit a statistically significant impact, although it maintains a positive relationship. These findings indicate that employee performance improvement is more influenced by organizational employability and commitment than simply following a training program, the

quality of which may still need to be reviewed to be more effective.

Table 6. Partial test results (T test)

Model	Variabel	B	Std. Error	Beta	t	Sig.
1	(Constant)	7.532	1.495	-	5.036	0.000
	Training (X1)	0.100	0.081	0.103	1.235	0.219
	Employability (X2)	0.271	0.079	0.297	3.432	0.001
	Organizational commitment (X3)	0.473	0.095	0.402	4.965	0.000

Based on the results presented in Table 6, the following results were obtained:

- 1) For the Training variable (X1), a regression coefficient of 0.100 was obtained, a value of $t = 1.235$, and a significance value (p) of 0.219. Because $p > 0.05$, the training variable partially did not have a significant effect on employee performance.
- 2) For the Workability variable (X2), a regression coefficient of 0.271 was obtained, a value of $t = 3.432$, and $p = 0.001$. Because $p < 0.05$, work ability has a positive and significant effect on employee performance.
- 3) For the Organizational Commitment variable (X3), the regression coefficient was 0.473, with a t -value of 4.965 and a p -value of 0.000. Since the p -value is less than 0.05, it indicates that organizational commitment has a positive and significant impact on employee performance.

The results of the partial test revealed that, individually, work ability and organizational commitment significantly contribute to enhancing employee performance, whereas training does not show a significant effect, despite the direction of the coefficient remaining positive. The insignificance of the effect of training can be caused by the effectiveness of training implementation that is not optimal, such as the relevance of the material, delivery methods, or the application of training results in daily work. According to the test results shown in Table 9, the F -value reached 34.219 with a significance level of 0.000. Since this value is below the 0.05 threshold ($p < 0.05$), it can be concluded that the variables Training (X1), Work Ability (X2), and Organizational Commitment (X3) collectively have a significant impact on Employee Performance (Y). The model's high level of significance ($p = 0.000$) suggests that

even though one variable Training (X1) is not statistically significant on its own, the combination of all three variables still meaningfully contributes to predicting employee performance. These findings reinforce the importance of the combined influence of training, work ability, and organizational commitment in explaining variations in employee performance at Perumdam Mojopahit Mojokerto. Therefore, the regression model used in this study is appropriate for illustrating the empirical relationship among these variables. While the overall model is valid and reliable for predicting performance, it is evident that only work ability and organizational commitment individually show significant effects. As such, efforts to enhance employee performance should prioritize developing employee competencies and fostering stronger organizational commitment.

Discussion

Based on the results of the partial test (t -test), a significance value of 0.219 was obtained for the Training variable (X1), which was greater than the significance limit of 0.05. Thus, the first hypothesis (H1) that states that training affects employee performance is not statistically supported. Although the training regression coefficient showed a positive relationship ($B = 0.100$), the effect was not partially significant. These results indicate that the implementation of the training program at Perumdam Mojopahit Mojokerto has not been able to have a significant impact on improving employee performance. Possible causes include the lack of optimal quality of the training program which includes the relevance of the material to the needs of the task, the effectiveness of the delivery method, and the application of training results in daily work activities. These findings

are in line with research conducted by Ali *et al* (2025), which states that training will only make a significant contribution if it is designed applicatively, in accordance with the actual needs of the job, and accompanied by strengthening practical aspects in the field. The t-test results for the Work Ability variable (X2) revealed a significance value of 0.001, which is below the 0.05 threshold. Therefore, the second hypothesis (H2), stating that work ability has an effect on employee performance, is statistically supported. The regression coefficient of 0.271 indicates a positive relationship, meaning that as employees' work ability increases, their performance tends to improve accordingly. These findings strengthen the theory of human capital that places individual competencies as the main strategic assets in organizations (Pratiwi & Bagia, 2021; Pujiastuti & Rahmawati, 2023). Employability, which includes the dimensions of individual knowledge, skills, experience, and readiness to complete job tasks, is a crucial factor in supporting the achievement of organizational goals effectively, efficiently, and sustainably. The t-test results for the Organizational Commitment variable (X3) showed a significance value of 0.000, which is below the 0.05 significance threshold. This confirms that the third hypothesis (H3), which proposes that organizational commitment influences employee performance, is statistically significant.

With a regression coefficient of 0.473, organizational commitment emerges as the most influential factor among all the independent variables in the model. These findings are in line with the results of research conducted by Astuti (2022) and Latief *et al* (2019), which confirm that employees with a high level of affective, normative, and continuity commitment tend to show loyalty, dedication, and willingness to contribute optimally for the progress of the organization. Organizational commitment plays a role as an intrinsic driving factor that consistently strengthens employee work motivation in the long term. The results of the simultaneous test (F test) revealed an F-calculated value of 34.219 with a significance level of 0.000, which is below the 0.05 threshold. This confirms that

the fourth hypothesis (H4), stating that the three independent variables collectively influence employee performance, is statistically significant. Combined, the variables Training (X1), Work Ability (X2), and Organizational Commitment (X3) account for 45.9% of the variation in employee performance, as indicated by an R^2 value of 0.459. These results indicate that although the training variable has not partially had a significant influence, in the combined model along with the work ability and organizational commitment, the training variable still makes a positive contribution in strengthening the employee performance prediction model. These findings confirm the importance of a holistic approach to human resource management, where strengthening individual competencies and developing a solid organizational culture need to be synergistically integrated to encourage sustainable employee performance optimization (Leuhery *et al.*, 2025).

Conclusion

Based on the research findings, it can be concluded that the variables of training, work ability, and organizational commitment collectively have a significant impact on employee performance at Perumdam Mojopahit Mojokerto. This indicates that, together, these three factors play a crucial role in shaping employee performance. Individually, work ability and organizational commitment have been shown to exert a positive and significant influence. Higher levels of employee capability and stronger organizational commitment are associated with notable improvements in performance. In contrast, the training variable did not demonstrate a significant individual effect. This suggests that while training programs are in place, their implementation may require further enhancement to yield tangible improvements in performance. Among the three variables, organizational commitment stands out as the most influential factor in driving employee performance. The results of this study have practical implications for human resource management in Perumdam Mojopahit Mojokerto. First, management needs to review the design and implementation of the training program.

Training materials should be tailored to the real needs of the job, delivered by competent instructors, and complemented by post-training evaluations to ensure effective knowledge transfer. Second, strengthening work competencies needs to continue to be carried out through the development of technical and non-technical skills, continuous training, job rotation, mentoring, and coaching so that employees' work abilities are always relevant to the needs of the organization. Third, the management of organizational commitments needs to be optimized by building an HR management system that is able to foster loyalty, emotional attachment, and a sense of belonging to employees to the organization. This goal can be achieved through transparent organizational communication, fostering a positive work environment, recognizing employee achievements, promoting work-life balance, and reinforcing a strong organizational culture. Additionally, future research is encouraged to include other relevant variables such as work motivation, organizational culture, leadership style, and work environment to broaden the scope of analysis and offer a more comprehensive understanding of the factors influencing employee performance.

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