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Analysis of Leadership Development on Employee Performance through Job Commitment as a Mediating Variable

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Abstract: Human resources are considered an important asset, therefore, companies must ensure the quality of sustainable work life and employee development so that they can contribute optimally in achieving company goals. This study aims to determine the effect of Leadership Development, and Work Commitment on employee performance and the effect of Work Commitment in mediating the relationship between Leadership Development and Employee Performance. The research method carried out is a quantitative research method with a causal descriptive approach. The object of this research is Leadership Development, Employee Performance and Work Commitment. The population in this study were employees of PT Pawnshop Sukabumi Branch. The sampling technique used was probability sampling technique of simple random sampling type so that a sample of 38 respondents was determined. The data collection technique used in this research is the distribution of questionnaires using google form. The data analysis technique used is Structural Equation Modeling (SEM) using partial least square (PLS).

Keywords: Leadership Development; Employee Performance; Work Commitment

INTRODUCTION

Human resources are considered an important asset, and companies must protect them (Darmawan et al., 2020). Therefore, companies must ensure sustainable quality of work life and employee development so that they can contribute optimally in achieving company goals (Ishak et al., 2016). In this regard, companies must manage their training programs better in order to generate multiple benefits. Training itself, as an effort to improve future performance, has now been proven to provide benefits for employees to improve their skills, knowledge and abilities. Therefore, it is necessary (Saluy et al., 2019). The skills of an employee are now an important component of a company's profile because employee performance greatly affects the achievement of organizational goals Novita, Tiara, et al. Companies must utilize focused training and development to ensure that employees have the necessary skills to meet the demands of the modern era.

The performance of each employee greatly affects the success of a company. Every company always strives to improve the performance of its workers to achieve their goals. Therefore, management must know the factors that affect employee performance. Intellectual ability, the ability to master, manage oneself, and build relationships with others, is one measure of employee performance (Angraini, et al., 2021). To produce good performance, human resources must be developed to be able to think and work independently and innovatively in carrying out their responsibilities while understanding and anticipating market conditions and the business world. The role of people, including employees, is very important for the success of any service company. Because with great talent and the existence of work commitments between companies and employees, a company can ensure that each of its employees fills a role that suits their skills, interests and abilities. this can increase individual proficiency on the task at hand, thereby increasing the efficiency and effectiveness of employee work. the performance of an employee can be known from the expertise he has, the amount of effort expended, and of course the related business support, all of which affect employee performance. (Hasbibun, 2019: 135)

There are many companies that do not realize the importance of labor factors. The amount of work to be done by employees will increase as a result of increasingly sophisticated technological developments. People who work are expected to work as much as possible and complete tasks or work within a predetermined time. Excessive workload can cause stress and strain on workers. To maintain its business, the Company is often affected by various worker issues, especially capabilities. In this context, work competence is also very important because it serves as a measure of employees' ability to adjust to the demands and developments of the times. To achieve organizational goals, resources are very important.

As stated by Mangkunegara Theory (2017: 67) that the term performance comes from the word job performance or work performance that a person actually achieves, namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. So that success can be indicated by employee performance (Pratiwi, 2021). It is very important to know how human resource management practices impact employees to show high levels of achievement.

The current low affective commitment is the main factor driving the conduct of leadership development training to strengthen the superiors / leaders in a company. On the basis of this problem, many companies are devoted to providing transformational leadership training with the aim of being able to increase and strengthen employee commitment, so that the turnover intention rate can also decrease (Nasution et al., 2022).

In the context of performance, there are several factors that play an important role, one of which is leadership development. An effective leadership development will influence the goals in company policy, provide extensive career development opportunities for employees, recognize their hard efforts, and create a comfortable and conducive work environment (Bowen, 2021). In this case, improving employee performance can be achieved through achieving set targets and efforts to create a pleasant work environment (Fatimah et al., 2018). With a career development program, it will improve performance for employees to achieve the next career path in a directed manner. Career development is a series of positions or positions that a person occupies during the working period through the level of education and training within the company. with this program, the company is proven to continue to try and contribute to developing the potential of its employees. (Rivai, 2015)

Training is an important activity in the educational process in which there is a learning process carried out in the short term, aiming to improve knowledge, attitudes and skills, so as to increase individual competence to face work in the organization so that organizational goals can be achieved. Thus training is very important in activities to improve current performance and future performance. (Elizar & Tanjung, 2018). Therefore, every company must implement

its leadership development program through training, education and career development and various other programs. The right program will increase enthusiasm and passion for work, which in turn will produce good work and improve employee performance. (Fauntina and Jumani, 2017). But for employees, it is about improving and enhancing their quality of life and having the opportunity to develop professionally. For the formation of the soul of a leader or superior company leadership and a company that has high quality, of course, leadership development is needed, because all forms of change and progress of a company can start from a leader. If the development of human resources is able to create extraordinary leaders, the performance and quality of the lower structure will also follow the quality of a leader.

Based on KPI Value Data at PT Pegadaian Sukabumi, the performance of PT Pegadaian employees can be considered good and meet expectations. However, based on this data, it was found that around 5 units out of a total of 14 existing branch units had not received a good assessment, with the category "Not as expected" due to the low KPI value obtained by several Branch Units which had a value below 100. Therefore, these results provide significant insight into the critical aspects of branch performance.

KPI (Key Performance Indicator) is a tool used to assess the level of effectiveness of the company's performance in achieving its goals, KPIs that are below expectations can be a sign that employee performance has not reached the set targets. Therefore, it is necessary to conduct an evaluation to find out the cause. By conducting assessments using KPIs, regular individual performance evaluations can help find performance areas that need improvement and provide feedback on how to improve employee productivity. Employee performance is very important for the sustainability of a company. Without good performance, businesses will experience many failures and even financial and non-financial losses. (Sinambela and Aksara, 2021)

Every organization or company always wants its employees to have high performance, therefore in this case the leadership must understand or know what factors can affect the performance of its employees. Because, from the results of a temporary survey, the authors found several identification of problems in the company, including high levels of employee work stress, unsupportive work environment conditions, lack of a clear career path and lack of employee leadership development, including through education and employee job training. to achieve good performance with the category "As expected" of course must have a strong work commitment between employees and the company.

Factors that can affect employee performance include leadership development, career development and work commitment. According to previous theoretical research conducted by Stephanie Douglas & Daisha M. Merritt (2021) states that leadership development programs affect outcomes at various levels of the organization, including internal and external impacts, skill development, and capacity. Furthermore, according to previous theoretical research conducted by Sri Ekowati (2022) The results showed that leadership development has a significant effect on employee development, which means that good leadership development will make employee career development better. Furthermore, previous theoretical research conducted by Samporno Sejati, (2022) states that the existence of a leadership development program through training can improve the quality of employee performance. besides that, according to previous theoretical research conducted by Abdul Haeba Ramli (2018) the results showed that in addition to leadership development, companies must also pay attention to work commitment. The fact that work commitment has a positive and significant impact on employee performance. meaning that the more employee organizational commitment increases, the more employee career development will increase. Meanwhile, according to previous theoretical research conducted by Dicky Surya Handoko & Muis Fauzi Rambe (2018) revealed that organizational commitment has a positive and significant effect on employee performance. However, it is different in research conducted by Billy Tamarindang (2017) the results show that Leadership Development and Career Development in a Company have no

positive and Significant effect on Employee Performance. Furthermore, according to previous research conducted by Ahmad Suhardi, (2021) states that work commitment has no significant effect on employee performance. This makes the author interested in examining the analysis of leadership development on employee performance through work commitment.

The objectives of this study are to determine how the description of leadership development, work commitment and employee performance, to determine the effect of leadership development on employee performance, to determine the effect of work commitment on employee performance.

METHOD

The research method carried out is a quantitative research research method with a causal descriptive approach. The object of this research is Leadership Development, Employee Performance and Work Commitment.

The population in this study were employees of PT Pegadaian Sukabumi Branch. The sampling technique used was probability sampling technique type simple random sampling so that a sample of 38 respondents was determined. The data collection technique used in this research is the distribution of questionnaires using google form. The data analysis technique used is Structural Equation Modeling (SEM) using partial least square (PLS).

RESULTS AND DISCUSSION

Results

Part of the process of generating relationships between reflective items and their latent variables is *convergent validity*. The *convergent validity index* can be measured using the AVE factor, and the loading factors value. It is declared valid when an indicator value is 0.7 while the loading factor value of 0.5 - 0.6 can be considered sufficient (Ghozali, 2021). In the measurement model, the results obtained show the value of *loading factors*, *Composite Reliability* (CR) and *Average Variance Extracted* (AVE).

Validity and Reliability Test

Table 1. Validity and Reliability Test Results

Latent Variable	Dimension	Factor Loading	CR	AVE
Development Leadership (X)	Position Promotion	0.625	0,866	0,390
	Mutation	0.676		
	Training	0.831		
	Education	0.764		
Commitment Work (M)	<i>Affective Commitment</i>	0.847	0,948	0,639
	<i>Continuance Commitment</i>	0.953		
	<i>Normative Commitment</i>	0.939		
	Quality	0.730		
	Quantity	0.908	0,945	0,552

Employee Performance (Y)	Responsibilit y	0.905
	Cooperation	0.821
	Initiative	0.811

Source: Data processed by researchers, 2024

Based on the test results, it can be seen that convergent validity testing on the outer loading value, it is known that between Variable (X) Leadership Development, Variable (M) Work commitment and Variable (Y) Employee Performance, each Latent Variable has a value of more than 0.5, then each Loading Factor value between Dimensions and indicators also has a value of more than 0.7, then all items are declared Convergent Valid. Thus it can be argued that second order measurement has the ability to reflect the constructs of each Latent Variable.

Based on the Table, it shows that the AVE value for each construct is more than 0.50 and <0.50, meaning that between Variable (X) Leadership Development has a value of <0.50 said to have not met the criteria for good discriminat validity, while Variable (M) Work commitment and Variable (Y) Employee Performance in the model are said to meet the criteria for good discriminat validity because it has a value of <0.50.

Based on the table, it can be seen that the value of *Composite reliability* for each variable is 0.7. Based on these values, it can be concluded that all indicators on the variables have good reliability. The questionnaire used by researchers has been consistent so that the data in this study can be said to be reliable because it has met the criteria for *Composite Reliability*.

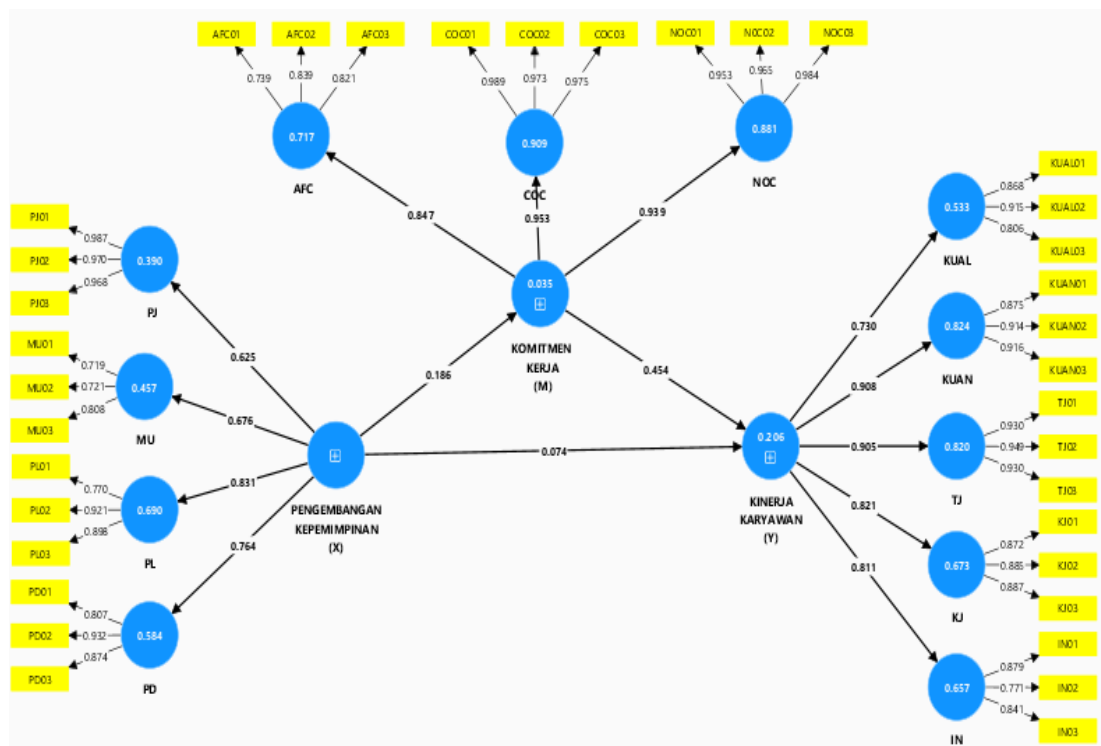


Figure 1. Path Diagram after the outlier is done

Coefficient of determination (R^2)

Table 2. R Square Value Test Results

	R-square	Description
Job Commitment (M)	0.717	Strong

Employee Performance (Y) 0.533 Moderate

Source: Data processed by the author, (using SmartPLS4)

Based on the table, the *R-square value* (coefficient of determination) can be seen from work commitment (M) is 0.717, which means that employee leadership development can affect employee work commitment by 71.7% with a strong category, while the remaining 28.3% is influenced by other variables not included in this study. The *R-square value* for the Employee Performance variable (Y) is 0.533, which shows that the value of leadership development can affect employee performance by 53.3% with the Strong model category, while the remaining 46.8% is influenced by other variables not included in this study.

Hypothesis Test

Table 3. Summary Matrix

		Sample (O)	Sample mean (M)	Standard (STDEV)	T Statistics (O/STDEV)	P Values
→	X M	0.676	0.710	0.084	8.002	0.000
→	M Y	0.456	0.444	0.149	3.051	0.003
→	X Y	0.764	0.751	0.125	6.092	0.000
→	→X M Y	0.326	0.365	0.136	2.384	0.019

Source: Data processed Smart PLS 4, 2024

Based on direct effect testing, it is known that the effect of the employee performance variable (X) on the work commitment variable (M) has a path coefficient value of 0.676 with a T statistical value of 8.002 and a P values value of 0.000. where the statistical value is greater than (1.960) and P values < 0.05. These results indicate that the Leadership Development Variable has a positive and significant effect on employee performance.

The effect of the Work Commitment Variable (M) on employee performance (Y) has a path coefficient value of 0.456 with a T Statistical Value of 3.051 and a P values value of 0.003. where the Statistical Value is greater than (1.960) and P values < 0.05. These results indicate that the Leadership Development Variable has a positive and significant effect on employee performance.

The influence of the leadership development variable (X) on employee performance (Y) has a path coefficient value of 0.764 with a statistical T value of 0.414 and P values of 6.092, where the statistical value is greater than (1.960) and P values < 0.05. These results indicate that the Leadership Development Variable has a positive and significant effect on employee performance.

Based on the table above, it can be seen that the mediation relationship of leadership development (X) on employee performance (Y) is mediated by work commitment (M) on employees so that based on the results of hypothesis testing, it can be seen that leadership development on employee performance through work commitment is tested significant because it has a t-statistic value of 2.384 and a p-value with a value of 0.019.

Discussion

Based on SmartPLS4 calculations, it shows that the existence of leadership development at PT Pegadaian Cabanag Sukabumi has a good influence in increasing employee work commitment, this can be seen from the path coefficient value of 0.676 with a statistical T value of 8.002 and a P value of 0.000. where the statistical value is greater than (1,960) and

P values < 0.05 . These results indicate that the Leadership Development Variable has a positive and significant effect on employee performance.

Based on this, indicates that effective leadership development can have a positive impact on employee work commitment. At PT Pegadaian Sukabumi Branch, this means that measures to strengthen leadership skills and develop leaders within the organization can increase the level of employee commitment. This may involve training, education, mentoring, as well as other development programs that help employees feel more engaged, valued, and motivated to contribute better at work. By implementing these measures, companies can create a positive and supportive work environment, which in turn can improve employee commitment and overall organizational performance. Therefore, the development of empowering leadership, which encourages risk-taking behavior and active participation in organizational change, has also been shown to increase employee commitment to the change. Empowering leadership helps employees feel more involved and have responsibility for the changes that occur, which strengthens employee commitment to the organization (Ki beakjung, 2020).

Based on the next SmartPLS4 calculation, it is known that the influence of the Work commitment variable has an effect on employee performance at PT. pawnshop Sukabumi branch, this is indicated by the path coefficient value of 0.456 with a T Statistical Value of 3.051 and a P values value of 0.003. where the Statistical Value is greater than (1.960) and P values < 0.05 . These results indicate that the Leadership Development Variable has a positive and significant effect on employee performance.

Based on this, shows the extent to which a person feels bound to give their best, contribute positively, and stay in the long term at PT.Pegadaian Cabang Sukabumi. It shows that high work commitment usually has a positive impact on productivity, work quality, employee retention, and overall organizational culture. The existence of a strong Work Commitment between employees and the company is very beneficial for both parties. When employees feel emotionally and psychologically connected to the company, they will tend to be more motivated to contribute their best. This can increase employee productivity, work quality, and job satisfaction. Therefore, with a strong Work Commitment in the company, employee performance increases and is better. Therefore, the existence of employee work commitment can have an effect on improving employee performance, therefore companies must pay attention to this work commitment, the fact that work commitment has a positive and significant impact on employee performance. meaning that the more employee organizational commitment increases, the more employee career development will increase (Abdul Haeba Ramli, 2018).

The influence of the Leadership development variable (X) on employee performance (Y) has a path coefficient value of 0.764 with a statistical T value of 0.414 and P values of 6.092, where the statistical value is greater than (1.960) and P values < 0.05 . These results indicate that the Leadership Development Variable has a positive and significant effect on employee performance. Based on this, it means that the increase in employee performance at PT Pegadaian Cabanag Sukabumi occurred because of the Leadership Development held by the company. at PT Pegadaian Branch Sukabumi, this leadership development process is usually carried out by various methods designed to improve the leadership skills and abilities of their employees. this structured program is specifically designed to identify, train and develop future leaders in the organization. The program usually includes a combination of formal training, mentoring, and practical experience.

The existence of this Leadership Development Training, employees not only have the technical skills needed, but also strong leadership abilities to drive growth and innovation in the organization. with the Education Training of employees at PT Pegadaian, the company can form a workforce that is skilled, motivated, and ready to face future challenges. This should be maintained and even need to be improved because the education will make employees further

improve their competence. Then PT Pegadaian branch Sukabumi also establishes Rotation and Special Assignment Programs such as Position Rotation, namely by moving employees to various positions within the company to provide them with broader experience and a better understanding of business operations and assigning employees to important projects or cross-functional teams to develop project management and team leadership skills. Therefore, the existence of a Leadership Development Program can have an effect in improving employee performance. Therefore the company must be able to maintain or even improve the Leadership Development Program so that the company can form a workforce that is skilled, motivated, and ready to face future challenges. Because leadership development programs affect outcomes at multiple levels of the organization, including internal and external impacts, skills development, and capacity (Stephanie Douglas & Daisha M. Merritt, 2021).

CONCLUSION

Based on the results and discussion of Leadership Development through work commitment on the performance of Employees of PT. Pegadaian Sukabumi Branch, the following conclusions can be obtained:

Leadership development at PT. Pawnshop, Sukabumi Branch has a good impact on employee work commitment. This is indicated by an increase in employee performance at PT Pawnshop Sukabumi Branch, employees who receive training and leadership support tend to show an increase in their performance. They are better able to take initiative, complete tasks more efficiently, and make greater contributions to the organization. This means that measures to strengthen leadership skills and develop leaders within the organization can increase the level of employee commitment. This may involve training, education, mentoring, as well as other development programs that help employees feel more engaged, valued, and motivated to contribute better at work.

There is a positive and Significant Influence between Work Commitment Variables on Employee Performance, meaning with the level of involvement, dedication, and loyalty of a person to their job and the company where they work. This reflects the extent to which a person feels bound to give their best, contribute positively, and stay in the long term at the workplace. This job commitment has a positive impact on productivity, work quality, employee retention, and overall organizational culture. When employees feel emotionally and psychologically connected to the company, they tend to be more motivated to contribute their best. This can improve productivity, work quality, and employee job satisfaction.

Then there is an influence between the Leadership Development Variable on Employee performance. with the implementation of Leadership Development held by PT. Pegadaian through Classes and Seminars, which are held within the company which includes workshops, seminars, or classes that focus on various aspects of leadership can make employees not only have the technical skills needed, but also strong leadership abilities to drive growth and innovation in the organization. other than that, PT. Pegadaian has a strong leadership ability to drive growth and innovation in the organization. In addition, PT. Pegadaian also establishes Rotation and Special Assignment Programs such as Position Rotation by moving employees to various positions within the company to provide them with broader experience and a better understanding of business operations and assigning employees to important projects or cross-functional teams to develop project management and team leadership skills. Employees of PT Pegadaian already have very good performance, this is seen from employees who have good work competence because they have a high level of initiative towards their work.

It is hoped that future researchers can increase their insight to be more creative and have references in determining the variables that will be used as research material, and can be more courageous to conduct research on a wider research object.

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