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FACTORS AFFECTING EMPLOYEE PERFORMANCE IN EAST LUWU REGENCY: WORK MOTIVATION AND JOB TRAINING, THROUGH ORGANIZATIONAL COMMITMENT

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Abstract:

Employee performance is an important issue in all organizations, both government and private, because it can have implications for the overall performance of the organization. Employees who are not professional in their work will bring multi-effects, as a result vital sectors will be hampered. This study aims to explore how employees perform by including work motivation and job training variables, as well as organizational commitment as mediation variables. The research method uses a quantitative research design with a survey research approach using 5 liker scales (agree – disagree) and distribute questionnaires to 60 respondents who are employees in related agencies. The data analysis used in this study is Descriptive Statistics, Validity and Reliability Test of SEM Model. The results of the study showed that the variable of job training on organizational commitment had a positive or significant influence as well as the variable of organizational commitment to performance. Meanwhile, some variables have negative or insignificant results.

Keywords:

Employee Performance, Work Motivation, Job Training and Organizational Commitment

Introduction

The success of an organization in achieving organizational goals is determined by the performance of employees. The ability of employees to complete the work for which they are responsible is a benchmark for the achievement of organizational goals. Organizations in both the business and government worlds today must improve the performance of employees to achieve goals or to improve the quality of service to the community that must be served by the organization. The achievement of organizational goals needs to be supported by various factors that have a role in the behavior of human resources or employees in the organization. Employees need a workplace that can provide a calm feeling in doing their work so that it can be done well. In addition, good motivation is needed for employees to do their jobs well, and this shows that human resources play an important role in achieving organizational goals. (Watung et al., 2016) .

The performance of government institutions is still a problem that continues to be improved. Based on data from the Ombudsman of the Republic of Indonesia (2023) on the assessment of compliance in the implementation of public services, there are 7 ministries with the highest quality predicate, 13 ministries with high quality predicate, and 5 ministries with medium quality predicate. In several districts in Greater Luwu, East Luwu Regency 83.84 Green with High Quality predicate, North Luwu Regency with 87.35 Green with High Quality predicate, Luwu Regency with 78.63 Green with High Quality predicate, and Palopo City with 72.12 Yellow with Medium Quality predicate (Ombudsman 2023).

East Luwu Regency currently continues to improve the performance of its regional apparatus organization, through improving the qualifications and competencies of its employees. In various social and economic dynamics that continue to develop, understanding the factors that affect employee performance is very important to improve productivity and work efficiency. This study aims to identify and analyze the main factors that affect employee performance in the region, focusing on work motivation, job training, and the role of organizational commitment as intervening variables. Some research strengthens the variables to be studied to have a strong relationship (Dwi Anang Fanani et al., 2023) (Nguyen et al. 2020).

Work motivation is an important factor that affects how enthusiastic and committed an employee is in carrying out his duties. High motivation can increase productivity and job satisfaction, as well as affect the quality of work results. Therefore, this study will explore how the level of work motivation affects employee performance in East Luwu Regency (Afianto et al., 2020). Job training is also a crucial factor in improving employee competence and skills. With the right training, employees can be better prepared to face job challenges and improve their skills, which ultimately has a positive impact on their performance. This study will evaluate the effect of job training on employee performance and how the training contributes to improving work performance. In addition, organizational commitment will be examined as an intervening variable that can affect the relationship between work motivation and job training on employee performance. Organizational commitment reflects the extent to which employees feel attached and loyal to the organization they work for. Strong commitment can strengthen the influence of motivation and training on performance, so this study will investigate how organizational commitment mediates the relationship between job motivation, job training, and employee performance (Telenggen et al., 2017). (Marsoit et al., 2017).

Although many studies have been conducted on each of these factors separately, there is still a gap in research examining the simultaneous relationship between job motivation, job training, and organizational commitment to employee performance in East Luwu District. Existing research often focuses on specific sectors or locations and pays little attention to region-specific contexts such as East Luwu Regency, which has unique characteristics in terms of organizational structure and employee needs. In addition, previous studies have not explored in depth how job motivation and job training affect employee performance through organizational commitment pathways. Understanding how these three factors interact with each other can provide more complete and useful insights in designing strategies to improve employee performance in the area.

This study aims to fill this gap by analyzing the relationship between work motivation, job training, and organizational commitment and their impact on employee performance in East Luwu Regency simultaneously. The results of this study are expected to provide practical recommendations for improving employee performance at the regional level and contribute to academic literature related to human resource management. By focusing on these three main aspects, this research is expected to provide in-depth insights into the factors that affect employee performance in East Luwu Regency. The findings of this study are expected to provide practical recommendations for related parties to design effective policies and strategies in improving employee performance and achieving better organizational goals.

Literature review

Definition of Employee Performance

Performance can be defined as "the results achieved by a person or group in carrying out their duties and responsibilities." Performance includes goal achievement, productivity, work quality, innovation, adherence to procedures, and contribution to organizational success. Performance can be defined as "work outcomes that reflect the extent to which individuals achieve their work goals." Performance involves effectiveness (the extent to which objectives are achieved) and efficiency to the extent to which objectives are achieved by using available resources (Didit et al, 2022).

Performance is "the quality and quantity of work achieved by individuals or groups in achieving organizational goals." Performance includes the achievement of goals, competence in carrying out tasks, the level of contribution to the success of the organization, and adaptability to change. So that performance can be interpreted as the actual work achieved by individuals or groups in carrying out their tasks. Performance includes the achievement of goals, productivity, quality of work, contribution to the success of the organization, as well as factors such as motivation, job satisfaction, and commitment to the organization (Hasibuan et al., n.d.).

Work Motivation

Hasibuan (1999) in Romli (2014), stated that motivation is a stimulus of desire and a driving force for a person's willingness to work because each motive has a certain goal that he wants to achieve. Motivation is the result of a person's interaction with a certain situation they are facing. Therefore, there is a difference in the motivation power shown by a person in facing a certain situation compared to other people facing the same situation. In fact, a person will show a certain drive in facing different situations and at different times. Mangkunegara in Andrian

(2017) Habbiburahman, & Suwantara (2014), that employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance seeks to improve a person's work ability and work performance which can be done in various ways.

Job Training

Job training is a systematic process to improve the knowledge, skills, and attitudes of employees so that they can better carry out their duties and responsibilities. Effective training can improve employee competence and have a direct impact on improving performance. Well-designed training can increase employee work effectiveness and job satisfaction. Research by Noe (2010) shows that investment in job training has a significant positive impact on employee performance (Marsoit et al., 2017)

Organizational Commitment

Organizational commitment is the level of loyalty and emotional attachment of employees to the organization they work for. Organizational commitment consists of three main components: emotional attachment, normative commitment (moral obligation), and continuity commitment and high organizational commitment is related to improved performance, low absenteeism rates, and reduced employee turnover (Rahma et al, 2020).

From the literature review, a hypothesis is then prepared which is generally interpreted as a provisional answer (conjecture) of a research problem. Hypotheses are only prepared in the type of inferential research, which is a type of research with a quantitative approach that aims to test. Testing a hypothesis is always through inferential statistical analysis techniques.

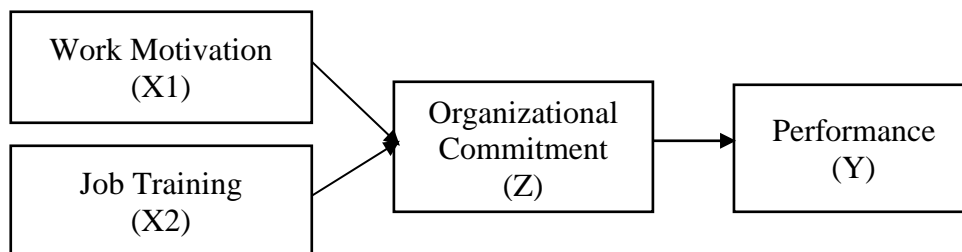


Figure 1. Conceptual Framework

From the conceptual framework in figure 1. Some of the hypotheses that will be proven in this study are:

1. H1: Work motivation has a positive effect on performance.
2. H2: Job training has a positive effect on performance.
3. H3: Work motivation has a positive effect on organizational commitment.
4. H4: Job training has a positive effect on organizational commitment.
5. H5: Organizational commitment has a positive effect on performance.
6. H6: Organizational commitment mediates the relationship between work motivation and performance.
7. H7: Organizational commitment mediates the relationship between job training and performance.

Methodology

Research Design

This study uses a quantitative research design with a survey research approach. This design was chosen to identify and analyze the factors that affect employee performance in East Luwu Regency, with a focus on work motivation, job training, and organizational commitment. This study aims to measure the relationship between these variables and their influence on employee performance.

Population and Sample

The population in this study is all employees who work in government agencies in East Luwu Regency. The research sample will be taken using the stratified random sampling technique to ensure fair representation of various agencies and job levels. The sample size will be determined using the Cochran formula for quantitative research. The initial assumption for the sample size was 200 employees to achieve an adequate level of confidence and an acceptable margin of error of 5%.

Research Instruments

The research instrument consisted of questionnaires designed to collect data on job motivation, job training, organizational commitment, and employee performance. The questionnaire will use a 5-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree) to measure respondents' perception of each variable. This questionnaire will be developed based on a literature review and indicators relevant to each variable: Work Motivation: Includes aspects such as the need for achievement, recognition, and rewards. Job Training: Includes training frequency, relevance of training materials, and application of training in daily work. Organizational Commitment: Includes affective, normative, and continuity. Employee Performance: Includes productivity, quality of work, and target achievement.

Data Collection Techniques

Data will be collected through online and offline questionnaire distribution. For online distribution, questionnaires will be sent via email and online survey platform to selected respondents. For offline distribution, questionnaires will be distributed directly to employees at their workplaces. Before data collection is carried out, a questionnaire test will be carried out on a small sample to ensure the clarity and reliability of the items in the questionnaire. The collected data will be processed and analyzed to get a comprehensive picture of the influence of work motivation, job training, and organizational commitment on employee performance.

Data Analysis Techniques

The collected data will be analyzed using SPSS statistical software. The data analysis techniques that will be used include: (i) Descriptive Statistics: To provide an overview of the distribution of data from each variable; (ii) Reliability Analysis: Using Cronbach's Alpha to measure the internal consistency of questionnaires; (iii) Validity Analysis: Conduct a construct validity test to ensure that the questionnaire measures what is intended to be measured; (iv) Multiple Regression Analysis: To determine the influence of independent variables (job motivation, job training, and organizational commitment) on dependent variables (employee performance); and (v) Path Analysis: To understand the direct and indirect relationship between the research variables.

Result and Discussion

SEM Model Validity and Reliability Test

The analysis was carried out to determine the influence between variables in this study using variance-based Structural Equation Modeling (VB-SEM) analysis with the help of SmartPLS 3.3 software. Before the SEM model is used to estimate the variables analyzed, it is first necessary to know the validity and reliability of the resulting SEM model.

Model Validity Test

The validity test used to assess the validity level of the VB-SEM model in this study is the validity of Convergen. There are two ways to determine the validity of the SEM model with convergent validity techniques, namely looking at *the outer loading* value (Loading factor) and *the Average Variance Extracted* (AVE) value.

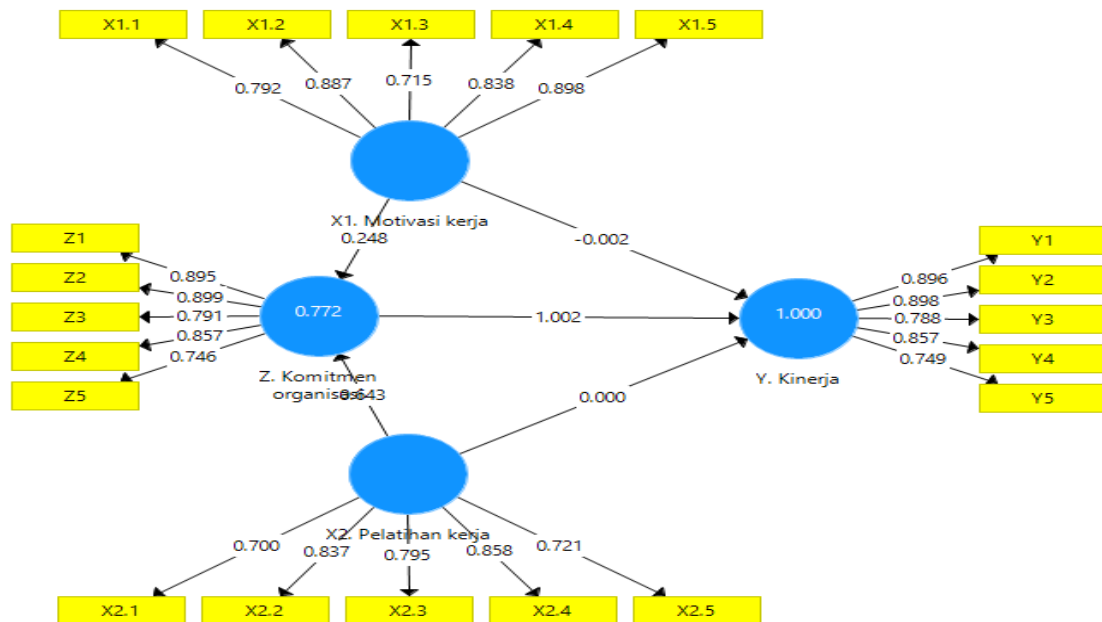


Figure 2. Outer Model PLS-SEM

The required loading factor value is >0.7 . In the validity test carried out, it is known that all indicators have a value of >0.7 . The SEM model that has been declared valid is presented in figure 1 and table 1.

Table 1. Validity and Reliability of the PSL-SEM Model

Variable	Indicator	Loading factor	Cut off Value	AVE	Validity	Cronbach's Alpha	CR	Reliability
X1	X1.1	0.792	0.7	0.687	valid	0.884	0.916	Reliable
	X1.2	0.887	0.7		valid			
	X1.3	0.715	0.7		valid			
	X1.4	0.838	0.7		valid			
	X1.5	0.898	0.7		valid			
X2	X2.1	0.700	0.7	0.616	valid	0.842	0.888	Reliable
	X2.2	0.837	0.7		valid			
	X2.3	0.795	0.7		valid			
	X2.4	0.858	0.7		valid			
	X2.5	0.721	0.7		valid			

Variable	Indicator	Loading factor	Cut off Value	AVE	Validity	Cronbach's Alpha	CR	Reliability
Z	X3.1	0.875	0.7	0.705	valid	0.894	0.922	Reliable
	X3.2	0.882	0.7		valid			
	X3.3	0.913	0.7		valid			
	X3.4	0.857	0.7		valid			
	X3.5	0.755	0.7		valid			
Y	Z1	0.895	0.7	0.705	valid	0.894	0.922	Reliable
	Z2	0.899	0.7		valid			
	Z3	0.791	0.7		valid			
	Z4	0.857	0.7		valid			
	Z5	0.746	0.7		valid			

The value that measures the validity of the SEM model based on *Average Variance Extracted* (AVE) is >0.5 . Based on Table 1, the AVE values for all variables observed in this study >0.5 so it can be said that all variables are valid and can be used to test the SEM model.

Model Reliability

Reliability is a measure of the consistency of indicators in measuring their variables. The values used to determine the level of reliability of the SEM model are *Composite Reliability and Cronbach Alpha*. This type of reliability serves to determine the internal reliability level of variable indicators. The standard value of Cronbach's Alpha is a variable so that it is declared reliable is >0.6 , while the standard value for Composite Reliability is >0.7 . Therefore, based on table 1 above, it is known that all variables have a Cronbach's Alpha value of >0.06 and a Composite Reliability value of >0.7 so that it can be stated that the analyzed SEM model is reliable.

Variable Influence Analysis and Hypothesis Test

SEM analysis aims to test the magnitude of the influence of independent variables on dependent variables. The SEM model results of the analysis of the influence between variables are shown in the Figure below.

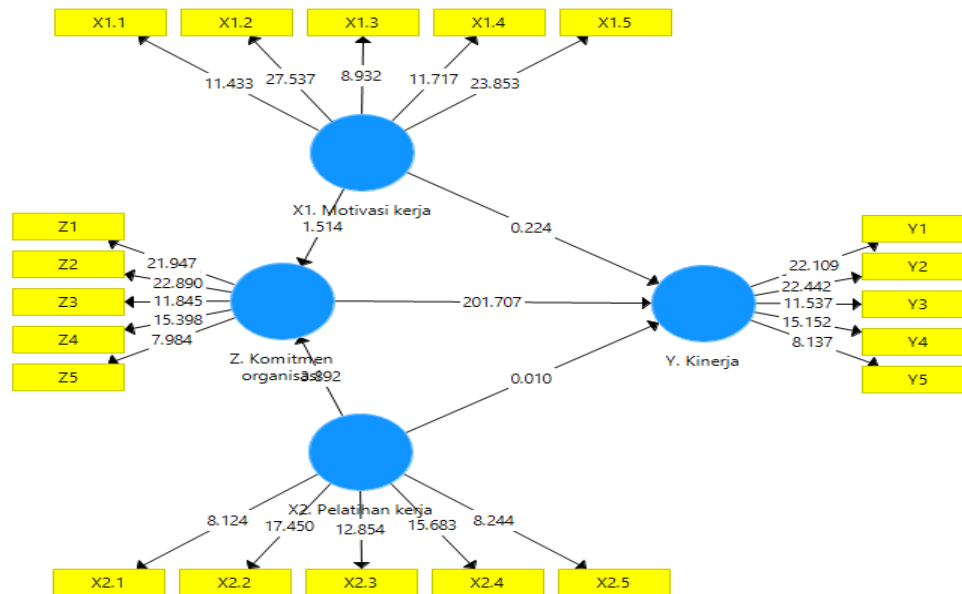


Figure 3. Influence between Variables

The analysis of the influence of the variables analyzed in this study is the direct influence of variable X on the organizational commitment variable (Z) and on performance (Y). Based on the data above, it shows that work motivation (X1) and training (X2) have a positive influence on employee performance (Y). This means that the higher the work motivation and training provided, the better the employee's performance tends to be. In addition, there is a direct link between work motivation and performance, as well as between training and performance.

Influence Analysis Between Variables And Hypothesis Test

The analysis of the influence of the variables analyzed in this study is the direct influence of variable X on the organizational commitment variable (Z) and on performance (Y). The magnitude of the influence of these variables is shown in Table 2.

Table 2. Direct Effect of variable X on variables Z and Y

Influence between variables	T Statistics	T Table	P Values	Cut off P value	Hypothesis
X1. Work motivation -> Y. Performance	0.224	1.98	0.823	0.05	Rejected
X1. Work motivation -> Z. Organizational commitment	1.514	1.98	0.131	0.05	Rejected
X2. Job training -> Y. Performance	0.010	1.98	0.992	0.05	Rejected
X2. Job training -> Z. Organizational commitment	3.892	1.98	0.000	0.05	Accepted
Z. Organizational commitment -> Y. Performance	201.707	1.98	0.000	0.05	Accepted
X1. Work motivation -> Z. Organizational commitment -> Y. Performance	1.507	1.98	0.132	0.05	Rejected

X2. Job training -> Z. Organizational commitment -> Y. Performance	3.871	1.98	0.000	0.05	Accepted
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Based on Table 2 above, hypothesis tests can be carried out as follows:

Hypothesis test

First Hypothesis: It is suspected that work motivation has a positive and significant effect on performance. The results of the statistical T analysis obtained a calculated t value = 0.224 < t table = 1.98 with a P Value of 0.823 or greater than the *Cut off Value* of 0.05. This means that the work motivation variable does not have a positive and significant effect on performance. So it can be stated that hypothesis 1 is rejected. The results of this study are not in line with the research conducted by Susanto (2017) which shows that there is an influence between work motivation and employee performance. From the results of his research, things that need to get more attention from stakeholders are the need to achieve, the need for affiliation and the need for strength/power. Likewise, a similar study was also conducted by Elqadri (2015) where work motivation has a significant influence on employee performance. In the study, work motivation can create a new spirit in carrying out duties and responsibilities so that it has an impact on employee performance.

Second Hypothesis : It is suspected that job training has a positive effect on performance. The results of the statistical T analysis obtained a calculated t value = 0.010 < t table = 1.98 with a P Value of 0.992 or greater than the *Cut off Value* of 0.05. This means that the variable of job training has a positive effect on performance. So it can be stated that hypothesis 2 is rejected. The results of research conducted by Antari (2019) show that training has a significant effect on employee performance. However, these results contradict research conducted by Widianingsih (2023) that training does not have a significant effect on employee performance. Employees take more training to *refresh* their understanding of work.

Third Hypothesis: It is suspected that work motivation has a positive effect on organizational commitment. The results of the statistical T analysis obtained a calculated t value = 1.514 < t table = 1.98 with a P Value of 0.131 or greater than the *Cut off Value* of 0.05. This means that the variable of work motivation has a positive effect on organizational commitment. So it can be stated that hypothesis 3 is rejected. This is in line with research conducted by Jatmiko (2015), stating the same thing, where Work Motivation significantly increases Organizational Commitment. In this case, when work motivation is high, it significantly increases organizational commitment and vice versa. The same thing is also supported by research conducted by Kurnia (2019) where work motivation has a significant effect on organizational commitment. This can be seen that the occurrence of organizational commitment is an effort to build common values, have the same opportunity to achieve something on the same basis without discrimination. Thus, motivation is important for organizational commitment, namely as one of the aspects of the process of forming organizational commitment.

Fourth Hypothesis: It is suspected that job training has a positive effect on organizational commitment. The results of the statistical T analysis obtained a calculated t value = 3.892 > t table = 1.98 with a P Value of 0.000 or smaller than the *Cut off Value* of 0.05. This means that the variable of Job training has a positive effect on organizational commitment. So it can be stated that hypothesis 4 is accepted. This is in line with research conducted by Lauranda (2018) which

stated that job training has a significant effect on work commitment. This is also similar to the research conducted by Widianingsih (2023) where job training has a significant influence on organizational commitment. Effective training can improve employees' skills and knowledge, so that they feel more capable and confident in carrying out their duties. This can increase employees' sense of belonging and attachment to the organization, which ultimately strengthens their commitment.

Five Hypothesis: It is suspected that organizational commitment has a positive effect on performance. The results of the statistical T analysis obtained a calculated t value = 201,707 > t table = 1.98 with a P Value of 0.000 or less than the *Cut off Value* of 0.05. This means that the variable Organizational Commitment has a positive effect on performance. So it can be stated that hypothesis 5 is accepted. This research is in line with what was conducted by Rezita (2021) that organizational commitment has a significant effect on employee performance. Research at the Regional Personnel and Training Agency of Enrekang Regency shows that organizational commitment plays an important role in improving employee performance. This research is also in line with research by Mowday (2021) which identified that organizational commitment plays an important role in improving employee performance.

Six Hypothesis: It is suspected that organizational commitment mediates the influence of work motivation on performance. The results of the statistical T analysis obtained the calculated t value = 1,507 < t table = 1.98 with a P Value of 0.132 or smaller than the *Cut off Value* of 0.05. This means that the variable Organizational Commitment does not mediate the influence of work motivation on performance. So it can be stated that hypothesis 6 is rejected. The results of this study are not in line with research conducted by Alvia (2021) that organizational commitment plays an important role in mediating the relationship between work motivation and employee performance. These results are also not in line with Utami's (2023) research that organizational commitment significantly mediates the relationship between work motivation and employee performance, emphasizing the importance of organizational commitment in driving better performance outcomes.

Seven Hypothesis: It is suspected that organizational commitment mediates the effect of job training on performance. The results of the statistical T analysis obtained a calculated t value = 3.871 > t table = 1.98 with a P Value of 0.000 or smaller than the *Cut off Value* of 0.05. This means that the variable Organizational commitment mediates the influence of job training on performance. So it can be stated that hypothesis 7 is accepted. The results of this study are in line with research conducted by Ratih (2024) that job training affects employee performance and shows that organizational commitment can mediate the relationship. This result is also in line with Setiawan's (2019) research that organizational commitment can also mediate the relationship between job training and employee performance significantly so that it can improve employee performance in the agency.

Thus, Organizational Commitment acts as a mediator in the relationship between Work Motivation and Job Training on Employee Performance.

Conclusion

This study aims to analyze the influence of work motivation and job training on employee performance in East Luwu Regency, with organizational commitment as a mediating variable. Based on the results of data analysis obtained through quantitative methods, several important

conclusions are made. Work motivation does not have a positive influence on employee performance. Employees who have low work motivation tend to show poor performance. Job training also does not have a positive influence on employee performance. Relevant and ongoing training can improve employees' skills and knowledge, which in turn improves their productivity and quality of work. Organizational commitment has proven to be a strong mediating variable between work motivation and job training on employee performance. Employees who have a high commitment to the organization tend to be more motivated and appreciate the training provided, which is then reflected in performance improvement. In other words, organizational commitment strengthens the relationship between employee motivation, training, and performance.

This research has practical implications, that the East Luwu Regency government needs to focus on strategies to increase motivation and provide effective training, while strengthening organizational commitment among employees. Steps such as building an inclusive organizational culture, providing a clear career path, and creating a conducive work environment can help improve organizational commitment and, ultimately, employee performance.

The researcher recommends conducting further research by expanding other variables that may affect employee performance, such as leadership factors, work environment, and employee welfare. In addition, qualitative approaches can also be used to dig deeper into factors that cannot be reached by quantitative methods. Overall, this study emphasizes the importance of job motivation and job training in improving employee performance, with organizational commitment as a crucial mediating factor. Organizations that are able to manage these three aspects well will have more optimal employee performance.

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