



## The Effect of Employees' Commitment and Training to Work Performance in The University of Budi Luhur, Jakarta

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### Abstract:

The aim of this research is to determine the effect of employees' commitment and training to employees' work performance in University of Budi Luhur, Jakarta either partial or simultaneous. Methodology applied to this research is quantitative with associative approach. Simple random sampling used to gather 70 respondents. Data analysis technique using validity test, reliability test, normality test, multicollinearity test, linear regression test, multiple linear test, coefficient correlation test, determination coefficient test,  $t_{value}$  and  $F_{value}$ . The research partially showed work commitment has a significant result to the employees' productivity. This can be seen in a regression formula  $Y = 17,894 + 0,551 X_1$ . This hypothesis is supported by calculation of  $t_{value} > t_{table}$  ( $3,855 > 1,995$ ) and this is shown in  $p$  value  $< Sig.0,05$  or significant value  $< 0,05$  ( $0,000 < 0,05$ ). The result of this research showed a significant effect to employees' work performance in University of Budi Luhur, Jakarta in value of  $< 0,05$  ( $0,000 < 0,05$ ). Coefficient determination from commitment variable and training show the result of 49,1% in University of Budi Luhur, Jakarta. So that  $H_0$  is rejected and  $H_3$  is accepted this means that the variables simultaneously have significant result amongst work commitment ( $X_1$ ), training ( $X_2$ ), and work performance ( $Y$ ).

**Keywords:** Work Commitment, Training, Work Performance

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## INTRODUCTION

The University of Budi Luhur is a private university established on 1<sup>st</sup> April 1979. Its name was Computer Science Academy (CSA) in Jl. Budi Utomo No. 11 Central Jakarta. Its goals in supporting a national development in the education sector has been successfully and recently expanded its faculty not only in computer science but also many other areas, such as Electronic Technic Computer (ETC), Informatic Management, Mass Communication, Business and Economy, and Secretarial. It has employed for more than 400 lecturers.

Advanced economic systems have been applied in developing countries which affect departments or management transformation and the way they coordinate with employees. For this reason, management needs progressive development to meet the organisation's goals. Therefore, management is expected to adapt to the new sphere in reaching their goals. Effective Human Resources Management plays an important role in the organisation purpose in managing work performance.

Developing manpower is essential in an organisation to achieve better work performance. Training, not only rejuvenates their knowledge but also develops their skills. It is a process of teaching new or current employees the basic skills they need to perform their jobs (Dessler, 2014:273). To this, additionally, they recored higher appraisal goals, as well as its effect on productivity. In reference to Luthans (2012:249), training affects employees' work commitment in organisations, it also affects loyalty as well as an sustainable improvement process. The organisation's purpose is building employee's selflessness so that their work performance meets the organisation's goals. It can be shown that commitment gives a high impact in employee's productivity and work performance. Employee low turnover is one of the benifits of employee's commitment; the less the better.

According to Aguinis (2013, p.2) performance management is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with strategic goals of the organisation. Performance management is an esssetion tool used for the effective management of organisations. It is used to assess achievement of valid indicators, talent development, competencies and skills enhancement of employees to obtain continuous success.

The problem simulation obtained within the University of Budi Luhur, can be gathered as follows:

1. How is an employee's commitment affected to work performance at University of Budi Luhur?
2. How is training affected to the work performance at University of Budi Luhur?

How is an employee's commitment and training affected to work performance at University of Budi Luhur?

To address the employee's work performance that exist on the relationship between employee's commitment and training within University of Budi Luhur, the following objective will be explored to:

1. How to know if employee's commitment is affected to work performance at University of Budi Luhur?
2. How to know if training is affected to work performance at University of Budi Luhur?
3. How to know if employee's commitment and training are affected to work performance at University of Budi Luhur?

Research usefulness are intended to:

1. Companies

The company will be able to find out what are the constraints on human resources in carrying out their work what is the impact on employee's performance;

2. Practitioners

It can contribute to the development of science, especially in the field of human resources management and also broaden knowledge, especially in the field of employee's commitment, training, and work performance at University of Budi Luhur, Jakarta.

## **LITERATURE REVIEW**

### **Human Resources Management Theory**

Literally, management comes from "to manage" which defined as managing. Terry (2014:16) claimed that management is a distinctive process consisting of planning, organising,

mobilising, and controlling actions to determine and achieve goals through the use of human resources and others. In addition to this, Salam (2014:12) defined management as an organisation activity as an effort of a group of people who work together in order to achieve a certain goal, that they obey in a particular way what is expected to meet the goals effectively and efficiently. Therefore, management objectives are functionate resources, used effectively and efficiently in order to achieve designed goals in an ability to regulate the organisation. Management functions are essential elements that most organisations should have, in running their business cycle with the purpose to achieve the organisation's goals.

## **1. Work Commitment**

### *Definition of Work Commitment*

Organisation commitment is to portray of organisation's value, which this reflected to an employee's commitment and willingness to put the organisation as their priority and dedicated for its development. In reference to Allen and Meyer (2013: 169), organisation commitment is a three-dimensional concept, they are affective, sustainable, and normative commitments. However, Luthans (2012:249) stated that an organisations commitment is an attitude, that reflects employee loyalty to the organisation, members can express their concern to the organisation and its success and sustainable progress. This is agreed by Moorhead and Griffinn (2013: 73) that an organisation commitment is defined as an attitude that reflects the extent to which an individual understands and bound to their organisations. In these references, it can be concluded that organisational commitment is a condition which employees take responsibilities and selflessness to the organisation, and a trust and acceptance of organisation values which is consist of three dimensions: affective, sustainability, and normative commitments.

Dessler (2014: 294), in line with Allen and Meyer (2013: 169) three-dimensional organisations commitment, provides guidance to increasing organisational commitment. Employees should have several factors, such as be highly committed to employee's engagement, clarity and communicate the missions, build a team-work, supporting the employee's development.

## **2. Training**

### *Definition of Training*

Santoso *et al.*, (2019c) declared that knowledge is a key competency for organisations that contribute in making organisational implementation progress and improvement sustainable. This development supported in current knowledge-based society stems from the ability to disseminate knowledge (Vrontis and Christofi, 2019). In addition to this, Santoro *et al.* (2019a) claimed that the ability of employees to transfer knowledge one to an other, can be a key factor in making a difference for organisational implementation progress and for creating worthy progress.

Gomes (2014: 1997) said that training is an effort to improve performance in a particular work responsibility. Ideally, training should be designed to achieve an organisation's goals, while in the mean time employees understand their individual goals as well. Training is, sometimes, regarded as the most common activity and managers in this regard should be able to support employees existing skills so that they can develop and be more productive for the benefits of organisation. Dessler (2014, 323) stated that training is the process of teaching new or existing employee's basic skills to perform their jobs well.

Other experts define training as a series of activities which provide a chance for development, to improve their current skills, which is coherence to their work or profession (Schermerhom: 2014: 323). In these references, training is an effort in developing human resources in one's organisation or industry; both new employees and senior employees are

required to obtain training so that they can enhance their knowledge in a work spere climate, strategy, and other areas.

For Rivai (2004:229), training which is conducted by organisations has a special purpose that is in line with its requirements and goals. In addition to this, Mangkunegara (2013:62) listed the indicators of training, consisting of several items, such as, its purpose should be concrete and measurable; subject thought; learning methods; trainee qualification; and trainer/tutor qualification.

### 3. Work Performance

#### *Definition of Work Performance*

Competence for Elbaz *et al.*, (2018) defined as a talent's knowledge, skills, competencies, and experience required to complete a task and motivation as the desire (or level of motivation) to do so. Furthermore, Ferraris *et al.*, (2017) added the ability of a company to create and acquire new knowledge and information, and then apply and assimilate that knowledge is a function of the collective ability of employees to recognise, learn and share this knowledge.

Work performance for Wibowo (2014:18) is a work result which is strongly related to the strategic organisation, employee's satisfaction, and economy contribution. In addition, Ratundo and Sacket (2014:74) defined performance as an activity which includes all of the attitudes and behaviour controlled individually and contributed to an organisation's goals. This is strengthened by Hariandja (2014:55) about work performance that is employee's work presentation based on their role in organisations. In addition, Wibowo (2007:13) claimed that work performance is a quality and quantity results which is achieved by an employee on purpose to accomplish their result based on their responsibility in organisation. To sum up the theories, work performance is a process in achieving the organisation's goal and employees' presentation to their organisations.

## RESEARCH METHODS

The research is conducted in quantitative and applied descriptive method. Sugiyono (2019:16) claimed that a quantitative method is interpreted as a research method based on positivism-philosophy approach. It is occupied to examine a certain population or samples, data collection, data analysis which has a quantitative or statistical characteristic, with a purpose to get hypothesis test done. In addition to this, Mukhtar (2013, 10) explained qualitative descriptive method is a technique used to observe knowledge or theory in a particular time. This research conducted at University of Budi Luhur where is located in Jl. Ciledug Raya, RT 10/RW 2, Petukangan Utara, Kecamatan Pesanggrahan, South Jakarta, 1260.

In reference to Sugiyono (2017:63), operational that variables consist of an attribute or nature of people, object or activities that have a particular variation applied by research to be assessed to obtain conclusions. These are required to determine the types, indicators, and scale of the chosen variables thus a hypothesis is tested accurately. This research consisted of two independent variables and one dependent variable, they are knowns as X1, X2 and Y. In addition to this explanation, Sugiyono (2017:33) added that independent variable will give influence to other variables: dependent variables. The independent variable which was chosen by the researcher will determine its relationship with an observed symptom. The independent variables studied in this research are as follows:

- a. Employee Commitment (X<sub>1</sub>) Luthan (2012:249) declared that an organisations commitment is a behaviour which reflects employee's loyalty to the organisation and sustainable process that the organisations' members can express their concern to the

organisation, achievement and sustainable development. The indicators obtained from this theory are affective commitment, sustainable commitment, and normative commitment.

- b. Training ( $X_2$ ) Training based on Mangkunegara statement, is a type of teaching process not only knowledge and skills, but also attitude in purpose to enhance the employee's talent. So that they are prepared to accept higher responsibility and more skills. The indicators obtained from this theory are training purpose, subjects/material, methods, trainee qualification, and trainer qualification.
- c. Work Performance (Y) Work performance is an employee's responsibility for the outcome to their duties and position in organisation. (Sutrisno, 2015: 151). The indicators obtained from this theory are quality, quantity, team player, responsibility, initiative, and honesty.

Population (Sugiyono, 2017:215) is a number of generalisation area which consists of object and characteristic that are assigned by researchers to obtain scientific conclusions. At the same time, Arikunto (2014: 173) explained that the population is the entire of research subject. In reference to these concepts, it can be drawn that the population is a number of characteristics or properties of either subject or object which is taken as a sample. In this research, the population is permanent employees of University of Budi Luhur, Jakarta, a total of 70 respondent.

The sample is part of a number and characteristic possessed to the population, and sample number is a stage to obtain a size of sample taken in carrying out this research over the population. Thereunto, data collection plays an important step in the research because the essential purpose of the research is in gathering data. In the absence of understanding data collection techniques, researchers hardly ever get the data required and meet the standard (Sugiyono, 2019:296).

## **RESEARCH RESULTS AND DISCUSSION**

Data instrument test aims to discover if chosen variables have a valid evidence tool, these are including their validity and reliability tests.

### **a. Instrument Validity Test ( $X_1$ )**

1. Validity test purposes to test the questionnaire's statement either valid or invalid. Processing the validity test, SPSS version 26 software is occupied in terms of:  
If value  $r$  value  $>$   $r$  table, so that the instrument is valid
2. If value  $r$  value  $<$   $r$  table, so that the instrument invalid

### **b. Reliability Test Instrument**

The reliability test aims to test if a questionnaire is reliable or unreliable.

Ghozali (2017:47) explained that a reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is will be reliable or reliable if a person's answer to the statement consistently every now and then. The criteria or provisions in deciding if the statement is reliable or unreliable, are as follows:

1. If value of Cronbach Alpha  $>$  0.600, so that the instrument is reliable
2. If value of Cronbach Alpha  $<$  0.600, so that the instrument is unreliable

## **Descriptive Analysis**

### **a. Respondents Descriptive Analysis**

Respondent's characteristics as seen in the table below:

- 1) Characteristics of Respondents Based on Gender
- 2)

Table 1. Characteristics of Respondents Based on Gender

<b>Gender</b>	<b>Total</b>	<b>Percentage (%)</b>
<b>Men</b>	40	57%
<b>Women</b>	30	43%
<b>Total</b>	70	100%

Source: Processing Data 2022

In reference to the data presented above, 57% respondents are men and 43% respondents are women.

### 3) Characteristics of Respondents Based on Age

Table 2. Characteristic of Respondents Based on Age

<b>Age</b>	<b>Total</b>	<b>Percentage (%)</b>
<b>19-27</b>	30	43%
<b>28-37</b>	15	21%
<b>&lt;37</b>	25	26%
<b>Total</b>	70	100%

Source: Processing Data 2022

In reference to the data presented above, 43% respondents are 19-27 years old, 21% respondents are 28-37 years old, and 26% respondents are more than 37 years old.

### 4) Characteristic of Respondents Based on Education

Table 3. Characteristic of Respondent Based on Education

<b>Education</b>	<b>Total</b>	<b>Percentage (%)</b>
<b>Senior High/Vocational</b>	30	43%
<b>Diploma</b>	20	28%
<b>Bachelor/Master/Doctoral</b>	20	28%
<b>Total</b>	70	100%

Source: Processing Data 2022

In reference to the data presented above, 43% respondents graduated from Senior High or vocational schools, 28% respondents graduated with a diploma, and 28% respondents are graduates with a Bachelors, Masters or Doctoral degrees.

### *b. Descriptive Analysis of Respondent's Assessment*

The variables occupied in this research were employee commitment (X1), training (X2), and work performance (Y). To these analyses, the research presented in descriptive analysis by providing an overview of the research subjects in correlation to the chosen variables. The essential to the analysis is on the score of every variable which was weighed at the earliest by providing a total score in a number of items from the weighted variables, through the questions given by the researcher in the questionnaire.

Table 4. Respondent Response Interval Table

<b>Interval</b>	<b>Criteria</b>
<b>1,00 - 1,80</b>	Strongly Disagree
<b>1,81 - 2,60</b>	Disagree

2,61 - 3,40	Neither Agree nor Disagree
3,41 - 4,20	Agree
4,21 - 5,00	Strongly Disagree

Source: Sugiyono, (2017:95)

**c. Quantitative Analysis**

The verification analysis purposes to determine the magnitude of the influence and analyse the significance of the influence. In this analysis, the effect of the 2 independents variables on the dependent variable are fulfilled.

**d. Linear Regression Analysis**

Linier regression test purposes to determine how much the influence of the variables X1 and X2 over the Y variable. This research, employee commitment (X1) and training (X2) to work performance (Y) result might be partially or simultaneously. Process in SPSS version 26, the result of the measurement as follows:

Table 5. Simple Linear Regression Test Results employee commitment Variable (X1) to work performance (Y)

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.894	3.271		5.470	.000
Employee Commitment	.551	.085	.618	6.490	.000

Source: Processing data 2022

Based on the results of the regression measurement in the table above, the regression equation  $Y = 17.894 + 0.551$  is obtained. From the equation, can be concluded: A. The constant value of 17.894 means that if the employee commitment variable (X<sub>1</sub>) does not exist, then there has been an employee performance value (Y) of 17.894 points.

The employee commitment regression coefficient value (X<sub>1</sub>) is 0.551. This number is positive, which mean if the constant is fixed and there is no change in the training variable data (X<sub>2</sub>), then every 1-unit change in the employee commitment variable (X<sub>1</sub>) results will decrease to work performance (Y) of 0.551 points.

**e. Correlation Coefficient Analysis (r)**

The correlation coefficient analysis purposes to determine the strength level of the correlation between independent variables and dependent variables. The results of this data processing are as follows:

Table 6. Results of Partial Correlation Coefficient Analysis Between Employee Commitment (X<sub>1</sub>) to Work Performance (Y)

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.350	3.601		2.874	.005
Commitment	.358	.093	.402	3.855	.000
Training	.390	.103	.393	3.770	.000

Source: Processing data 2022

In reference to the result above, can be concluded that the commitment variable has a significance level of 0.000 this value is smaller than 0.05 ( $0.000 < 0.05$ ) with a t-value  $3.855 > 1.995$ . This means that Ha1 is accepted. So that can be said that work commitment has a significant effect on employee performance. The training variable has a significance level of 0.000 this value is smaller than 0.05 ( $0.000 < 0.05$ ) with a t-value  $3.770 > 1.995$ . This means that Ha2 is accepted. So that can be said that job training has a significant effect on employee performance.

**f. Coefficient of Determination Analysis**

The coefficient of determination analysis purposes to determine the percentage of the power of influence between the independent variables to the dependent variable, either partially or simultaneously. Employee commitment (X<sub>1</sub>) and training (X<sub>2</sub>) to work performance (Y). The following is the result of the calculation of the coefficient of determination processed with SPSS version 26 as follows:

Table 7. Results of Partial Coefficient of Determination Analysis Between Employee Commitment (X<sub>1</sub>) to Work Performance (Y)

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618 <sup>a</sup>	.382	.373	2.786

Source: Processing Data 2022

a. Predictors: (Constant), Commitment

b. Dependent Variable: Work Performance

The table above explained that the results of the correlation coefficient test by showed on R value of 0.618. This shows that the correlation or relationship between performance (dependent variable) and commitment (independent variable) has a strong level of relationship.

**g. Hypothesis Test**

1. Partial hypothesis Test (T-test)

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.350	3.601		2.874	.005
Commitment	.358	.093	.402	3.855	.000
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Source: Processing Data 2022

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2. Simultaneous Hypothesis Testing (F Test)

Testing the effect of the variables of commitment and training simultaneously to work performance, the F statistic test (simultaneous test) was carried out with a significance of 5%. In this research, a significant criteria of 5% (0.05) was used, named comparing the calculated F value with the F table with the following provisions:

- 1) If value F value  $<$  F table: means H0 is accepted and H1 is rejected
- 2) If value F value  $>$  F table: means H0 is rejected and H1 is accepted

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	419.387	2	209.694	32.253	.000 <sup>b</sup>
Residual	435.598	67	6.501		
Total	854.986	69			

Source: Processing Data 2022

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Commitment, Training

The table showed, F-value is 32.253 while the F-table is 3.13, so  $32.253 > 3.13$ . Thus, statistically obtained with a significant value of  $0.000 < 0.050$ . From these data can be interpreted that the hypothesis is accepted. This shows that commitment and job training simultaneously have a significant effect on employee performance.

**CONCLUSION**

Based on the results of data analysis that has been carried out on all the data obtained, the following conclusions can be drawn:

1. Work Commitment (X1) has a positive and significant effect to employee performance (Y) in a correlation value of 0.618 means that it has a strong influence. The coefficient of determination is 0.382 or 38.2%. Hypothesis test obtained t-value > t-table or (3.855 > 1.995). This is also reinforced by the measurement of value < Sig. 0.05 or (0.000 < 0.05). So that H0 is rejected and H1 is accepted, this shows that there is a positive and partially significant effect between work commitment and employee performance at University of Budi Luhur
2. Training (X2) has a positive and significant effect to work performance (Y) with a correlation value of 0.614 means that it has a strong influence. The coefficient of determination is 0.378 or 37.8%. Hypothesis test obtained t-value > t-table or (3,770 > 1,995). This is also reinforced by the measurement of value < Sig. 0.05 or (0.000 < 0.05). Thus, H0 is rejected and H2 is accepted, this shows that there is a positive and partially significant effect between training to the performance at University of Budi Luhur
3. Work commitment (X1) and training (X2) have a positive and significant effect on work performance (Y) with a correlation coefficient value of 0.700, means that the independent variable and the dependent variable have a strong influence with a coefficient of determination or simultaneous influence of 0.491 or 49,1% while the remaining 50.9% is influenced or explained by other variables outside the variables studied. Hypothesis testing is obtained by calculated F value > F table or (32.253 > 3.13), this is also strengthened by value < Sig. 0.05 or (0.000 < 0.05). Thus, H0 is rejected and H3 is accepted, this shows that there is a simultaneous positive and significant effect between employee commitment and training to the work performance at University of Budi Luhur.

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