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The Effect of Training, Career Development, and Job Satisfaction on Employee Performance at the West Java Settlement Infrastructure Center

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Abstract: The purpose of this study was to determine the effect of training, career development and job satisfaction on employee performance at the West Java Settlements Infrastructure Center. The questionnaire instrument was tested using validity and reliability tests. The regression used was multiple linear regression with the t-test, and processed using SPSS software. The population in this study was 36 employees, all of whom were used as samples, so that the population was the same as the sample, which was 36 respondents (saturated sampling method). This study is a quantitative study. The data was analyzed using descriptive statistical analysis. The results show that the training variable (X_1) obtained $t_{count} > t_{table}$ ($1.412 < (1.693)$), career development variable (X_2) $t_{count} > t_{table}$ ($2.206 > (1.693)$) and job satisfaction variable (X_3) $t_{count} > t_{table}$ ($2.474 > (1.693)$). So partially training, career development and job satisfaction have a positive and significant effect on employee performance. While simultaneously training, career development and job satisfaction have a simultaneous and significant effect.

Keywords: Training, Career Development, and Job Satisfaction

INTRODUCTION

Organizations or agencies are required to develop and maintain quality human resources. Quality employees will be able to produce maximum work efficiently. The higher the quality of employee work, the higher the level of employee performance, so that it can encourage an increase in the effectiveness and efficiency of the output that will be produced by employees (Dessler, 2015). The object of this study is regarding employee performance carried out at the West Java Regional Settlement Infrastructure Center, which can be seen in Tables 1.1 and 1.2.

Table 1.1. Elements of Job Implementation Assessment

No.	Elements
1.	Service Orientation
2.	Integrity
3.	Commitment

4.	Discipline
5.	Cooperation
6.	Leadership

Source: Government Regulation, 2025.

Table 1.1 is a table that shows six elements of performance assessment, which are described in more detail in Table 1.2 below.

Table 1.2. Employee Performance

No	Task Activities	Year 2023	Year 2024
1	Carrying out socialization activities for archival data collection	92	85
2	Carrying out preparation, monitoring and evaluation of information system development and management	82	75
3	Help report problems that arise in implementation activity	82	73
4	Fill in tax data into the e-SPT application every time there is a payment tax	82	72
5	Preparation of physical progress reports and financial reports every 2 weeks	82	76
6	Preparation of physical progress reports and quarterly financial reports	82	70
7	Preparation of physical progress reports and final financial reports	82	78
8	Carrying out the preparation of section reports	83	76
	Amount	667	605
	Average (%)	83.38	75.50

Source: West Java Regional Settlement Infrastructure Center Employee Performance Data, 2023-2024.

In Table 1.2. it can be seen that this performance assessment is intended to determine whether the employee's performance has met the expected work standards or not. Based on interviews with respondents, regarding employee performance targets, it was concluded that employee performance in the workforce sector in general has decreased, but in addition there are still several shortcomings that must be addressed immediately so that their performance can be further improved, where according to respondents, to improve employee performance, training is needed. Training is a good environmental forum for employees, where they obtain or learn abilities, knowledge, skills, and behaviors in order to carry out their duties as well as possible (Rachmawati, 2015). Table 1.3. below shows job training data at the West Java Settlement Infrastructure Center.

Table 1.3. Training at the West Java Regional Settlement Infrastructure Center

No	Obstacle	Percentage (%)
1	The training activity implementation schedule has been prepared by the training division like to suddenly change, both in terms of time and place of training implementation.	17
2	Many participants were unable to attend for unclear reasons/ without explanation.	23

Source: West Java Regional Settlement Infrastructure Center, 2023-2024.

As many as 23 percent of respondents stated that not all employees can attend training, so that employees often make mistakes (lack of application in work) and lack of assertiveness from superiors. Respondents also stated that without proper training, employees cannot receive information and develop their skills and potential. Apart from job training, to improve

performance, career development can be held for employees. Career development is the process of improving individual work abilities achieved in order to achieve the desired career (Widodo, 2015: 113). The basis for career development for an employee is through job promotions carried out by the leader. Leaders often prioritize employees who have a higher level of education (Bachelor or Postgraduate) compared to employees who are still in high school. The following is data on the level of education of employees at the West Java Settlement Infrastructure Center (Table 1.4).

Table 1.4 Education Level of Employees of the West Java Regional Settlement Infrastructure Center

Level of education	Number of Employees (People)
Postgraduate (S2)	6
Bachelor (S1-D4)	21
Diploma (D3)	9
High School/Vocational School	17
Amount	53

Source: West Java Regional Settlement Infrastructure Center, 2023-2024.

Based on the table above, the education level of employees is dominated by high school/vocational high school graduates as many as 17 people. This makes it difficult for employees to develop their careers. Meanwhile, for job promotions, people with higher education are needed. On the other hand, if there are permanent employees who have worked for a long time but their educational background does not match the career development criteria, then the employee still cannot get the opportunity to develop their career. From the table above, it is suspected that there are other causes that affect employee performance, namely job satisfaction. Job satisfaction is an expression of a person's feelings or attitudes towards their work, promotion opportunities, relationships with coworkers, leaders and feelings of dissatisfaction with the work itself (Titisari, 2014:18). Based on the results of initial interviews, it is known that there are still employees who have a low level of satisfaction, this is because they feel that work in the office is too relaxed, not challenging, so they feel bored, not enthusiastic about working, and their performance results decrease. Based on the explanation above, in accordance with the problems that occurred at the West Java Regional Settlement Infrastructure Center, namely the decline in employee performance and several important variable factors that influence performance have been identified, including training, career development, and job satisfaction, so that researchers are interested in conducting further research on the Influence of Training, Career Development, and Job Satisfaction on the Performance of Employees at the West Java Regional Settlement Infrastructure Center.

Formulation of the Problem

1. How big is the influence of training that has a positive and significant effect on the performance of employees of the West Java Regional Settlement Infrastructure Center?
2. How big is the influence of Career Development that has a positive and significant effect on the Performance of Employees at the West Java Regional Settlement Infrastructure Center?
3. How big is the influence of Job Satisfaction on the positive and significant influence on the Performance of Employees at the West Java Regional Settlement Infrastructure Center?
4. How big is the influence of Training, Career Development and Job Satisfaction on the positive and significant influence of Employees at the West Java Regional Settlement Infrastructure Center?

Research Purposes

1. To determine the influence of training on employee performance at the West Java Regional Settlement Infrastructure Center.
2. To determine the influence of Career Development on Employee Performance at the West Java Regional Settlement Infrastructure Center.
3. To determine the influence of Job Satisfaction on Employee Performance at the West Java Regional Settlement Infrastructure Center.
4. To find out the influence of training, career development and job satisfaction together on the performance of employees at the West Java Regional Settlement Infrastructure Center.

Theoretical Basis of Employee Performance

Performance is the value of a set of employee behaviors that contribute, either positively or negatively, to the fulfillment of organizational goals (Colquitt in Kasmir, 2016: 183). Employee performance shows that an employee's ability to carry out in accordance with the standards set by the company with his job description (Budihardjo, 2015). A person's performance is a combination of ability, effort and opportunity that can be assessed from the results of his work (Wijaya et al, 2015). From several definitions of the experts above, it can be concluded that performance is the level of success achieved by an employee in carrying out his work, someone who has good performance will certainly affect his career to improve, which shows how the quality and quantity of an employee in doing a job in accordance with the goals to be achieved. Performance indicators are, work quality, work quantity, timeliness, effectiveness (Wibowo, (2016) and Anwar Mangkunegara, (2015)).

Training

Training is a good environment for employees, where they obtain or learn the skills, knowledge, expertise, and behavior of employees at the West Java Regional Settlement Infrastructure Center (Rachmawati, 2015). Training indicators are instructors, training participants, methods, materials, objectives and abilities (Garry Dessler, 2015).

Career Development

Career Development is the process of improving individual work capabilities achieved in order to achieve the desired career of employees at the West Java Regional Settlement Infrastructure Center. (Widodo, 2015: 113). Career development indicators are, Work Achievement, Work Network, Loyalty to the Organization, Education (Rivai Veithzal, 2017).

Job Satisfaction

Job satisfaction is one of the most important factors to get optimal work results. When someone feels satisfied in working, then he will try as much as possible with all his abilities to complete the work tasks of the West Java Regional Settlement Infrastructure Center employees (Badriyah, 2015:227). Indicators of job satisfaction are, Satisfaction with One's Own Work, Satisfaction with Salary, Satisfaction with Promotion, Satisfaction with Superiors, Satisfaction with Coworkers (Herzberg in Setyorini (2014:304)).

Research Framework

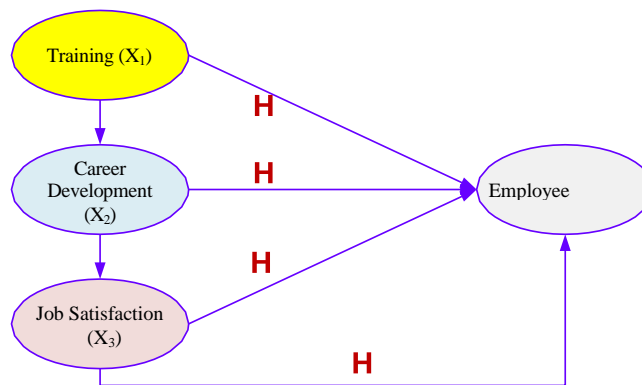


Figure 2.1. Research Framework
Source: Research Hypothesis, 2025.

Research Hypothesis

- H1 = The higher the quality or the more training employees receive, the better their performance improves.
- H2 = The greater the career development employees receive, the better their performance improves.
- H3 = The higher the job satisfaction employees experience, the better their performance improves.
- H4 = The more training, career development, and job satisfaction employees receive, the better their performance improves.

METHOD

This study was located at the West Java Regional Settlement Infrastructure Center, with the object of research in the form of independent variables, namely Training (X₁), Career Development (X₂) and Job Satisfaction (X₃) and the dependent variable, namely Employee Performance (Y). The method in this study is included in the quantitative method, because the data is in the form of numbers and is analyzed using statistics. Then the data was collected using a survey method through a questionnaire. A questionnaire is a data collection technique that is carried out by giving a set of written statements to respondents to be answered. The population in this study was 36 employees of the West Java Regional Settlement Infrastructure Center. This study used a saturated sampling technique (census), where all members of the population (as many as 36 employees) were used as samples/respondents. The questionnaire was given to respondents, then respondents were asked to provide their answers by giving a checklist (✓) in the answer column provided. Measurement of each answer item uses a score/value system on a scale of 1-5 (Likert scale, value 1 = strongly disagree, value 5 = strongly agree). The method used in analyzing the research data is descriptive statistical analysis with SPSS software tools. Validity and reliability tests are used to test the research data instruments. The classical assumption test in this study consists of a normality test, multicollinearity, and heteroscedasticity. The form of the regression equation with three independent variables is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

- Y = Subjects in the predicted dependent variable (Employee Performance).
- a = Constant price.
- b_{1,2,3} = Numbers that show the increase or decrease in independent variables 1, 2, and 3 (X₁, X₂, X₃),
X₁= Training ; X₂= Career Development ; and X₃= Job Satisfaction.

Statistical Hypothesis

1. Hypothesis 1 (H1)

$H_a ; b_1 = 0$, meaning that training does not have a positive and significant effect on employee performance.

$H_a ; b_1 \neq 0$, meaning that training has a positive and significant effect on employee performance.

2. Hypothesis 2 (H2)

$H_a ; b_2 = 0$, meaning that career development does not have a positive and significant effect on employee performance.

$H_a ; b_2 \neq 0$, meaning that career development has a positive and significant effect on employee performance.

3. Hypothesis 3 (H3)

$H_a ; b_3 = 0$, meaning that job satisfaction does not have a positive and significant effect on employee performance.

$H_a ; b_3 \neq 0$, meaning that job satisfaction has a positive and significant effect on employee performance.

4. Hypothesis 4 (H4)

$H_0 ; b_4 = 0$, meaning that training, career development and job satisfaction do not have a simultaneous and significant effect on employee performance.

$H_a ; b_4 \neq 0$, meaning that training, career development and job satisfaction have a simultaneous and significant effect on employee performance.



Figure 3.1. Research Hypothesis Acceptance Curve

Source. Processed Primary Data, 2025.

RESULTS AND DISCUSSION

Instrument Test

- Validity Test**, the research instrument is said to be valid, if the correlation of each factor is positive and > 0.3 , whereas if the correlation of each factor is < 0.3 then the data is declared invalid.

Table 4.1. Validity Test Results

Results of Validity Test of Variable X1(Training)			
Item	Correlation Value	Criteria	Information
Pert_1	0.704	> 0.3	Valid
Pert_2	0.634	> 0.3	Valid
Pert_3	0.468	> 0.3	Valid
Pert_4	0.769	> 0.3	Valid
Results of Validity Test of Variable X2(Career Development)			
Item	Correlation Value	Criteria	Information
Pert_1	0.417	> 0.3	Valid
Pert_2	0.570	> 0.3	Valid

Pert_3	0.814	> 0.3	Valid
Pert_4	0.788	> 0.3	Valid
Pert_5	0.845	> 0.3	Valid
Results of Validity Test of Variable X3(Job satisfaction)			
Item	Correlation Value	Criteria	Information
Pert_1	0.679	> 0.3	Valid
Pert_2	0.785	> 0.3	Valid
Pert_3	0.566	> 0.3	Valid
Pert_4	0.617	> 0.3	Valid
Pert_5	0.717	> 0.3	Valid
Results of Validity Test of Variable Y (Employee Performance)			
Item	Correlation Value	Criteria	Information
Pert_1	0.665	> 0.3	Valid
Pert_2	0.768	> 0.3	Valid
Pert_3	0.529	> 0.3	Valid
Pert_4	0.727	> 0.3	Valid
Pert_5	0.715	> 0.3	Valid

Source: SPSS data processing results, 2025.

Based on the table above, it can be concluded that all statement items in each variable have a correlation coefficient value greater than 0.3, so they are declared valid and pass the validity test.

- Reliability Test**, The research instrument is said to be reliable if the Cronbach's Alpha value is > 0.70, whereas if the Cronbach's Alpha value is < 0.70 then the research instrument is said to be unreliable.

Table 4.2. Reliability Test Results

Variables	Cronbach's Alpha Value	Criteria	Conclusion
X1	69.92	>0.7	Reliable
X2	64.86	>0.7	Reliable
X3	59.28	>0.7	Reliable
Y	63.94	>0.7	Reliable

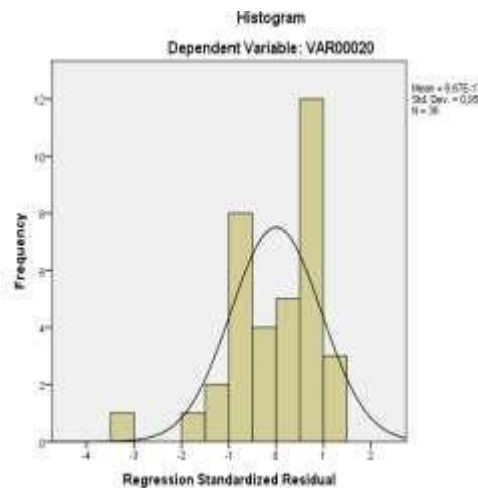
Source: SPSS data processing results, 2025.

Based on the table above, it can be concluded that all variables have a Cronbach Alpha value greater than 0.7, so they are declared reliable and pass the reliability test.

Classical Assumption Test

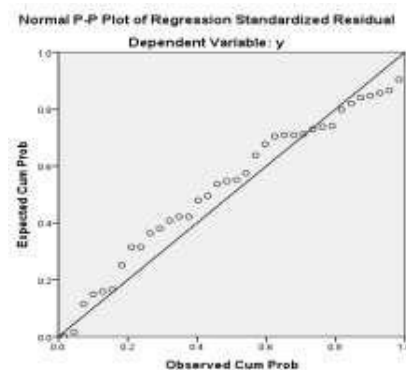
1. Normality Test

The graphical test can be used by looking at the normal probability plot graph, namely by looking at the distribution of data (points) on the diagonal axis and its distribution follows the diagonal direction, then the regression model meets the normality assumption (passes the normality test). In addition to using the normal probability plot graph, you can use a histogram graph, by seeing whether the resulting graph is curved like a bell, then it passes the normality test. In addition, using the Kolmogorov-Smirnov test. If the Test Statistic value in the One-Sample Kolmogorov-Smirnov Test table is greater than 0.05 (or 5 percent), then it passes the normality test.


Figure 4.1. Normality Test Results (Histogram)

Source: SPSS data processing results, 2025.

From the image above, it can be seen that the model used is normally distributed, because the curve above forms a curve.


Figure 4.2. P-Plot Normality Test Curve

Source: SPSS data processing results, 2025.

From the image above, it can be seen that the data (points) are spread around the diagonal line and follow the direction of the diagonal line, so the data is normally distributed and passes the normality test.

2. Multicollinearity Test

The requirement to pass the multicollinearity test is if the VIF value of each variable is <10, or the tolerance value of each variable is <1.

**Table 4.3. Multicollinearity Test (Calculation of Tolerance and VIF Values)
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity	Statistics
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	1.190	5,506		.216	.830		
Training	.224	.158	.205	1.412	.168	.991	1,009
Developera	.246	.111	.327	2.206	.035	.952	1,050
career Job							
satisfaction	.452	.183	.366	2.474	.019	.953	1,049

a. Dependent Variable: Employee performance

Source: SPSS data processing results, 2025.

Based on the table above, it can be seen that the VIF values of all variables are less than 10, and the tolerance value is less than 1. So it can be said that all variables in the linear regression pass the multicollinearity test.

3. Heteroscedasticity Test

Table 4.4. Heteroscedasticity Test (Spearman's Rank Method)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10,496	3.279		3.201	.003
Training	-.081	.094	-.136	-.857	.398
Career development	-.030	.066	-.074	-.458	.650
Job satisfaction	-.264	.109	-.394	-2.427	.135

a. Dependent Variable: abs_res1

Source: 2025 Data Processing Results.

From the table above, it is known that the significance value or sig (2-tailed) of all variables is greater than 0.05, so it can be said that all variables in the linear regression pass the heteroscedasticity test (there is no heteroscedasticity problem).

Multiple Regression Analysis

Table 4.5. Multiple Regression Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.190	5,506		.216	.830
Training	.224	.158	.205	1.412	.168
Career development	.246	.111	.327	2.206	.035
Job satisfaction	.452	.183	.366	2.474	.019

a. Dependent Variable: y

Source: SPSS data processing results, 2025.

Based on the table it can be concluded: $Z = a + b_1X_1 + b_2X_2 + b_3X_3 + e$
 $Z = 1.190 + 0.224 X_1 + 0.246 X_2 + 0.452 X_3 + e$

The regression equation above can be concluded as follows:

1. The constant is 1.190: it means that if Training (X_1), Career Development (X_2) and Job Satisfaction (X_3) the value is considered constant, then employee performance (Y) is 1.190.
2. The multiple regression coefficient value of the training variable (X_1) Has a positive value, namely 0.224. This means that Every time Employee Performance increases by 1 percent, the Training variable will increase by 0.224.
3. The multiple regression coefficient value of the Career Development variable (X_2) has a positive value, namely
4. 0.246. This means that for every 1 percent increase in the Employee Performance variable, the Career Development variable will increase by 0.246.
5. The multiple regression coefficient value of the Job Satisfaction variable (X_3) has a positive value, namely 0.452. This means that for every 1 percent increase in the Employee Performance variable, the job satisfaction variable will increase by 0.452.

Coefficient of Determination

Table 4.6. Determination Coefficient Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576a	.332	.269	2.133

a. Predictors: (Constant), x3, x1, x2

b. Dependent Variable: y

Source: SPSS data processing results, 2025.

From the table above, it can be seen that the R value is 0.576. This shows that Training (X_1), Career Development (X_2) and Job Satisfaction (X_3) have a close relationship and influence Employee Performance (Y) by 57.6 percent. While the Rsquare value is 0.332. This means that Training (X_1), Career Development (X_2) and Job Satisfaction (X_3) can influence Employee Performance by 33.2 percent, while the rest (66.8 percent) is explained by other factors not discussed in this study. The Adjusted Rsquare value of 0.269 means that the contribution of the influence of the variables Training (X_1), Career Development (X_2), and Job Satisfaction (X_3) on Employee Performance is 26.9 percent, and there are no other values that have an effect because they are constant or adjusted.

Table 4.7. F Test
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	72,339	3	24.113	5.301	.004b
Residual	145,550	32	4,548		
Total	217,889	35			

a. Dependent Variable: y

b. Predictors: (Constant), x1, x2, x3

The F-Count value is 5.301 with a level of 0.004. This significant value is smaller than 0.05, which means that, together, the variables of Training, Career Development and Job Satisfaction have a positive and significant effect on Employee Performance.

Hypothesis Test

Table 4.8. Training Test on Employee Performance
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.190	5,506		.216	.000
	Training	.224	.158	.205	2.412	.168
	Career Development	.246	.111	.327	2.206	.035
	Job satisfaction	.452	.183	.366	2.474	.019

a. Dependent Variable: y

Source: SPSS data processing results, 2025

The results of the hypothesis test are in accordance with the table above as follows:

1. Based on the results of hypothesis test 1, t_{count} for the Training variable is 2.412 while t_{table} of 1,693 results show $t_{\text{count}} > t_{\text{table}}$, and has a significant value of <0.005 ($0.168 > 0.05$) and the coefficient of determination (KD) is 0.576 (57.6 percent), meaning that training has a positive and significant effect on employee performance at the West Java Regional Settlement Infrastructure Center (H_1 accepted). This research is supported by research by Mawardi (2010) and Dian (2015) which states that there is a positive and significant

- influence between Training and Employee Performance.
2. Based on the results of hypothesis test 2, t_{count} for the Career Development variable is 2.206 while t_{table} of 1,693 results show $t_{\text{count}} > t_{\text{table}}$, and has a significant value of <0.05 ($0.035 < 0.05$) and the coefficient of determination (KD) is 0.332 (33.2 percent), meaning that Career Development has a positive and significant effect on Employee Performance at the West Java Regional Settlement Infrastructure Center (H_2 accepted). This research is supported by research Soffi Rosyidawaty (2023) stated that there is a positive and significant influence between Career Development and Employee Performance.
 3. Based on the results of hypothesis test 3, t_{count} for the Job Satisfaction variable is 2.474 while t_{table} of 1,693 results show $t_{\text{count}} > t_{\text{table}}$, and has a significant value of <0.005 ($0.019 < 0.05$) and the coefficient of determination (KD) is 0.269 (26.9 percent), meaning that Job Satisfaction has a positive and significant influence on Employee Performance at the West Java Regional Settlement Infrastructure Center (H_3 accepted). This research is supported by research by Iwan Kurnia (2023) which stated that there is a positive and significant influence between Job Satisfaction and Employee Performance.
 4. Based on the results of hypothesis test 4, the F value_{count} for the variables Training, Career Development and Job Satisfaction is 5.301 while F_{table} of 1.693 the results show $F_{\text{count}} > F_{\text{table}}$, as well as has a significant value of <0.005 ($0.004 < 0.05$) and a coefficient of determination (KD) of 0.576 (57.6 percent), meaning that Training, Career Development and Job Satisfaction have a positive and significant effect on Employee Performance at the West Java Regional Settlement Infrastructure Center (H_4 accepted). This research is supported by the research of Anandyatama Ryan Gustantya (2023) which states that there is a positive and significant influence between Training, Career Development and Job Satisfaction on Employee Performance.

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