

The Influence of Organizational Culture, Job Training and Motivation on Employee Performance in Credit Union Employees in Pontianak City

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ABSTRACT

This study was conducted to find out the extent to which organizational culture, job training, and motivation affect employee performance at Credit Union in Pontianak City. The research data was obtained through the distribution of questionnaires and processed using the SPSS version 25 (Statistical Program for Social Science) program. Data analysis was carried out using the Likert scale, a classical assumption test that included normality, linearity, and heteroscedasticity tests, and continued with multiple linear regression tests, determination coefficients, and hypothesis tests (F test and t test). The results of the validity test showed that all instruments in the independent variable (X) and the dependent variable (Y) were declared valid. Furthermore, the results of the t-test show that organizational culture (X1) has a positive and significant influence on employee performance. Meanwhile, job training (X2) actually shows a negative influence on performance. The motivation (X3) has been proven to have a positive effect on employee performance at Credit Union in Pontianak City.

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1. INTRODUCTION

In today's era, the financial industry such as Credit Unions is required to have reliable human resources and be able to show optimal performance to support the achievement of the company's vision and mission. Globalization also has consequences for the increasingly diverse cultures in the organizational environment. In this context, organizational culture plays an important role in creating a sense of comfort while encouraging work productivity, which is reflected in behaviors, attitudes, and norms that apply in the company. In addition, skill improvement and training programs are strategic means to form competent, creative, and efficient employees, thus having an impact on the quality of their performance. The motivation factor is no less important, both from within the employee and from outside encouragement, because it can determine enthusiasm and consistency at work. Therefore, the role of managers is needed to build closeness with employees, provide support, and create a sense of appreciation so that each individual is encouraged to show their best performance for the company.

Organizational culture can be understood as a set of values that are believed in and accepted by all members, then socialized so that it is reflected in the behavior and attitude of employees in organizational activities in the company. According to (Afandi 2018), Organizational culture is a pattern of basic assumptions that are born and develop from a group of people as they strive to face

challenges related to adapting to the external environment while maintaining integration within the organization.

Training is a form of coaching provided to employees, where activities are designed to develop work ethic, improve discipline, and explore the potential of each individual. According to (Hamali, A. Y., & Budihastuti 2019), Training is a series of activities that are carried out systematically to expand knowledge and skills so that employees are able to work professionally according to their fields.

Meanwhile, motivation can be understood as an encouragement that gives strength, both mentally and physically, so that individuals are encouraged to be better. (Sutrisno 2016) explained that motivation is the main factor that stimulates a person to do an activity, so it is often interpreted as a driver that shapes a person's behavior.

In general, performance can be interpreted as the result of work achieved by a person, both in terms of quality and quantity, in carrying out their duties and functions. The employee himself is the party who bears responsibility for the achievement of this performance. According to (Mangkunegara, 2017:67), Work performance or achievement is the achievement of an employee in carrying out his work, which is measured by the quality and quantity of results in accordance with the responsibilities that have been given to him.

1. Organizational Culture

(Al Dhanhani and Abdullah 2021) Stating the culture of the organization is a system of meanings announced by members that distinguishes an organization from others. Every organization has a unique culture that is difficult to separate from its identity. (Lubis, Y., Hermanto, B., & Edison, 2018:73), Organizational culture can be understood as a shared perception of values, norms, and practices that apply in the organization, which serves as a reference for each member in behaving and acting. The organizational culture indicators according to (Dedy, A.H., & Amanah, 2018:101), as follows:

a. Involvement

An effective organization empowers its people, builds organizations within teams, and develops human resources at all levels. The members of the organization are committed to their work and feel that they have little contribution to the organization.

b. Consistency

Research shows that organizational effectiveness occurs because organizations are consistent and well integrated. A person's behavioral attitude is rooted in a shared set of core values, in leaders and members being trained on the achievement of agreement.

c. Mission

Perhaps the most important cultural trait is mission. Successful organizations have a clear direction and objectives that are defined in organizational goals and strategic objectives and are reflected in a vision of what the future organization will look like.

d. Adaptability

Organizations that have been well integrated are often very difficult to change. Inward integration and outward adaptation can be a hurdle. An organization that can adapt is customer-driven, takes risks and learns from its mistakes, and has the ability and experience to create change.

e. Job training

(Harras, A., Sugiarti, E., 2020:117) Revealing that training is the process of acquiring the skills, concepts, and attitudes necessary for job performance. training is more specific than learning. This is necessary to improve the performance of a particular task. (Zhao et al. 2014) Time constraints, lack of qualified trainers, and inadequate training funds can hinder the effectiveness of training programs.

(Harras, A., Sugiarti, E., 2020:230) stating the dimensions or indicators of effective training programs that a company provides to its employees can be measured through :

- a. Human resource quality, If the quality of the human resources sent by the training is good, then they will take the training seriously.
- b. Training Quality, namely the entire training is carried out well in accordance with the SOPs, including participants, trainers, facilities, and others.

- c. Training Method, participants will be more interested and easily gain knowledge if the method applied is good.
- d. Training facilities, where the training place is comfortable and adequate and complete equipment is available.

2. Motivation

Motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. (Silaen, 2021:94). Indicators of work motivation (Mangkunegara 2017:111), as follows:

- a. Hard work, which is doing activities with the ability to.
- b. Perseverance, which is doing all work diligently and earnestly.
- c. Future orientation, which is interpreting what will happen in the future and plans for it.
- d. Time utilization, which is to use time well in completing all work

3. Employee performance

Employee performance is an assessment tool for companies in understanding and analyzing the work results of an individual both personally and organizationally.

According to (Robbins, S. P., & Coulter 2016:263) The dimensions or indicators of employee performance are as follows:

- a. Work Quality, Work quality is measured from employees' perception of the quality of the work produced and the perfection of the task to the employee's skills and abilities.
- b. Quantity of Work, is the amount produced expressed in terms such as the number of units, the number of cycles of activities completed. Quantity measured from employees' perception of the number of assigned activities and their outcomes.
- c. Punctuality, the level of an activity completed at the beginning of the stated time, seen from the point of view of coordination with the output results and maximizing the time available for other activities. Punctuality is measured from employees' perception of an activity that is completed from the beginning of time until it becomes output.
- d. Effectiveness, The level of use of organizational resources (labor, money, technology, raw materials) is maximized with the intention of increasing the yield of each unit in the use of resources. Work effectiveness is measured from employee perception in assessing the use of time in carrying out tasks, the effectiveness of completing tasks imposed by the organization.

A hypothesis is a statement about the relationship between variables or temporary answers to research problems whose truth must be tested empirically. So, in this study there are several hypothesis formulations as follows:

- H₁: Organizational culture, job training, and work motivation have a simultaneous influence on employee performance at Credit Unions in Pontianak City.
- H₂: Organizational culture has a significant and positive influence on employee performance at Credit Unions in Pontianak City.
- H₃: Job training has a significant and positive influence on employee performance at Credit Unions in Pontianak City.
- H₄: Work motivation has a significant and positive influence on employee performance at Credit Unions in Pontianak City.

2. RESEARCH METHODS

The research method used in this study is a quantitative method. This research model was used to find out whether or not there was an influence between the independent variables, namely Organizational culture (X₁), Job Training (X₂), and Motivation (X₃) on the bound variable, namely Employee Performance (Y) and by testing the hypothesis that had been formulated. This study uses an associative method approach where this approach is to analyze the relationship between two or more variables.

Data Analysis Techniques This study uses multiple linear regression analysis which is tested using the SPSS Version 25 program, and uses data analysis in the form of a Likert Scale.

3. DISCUSSION

1. Research Results

a. Validity test results

Table 1. Validity Test

Variabel	Indicator	R Count	R Table	Information
Organizational Culture (X1)	X1.1	0,807	0,3044	Valid
	X1.2	0,790	0,3044	Valid
	X1.3	0,588	0,3044	Valid
	X1.4	0,595	0,3044	Valid
	X1.5	0,561	0,3044	Valid
	X1.6	0,825	0,3044	Valid
	X1.7	0,803	0,3044	Valid
	X1.8	0,586	0,3044	Valid
Job Training work (X2)	X2.1	0,811	0,3044	Valid
	X2.2	0,611	0,3044	Valid
	X2.3	0,735	0,3044	Valid
	X2.4	0,651	0,3044	Valid
	X2.5	0,597	0,3044	Valid
	X2.6	0,714	0,3044	Valid
	X2.7	0,735	0,3044	Valid
	X2.8	0,700	0,3044	Valid
Motivation (X3)	X3.1	0,828	0,3044	Valid
	X3.2	0,771	0,3044	Valid
	X3.3	0,706	0,3044	Valid
	X3.4	0,826	0,3044	Valid
	X3.5	0,553	0,3044	Valid
	X3.6	0,840	0,3044	Valid
	X3.7	0,740	0,3044	Valid
	X3.8	0,679	0,3044	Valid
Employee Performance (Y)	Y1.1	0,777	0,3044	Valid
	Y1.2	0,788	0,3044	Valid
	Y1.3	0,748	0,3044	Valid
	Y1.4	0,538	0,3044	Valid
	Y1.5	0,624	0,3044	Valid
	Y1.6	0,735	0,3044	Valid
	Y1.7	0,642	0,3044	Valid
	Y1.8	0,712	0,3044	Valid

Source: Processed Data 2025

Based on Table 1 above, it can be seen that the calculated r value obtained is greater than the r value of the table, which means that all question items in this study are valid.

1. Reliability Test Results

Table 2. Reliability Test Results

Reliability Statistics

Variabel	N of Items	Cronbach's Alpha	Cut Off	Results
Organizational Culture	8	0,850	0,60	Reliabel
Job Training	8	0,848	0,60	Reliabel
Motivation	8	0,884	0,60	Reliabel
Employee Performance	8	0,861	0,60	Reliabel

Source: Processed Data 2025

In table 2 above, it can be seen that the results of the reliability test through the indicators of the variables used with the Cronbach's Alpha value of each variable tested exceeded the Cut off value of 0.60, meaning that all variables in this study were reliable.

b. Normality Test

Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		42
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.74493097
Most Extreme Differences	Absolute	.130
	Positive	.126
	Negative	-.130
Test Statistic		.130
Asymp. Sig. (2-tailed)		.200 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Processed Data Source 2025

Based on the tests from table 3 above, it can be seen that the test results on the data that have been collected are distributed normally due to the magnitude of the asymp. Sig. (2-tailed) in the one sample Kolmogorov Smirnov test method 0.200 greater than 0.05.

c. Uji Linearitas

Table 4. Results of the Organizational Cultural Linearity Test
ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
Performance * Organizational culture	Between Groups	(Combined) 12.160	8	1.520	.316	.954
		Linearity .584	1	.584	.121	.730
		Deviation from Linearity 11.576	7	1.654	.344	.927
Within Groups		153.792	32	4.806		
Total		165.951	41			

Source: Processed data 2024

Based on the results of the linearity test in table 4 above, it is known that the value of *Deviation from Linearity* sig is $0.927 > 0.05$. Therefore, there is a significant linear relationship between organizational culture variables and employee performance at Credit Unions in Pontianak City.

Furthermore, the linearity test carried out on the job training variable on employee performance is in table 5 below :

Table 5. Results of Linearity Test of Job Training
ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Performance * Organizational culture	Between Groups	(Combined)	88.784	8	11.098	1.61	.159
		Linearity	.054	1	.584	.008	.930
		Deviation from Linearity	88.730	7	12.676	1.84	.112
	Within Groups		227.216	33	6.841		
	Total		316.000	41			

Source: Processed data 2025

Based on the results of the linearity test in table 5 above, it is known that the *Deviation from Linearity* sig value is 0.112 > 0.05. Therefore, there is a significant linear relationship between job training variables and employee performance at Credit Unions in Pontianak City.

Furthermore, the linearity test carried out on the motivation variable for employee performance is in table 6 below :

Table 6. Results of the Motivational Linearity Test
ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Performanc e * Motivation	Between Groups	(Combined)	51.494	9	5.722	1.595	.159
		Linearity	27.441	1	27.441	7.650	.009
		Deviation from Linearity	24.053	8	3.007	.838	.576
	Within Groups		114.792	32	3.587		
	Total		166.286	41			

Source: Processed data 2025

From the results of table 6 above, it is known that at the *value of Deviation From Linearity* sig of 0.576 > 0.05, it means that there is a significant linear relationship between the variable Motivation to Employee Performance at Credit Unions in Pontianak City.

d. Heteroscedasticity Test

Table 8. Glacier Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
14	(Constant)	10.084	2.383		4.232	.002
	Organizational Culture	-.015	.093	-.039	-.163	.871
	Job Training	.171	.101	.430	1.687	.100
	Motivation	.196	.068	.409	2.899	.062

a. Dependent Variable: ABS_RES

Source: Processed data 2025

From table 8 above, it is known that the significance value in the organizational culture variable (X1) is 0.871, the job training variable (X2) is 0.100, and the motivation variable (X3) is 0.062. The significance value of each variable >0.05 shows that the regression model does not have symptoms of heteroscedasticity.

e. Multiple Linear Regression Test

The method that has been used by the author to find out whether there are variables that affect each other from independent variables, namely Organizational Culture (X1), job training (X2), and Motivation (X3) to Employee Performance (Y). The multiple linear regression model is as follows :

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Information:

Y	: Employee Performance
β_0	: Konstanta
$\beta_1, \beta_2, \beta_3$: Regression Coefficient Value
X ₁	: Organizational Culture
X ₂	: Job Training
X ₃	: Motivation
E	: Standard Error

Table 9. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	17.535	5.048		3.474	.001
	Organizational Culture	.361	.196	.514	1.838	.000
	Job Training	-.443	.215	-.611	-2.062	.004
	Motivation	.505	.143	.578	3.526	.000

a. Dependent Variable: Employee Performance

Source : Processed data 2025

Based on the results that can be seen in table 9 above, it is known that the regression model equation in Credit Unions in Pontianak City is as follows:

$$Y = 0,514 X_1 + (- 0,611 X_2) + 0,578 X_3$$

The following is an explanation of the interpretation of the regression model above :

- The regression coefficient in the organizational culture variable has a value of 0.514. This means that organizational culture variables have a positive effect on employee performance.
 - The regression coefficient in the Job Training variable has a value of -0.611. This means that the job training variable does not have a positive effect on employee performance.
 - The regression coefficient in the Motivation variable has a value of 0.578. This means that the motivation variable has a positive effect on employee performance.
- f. Coefficient Determination Test (R²)

The results of the determination coefficient test can be seen in Table 10 as follows:

Table 10. Coefficient of Determination test results (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.499 ^a	.249	.190	1.812

a. Predictors: (Constant), Organizational Culture, Job Training, Motivation

b. Dependent Variable: Employee Performance

Source : Processed data 2025

From this statement, it can be interpreted that organizational culture, job training, and motivation explain employee performance by 0.249 or 24.9 percent while the remaining 75.1 percent is explained by other causes.

g. Uji F

Table 11. Hasil uji F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.450	3	13.817	4.206	.000 ^b
	Residual	124.836	38	3.285		
	Total	166.286	41			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Organizational Culture, Job Training

Source : *Processed data 2025*

From the table above, it is known that the significance value is 0.000 which means a significant value of <0.05 . Therefore, it can be stated that the variables of organizational culture, job training, and motivation together (simultaneously) affect the performance of employees at Credit Unions in Pontianak City.

h. Uji t

Table 12. T test results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.535	5.048		3.474	.001
	Organizational Culture	.361	.196	.514	1.838	.000
	Job Training	-.443	.215	-.611	-2.062	.004
	Motivation	.505	.143	.578	3.526	.000

a. Dependent Variable: Employee Performance

Source : *Processed data 2025*

From table 12 above, it is known that the significance value in the organizational culture variable (X1) is $0.000 < 0.05$ and the calculation is $1.838 > 1.683$ which means that H1 is accepted, meaning that the organizational culture variable has an effect on employee performance. Furthermore, in the variable of job training (X2) of $0.004 < 0.05$ and t calculated as $-2.062 < 1.683$, H2 is rejected, meaning that the variable of job training has a negative effect on employee performance. and motivation (X3) of $0.000 < 0.05$ and tcount $3.526 > 1.683$ meaning that H3 is accepted.

2. Hypothesis Test Results

1. Pengujian Hypothesis

H₁: Based on the results of the data testing and the problems that have been researched, it is stated that the variables of organizational culture, job training, and motivation have a simultaneous effect on employee performance. This can be seen through the results of the F test obtained as $0.000 < 0.05$ and F calculated as 4.206, meaning that the variables of organizational culture, job training, and motivation have a significant and positive effect on employee performance at Credit Unions in Pontianak City. This shows that a high level of organizational culture, job training, and motivation can improve the performance of existing employees at Credit Unions in Pontianak City.

This research is supported by previous research conducted by (Hendra 2020) In his research entitled The Influence of Organizational Culture, Job Training, and Motivation on Employee Performance at Tjut Nyak Dhien University Medan, namely Based on the results of research and discussions conducted by researchers regarding the influence of organizational culture, training and motivation on employee performance at Tjut Nyak Dhien University, it can be concluded that organizational culture partially has a significant effect on performance. Training partially has a significant effect on performance. Motivation partially has a significant effect on performance.

Organizational culture, training and motivation simultaneously have a significant effect on performance.

H₂: Based on the results of the data testing and the problems that have been researched, it is stated that organizational culture has a significant and positive influence on employee performance. This can be seen through the results of the t-test with a significant value obtained of $0.000 < 0.05$ and a calculation of $1,838 > 1,683$ ttables, meaning that the organizational culture variable (X1) has a positive and significant effect on employee performance (Y) at Credit Unions in Pontianak City.

This is supported by previous research conducted by (Aqil et.al 2020) entitled The Influence of Organizational Culture and Islamic Leadership Style on the Performance of PT. Bank Pembangunan Daerah Jawa Timur Tbk (Bank Jatim Syariah) Surabaya Branch Office stated that there is a positive influence between organizational culture and employee performance in an organization.

H₃: Based on the results of the data testing and the problems that have been researched, it is stated that job training does not have a significant and positive influence on employee performance. This can be seen in the results of table t with a significant value obtained of $0.004 < 0.005$ or a calculation of $-2.062 < 1.683$, meaning that the variable Job Training (X2) has a significant and negative effect on employee performance (Y) at Credit Unions in Pontianak City.

This is supported by previous research conducted by (Farozji et al. 2022) entitled The Effect of Job Training, and Motivation on the Performance of KSPPS TAM KEDIRI Employees stated that it partially did not have a significant effect on the performance of KSPPS TAM Kediri employees.

H₄: Based on the results of the data testing and the problems that have been researched, it is stated that motivation has a significant and positive influence on employee performance has a significant and positive influence on employee performance.

This can be seen in the results of table t with a significant value obtained of $0.000 < 0.005$ or a calculation of $3.526 > 1.683$, meaning that the Motivation variable (X3) has a significant and positive effect on employee performance at Credit Unions in Pontianak City. This is supported by previous research conducted by (Djampagau 2019) entitled The Influence of Leadership Style, Work Motivation, and Organizational Culture on Employee Performance at PT. BANK BNI SYARIAH PALU states that the work motivation variable has a positive and significant effect on employee performance.

4. CONCLUSION

Based on the results of research conducted by the author on Credit Union employees in Pontianak City regarding the influence of organizational culture, job training, and motivation on employee performance, several things can be concluded. The results of the study show that simultaneously organizational culture, job training, and motivation have a significant effect on employee performance. Partially, organizational culture has a positive and significant influence on employee performance, which means that a strong and supportive organizational culture is able to encourage employees to work better. On the other training shows a negative and significant influence on employee performance, which indicates that the training provided has not been fully in accordance with the needs or demands of the job. Meanwhile, motivation has a positive and significant influence on employee performance, which shows that the higher the motivation of employees, the better the performance produced at Credit Union in Pontianak City.

2. Suggestion

For companies (Credit Unions in Pontianak City), it is recommended to continue to maintain and improve the organizational culture that has been formed, so that employees still feel comfortable and motivated at work. In addition, employee performance also needs to be developed by paying attention to the abilities and skills of human resources. Thus, companies can produce better quality of work and employee performance in the future. Regarding training, companies should often hold in-person (offline) training so that employees get a more optimal learning experience. For future researchers, it is suggested that this research can be studied more deeply by paying attention to and considering sampling techniques in the company, so that the results obtained are more accurate and

optimal. In addition, the cultural aspect of the organization also needs special attention, considering the diversity of cultures that affect the way employees work

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