



Training effectiveness, work motivation on employee performance

Anissa Fitriyani¹, Maulinda Maelani², Zazli Roes³, Didit Haryadi⁴

^{1,2,3,4}Prody Management, Department of Economics and Business Primagraha University Serang Indonesia

ARTICLE INFO

Article history:

Received Dec 19, 2023

Revised Dec 20, 2023

Accepted Jan 1, 2024

Keywords:

Employee Performance;
Training Efektiveness;
Work Performance.

ABSTRACT

In an effective management system, the importance of human resources is increasing. Employee performance is an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used the associative descriptive quantitative method with a population of 37 respondents drawn into samples using non-probability sampling using saturated sampling / total sampling methods—data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that employee performance is influenced by the effectiveness of training, meaning that the better the effectiveness of training, the more improved the employee's performance. Thus, the second hypothesis states that employee performance is influenced by work motivation, meaning that the higher the work motivation, the higher the employee performance will be. The third hypothesis is that employee performance is influenced by the effectiveness of training and work motivation, which can simultaneously improve employee performance. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

This is an open-access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Anissa Fitriyani,
Prody Management,
Department of Economics and Business,
Primagraha University,
Komplek Griya Gemilang Sakti, Jl. Trip Jamaksari No. 1A Kaligandu, Serang, Banten 42111, Indonesia
Email: anissafitriyani38@gmail.com

1. INTRODUCTION

Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al. 2022; Haryadi, D, 2022; Haryadi. D et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al.,

2023; Oktaviani et al., 2023). Performance is the result of work that a person or group of people can achieve in a company under their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

One factor that can improve employee performance is practical training. Training refers to efforts planned by a company to facilitate employee learning about competencies related to the company. These competencies include knowledge, skills, or behaviors critical to successful employee performance (Allen et al., 2023; Andreu-Caravaca, 2023; Antoniettô et al., 2023). Training is a process that includes a series of actions (efforts) carried out deliberately in the form of assisting the workforce provided by training professionals in units of time aimed at improving the employability of participants in specific fields of work to increase effectiveness and productivity in an organization (Araújo et al., 2023; Arifani et al., 2023; Arumi et al., 2019). Training is a responsibility carried out jointly between employees and the organization. Employees should attend training to develop their abilities so that they are wide open for better career paths in the future. Training is an activity to improve one's employability concerning economic activity (Badhwar et al., 2023; Bao et al., 2023; Barratt et al., 2023).

In addition to training, work motivation has a dominant role in improving employee performance. This can all be supported by the provision of motivation because, indirectly, motivation is a stimulant for employees to work better and can encourage employees to be more active in performing and more passionate, it will benefit the company (Ahlstedt et al., 2023; Collie, 2023). Motivation is one of the factors that can affect employee performance in the company, and it moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023). Even employees who are motivated in carrying out their work have the assumption that their task is a challenge that must be completed. They will exert all their abilities to complete the job enthusiastically. For employees who are not motivated, their performance cannot be maximized, and company goals cannot be achieved (Heidari et al., 2024; Kohnen et al., 2023).

PT. PT. Artha Jaya Mas is a company located in Ciwaru, Serang, Indonesia, and engaged in building materials retail. The company's contact information is Jalan Ciwaru Raya, No.80, Cipare, Serang District, Serang City, Banten 42117. Indicated low intensity of leaders on motivation and lack of attention to the desire of employees who support in carrying out production power; as a result, employees to complete their obligations and responsibilities are less than the maximum. Low sense of responsibility of employees in meeting obligations. The lack of employees receiving training to support the production process. While employees pay less attention to positive actions on duty, in this case, some employees use activity hours freely to tell stories with colleagues; not only that, they lack effort to help friends in activity activities and hesitate to carry out superior orders, causing productivity not to be fulfilled quickly. The knowledge and insight of some leaders, staff, and operators are still low, as observed from their intellectual or technical expertise.

This study aims to develop a model examining the three variables the author has analyzed to find out the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationship, influence, impact, and causal effect of various concepts or factors that, in some ways, are designed in management science (Ferdinand, 2014). The population in this study was employees of PT Arta Jaya Mas, totaling 37 respondents. The sample in this study consisted of PT

Arta Jaya Mas employees, totaling 37 respondents. The sampling technique was saturated, meaning the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 37 questionnaires were obtained from respondents. To get the data the author distributed questionnaires via google form from November 3, 2023 to December 5, 2023 the data was collected then the author processed it with IBM SPSS version 26. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including H1: There is a significant effect of training effectiveness on employee performance, H2: There is a considerable influence of work motivation on employee performance, H3: There is a significant effect of training effectiveness and work motivation simultaneously on employee performance.

3. RESULTS AND DISCUSSIONS

Before a hypothesis test can be performed, a validity test must be conducted to show the extent to which the instrument method or measurement method of something is positively designed. Nine statements measured employee performance, nine accounts estimated training effectiveness, and work motivation was measured by nine survey statements collected. This study seeks to validate the validity of the corrected item-total correlation value by looking at its importance in comparing the r-count with the r-table with the validity number Sakhikh has obtained. In addition, the value of Cronbach's alpha also received the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

Table 1. Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Employee Performance				
EP_1	0.780	0,325	Valid	0.933
EP_2	0.790	0,325	Valid	
EP_3	0.757	0,325	Valid	
EP_4	0.685	0,325	Valid	
EP_5	0.723	0,325	Valid	
EP_6	0.796	0,325	Valid	
EP_7	0.705	0,325	Valid	
EP_8	0.791	0,325	Valid	
EP_9	0.729	0,325	Valid	
Training Efektiveness				
TE_1	0.623	0,325	Valid	0.940
TE_2	0.830	0,325	Valid	
TE_3	0.771	0,325	Valid	
TE_4	0.833	0,325	Valid	
TE_5	0.802	0,325	Valid	
TE_6	0.777	0,325	Valid	
TE_7	0.771	0,325	Valid	
TE_8	0.783	0,325	Valid	
TE_9	0.756	0,325	Valid	
Work Motivation				
WM_1	0.603	0,325	Valid	0.758
WM_2	0.719	0,325	Valid	
WM_3	0.718	0,325	Valid	
WM_4	0.692	0,325	Valid	
WM_5	0.707	0,325	Valid	
WM_6	0.790	0,325	Valid	
WM_7	0.812	0,325	Valid	
WM_8	0.612	0,325	Valid	

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
WM_9	0.738	0,325		

Figure 1 shows that all statement indicator variables for each variable on each indicator have r-count values > 0.325, which automatically meets the data validity standard. A needle is considered accurate if each r-calculate point r-count validity value is > 0.325. Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		37
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.01885731
Most Extreme Differences	Absolute	.128
	Positive	.128
	Negative	-.095
Test Statistic		.128
Asymp. Sig. (2-tailed)		.131 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.131), which is residual data having a significance value greater than 0.05. It can be concluded that the data is typically distributed. The following multicollinearity test results can be seen in Table 1.3 below.

Table 3. Multiklonieritas test

Model	Tableicients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Training_Efektivenes	.163	6.152
	Work_Motivation	.163	6.152

a. Dependent Variable: Employee Performance

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 6.152 and a Tolerance value of 0.163. The result of the decision for the multicollinearity test is that if the tolerance value (0.163) > 0.10 and VIF (6.152) < 10, it can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the model used does not contain signs of multicollinearity. The results of linear regression analysis can be seen in Table 4 below.

Table 4. Regres regressionr test

Model	Coefficients a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	-.042	1.199		-.035	.972
1 Training_Efektivenes	.315	.068	.342	4.618	.000
Work_Motivation	.679	.076	.662	8.952	.000

a. Dependent Variable: Employee Performance

The negative constant -.042 means that if the value of training effectiveness and cooperation motivation equals zero, then the level or magnitude of employee performance is -.042. The regression coefficient of the training effectiveness variable has a positive value of 0.315, meaning that if the training effectiveness value increases one hundred percent, employee

performance increases 0.315 times. The value of the regression coefficient of the work motivation variable is positive by 0.679. This explains that if the value of work motivation rises by one hundred percent, then the employee performance variable increases by 0.679 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hipotesis test

Variable	T-value	P-values	Result
TE → EP	4.618	0.000	Accepted
WM → EP	8.952	0.000	Accepted
TE & WM → EP	544.892	0.000	Accepted

Source: Results of research data processing 2023

Table 5 shows statistically the first hypothesis, the results of the t-test on the assumption of training effectiveness affect employee performance, obtained t-count of 4,618 and t-table on degrees of freedom (dk) = n-2 (37-2=35) obtained by 2,030 so that t-count > t-table (4,618 > 2,030) with a significance level of 0.000 (0.000 < 0.05) so that there is an effect of training effectiveness on employee performance. Training refers to efforts planned by a company to facilitate employee learning about competencies related to the company. These competencies include knowledge, skills, or behaviors critical to successful employee performance (Allen et al., 2023; Andreu-Caravaca, 2023; Antonietto et al., 2023). Training is a process that includes a series of actions (efforts) carried out deliberately in the form of assisting the workforce provided by training professionals in units of time aimed at improving the employability of participants in specific fields of work to increase effectiveness and productivity in an organization (Araújo et al., 2023; Arifani et al., 2023; Arumi et al., 2019).

The second finding that became the second hypothesis, the results of the t-test on the assumption of work motivation affect employee performance, obtained t-count of 8,952 and t-table on degrees of freedom (dk) = n-2 (37-2=35) obtained by 2,030 so that t-count > t-table (8,952 > 2,030) with a significance level of 0.000 (0.000 < 0.05) so that there is an effect of work motivation on employee performance. Explanation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023).

The third finding in the results of the F test on the hypothesis which states that the effectiveness of training and work motivation affects employee performance is obtained F-count of 544,892 and F-table on Degrees of Freedom (dk) = n-k-1 or 37-2-1= 34 of 3.28 so that F-count > F-table (544,892 > 3.28) with a significance level of 0.000 (0.000 < 0.05) so that there is an effect of training effectiveness and work motivation on employee performance. Training is a responsibility carried out jointly between employees and the organization, where employees must design and attend training to develop their abilities so that they are wide open for better career paths for employees in the future. Training is an activity to improve one's employability with economic activity (Badhwar et al., 2023; Bao et al., 2023; Barratt et al., 2023). Meanwhile, employees who are motivated to carry out their work have the assumption that their task is a challenge that must be solved. They will exert all the abilities they have to complete the position enthusiastically, and for employees who are not motivated, their performance cannot be maximized, and company goals cannot be achieved (Heidari et al., 2024; Kohnen et al., 2023).

4. CONCLUSION

From the discussion results, the first hypothesis states that employee performance is influenced by the effectiveness of training, meaning that the higher the energy of movement, the higher the employee performance. The second hypothesis states that employee performance is influenced by work motivation, meaning that the higher the work motivation possessed by an employee, the employee performance will increase. The third hypothesis is that employee performance affects training effectiveness and work motivation. The significance of training and work motivation is included in the excellent category because the results of descriptive analysis often show that they qualify as indicators of cooperative attitude indicators in performance appraisal agencies, and it is necessary to maintain harmonious relationships between employees to have a sense of

togetherness between employees increasing to improve human resources. For future research, it is necessary to add research variables such as organizational commitment, job satisfaction and organizational culture in order to know the factors that can improve performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

ACKNOWLEDGEMENTS

The author would like to express my deepest gratitude for the expression and dedication of the entire team. The International Journal of Applied Finance and Business Studies has reviewed the article and published the author's paper. In addition, the author also would like to thank all peer reviewers who have collaborated and supported the preparation of this article so that it can be successful and published in the International Journal of Applied Finance and Business Studies.

REFERENCES

- Ahlstedt, C., Moberg, L., Brulin, E., & Nyberg, A. (2023). Do illegitimate tasks matter for registered nurses' work motivation? A cross-sectional study based on a nationally representative sample of Swedish nurses. *International Journal of Nursing Studies Advances*, 5, 100159. <https://doi.org/10.1016/j.ijnsa.2023.100159>
- Al Amin, R., Prahawan, W., Ramdanyah, A. D., & Haryadi, D. (2023). Employee performance under organizational culture and transformational leadership: A mediated model. *Jurnal Mantik*, 7(2), 2685–4236.
- Alfarizi, A. W., Haryadi, D., & Syaechurodji. (2022). Mediating Job Satisfaction in Improving Employee Performance with The Role Of Empowerment And Work Discipline. *Jurnal Mantik*, 6(2), 1892–1902. Retrieved from www.iocscience.org/ejournal/index.php/mantik/index
- Allen, W. J. C., De Keijzer, K. L., Raya-González, J., Castillo, D., Coratella, G., & Beato, M. (2023). Chronic effects of flywheel training on physical capacities in soccer players: a systematic review. *Research in Sports Medicine*, 31(3), 228–248. <https://doi.org/10.1080/15438627.2021.1958813>
- Andreu-Caravaca, L. (2023). Effects and optimal dosage of resistance training on strength, functional capacity, balance, general health perception, and fatigue in people with multiple sclerosis: a systematic review and meta-analysis. *Disability and Rehabilitation*. <https://doi.org/10.1080/09638288.2022.2069295>
- Anshori, A. S., Moh. Mukhsin, Suhendra, I., & Haryadi, D. (2022). Accuracy of Compensation and Competency Improvement in Improving Performance, Knowledge Sharing as An Intervening Variable. *Enrichment: Journal of Management*, 12(3), 2201–2209.
- Antonietto, N. R., Bello, F. D., Carrenho Queiroz, A. C., Berbert de Carvalho, P. H., Brito, C. J., Amtmann, J., & Miarka, B. (2023). Suggestions for Professional Mixed Martial Arts Training With Pacing Strategy and Technical-Tactical Actions by Rounds. *Journal of Strength and Conditioning Research*, 37(6), 1306–1314. <https://doi.org/10.1519/JSC.0000000000003018>
- Araújo, B. T. S., Barros, A. E. V. R., Nunes, D. T. X., Remigio de Aguiar, M. I., Mastroianni, V. W., de Souza, J. A. F., ... Dornelas de Andrade, A. (2023). Effects of continuous aerobic training associated with resistance training on maximal and submaximal exercise tolerance, fatigue, and patient's quality of life post-COVID-19. *Physiotherapy Research International*, 28(1). <https://doi.org/10.1002/pri.1972>
- Arifani, Y., Mindari, R., Hidayat, N., & Wicaksono, A. S. (2023). Basic psychological needs of in-service EFL teachers in blended professional training: voices of teachers and learners. *Interactive Learning Environments*, 31(6), 3868–3881. <https://doi.org/10.1080/10494820.2021.1943691>
- Arumi, M. S., Aldrin, N., & Murti, T. R. (2019). Effect of Organizational Culture on Organizational Citizenship Behavior with Organizational Commitment as a Mediator. *International Journal of Research in Business and Social Science (2147- 4478)*, 8(4), 124–132. <https://doi.org/10.20525/ijrbs.v8i4.274>
- Badhwar, V., Wei, L. M., Geirsson, A., Dearani, J. A., Grossi, E. A., Guy, T. S., ... Chitwood, W. R. (2023). Contemporary robotic cardiac surgical training. *The Journal of Thoracic and Cardiovascular Surgery*, 165(2), 779–783. <https://doi.org/10.1016/j.jtcvs.2021.11.005>
- Bao, N., Zhang, T., Huang, R., Biswal, S., Su, J., & Wang, Y. (2023). A Deep Transfer Learning Network for Structural Condition Identification with Limited Real-World Training Data. *Structural Control and Health Monitoring*, 2023, 1–18. <https://doi.org/10.1155/2023/8899806>
- Barratt, M., Jorgensen, M., Deb, S. (Shoumi), Limbu, B., Donley, M., Buchholtz, M., ... Wilson, N. (2023). Staff perceptions following a training program about reducing psychotropic medication use in adults with intellectual disability: The need for a realistic professional practice framework. *Journal of Applied Research in Intellectual Disabilities*, 36(3), 486–496. <https://doi.org/10.1111/jar.13070>
- Collie, R. J. (2023). Teachers' work motivation: Examining perceived leadership practices and salient outcomes. *Teaching and Teacher Education*, 135, 104348. <https://doi.org/10.1016/j.tate.2023.104348>

- Ferdinand, A. (2014). *Metode Penelitian Manajemen Pedoman Penelitian Untuk Penulisan Skripsi, Tesis dan Disertasi Ilmu Manajemen* (Kelima). Semarang: Badan Penerbit Universitas Diponegoro.
- Gunawan, R., Haerofiatna, & Haryadi, D. (2022). The effect of extrinsic motivation, interpersonal trust, and organizational commitment in improving employee performance. *Enrichment: Journal of Management*, 12(5), 3670–3677. Retrieved from www.enrichment.iocspublisher.org
- Haryadi, Didit; (2022). Meningkatkan Employee Performance Dengan Extrinsic Motivation Dan Interpersonal Trust Melalui Organizational Commitment. *ECo-Buss*, 4(3), 660–675.
- Haryadi, Didit, Prahawan, W., Nupus, H., & Wahyudi, W. (2021). Transformational Leadership, Training, Dan Employee Performance: Mediasi Organizational Citizenship Behavior Dan Job Satisfaction. *Ultima Management : Jurnal Ilmu Manajemen*, 13(2), 304–323. <https://doi.org/10.31937/manajemen.v13i2.2311>
- Haryadi, Didit, Setiawati, E. T., & Juhandi. (2022). The Role Of Organizational Culture On Improving Employee Performance Through Work Discipline. *Jurnal Mantik*, 6(1), 686–698.
- Haryadi, Didit, & Wahyudi, W. (2020). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening. *GEMILANG: Jurnal Manajemen Dan Strategi Bisnis*, 1(1), 15–21.
- Heidari, S., Tavakkoli-Moghaddam, R., Salimi, B., Mehdizadeh-Somarin, Z., & Hamid, M. (2024). An integrated approach for evaluating and improving the performance of hospital ICUs based on ergonomic and work-motivational factors. *Computers in Biology and Medicine*, 168, 107773. <https://doi.org/10.1016/j.compbiomed.2023.107773>
- Karsikah, Roni Kambara, Ramdanyah, A. D., & Haryadi, D. (2023). Determinants of Job Satisfaction : Internal Communication Relationships in Improving Employee Performance. *Enrichment: Journal of Management*, 12(6), 4692–4697.
- Kohnen, D., De Witte, H., Schaufeli, W. B., Dello, S., Bruyneel, L., & Sermeus, W. (2023). What makes nurses flourish at work? A cross-sectional study of how the perceived clinical work environment relates to nurse motivation and well-being. *International Journal of Nursing Studies*, 148, 104567. <https://doi.org/10.1016/j.ijnurstu.2023.104567>
- Li, C., Hu, X., Wu, Y., Kee, Y. H., & Cho, H. (2023). Work climate, motivation, emotional exhaustion, and continuance intention in sports volunteers: A two-wave prospective survey. *Asian Journal of Sport and Exercise Psychology*, 3(2), 137–143. <https://doi.org/10.1016/j.ajsep.2023.08.004>
- Mukhlisin, Syaechurodji, & Haryadi, D. (2023). Leadership and organizational culture towards optimizing employee performance at SMK Negeri 4 Cilegon City. *International Journal of Applied Finance and Business Studies*, 11(2), 262–269.
- Mulyadi, A., Prahawan, W., Pancasasti, R., & Haryadi, D. (2023). Predicting employee performance through extrinsic motivation : A conceptual model and empirical validation. *Enrichment: Journal of Management*, 12(6).
- Oktaviani, F., Syaechurodji, S., Alfari, A. W., & Haryadi, D. (2023). Empirical Study Dalam Meningkatkan Semangat Kerja Karyawan PT Eds Manufacturing Indonesia Balaraja-Tangerang. *Jurnal Manajemen Dan Bisnis*, 5(01), 86–97. <https://doi.org/10.47080/jmb.v5i01.2491>
- Perry, T., Syaechurodji, & Haryadi, D. (2023). Work motivation and work environment in improving employee performance at PT Telkom Witel Banten Persero. *International Journal of Applied Finance and Business Studies Journal*, 11(2), 255–261.
- Popoola, S. O., & Fagbola, O. O. (2023). Work motivation, job satisfaction, work-family balance, and job commitment of library personnel in Universities in North-Central Nigeria. *The Journal of Academic Librarianship*, 49(4), 102741. <https://doi.org/10.1016/j.acalib.2023.102741>
- Purnamasari, W. R., Roni Kambara, & Haryadi, D. (2023). Aspects of Improving Employee Performance. *Enrichment: Journal of Management*, 12(6), 4685–4692.
- Putri, M. P., Prahawan, W., Ramdanyah, A. D., & Haryadi, D. (2023). Relevance of organizational commitment as a mediator of its contribution to employee performance at the Merak-Banten marine transportation service company. *Enrichment: Journal of Management*, 12(6), 5213-5223.
- Rahmatullah, A., David Ramdanyah, A., Kambara, R., & Haryadi, D. (2022). Improving Organizational Performance With Organizational Culture and Transformational Leadership Through Intervening Organizational Commitment Variables. *Dinasti International Journal of Digital Business Management*, 3(2), 180–194. <https://doi.org/10.31933/dijdbm.v3i2.1118>
- Riyanto, S., Damarwulan, L. M., & Haryadi, D. (2022). Moderation : work culture to improve employee performance with a non-physical work environment. *Jurnal Mantik*, 6(3), 3737–3743.
- Salahudin, A., Chaidir, J., & Haryadi, D. (2023). Training, Leadership Style, and Work Environment on Employee Performance: the Role of Work Motivation. *International Journal of Applied Finance and Business Studies*, 13(2), 198–216. <https://doi.org/10.12928/fokus.v13i2.8889>
- Setiadi, M. T., Sofii, I., Wahyudi, & Haryadi, D. (2023). Dynamic capability of servant leadership as a triggering factor for organizational commitment and employee performance. *International Journal of*

- Applied Finance and Business Studies*, 11(2), 246–254.
- Tajudin, Syaechurodji, Alfarizi, A. W., & Haryadi, D. (2023). Competence as a determinant of employee performance, work motivation, and career development as triggers. *Jurnal Mantik*, 7(2), 2685–4236.
- Tania, T., Haryadi, D., Mirza, W. W., & Khairusy, A. M. (2021). Improving employee performance with structural empowerment and transformational leadership through job satisfaction, organizational citizenship behavior, and interpersonal trust (study at PT . BPRS Cilegon Mandiri). *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 5(11), 91–102.
- Wahyudi, W., Kurniasih, D., Haryadi, D., & Haquei, F. (2023). Strategy To Improve Employee Performance. *Enrichment: Journal of Management*, 12(5). <https://doi.org/10.2139/ssrn.4308837>