Effect of Job Training and Work Competency on Employee Performance through Job Satisfaction as a Mediating Variable
(Case Study at the Cilegon City Communication, Informatics, Coding and Statistics Office)

Alifah Shabrina[1], Wawan Prahiawan[2], Ali Imron[3*], Dika Hilaldi[4]

Sultan Ageng Tirtayasa University, Indonesia[1]
Sultan Ageng Tirtayasa University, Indonesia[2]
Sultan Ageng Tirtayasa University, Indonesia[3]
Dokuz Eylül Universite, Türkiye[4]
Corresponding Email: ali.imron@untirta.ac.id*

Abstract

This study aims to test and analyze the effect of Job Training and Job Competencies on Employee Performance through mediation of Job Satisfaction at the Cilegon City Communication, Informatics, Coding and Statistics Office. The research method used is quantitative research method with descriptive approach. This research collects data based on literature studies, interviews, observations and distributing questionnaires. The population in this study were employees of the Cilegon City Communication and Information Office with a research sample of 62 respondents. The data analysis method used is Structural Equation Modeling (SEM) with the SmartPLS 4.1.1.4 analysis tool. This study has the results that: (1) Job Training has a positive and significant effect on Employee Performance. (2) Job Competency has a positive and significant effect on Employee Performance. (3) Job Training has a positive and significant effect on Job Satisfaction. (4) Job Competence has a positive and significant effect on Job Satisfaction. (5) Job Satisfaction has a positive and significant effect on Employee Performance. (6) Job Satisfaction is able to mediate Job Training with Employee Performance. (7) Job Satisfaction is able to mediate Job Competency with Employee Performance.

Keywords: Job Training, Work Competency, Job Satisfaction, Employee Performance

Introduction

The State Civil Apparatus has a major role in driving development in government agencies (Ćulibrk et al., 2018). The caliber of human resources has a big impact on an organization's direction, managed professionally and measurable standards. With the aim of

encouraging development and progress, it is very important to ensure alignment between employee needs and organizational capabilities (Fadhil & Effendi, 2024).

Assessment of human resources can be reflected in the work that has been done through the resulting performance (Toropova et al., 2021). With that, it can be said that effective human resources will produce good performance and be able to achieve the goals of an organization (Nusannas et al., 2023). To produce employees who have good quality work and are competent in accordance with their fields and are able to contribute to achieving the goals of an organization, job training aspects are needed which are activities that transfer skills and knowledge so that employees are able to perform their duties skillfully and are responsible for carrying out their work in accordance with existing rules (Rakhman et al., 2023).

In addition, there is one aspect that can give a effect the achievement of employee performance, namely work competence (Susanto et al., 2022). In this era of competitive competition, it is required to have good governance supported by quality resources or those with a level of competence in accordance with their respective fields (Suristya & Adi, 2021). Then there is a driving factor, namely job satisfaction (Chi et al., 2023). Where this factor is an important factor that can affect employee performance and as a mediating variable between job training and work competence on employee performance. Job satisfaction can help improve employee performance and determine low or high levels of performance through the psychological or emotional state of an employee (Bakotić, 2016).

Literature Review

Job Training

Job training is an endeavor to enhance performance on a certain task for which one is accountable. The purpose of training should be to achieve both organizational and individual employee goals at the same time. According to (Dessler, 2020) training can be defined as a mechanism that has the skills necessary for employees to carry out their duties. The following are the indicators of job training (Dessler, 2020):

1. Instructors, committed to delivering training materials must have qualified skills.
2. Trainees, which should be selected through prescribed regulations and based on suitability of qualifications.
3. Methods, training can be more effective if the type of material and the ability of the trainees are appropriate.
4. Materials, training materials should be selected in accordance with the objectives that the organization wants to achieve.
5. Training Objectives, the purpose of which is to determine the planning and targeting of training, as well as the expected results of training.

Work Competency

Work competency is a person's ability to perform their duties with the knowledge they have, where the knowledge and skills are related to the job. Competence is the capacity to carry out a task or job using knowledge, abilities, and the work ethic that the job demands (Wibowo,

2016). (Marudut Sirait et al., 2022) argue that work competency, defining the attributes, knowledge, and abilities needed by people who successfully fulfill their tasks and responsibilities in order to fulfill the work's professional quality requirements, as well as outlining the standards of each level of the workplace. Indicators of work competency according (Wibowo, 2016) to consist of:

1. Motive, is something a person keeps thinking about or wanting, which makes them take action.
2. Traits, are the physical features someone has and how they usually react to different situations or information.
3. Self-Concept, is how a person sees themselves, including their beliefs, values, and image of who they are.
4. Knowledge, is the information someone has learned about a particular subject or area.
5. Skills, are the abilities someone has to do certain physical or mental tasks well.

Job Satisfaction

Job satisfaction is a positive attitude or behavior of employees towards work. Job Satisfaction is a reference to the employees feelings on their jobs provided by the organization and the situation at work so that employees carry out various jobs to maximize the expected satisfaction (Riana et al., 2018). According to (Hendri, 2019) Job satisfaction is a collection of personal views that employees believe in and are able to influence their attitudes and behavior at work. Job satisfaction is an emotional attitude that can make someone feel happy and love their job (Assyahidah et al., 2024). According to (Hendri, 2019), there are several indicators of job satisfaction, including:

1. Work, workload and responsibilities assigned by the management department.
2. Wages, the amount of pay or reward that the organization hands over to its employees.
3. Promotion, the application of employee promotion by the organization as well as the opportunities provided by the organization for career development.
4. Coworkers, the order of working relationships between employees, both in the same field of work and in different fields of work.
5. Supervision, the type and method of organizational leaders in providing certain supervision of employees at work.

Employee Performance

Performance in general is the achievement of employees who have successfully done the work that has been charged to them. Employee performance is an activity of achieving goals carried out by a person or group of people in compliance with applicable regulations. Performance can also be interpreted as the results of employee work that has been successfully completed both based on quantity and quality (Ardian, 2019). Hasibuan (2016) states that performance is expressed as the results that have been achieved in carrying out their duties through skills, experience, seriousness and time (Wangi et al., 2020). According to (Ardian, 2019), employee performance has indicators including:

1. Quantity, an assessment of individual performance

2. Quality, the level of perfection of a product or result of an activity
3. Timeframe, the minimum or maximum time limit that must be met in completing the work.
4. Attendance at work such as being on time
5. Cooperative attitude, the behavior of working well together and complying with the conditions that apply to an organization.

Research Method

This research uses a quantitative approach with a descriptive method. Data collection techniques were carried out through literature study, interviews, observations, and the distribution of questionnaires to 62 employees of the Cilegon City Communication and Information Office. Data processing and analysis used the "Structural Equation Modeling (SEM)" method assisted by "SmartPLS 4.1.1.4 software". This research model involves the independent variables Job Training (X_1), Work Competency (X_2), the mediating variable Job Satisfaction (Z) and the dependent variable Employee Performance (Y). Before distributing the instruments to all respondents, 30 respondents underwent a research instrument test, which included validity and reliability tests, to ensure that the questionnaire indicators met the validity and reliability standards of the constructs that would be used in the main research.

Population and Sample

The population in this research is the State Civil Apparatus at the Cilegon City Communication, Informatics, Standardization and Statistics Office, with a total of 62 employees. The Office of Communication, Informatics, Coding and Statistics of Cilegon City located at Jl. Raya Merak-Tirtayasa No.11, RT.03/RW.01, Ramanuju, Kec. Purwakarta, Cilegon City, Banten 42431.

The sample in this research were 62 civil servants who worked at the Cilegon City Communication, Informatics, Coding and Statistics Office. The sample is a portion taken from the entire object under study and is considered representative of the entire population (Machali, 2018). If the number of subjects that make up the population is less than 100, it is better to use them all (Abdullah, 2015). So that in this study the sample used is the entire population.

Non-probability sampling, namely saturated samples (census), was the sampling method employed in this investigation. Using all demographic groupings as research samples is known as the saturated sampling strategy. This is done, if the population criteria set are appropriate but the number is small or the population is relatively small (Darwin et al., 2021).

Effect of Job Training and Work Competency on Employee Performance through Job Satisfaction as a Mediating Variable
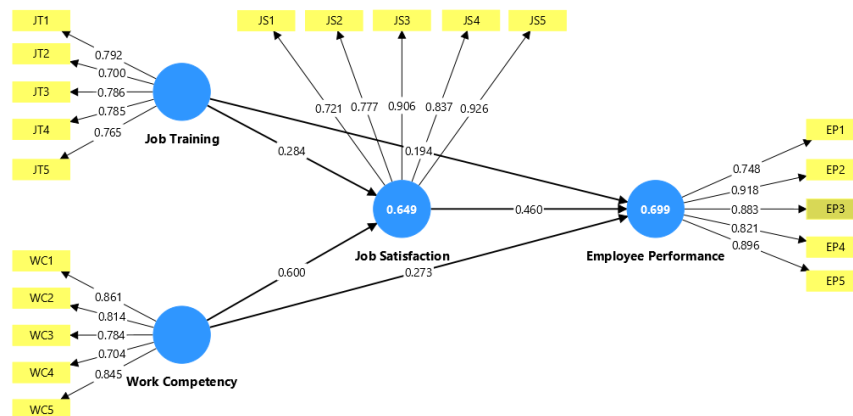
Result

Figure 1. Measurement of Outer Loadings Values

Based on Figure 1, all outer loadings value of indicator on job training, work competency, job satisfaction and employee performance show value > 0,7. Which mean indicates that each indicator is declared valid.

1. **Validity Test**
a. Convergent Validity

Based on outer loading test result in figure 1 shows that all indicators have outer loading value > 0,7, so structural model does not have a convergent validity problem. After data processing with SmartPLS 4.1.1.4. Loading factor results can be seen in the table below:

Table 1. Loading Factor Values

Variable	Indicators	Loading Factor
Job Training	JT1	0,792
	JT2	0,700
	JT3	0,786
	JT4	0,785
	JT5	0,765
Work Competency	WC1	0,861
	WC2	0,814
	WC3	0,784
	WC4	0,704
	WC5	0,845
Job Satisfaction	JS1	0,721
	JS2	0,777
	JS3	0,906
	JS4	0,837
	JS5	0,926
Employee Performance	EP1	0,748
	EP2	0,918
	EP3	0,883
	EP4	0,821
	EP5	0,896

Source: SmartPLS 4.1.1.4.

Based on the result on figure 1, it can be concluded that all indicators in one variable have a loading value greater than 0.7. Then there is no problem with convergent validity in this study.

b. Discriminant Validity

The discriminant validity test is assessed by comparing the cross loadings of each indicator in one construct with other constructs. Constructs can be said to be valid if the each indicator's value in one construct is higher than the indicators' values in other constructions. The following are the outcomes of the discriminant validity test:

Table 2. Measurement of Cross Loading Values

Indicators	*Job Training*	Work Competency	Job Satisfaction	Employee Performance
JT1	**0,792**	0,400	0,468	0,422
JT2	**0,700**	0,306	0,384	0,343
JT3	**0,786**	0,582	0,520	0,577
JT4	**0,785**	0,541	0,626	0,542
JT5	**0,765**	0,449	0,450	0,587
WC1	0,500	**0,861**	0,638	0,592
WC2	0,374	**0,814**	0,601	0,577
WC3	0,390	**0,784**	0,639	0,563
WC4	0,684	**0,704**	0,551	0,703
WC5	0,492	**0,845**	0,672	0,558
JS1	0,555	0,579	**0,721**	0,591
JS2	0,461	0,761	**0,777**	0,543
JS3	0,535	0,604	**0,906**	0,670
JS4	0,570	0,604	**0,837**	0,731
JS5	0,594	0,688	**0,926**	0,779
EP1	0,716	0,717	0,591	**0,748**
EP2	0,598	0,615	0,642	**0,918**
EP3	0,403	0,584	0,628	**0,883**
EP4	0,505	0,663	0,806	**0,821**
EP5	0,575	0,594	0,713	**0,896**

Source: SmartPLS 4.1.1.4.

Table 2 leads to the conclusion that each indicator's loading value on the construct is higher than the indicators' loading values on other constructions. then the table above explains that the tested indicators have reached the discriminant validity requirement.

2. Reliability Test

Reliability test can be seen through Cronbach's alpha and composite reliability values. In contrast to composite reliability, which measures a construct's actual reliability value, the construct's lowest dependability value is measured by Cronbach's alpha. in order for the cronbach's alpha value to always be less than the composite reliability value. A construct can

be said to be reliable if the cronbach's alpha value > 0.6 and the composite reliability value > 0.7. The following table shows the results of the reliability test data:

Table 3. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extraced (AVE)
Job Training	0,826	0,836	0,876	0,587
Work Competency	0,861	0,861	0,901	0,646
Job Satisfaction	0,890	0,897	0,920	0,700
Employee Performance	0,907	0,908	0,931	0,732

Source: SmartPLS 4.1.1.4.

In the calculation results of table 3, it is known that the cronbach's alpha value for each construct has a value > 0.6 and the composite reliability value for each construct has a value > 0.7. So, it can be concluded that the cronbach's alpha and composite reliability values is reliable.

Variant Analysis (R^2)

Table 4. R-Square Values

Variable	R-Square	R- square adjusted
Job Satisfaction	0,649	0,637
Employee Performance	0,699	0,684

Source: SmartPLS 4.1.1.4.

Considering the outcomes of the aforementioned data processing, it can be explained that the job satisfaction variable has an R-square value of 0.649 which is included in the (strong) category. This shows that 64.9% of the variance in job satisfaction is influenced by job training and job competence, while the remaining 35.1% is influenced by other factors not included in the model. Then for the employee performance variable which has an R-square value of 0.699, including the category (strong). It can be concluded that 69.9% of employee performance variants are influenced by job training, work competence and job satisfaction, but additional factors not included by the study model have an impact on the remaining 30.1%.

Hypothesis Testing

In this study, the bootstrapping approach was used to test hypotheses. The t-statistic value is a reference in testing the hypothesis. Where in hypothesis testing may be observed by comparing the t-statistic value with the t-table value using the path coefficient. For a two-tailed hypothesis, the t-table value is > 1.96 at a significance level of 5%. Meanwhile, the one-sided hypothesis (one-tailed) is > 1.65 (Hair et al., 2020).

Table 5. Direct Effect

	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Value
Job Training -> Employee Performance	0,194	0,193	0,109	1,778	0,038
Work Competency -> Employee Performance	0,273	0,266	0,121	2,256	0,012
Job Training -> Job Satisfaction	0,284	0,284	0,106	2,676	0,004
Work Competency -> Job Satisfaction	0,600	0,606	0,100	6,002	0,000
Job Satisfaction -> Employee Performance	0,460	0,468	0,139	3,313	0,000

Source: SmartPLS 4.1.1.4.

Based on the table above, the test results for each hypothesis are as follows:

1. The test results show that Job Training has a positive and significant effect on Employee Performance. With a coefficient value of 0,194 and a t-statistic value of 1,778 > 1,65. In addition, the p-value obtained is 0,038 < 0,05 which shows that the relationship of the two variables has reached significance. The first hypothesis (H1) in this study is accepted.

2. The test results show that Job Competence has a positive and significant influence on Employee Performance. With a coefficient value of 0.273 and a t-statistic value of 2.256 > 1.65. In addition, the p-value obtained is 0.012 < 0.05 which shows that the relationship between the two variables has reached significance. So, the second hypothesis (H2) in this study is accepted.

3. The test results show that Job Training has a positive and significant effect on Job Satisfaction. With a coefficient value of 0.284 and a t-statistic value of 2.676 > 1.65. In addition, the p-value obtained is 0.004 < 0.05 which indicates that the relationship between the two variables has reached significance. Thus, this study's third hypothesis (H3) is approved.

4. The test results show that Job Competence has a favorable and noteworthy impact on job satisfaction. with a t-statistic of 6.002 > 1.65 and a coefficient value of 0.600. In addition, the p-value obtained is 0.000 < 0.05 which shows that the relationship between the two variables has reached significance. Thus, the study's fourth hypothesis (H4) is approved.

5. Job satisfacion has a favorable and considerable influence on employee performance, according to the test results.Has a t-statistic value of 3.313 > 1.65 and a coefficient value of 0.460. In addition, the p-value obtained is 0.000 < 0.05 which shows that the relationship between the two variables has reached significance. Consequently, this study's fifth hypothesis (H5) is approved.

Effect of Job Training and Work Competency on Employee Performance through Job Satisfaction as a Mediating Variable

Table 6. Indirect Effect

Job Training – Job Satisfaction – Employee Performance	0,131	0,136	0,071	1,843	0,000
Work Competency – Job Satisfaction – Employee Performance	0,276	0,282	0,093	2,958	0,002

Source: SmartPLS 4.1.1.4.

Based on the table above, the mediation test results are as follows:

6. The test results show that Job Satisfaction mediates Job Training on Employee Performance which shows a positive and significant effect. With a coefficient value of 0.131 and a t-statistic value of $1.843 > 1.65$. In addition, the p-value obtained is $0.033 < 0.05$ which indicates that the relationship between the two variables has reached significance. Thus, this study's sixth hypothesis (H6) is approved.
7. The test results show that Job Satisfaction mediates Job Competence on Employee Performance which shows a positive and significant effect. With a coefficient value of 0.276 and a t-statistic value of $2.958 > 1.65$. In addition, the p-value obtained is $0.002 < 0.05$ which indicates that the relationship of the two variables has reached significance. Thus, this study's seventh hypothesis (H7) is approved.

Table 7. Variance Accounted For (VAF)

Indirect Effect		
1	Job Training – Job Satisfaction – Employee Performance	0,131
2	Work Competency – Job Satisfaction – Employee Performance	0,276
Direct Effect		
1	Job Training – Employee Performance	0,194
2	Work Competency – Employee Performance	0,273
3	Job Training – Job Satisfaction	0,284
4	Work Competency – Job Satisfaction	0,600
5	Job Satisfaction – Employee Performance	0,460
Total Effect		
1	Job Training, Job Satisfactin and Employee Performance (0,131 + 0,194)	0,325
2	Work Competency, Job Satisfaction and Employee Performance (0,276 + 0,273)	0,549
VAF = Indirect Effect / Total Effect		
1	VAF = Job Training (0,131/0,325)	0,403
2	VAF = Work Competency (0,276/0,549)	0,502

Source: SmartPLS 4.1.1.4.

If the VAF value is > 0.80, it results in a full mediation effect.

If the VAF value is between 0.20 and 0.80, it results in partial mediation.

If the VAF value < 0.20 does not produce mediation or no mediation.

Sumber: (Ghozali, 2021)

According to the above VAF calculation test, the work satisfaction variables' mediation value in the association between employee performance and job training is 40.3%, or 0.403. And the mediation value of job satisfaction variables in the relationship between work competence and employee performance is 0.502 or 50.2%. As a result, job happiness somewhat mediates the effects of work abilities and job training on employee performance. Because through direct or indirect effects the job training and work competency variables show strong significance.

Discussion

Job Training on Employee Performance

With a t-statistic value of 1.778 and a p-value of 0.038, the results demonstrated a positive and significant association between job training and employee performance. indicating that the first hypothesis (H1) was accepted. This indicates that the higher the job training carried out by the agency, the higher the employee performance produced by employees at the Cilegon City Communication and Information Office. This means that training is not only seen as a formal activity, but also as a process of developing performance in employees. When this training is properly designed, both in terms of material and implementation to the objectives to be achieved. Then employees will be better prepared to face the demands of the job and can work more efficiently. Thus, the implementation of effective and appropriate training will positively affect the caliber of the work. and improve overall employee performance.

Work Competence on Employee Performance

The results showed that the relationship between work competence and employee performance had a positive and significant effect with a t-statistic value of 2.256 and a p-value of 0.012, indicating that the second hypothesis (H2) was accepted. This indicates that the higher the work competence of employees, the higher the results of good employee performance at the Cilegon City Communication and Information Office. This means that when employees have a broader knowledge base, relevant skills and a supportive professional attitude. Then they are able to complete their work in a timely manner and achieve the targets that have been set.

Job Training on Job Satisfaction

The results showed that the relationship between job training and job satisfaction had a positive and significant effect with a t-statistic value of 2.676 and a p-value of 0.004, indicating that the third hypothesis (H3) was accepted. This indicates that the higher the appropriate job training by the agency, the higher the job satisfaction of employees at the Cilegon City

Communication and Information Office. This means that if the training provided is in accordance with job needs and is carried out effectively, it can increase employees' understanding of their work, strengthen skills and provide confidence in completing work. So that employees feel that they are competent, they will tend to have their own sense of satisfaction. Thus, job training that is properly designed and implemented can support and increase employee satisfaction.

Job Competence on Job Satisfaction

The results showed that the relationship between work competence and job satisfaction had a positive and significant effect with a t-statistic value of 6.002 and a p-value of 0.000, indicating that the fourth hypothesis (H4) was accepted. This indicates that the higher the work competence possessed by employees, the higher the job satisfaction of employees at the Cilegon City Communication and Information Office. This means that employees who have high competence both in terms of knowledge, skills and attitudes will be better able to carry out their work effectively and efficiently. This result creates a sense of achievement and confidence in work which has an impact on increasing satisfaction with the work being undertaken. Employees who feel they are capable and valued for their competence will have positive thoughts and be more motivated to develop and contribute.

Job Satisfaction on Employee Performance

With a p-value of 0.000 and a t-statistic value of 3.313, the results showed a favorable and significant link between job satisfaction and employee performance, indicating that the fifth hypothesis (H5) was accepted. This indicates that the higher the job satisfaction felt by employees, the higher the results of good work performance by employees at the Cilegon City Communication and Information Office. This means that the feeling of satisfaction with their work felt by employees will show a good work attitude and high enthusiasm in doing work. Job satisfaction is able to create a good working atmosphere and encourage employees to provide the best contribution. Employees who are satisfied with their jobs are also able to show an attitude of loyalty and are motivated to achieve targets.

Job Satisfaction Mediates the Relationship between Job Training and Employee Performance

With a t-statistic value of 1.843 and a p-value of 0.033, the findings demonstrated a positive and significant association between "job training and employee performance" mediated by "job satisfaction", indicating that the sixth hypothesis (H6) was accepted. This indicates that the higher the job training conducted for employees at the Cilegon City Communication and Information Office mediated by job satisfaction, the higher the relationship between job training and employee performance at the Cilegon City Communication and Information Office. This means that if training is provided according to employee needs, employees will not only be better able to carry out their work, but also feel more valued and supported by the agency. This will have an impact on increasing job satisfaction which is characterized by feelings of satisfaction. High job satisfaction encourages

employees to work more productively, disciplined and motivated in achieving targets, so that overall it has a positive impact on their performance.

Job Satisfaction Mediates the Relationship between Job Competence and Employee Performance

With a statistical t-value of 2.958 and a p-value of 0.002, the findings demonstrated a positive and significant link between work competence and employee performance mediated by job satisfaction, indicating that the seventh hypothesis (H7) was approved. This suggests that the greater the level of work competency that staff members at the Cilegon City Communication and Information Office mediated by job satisfaction, the higher the relationship between work competence and employee performance in Cilegon City Communication and Information Office employees. This means that employees who feel confident in their competence will feel their own satisfaction, so that when employees have high satisfaction it can encourage work enthusiasm which will have an effect on better performance.

Conclusion

Considering the findings of the study that was carried out on employees of the Cilegon City Communication and Information Office, it can be said that "employee performance is positively and significantly impacted by job training and work competency", both directly and indirectly through "job satisfaction" as a mediating variable. Appropriately organized work competency is able to improve employees' skills, knowledge, and readiness to carry out tasks, which ultimately has an effect on performance improvement. Meanwhile, work competencies that include aspects of knowledge, skills, and professional attitudes are also proven to encourage work effectiveness and productivity. On the other hand, job satisfaction proved to play an important role in strengthening the connection between work and job training competency with "employee performance". Workers that are happy in their positions typically exhibit high levels of motivation and show more optimal performance. Therefore, to improve employee performance in a sustainable manner, agencies need to pay attention to the management of training and competency development, while creating a work environment that supports employee satisfaction.

References

Abdullah, M. (2015). *Metodologi Penelitian Kuantitatif* (Cetakan I). Penerbit: Aswaja Pressindo.

Ardian, N. (2019). Pengaruh Insentif Berbasis Kinerja , Motivasi Kerja , Dan Kemampuan Kerja Terhadap Prestasi Kerja Pegawai UNPAB. *Kajian Ekonomi Dan Kebijakan Publik*, *4*(2), 119–132.

Assyahidah, N., Purwidianti, W., Fitriati, A., & Suyoto. (2024). The Role of Job Satisfaction as Mediation on the Influence of Work Life Balance and Training on Job Performance.

Asian Journal of Economics, Business and Accounting, *24*(6), 92–106. https://doi.org/10.9734/AJEBA/2024/v24i61345

Bakotić, D. (2016). Relationship between job satisfaction and organisational performance. *Economic Research-Ekonomska Istrazivanja*, *29*(1). https://doi.org/10.1080/1331677X.2016.1163946

Chi, H., Vu, T., Nguyen, H. V., & Truong, T. H. (2023). How financial and non–financial rewards moderate the relationships between transformational leadership, job satisfaction, and job performance. *Cogent Business and Management*, *10*(1). https://doi.org/10.1080/23311975.2023.2173850

Ćulibrk, J., Delić, M., Mitrović, S., & Ćulibrk, D. (2018). Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement. *Frontiers in Psychology*, *9*(FEB). https://doi.org/10.3389/fpsyg.2018.00132

Darwin, M., Mamondol, M. R., Sormin, S. A., Nurhayati, Y., Tambunan, H., Sylvia, D., Adnyana, M. D. M., Prasetiyo, B., Vianitati, P., & Gebang, A. A. (2021). *Metode Penelitian Pendekatan Kuantitatif Kualitatif*. Penerbit Media Sains Indonesia.

Dessler, G. (2020). *Human Resource Management* (16th editi). Pearson.

Fadhil, M., & Effendi, Z. (2024). The Influence of Human Resource on Employee Performance and Organizational Commitment in the Road Transport Sector: A Study of Riau Province Transportation Service. *Jurnal MSDA (Manajemen Sumber Daya Aparatur)*, *12*(1), 20–33. https://doi.org/10.33701/jmsda.v12i1.3819

Ghozali, I. (2021). *Partial Least Squares Konsep, Teknik Dan Aplikasi Menggunakan Program SmartPLS 3.2.9 Untuk Penelitian Empiris* (Edisi 3). Badan Penerbit: Universitas Diponegoro.

Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing Measurement Model Quality in PLS-SEM using Confirmatory Composite Analysis. *Journal of Business Research*, *109*, 101–110. https://doi.org/10.1016/j.jbusres.2019.11.069

Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, *68*(7), 1208–1234. https://doi.org/10.1108/IJPPM-05-2018-0174

Machali, I. (2018). *Metodologi Penelitian Kuantitatif* (Cetakan I). Prodi Manajemen Pendidikan Islam bekerjasama dengan Perkumpulan Program Studi Managemen Pendidikan Islam (PPMPI).

Marudut Sirait, M., Husen, S., Rasyid, A., & Pasolo, F. (2022). The Effect of Competence on Employee Performance and Organizational Commitment as a Mediation Variable (Empirical Study at the Office of PT PLN (Persero) Parent Unit for Papua and West Papua). *Budapest International Research and Critics Institute*, *5*(3), 22903–22915. https://doi.org/https://doi.org/10.33258/birci.v5i3.6304 22903

Nusannas, I. S., Yulianto, W., & Haritsah, T. A. (2023). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Proyek Kereta Cepat Jakarta-Bandung. *Jurnal Ekonomi Dan Bisnis*, *12*(3), 259–268.

Rakhman, A., Indrawati, N., & Roza, S. (2023). Pengaruh Pelatihan Kerja Terhadap Kinerja Pegawai Pada Lembaga Pemasyarakatan Kelas IIB Solok. *Jurnal Nuansa : Publikasi Ilmu Manajemen Dan Ekonomi Syariah*, *1*(4), 11–21. https://doi.org/https://doi.org/10.61132/nuansa.v1i4.336

Riana, I. G., Luh, N., Wiagustini, P., Dwijayanti, K. I., & Rihayana, I. G. (2018). *Managing Work-Family Conflict and Work Stress through Job Satisfaction and Its Impact on Employee Performance*. *20*(2), 127–134. https://doi.org/10.9744/jti.20.2.127-134

Suristya, K. L., & Adi, N. R. (2021). Pengaruh Kompetensi Karyawan Dan Motivasi Terhadap Kinerja Melalui Kepuasan Kerja Sebagai Variabel Intervening. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi).*, *8*(1), 50–70. https://doi.org/10.35794/jmbi.v8i1.32584

Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors. *Frontiers in Psychology*, *13*. https://doi.org/10.3389/fpsyg.2022.906876

Toropova, A., Myrberg, E., & Johansson, S. (2021). Teacher job satisfaction: the importance of school working conditions and teacher characteristics. *Educational Review*, *73*(1). https://doi.org/10.1080/00131911.2019.1705247

Wangi, V. K. N., Bahiroh, E., & Imron, A. (2020). Dampak Kesehatan Dan Keselamatan Kerja, Beban Kerja, Dan Lingkungan Kerja Fisik Terhadap Kinerja Karyawan. *Jurnal Manajemen Bisnis*, *7*(1), 40–50. https://doi.org/https://doi.org/10.33096/jmb.v7i1.407

Wibowo. (2016). *Manajemen Kinerja* (Edisi 5). Badan Penerbit: PT Rajagrafindo Persada.