

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Influence of Job Training, Organizational Culture, and Job Promotion on Employee Performance

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ABSTRACT

This study investigates the impact of job training, organizational culture, and job promotion variables on employee performance at the Regional Office of the Ministry of Religious Affairs in West Sulawesi Province. The research method used is quantitative with primary data from a questionnaire. Respondents in this study were employees at the Regional Office of the Ministry of Religious Affairs of West Sulawesi Province, with a population of 200 employees. The sample used was the Probability Sampling technique, and the number of samples was determined using the Slovin formula with a sample size of 67 respondents. The formula in this study uses validity tests, reliability tests, multiple linear regression, t-tests, and F-tests. The results of this study indicate that job training and organizational culture variables have a partially significant effect on employee performance at the Regional Office of the Ministry of Religious Affairs of West Sulawesi Province. However, job promotion does not significantly affect the Regional Office of the Ministry of Religious Affairs of West Sulawesi Province. Then, the variables of job training, organizational culture, and job promotion have a significant and simultaneous effect on employee performance at the Regional Office of the Ministry of Religious Affairs of West Sulawesi Province.

Keywords: Job Training, Organizational Culture, Job Promotion, Employee Performance.

I. Introduction

Job training is the provision of a learning platform for each employee to improve their potential and competence in carrying out work activities in accordance with the tasks assigned to them, so that employees can obtain optimal work results in accordance with the goals and expectations of the agency itself. The Regional Office of the Ministry of Religion of West Sulawesi Province is a region classified as Typology III. D, with this Typology, the organizational structure of the Regional Office of the Ministry of Religion of West Sulawesi Province consists of (1) Head of Office, (2) Head of Administration Section, (3) Head of Islamic Community Guidance Section, (4) Head of Hajj and Umrah Organization Section, (5) Head of Islamic Religious and Religious Education Section, (6) Head of Madrasah Education Section, (7) Christian Community Supervisor, (8) Catholic Community Supervisor, (9) Hindu Community Supervisor, (10) Buddhist Community Supervisor and to support the implementation of duties, functions and authorities, it is equipped with 5 (five) Sub-Sections in the administration section and 5 (five) sections in each section.



Based on the researcher's observations, the researcher interviewed several employees of the Regional Office of the Ministry of Religious Affairs of West Sulawesi Province. The researcher obtained information that the decline in employee performance, such as the work carried out by employees, is less effective and efficient, namely the job training factor, caused by several employees who are less participating in the training program provided by the agency, because the resource person in providing the material is less interactive. This will undoubtedly impact the work process carried out by employees, such as employee knowledge in recognizing and understanding the work, and their behavior at work. These problems are in accordance with the behavior reflected by employees while working, such as the lack of a culture of discipline in carrying out work, and the lack of development of competencies carried out by employees. Performance is the improvement of work results, both in terms of quantity and quality, that have been achieved by a group of organizations or individuals in completing tasks according to the responsibilities given by the leadership.

II. Literature Review and Hypothesis Development

This research is grounded in several developmental theories, serving as a framework for analyzing the problems that arise. These developmental theories are:

2.1. Human Resource Management

Human resources are the main key holders that an organization must always maintain, whether it is a company or an agency, the underlying thing is because human resources are a factor that will drive all activities carried out by each agency, so it is an essential obligation for each agency to manage them well, without good management it is certain that the goals of an agency will be difficult or even impossible to achieve optimally. Therefore, it must be managed through human resource management. Human resource management is the utilization, development, assessment, and reward management of individual members of the organization and groups of workers. So it can be concluded that the achievement of the agency's goals is very dependent on the management of human resources through human resource management; without good management, it is confident that the agency will not succeed in achieving its goals and will even fail. Human resources are the main key holders that an organization must always maintain, whether it is a company or an agency, the underlying thing is because human resources are a factor that will drive all activities carried out by each agency, so it is an essential obligation for each agency to manage them well, without good management it is certain that the goals of an agency will be difficult or even impossible to achieve optimally. Therefore, it must be managed through human resource management. Human resource management is the utilization, development, assessment, and reward of individual members of the organization and groups of workers. So it can be concluded that the achievement of the agency's goals is very dependent on the management of human resources through human resource management; without good management, it is confident that the agency will not succeed in achieving its goals and will even fail.

2.2. Job Training

Training is an effort to reduce the gap between employees as desired by the organization. Through training, organizations can improve their work skills. Employees are an organization's most valuable asset, as they can tap into their potential through training, thereby improving organizational performance. According to Bintoro and Daryanto (2021), Job training is carried out due to human incompetence, lack of technical skills, or lack of managerial skills." Furthermore, according to Notoatmodjo (2019), Job training in an organization is part of an educational process that aims to improve the special abilities and skills of an individual or group of people in the direction desired by the organization concerned. Sutrisno (2016) expressed a similar opinion, stating that job training is intended to equip employees with the skills and proper methods for using work equipment. Therefore, job training is needed to supplement and provide a foundation of knowledge. By paying attention to the expert opinions above, it can be concluded that job training is a planned effort by an

organization to facilitate learning for its employees regarding specific skills related to the work they will do, the aim of which is to increase the knowledge, skills and abilities of employees in carrying out the work that will be entrusted to them so that organizational goals can be achieved effectively and efficiently. According to Harris in Hapsari and Marom (2021), there are five indicators to measure the success of a job training program, namely:

- a. Participant reactions, namely participant responses to the implementation of the work training program when participating in it, where the resource person provides appropriate material;
- b. Behavioral change, namely the extent to which participants' behavior at work is influenced by the job training program they attended;
- c. Changes in knowledge, namely whether there was an increase in new knowledge obtained by participants after participating in the job training program;
- d. Changes in abilities/skills, namely, whether there is an increase in abilities or new skills acquired by participants after participating in the job training program;
- e. Real results, namely concrete improvements in employee work results that support organizational goals, such as reducing error rates at work, increasing production, and other work training program goals."

2.3. Organizational culture

According to Karma, et al. (2016) Organizational culture is a value in the form of behavioral characteristics based on the views of a person's characteristics and traits at work, thus forming specific elements that are always carried out with full responsibility both as individuals and as a group, which is reflected in the attitudes and behavior of each employee in carrying out their work in an organization." Meanwhile Tewal, et al. (2017:20) Organizational culture is "a characteristic formed from beliefs and values in an organization that are usually implemented and form distinctive characteristics in the form of behavior that guides organizational activities. Furthermore Slahanti, & Setyowati (2021) Organizational culture is "a set of perceptions, values and thought patterns of individuals or groups regarding the work they do each in the organization which results in the creation of their attitudes and principles in every implementation of work in the organization which influences or has an impact on their behavior in responding to and carrying out each of their jobs in the organization so that in carrying out their work it is as if they are always bound by the attitudes and principles that have been built as a guideline or guideline in carrying out every job in the organization. By paying attention to the definitions that have been explained above, it can be concluded that organizational culture is the view of an individual or group regarding how to respond to work, procedures or methods for carrying out the work they do in an organization which results in the creation of norms or rules in accordance with their views, which then they get used to always following and obeying these norms or rules in every implementation of work in the organization which influences or has an impact on their behavior in responding to and carrying out each of their jobs in the organization so that in carrying out their work it is as if they are always bound by the norms or rules that have been established as a guideline or guideline in carrying out every job in the organization. According to Mackenna in Akbar and Bosseren (2019), the indicators of organizational culture are as follows:

- a. Relationship between humans and humans: The belief of each member of the organization that they are accepted correctly in the right way within an organization;
- b. Cooperation: Cooperation is the ability of a worker to work together with other people to complete a task and work set to achieve maximum efficiency.
- c. An employee's appearance is the impression one person makes on others—for example, the harmony of their clothing and appearance.

2.4. Job Promotion

Every employee desires to improve, attain a higher position, earn a higher wage or salary, and so on. A promotion is one of the things every employee dreams of, as it provides them with these desired outcomes. According to Dessler (2019:143), "job promotion is a transfer that increases the authority and responsibility of employees to a higher position within an organization so that their rights, status, and income obligations increase." Meanwhile, according to Sofyandi (2018), "Job promotion indicates the placement of an employee in a job that requires higher skills or greater responsibilities than their previous job." Sjafri (2016) also expressed a similar opinion: "Promotion is an increase in the position of an employee from a previous position to a higher position." Based on the three definitions of job promotion put forward by the experts, it can be concluded that job promotion is a transfer of an employee's position from a lower position to a higher position, which is, of course, accompanied by greater duties, authority, and responsibility. According to Halim and Mustari (2019), several assessment indicators for job promotions "include:

- a. Work performance: Employees can achieve work results that can be accounted for in terms of both quality and quantity, and have skills, creativity, and innovation in carrying out each of their jobs;
- b. Education: Employees must have a diploma from formal education in accordance with job specifications;
- c. Discipline: Employees must be disciplined in themselves, their duties, and obey the applicable regulations, both written and customary, that apply within the organization;
- d. Loyalty: Employees must be loyal in defending the agency or corps from actions that are detrimental to the agency or corps;
- e. Leadership: Employees must be able to guide and motivate their subordinates to work together and work effectively and efficiently in achieving agency goals."

2.5. Employee Performance

Mangkunegara (2017) states that performance is "work achievement seen from the quality and quantity that can be achieved by workers when carrying out their work in line with what is entrusted to them." Meanwhile, Fahmi (2017) defines performance as "the achievement of results coupled with work behavior that is oriented towards work performance obtained by a person continuously in carrying out the tasks and responsibilities given within a certain period." From the opinions expressed by these experts, it can be concluded that performance is the work achievement that employees can achieve in a company or agency, which has become the responsibility of each position to carry out the targets of the agency or company. Carrying out a job is impossible without the procedures and stages passed through. A worker, employee, or staff member will go through certain stages in their activities carrying out their work in an institution or organization, whether a government agency or a company; these stages will be passed one by one until finally the work they do is completed. The stages of implementing performance management that will definitely be passed by every employee in their activities, when carrying out work in an agency:

a. Planning Stage

Planning is the initial stage of the total work arrangements that will be carried out by each worker, employee, or staff member in their activities, carrying out their work in an institution or organization. This planning stage includes activities such as making a design for the work to be carried out, estimating and preparing the amount of costs that will be needed to carry out the work, estimating and preparing the number of workers that will be needed to carry out the work, estimating and preparing the amount of materials or raw materials that will be needed to carry out the work, preparing the best method that can be taken to carry out the work, and creating indicators of success in achieving the work carried out.

b. Taking Action Stage

This stage is the stage of work implementation or the stage of realizing all the plans that have been prepared. The stage of carrying out this action is the stage of actually carrying out work using predetermined

procedures, using a certain amount of labor, using a certain amount of materials or raw materials, and using a certain amount of money.

c. Assessment Stage

This stage assesses all work activities that have been carried out. The assessment stage evaluates or assesses the work's effectiveness, the efficiency of labor use, material or raw material use, and costs. This assessment uses indicators established during the planning stage.

d. Repair Stage

The improvement phase is correcting anything that is still not in accordance with what was planned during the planning phase, after the entire work process has been completed. This improvement phase is implemented because there are components in the work results that still do not align with the assessment indicators previously established during the planning phase. The performance improvement phase also serves as a stage of updating and re-establishing the performance accountability that each employee must meet.

III. Research Method

This research was conducted at the Regional Office of the Ministry of Religion of West Sulawesi Province, located at Jalan Abdul Malik Pattana Endeng, Mamuju Regency Office Complex, with data consisting of quantitative and qualitative types. Quantitative data were expressed in numbers, including the population, research samples, questionnaire calculations, and results, while qualitative data included descriptions of the research location and respondent characteristics. The population comprised all 200 State Civil Apparatus (ASN) employees working at the office, and the sample was determined using a Nonprobability Sampling technique with the Yamane formula at a 10% margin of error, resulting in 67 respondents. Data analysis employed multiple linear regression using SPSS version 24.0 with the equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, where Y represents employee performance, X1 is job training, X2 is organizational culture, and X3 is job promotion, with b as regression coefficients and e as the error term, to test hypotheses on factors influencing employee performance.

IV. Results and Discussion

4.1. Validity test results

Validity testing was carried out by comparing Pearson Correlation (r count) with Product Moment (r table); the significance level used in this study was 0.05. r count is seen from Pearson Correlation output from SPSS, r table is seen from the r distribution table, but what must be known first is the degree of freedom, or the degree of freedom, then combined with the level of significance of the research used. Formula equation degree of freedom:

$$\begin{aligned} df &= N - 2 \\ df &= 67 - 2 \\ &= 65 \end{aligned}$$

The results obtained from the product moment (r table) with a significance level 0.05 are 0.240. Criteria for making decisions on data validity testing:

Table 1. Results of the Validity Test of Research Instruments

No	Statement	R-calculated	R-estimated	Information
1	Statement X1.1	0.733	0.240	Valid
2	Statement X1.2	0.624	0.240	Valid

No	Statement	R-calculated	R-estimated	Information
3	Statement X1.3	0.643	0.240	Valid
4	Statement X1.4	0.757	0.240	Valid
5	Statement X1.5	0.516	0.240	Valid
6	Statement X1.6	0.436	0.240	Valid
7	Statement X2.1	0.793	0.240	Valid
8	Statement X2.2	0.764	0.240	Valid
9	Statement X2.3	0.743	0.240	Valid
10	Statement X2.4	0.845	0.240	Valid
11	Statement X2.5	0.805	0.240	Valid
12	Statement X2.6	0.754	0.240	Valid
13	Statement X3.1	0.667	0.240	Valid
14	Statement X3.2	0.492	0.240	Valid
15	Statement X3.3	0.632	0.240	Valid
16	Statement X3.4	0.771	0.240	Valid
17	Statement X3.5	0.661	0.240	Valid
18	Statement X3.6	0.708	0.240	Valid
19	Statement Y.1	0.460	0.240	Valid
20	Statement Y.2	0.621	0.240	Valid
21	Statement Y.3	0.676	0.240	Valid
22	Statement Y.4	0.736	0.240	Valid
23	Statement Y.5	0.793	0.240	Valid
24	Statement Y.6	0.546	0.240	Valid

The results of the validity test in Table 1 show that all statements for each variable indicator in this study can be valid because the calculated r value is $>$ r table (the calculated r value is greater than r table).

4.2. Reliability Test

Reliability testing of research variables is conducted to ensure the consistency of statements in each variable indicator item presented in the questionnaire. A questionnaire is considered reliable if a person's answers to the statements are consistent or stable over time.

Reliability test decision-making criteria:

- a. If Cronbach's Alpha $>$ 0.60 is declared reliable
- b. ,, If Cronbach's Alpha $<$ 0.60 is declared unreliable

Table 2. Results of the Reliability Test of Research Variables

Variables	Cronbach's Alpha	Number	Conclusion
Job Training (X1)	0.675	0.60	Reliable
Organizational Culture (X2)	0.872	0.60	Reliable
Job Promotion (X2)	0.721	0.60	Reliable
Employee Performance (Y)	0.713	0.60	Reliable

The results of the reliability test in Table 32 show that all items of the independent and dependent variable statements have a Cronbach's alpha value greater than the standard Cronbach's alpha(0.60), so that it is stated that all the variables proposed are considered reliable and consistent.

4.3. Results of Multiple Linear Regression Analysis

The multiple linear regression method is intended to determine the closeness of the relationship between two variables. Data processing in this study used the SPSS (Statistical Package for Social Science) program. The following describes the results of processing the multiple linear regression equation using SPSS 24.0:

Table 3. Multiple Linear Regression Analysis Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,623	2,753		3,859	0,000
	Job Training	0.330	0.094	0.363	3,521	0.001
	Organizational culture	0.245	0.058	0.436	4,223	0,000
	Job Promotion	0.051	0.064	0.075	0.796	0.429

a. Dependent Variable: Employee Performance

The multiple linear regression equation resulting from the calculation analysis is as follows:

$$Y = 10.623 + 0.330 X_1 + 0.245 X_2 + 0.051 X_3 + e$$

Constant Value (a) of 10.623 or the condition when the employee performance variable (Y) has not been influenced by other variables, meaning that if there is no change in the variables of job training, organizational culture, and job promotion, then the employee performance value in the area of the Ministry of Religion of West Sulawesi Province is 10.623. Regression Coefficients job training with a positive direction of 0.330. This shows that the job training variable positively influences employee performance, meaning that every one unit increase in the job training variable will affect employee performance by 0.330. with the assumption that other variables do not change or are in a constant state. Regression Coefficients: organizational culture with a positive direction of 0.245. This shows that the organizational culture variable positively influences employee performance, meaning that every one unit increase in the organizational culture variable will affect employee performance by 0.245. with the assumption that other variables do not change or are in a constant state. Regression Coefficients: job promotion with a positive direction of 0.051. This shows that the organizational culture variable positively influences employee performance, meaning that every one unit increase in the job promotion variable will affect employee performance by 0.051. with the assumption that other variables do not change or are in a constant state.

4.4. t-Test Results (Partial Test Results)

Simultaneous statistical testing, or simultaneous testing, is carried out to describe all the abilities of the independent variables included in the model, which have a simultaneous influence on the dependent variable.

Table 4. Results of Simultaneous Testing of Research Hypotheses

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	201,760	3	67,253	17,211	.000b
	Residual	246,181	63	3,908		

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Total	447,940	66			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Job Promotion, Job Training, Organizational Culture					

The results of simultaneous testing of the variables of job training, organizational culture, and job promotion in Table 34 show an F-value of 17.211 > F-value of 3.143, which means they have a simultaneous influence, and a significance value of 0.000 < 0.05 is interpreted as significant. This answers the researcher's initial perception that "job training, organizational culture, and job promotion have a significant simultaneous influence on employee performance in the Office Region of the Ministry of Religion of West Sulawesi Province", in other words, H₀ is rejected and H₄ is accepted, which means that the fourth hypothesis proposed in this study is accepted.

V. Conclusion

This research was conducted at the Regional Office of the Ministry of Religion of West Sulawesi Province, located at Jalan Abdul Malik Pattana Endeng, Mamuju Regency Office Complex, with data consisting of quantitative and qualitative types. Quantitative data were expressed in numbers, including the population, research samples, questionnaire calculations, and results, while qualitative data included descriptions of the research location and respondent characteristics. The population comprised all 200 State Civil Apparatus (ASN) employees working at the office, and the sample was determined using a Nonprobability Sampling technique with the Yamane formula at a 10% margin of error, resulting in 67 respondents. Data analysis employed multiple linear regression using SPSS version 24.0 with the equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, where Y represents employee performance, X₁ is job training, X₂ is organizational culture, and X₃ is job promotion, with b as regression coefficients and e as the error term, to test hypotheses on factors influencing employee performance.

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