

The Influence of Job Training, Work Productivity, and Work Environment on Employee Organizational Commitment at PT. Hotel Lake Toba Internasional

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ABSTRACT

This study explores strategies for strengthening organizational commitment in a hotel with high historical value, which has different human resource characteristics compared to modern national-scale hotels. The purpose of this study is to analyze the influence of job training, work productivity, and work environment on employee organizational commitment at PT Hotel Danau Toba Internasional. The study was conducted on 251 permanent staff as the population, with a sample of 72 respondents determined through the Slovin formula. Data were collected using a Likert scale questionnaire and analyzed through multiple linear regression tests, classical assumptions, and hypothesis testing. The results of the study indicate that simultaneously, job training, work productivity, and work environment have an influence on organizational commitment. Partially, job training and productivity have a significant influence on employee commitment. However, it was found that the work environment aspect requires a more specific managerial approach, as it has not yet shown a dominant independent influence on commitment within this hotel environment. These findings provide a strategic contribution for hotel management in prioritizing training programs and work efficiency in order to sustainably optimize employee loyalty.

Keywords: Job Training, Work Productivity, Work Environment, and Employee Organizational Commitment.

INTRODUCTION

The hospitality service sector is an industry that is highly dependent on the quality of Human Resources (HR) in delivering excellent service to customers. In the Medan region, PT Hotel Danau Toba Internasional is an institution with a long history of service supported by experienced staff. The sustainability of this hotel's reputation is greatly influenced by the level of organizational commitment. Wibowo (2017) states that organizational commitment is reflected in the emotions, attitudes, and actions of employees who identify themselves as part of the organization and demonstrate loyalty in achieving shared goals. High commitment motivates workers to make their

best contribution, making the management of factors that influence it crucial for management.

In an effort to maintain organizational performance, competency development through job training becomes a highly potential area. Training is a methodical procedure aimed at improving employees' abilities to operate successfully and efficiently (Putra & Adriansyah, 2022). A well-designed training program for employees of Hotel Danau Toba Internasional has the potential to increase readiness in facing dynamic work demands, while at the same time fostering self-confidence and emotional engagement with the company. In addition to training, work productivity is also an important variable that needs to be accelerated. Productivity is a measure of employees' ability to perform tasks effectively according to predetermined criteria (Sutrisno, 2021). With adaptive managerial strategies, productivity can be continuously optimized to maintain employee morale and loyalty amid industry competition.

Another crucial aspect that supports organizational commitment is the work environment. The work environment encompasses everything that surrounds employees and has the potential to influence their performance and comfort (Manihuruk & Tirtayasa, 2020). Hotel Danau Toba Internasional has a great opportunity to strengthen a harmonious work culture through a more collaborative and inclusive environmental approach. A conducive environment is expected to minimize psychological barriers and create an inspiring work atmosphere, so that employees feel they are an integral part of the hotel's long-term success.

Unlike previous studies that generally focused on modern national-scale hotels, this study makes a new contribution by exploring how aspects of the work environment and training are able to maintain organizational commitment in a hotel with a unique historical value and HR structure such as PT Hotel Danau Toba Internasional. Therefore, this study aims to analyze the influence of job training, work productivity, and work environment, both partially and simultaneously, on employee organizational commitment. The results of this study are expected to make a significant contribution to the science of human resource management and serve as strategic consideration for management in sustainably optimizing the HR potential they possess.

LITERATURE REVIEW

1. Job Training (X1)

Job training is a strategic instrument designed to align individual competencies with the dynamics of organizational needs. Putra and Adriansyah (2022) emphasize that training is not merely a transfer of knowledge, but rather a methodical procedure for transforming employee behavior in order to effectively support the achievement of the company's vision. In line with this view, Rivai (2020) argues that present-oriented training aims to equip employees with specific skills so that they are able to complete tasks with high quality standards. In the context of the hospitality industry, comprehensive training serves as the foundation for employee confidence, which ultimately contributes to the overall improvement of service efficiency.

2. Work Productivity (X2)

Work productivity is a reflection of an individual's effectiveness and efficiency in transforming resources into quality work results. Sutrisno (2021) defines productivity as the ratio of work output to the time expended, in which workforce engagement becomes the key to its success. This increase in productivity is closely related to workplace conditions. In line with the view of Afandi (2018), a regularly well-organized and pleasant workplace can trigger employee motivation to deliver maximum results. Furthermore, Sedarmayanti (2017) emphasizes that aspects of the work environment, both those that have a direct and indirect impact, serve as determining variables for workers to operate successfully. In the hospitality industry, optimal productivity ensures that every guest's needs are met to the appropriate standard through the effective utilization of resources without disregarding the psychological comfort of employees.

3. Work Environment (X3)

The work environment encompasses all physical and non-physical aspects that surround employees during the execution of their operational duties. According to Manihuruk and Tirtayasa (2020), a well-organized work environment has the potential to minimize work pressure and create a conducive atmosphere for maximum performance. Mangkunegara (2017) further affirms that facilities, work atmosphere, and interpersonal relationships among employees are essential components that shape

the work ecosystem. Within the framework of this study, the work environment is viewed as a strategic instrument for building synergy and harmony among staff. By creating a supportive and inclusive climate, the organization can provide a sense of comfort for employees, which ultimately strengthens their desire to continue contributing to the success of Hotel Danau Toba Internasional.

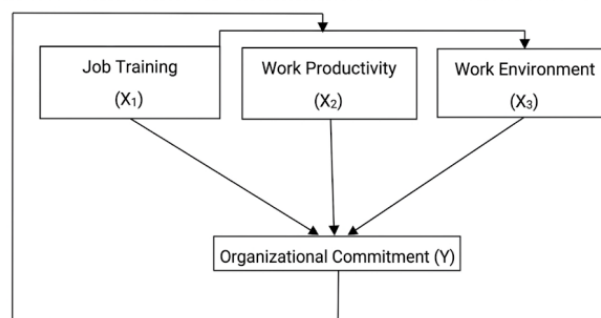
4. Employee Organizational Commitment (Y)

Organizational commitment represents the strength of an individual's identification and emotional involvement with the institution where they work. According to Robbins (2018), this commitment is reflected in the strong desire of employees to maintain their membership and their willingness to work hard for the benefit of the organization. Wibowo (2017) adds that this loyalty grows through the process of internalizing the company's values into concrete actions. In this study, organizational commitment is viewed as the result of a positive interaction between individual development and work environment support. High commitment is believed to be an essential social capital for the long-term sustainability of Hotel Danau Toba Internasional, particularly in maintaining its legendary service standards amid modern competition.

METHODS

This study uses a quantitative associative approach to examine the influence of job training, work productivity, and work environment on employee organizational commitment. The conceptual framework of this study is presented below.

Figure 1. Conceptual Framework



Source: Processed by the Researcher, 2026

Based on the conceptual framework above, the following hypotheses are proposed:

H1: It is hypothesized that there is a significant influence of job training (X1) on organizational commitment (Y) of employees at Hotel Danau Toba Internasional.

H2: It is hypothesized that there is a significant influence of work productivity (X2) on organizational commitment (Y) of employees at Hotel Danau Toba Internasional.

H3: It is hypothesized that there is a significant influence of work environment (X3) on organizational commitment (Y) of employees at Hotel Danau Toba Internasional.

H4: It is hypothesized that there is a simultaneous significant influence of job training (X1), work productivity (X2), and work environment (X3) on organizational commitment (Y) of employees at Hotel Danau Toba Internasional.

Population and Sampling

This research was conducted at PT Hotel Danau Toba Internasional, Medan, North Sumatra, over a six-month period (May to November 2025). The research population included all permanent employees, totaling 251 individuals. The sample size was determined using the Slovin formula with a margin of error of 10% (Zein et al., 2020), resulting in a sample of 72 respondents. The sampling technique used was probability sampling to ensure an objective representation of the data. In addition to the main variables, this study also observed the demographic characteristics of respondents such as age, length of service, and job position as control variables to ensure that the interpretation of the research results was carried out in the context of the employees' diverse backgrounds.

a. Data Collection

Research data were collected through the distribution of questionnaires to selected respondents. The research stages began from planning, instrument development, to primary data collection in the field. The validity of the instruments was tested by comparing the values of r calculated and r table (Ghozali, 2021). In addition, a reliability test was conducted using the Cronbach's Alpha criterion of > 0.70 to ensure the consistency of the measurement instruments.

b. Measures

The variables of this study consist of Job Training (X1), Work Productivity (X2), and Work Environment (X3) as independent variables, and Organizational Commitment (Y) as the dependent variable. Measurement was conducted using the Likert Scale paradigm. The data analysis model used is Multiple Linear Regression with the equation: $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$

Prior to hypothesis testing, the Classical Assumption Test was performed, which includes Normality Test (to ensure that the data distribution is normal in the regression model (Ghozali, 2018)), Multicollinearity Test (using Tolerance values (>0.10) and VIF (<10) to ensure there is no linear relationship among the independent variables), and Heteroscedasticity Test (through graphical analysis of scatterplots (ZPRED and SRESID)). Model fit was measured through the Coefficient of Determination (R^2). Hypothesis testing was conducted simultaneously (F test) to examine the combined effect of the independent variables, as well as partially (T test) to measure the individual contribution of each variable toward employee organizational commitment.

RESULTS

a. Validity and Reliability Test

Based on the instrument testing results for all questionnaire items, it was determined that the research instrument meets the required validity and reliability criteria. Validity testing using the Pearson Product Moment correlation technique revealed that all items for the variables Job Training (X1), Work Productivity (X2), Work Environment (X3), and Organizational Commitment (Y) had calculated r values greater than the r table value (0.231). Thus, all items are declared valid for measuring the research variables. In line with this, reliability testing using Cronbach's Alpha yielded values of 0.890 for variable X1, 0.729 for X2, 0.877 for X3, and 0.850 for Y. As all these values exceed the threshold of 0.70, the instrument is deemed reliable, exhibiting high internal consistency. Consequently, this research instrument possesses sufficient accuracy and reliability for use in subsequent data collection phases.

b. Descriptive Statistical Analysis

Table 1. Results of Descriptive Statistics

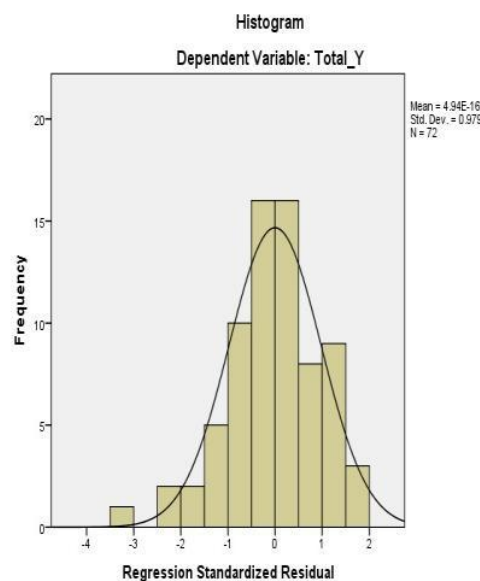
	N	Minimum	Maximum	Mean	Std. Deviation
Job Training	72	19	40	34.47	4.308
Work Productivity	72	14	30	25.70	2.762
Work Environment	72	12	30	26.15	3.505
Organizational Commitment	72	13	30	26.54	3.161
Valid N (listwise)	72				

Source: SPSS 25 Output, 2026

Based on the results of descriptive statistical analysis of the research variables, the data distribution is described as follows. The Job Training variable has a mean value of 34.47 with a standard deviation of 4.308, and a value range from 19 to 40. For the Work Productivity variable, the mean value is recorded at 25.70 with a standard deviation of 2.762, where the minimum value is 14 and the maximum is 30. Meanwhile, the Work Environment variable exhibits a mean of 26.15 with a standard deviation of 3.50, and minimum and maximum values of 12 and 30, respectively. Finally, the Organizational Commitment variable has a mean of 26.54 with a standard deviation of 3.16, with a value range from 13 to 30. Overall, the standard deviation values for all variables are smaller than their respective means, indicating that the data distribution is relatively even and there are no extreme data deviations.

c. Normality Test

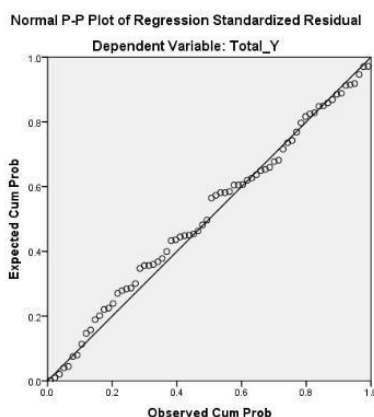
Figure 2. Histogram Normality Test



Source: SPSS 25 Output, 2026

It is evident from Figure 2 that the histogram of normally distributed data does not skew to the left or right.

Figure 3. P-P Plot Normality Test



Source: SPSS 25 Output, 2026

The values on the X-axis are plotted against the values on the Y-axis in the P-P plot. The points on the scatter plot follow the data along the diagonal line, as shown in Figure 3. This indicates a normal distribution for the residual data.

Table 2. Kolmogorov-Smirnov Normality Test

N	72
Normal Parameters — Mean	0.0000000
Normal Parameters — Std. Deviation	2.95734516
Most Extreme Differences — Absolute	0.066
Most Extreme Differences — Positive	0.037
Most Extreme Differences — Negative	-0.066
Test Statistic	0.066
Asymp. Sig. (2-tailed)	0.200

Source: SPSS 25 Output, 2026

The Asymp. Sig. (2-tailed) value is 0.200, which is higher than 0.05, as shown in Table 2 above. Therefore, it can be concluded that the residual data follow a normal distribution.

d. Multicollinearity Test Coefficients

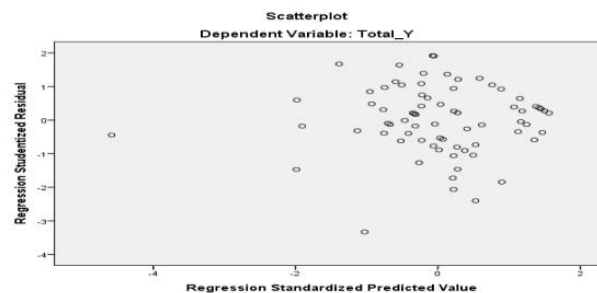
Table 3. Multicollinearity Test Coefficients

Model	Tolerance	VIF
Job Training	0.605	1.654
Work Productivity	0.610	1.640
Work Environment	0.988	1.012

The multicollinearity test results indicate that the regression model in this study is free from multicollinearity issues. This is evidenced by the Variance Inflation Factor (VIF) and Tolerance values for the three independent variables meeting the required criteria. The Job Training variable has a VIF of 1.654 and Tolerance of 0.605; the Work Productivity variable has a VIF of 1.640 and Tolerance of 0.610; and the Work Environment variable has a VIF of 1.012 and Tolerance of 0.988. All variables exhibit VIF values well below 10 and Tolerance values greater than 0.1. Thus, it can be concluded that there is no linear correlation among the independent variables, rendering the regression model suitable for further analysis.

e. Heteroscedasticity Test

Figure 4. Heteroscedasticity Test



Source: SPSS 25 Output, 2026

It is evident from the scatterplot above that the points are scattered irregularly and randomly, both above and below the zero point on the Y-axis. This indicates the absence of heteroscedasticity.

f. Multiple Linear Regression Analysis Test

Table 4. Multiple Linear Regression Analysis Test (Coefficients)

Model	Unstandardized B	Std. Error	Standardized Beta	t
(Constant)	7.024	4.370		1.607
Job Training	0.888	0.167	0.570	5.322
Work Productivity	0.275	0.131	0.224	2.100
Work Environment	-0.098	0.114	-0.072	-0.860

Dependent Variable: Organizational Commitment | Source: SPSS 25 Output, 2026

Based on the multiple linear regression test results, the regression equation model describing the influence of the independent variables on Organizational Commitment (Y) was obtained. The constant value of 7.024 indicates that if the Job Training (X1), Work Productivity (X2), and Work Environment (X3) variables are zero or held constant, the level of employee Organizational Commitment is 7.024. Partially, the Job Training variable has a positive regression coefficient of 0.888, indicating that every one-unit increase in job training will increase Organizational Commitment by 0.888 units, assuming other variables remain constant. Similarly, the Work Productivity variable exhibits a positive effect with a coefficient of 0.275, meaning that a one-unit increase in productivity contributes to a 0.275-unit rise in commitment. In contrast, the Work Environment variable has a negative coefficient of -0.098, suggesting that every one-unit increase in the work environment aspect tends to decrease Organizational Commitment by 0.098 units in this model.

g. Partial Hypothesis Testing (T-Test)

Based on the partial hypothesis testing results (Table 4), it was found that the Job Training (X1) and Work Productivity (X2) variables play a crucial role in shaping employee Organizational Commitment. This is evidenced by the calculated t values of 5.322 for Job Training and 2.100 for Work Productivity, both exceeding the t table value of 1.993. The resulting significance levels, 0.000 and 0.039 respectively, are below the 0.05 threshold. Thus, it can be concluded that both variables have a positive and significant effect on Organizational Commitment. In other words, the more intensive the training provided and the higher the productivity achieved, the stronger the employees' commitment to the organization. On the other hand, an intriguing finding emerged regarding the Work Environment variable (X3). Unlike the other factors, Work Environment exhibited a calculated t value of -0.860, which is lower than the t table (1.993), accompanied by a significance level of 0.393, exceeding 0.05. Statistically, these results indicate that Work Environment does not have a significant effect on Organizational Commitment in this research model. This suggests that, within the context of the studied organization, physical and atmospheric aspects of the work environment are not primary determinants driving employee loyalty or attachment compared to competency development and tangible work outcomes.

h. Simultaneous Hypothesis Testing (F-Test)

Table 5. Simultaneous Hypothesis Testing (ANOVA)

Model	Sum of Squares	df	Mean Square	F
Regression	697.028	3	232.343	25.443
Residual	620.958	68	9.132	
Total	1317.986	71		

Dependent Variable: Organizational Commitment | Predictors: (Constant), Work Environment, Work Productivity, Job Training | Sig. = 0.000 | Source: SPSS 25 Output, 2026

Based on Table 5 above, with $df_1 = 3$, $df_2 = 68$, and an alpha value of 5% (0.05), the F table value is 3.10. The significance value is less than the significance threshold (α) of 0.05 ($0.000 < 0.05$), indicating statistical significance, and the F calculated value exceeds the F table ($25.443 > 3.10$), confirming the presence of an effect. These findings demonstrate that employee organizational commitment is simultaneously influenced by job training, work productivity, and work environment.

i. Coefficient of Determination Test (R^2)

Table 6. Coefficient of Determination Test (Model Summary)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.727	0.529	0.508	3.021

Predictors: (Constant), Work Environment, Work Productivity, Job Training | Source: SPSS 25 Output, 2026

The Adjusted R^2 value of 0.508 represents the coefficient of determination based on the determination coefficient test results in the table above. This indicates that job training, work productivity, and work environment contribute 50.8% to employee organizational commitment, while other factors or causes outside the model account for the remaining 49.2%.

DISCUSSION

a. The Effect of Job Training on Employee Organizational Commitment

The job training variable has a calculated t-value of 5.322, which is higher than the t-table value of 1.993 obtained from a degree of freedom (df) of 71 at a value of 0.05, according to the regression findings. The significance value of 0.000 is smaller than the alpha value of 0.05. These findings indicate that employees' organizational commitment is positively and significantly influenced by job training. Because job

training programs provide employees with the opportunity to develop the skills, knowledge, and competencies needed to carry out their responsibilities, these programs have a substantial impact on organizational commitment. Employees feel valued and recognized when they believe the company is investing in their growth, which deepens their emotional connection to the business. Effective training also gives workers a deeper understanding of organizational goals, clarifies their duties, and increases their confidence. This situation fosters emotional, normative, and continuance commitment, ultimately resulting in increased employee loyalty, strong motivation, and a desire to make greater contributions to the company. These findings are consistent with the research of Hadiyanti and Maryanto (2020), who found that job training has a significant impact on workers' organizational commitment.

b. The Effect of Work Productivity on Employee Organizational Commitment

The work productivity variable has a calculated t-value of 2.100, which is higher than the t-table value of 1.993 obtained from a degree of freedom (df) of 71 at a value of 0.05, and a significance value of 0.039, which is lower than the alpha value of 0.05. These findings indicate that employees' organizational commitment is positively and significantly influenced by work productivity. Employees' organizational commitment is influenced by work productivity because productive workers generally feel more accomplished and satisfied with their work. Employees' internal motivation increases and their emotional bond with the company is strengthened when workers believe that their work is important and advances organizational goals. Positive reinforcement, clear work structures, and organizational support all contribute to high productivity by giving workers a sense of empowerment and worth. This situation motivates people to remain dedicated, responsible, and eager to stay with the company. As a result, employees' dedication to the company increases along with their level of productivity. These findings are consistent with research by Arif and Arfah (2020), who found a relationship between employees' organizational commitment and work productivity.

c. The Effect of Work Environment on Employee Organizational Commitment

The calculated t-value of the work environment variable is -0.860, which is lower than the t-table value of 1.993 obtained from a degree of freedom (df) of 71 at a value of 0.05, with a significance value of 0.393 that is greater than the alpha value of 0.05.

The ineffectiveness of the workplace in fostering employees' organizational commitment may be due to a number of issues that prevent workers from making the workplace a top priority when making commitment decisions. The workplace may not have a major impact on employee commitment in some circumstances because other elements such as leadership, professional growth opportunities, incentive systems, or financial needs may have a greater influence. In addition, workers may no longer consider the current workplace as a determining factor for remaining employed at the company because they have grown accustomed to it. Therefore, although comfort in the workplace is very important, this study suggests that in some situations, these characteristics do not always directly affect employees' organizational commitment. These findings are consistent with research by Priyatno & Rijanti (2024), who found that employees' organizational commitment is not affected by the workplace.

d. The Effect of Job Training, Work Productivity, and Work Environment on Employee Organizational Commitment

Based on a sample size of 3 (df1), 68 (df2), and an alpha value of 5% (0.05), the test results show an F-table value of 3.10. Consequently, the significance value is below the significance threshold of 0.05 (α) ($0.000 < 0.05$), indicating a significant influence, and the calculated F value is greater than the F-table ($25.443 > 3.10$), indicating an effect. These findings suggest that employees' organizational commitment is simultaneously influenced by job training, work productivity, and the workplace. Because a comfortable, safe, and supportive work environment can foster positive sentiments toward the company, the workplace has an impact on employees' organizational commitment. Employees tend to feel more comfortable and enthusiastic in carrying out their work when they operate in a supportive workplace in terms of interpersonal relationships, fair leadership, adequate work facilities, and a favorable work climate. Furthermore, a pleasant work atmosphere increases job satisfaction and a sense of belonging, which ultimately results in greater dedication to the company. Therefore, employees are more likely to demonstrate loyalty, engagement, and a desire to remain at the company if the company offers a better work environment. The findings of this study are consistent with research by Santoso and Widianingsih (2023), who found that job training simultaneously influences

employees' organizational commitment. According to research by Anugrah et al. (2024), employees' organizational commitment is also influenced by the workplace.

CONCLUSION

Based on the results of this study, it can be concluded that:

1. Job training, work productivity, and work environment simultaneously influence employee organizational commitment at Hotel Danau Toba Internasional.
2. Job training partially influences employee organizational commitment at Hotel Danau Toba Internasional.
3. Work productivity partially influences employee organizational commitment at Hotel Danau Toba Internasional.
4. Work environment does not partially influence employee organizational commitment at Hotel Danau Toba Internasional.

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