

The Influence of Training and Motivation on Employee Performance with Performance Appraisal as an Intervening Variable

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ABSTRAK

Penelitian ini bertujuan untuk menganalisa pengaruh Pelatihan kerja dan Motivasi Kerja terhadap Kinerja Pegawai dengan Penilaian Kinerja sebagai variabel intervening. Populasi dalam penelitian ini adalah seluruh karyawan industri fitnes di Sidoarjo yang berjumlah 34 orang. Teknik pengambilan sampel dalam penelitian ini adalah sampel jenuh. Metode analisis data menggunakan SmartPLS versi 3. Temuan Hasil penelitian ini menyatakan bahwa Pelatihan Kerja dan Penilaian Kerja berpengaruh signifikan terhadap Kinerja Karyawan, Motivasi Kerja tidak berpengaruh signifikan terhadap Kinerja Karyawan, Pelatihan kerja dan Motivasi Kerja berpengaruh signifikan terhadap Penilaian Kerja, Pelatihan Kerja dan Motivasi Kerja berpengaruh signifikan terhadap Kinerja Karyawan dengan Penilaian Kerja sebagai Variabel Intervening.

Kata Kunci: *Pelatihan, Motivasi, Kinerja Karyawan, Penilaian*

ABSTRACT

This research aims to determine the influence of training and work motivation variables which have an influence on employee performance with performance appraisal as an intervening variable. The methodological design in this research is to use quantitative methods and approaches. The population in this research is all 34 fitness industry employees in sidoarjo. The sampling technique in this research is a saturated sample.the data analysis method uses smartpls version 3. Findings the results of this study state that job training and job appraisals have a significant influence on employee performance, work motivation has no significant influence on employee performance, job training and work motivation have a significant influence on job appraisals, job training and work motivation have a significant influence on employee performance with job appraisals as an intervening variable.

Keyword: *Training, Motivation, Employe Perfomance, Appriasal*

INTRODUCTION

Employees are the main resource in a company and are the key that determines the development of the company, so it must be standard in general for an organization with facilities and facilities with employees who are able to manage, manage very effectively and efficiently, the success of an agency in achieving productivity and performance.

In essence, employees are people who work as managers to realize the main goals of an organization in the Company (Indrasari, 2019) In managing human resources, that is employees, there are many factors that greatly influence each individual employee. Where the ability to do work in completing tasks, the success of the organization in the level of effort that has been made in achieving the goals that have been set is very dependent on the excellence of each employee, according to Dessler (Skills, 2002)

Human resource management is a means of change agents to improve human quality. Management of human resources by improving, training in an effort to increase the performance and productivity of employee organizations that have high productivity and good performance in individual performance can influence organizational performance, therefore management needs to evaluate each element according to Ricardianto (Gunawan et al., 2022) Employee performance is one of the important things that needs to be considered in efforts to advance the company, according to Silas (Silas et al., 2019) in (Mangkunegara 2017) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to his responsibilities given to him (Maharani, 2016). Good employee performance can be seen from the quantity of work results achieved by employees that exceed or match the targets set by the company; the quality of employee work results in accordance with the standards set by the company; on time completion of work in accordance with company requirements.

Based on these various factors, one effort to improve employee performance is by paying

attention to the factors of a comfortable and conducive work environment and being able to motivate employees to work productively. Providing a comfortable scope of work will be able to provide satisfaction to employees with the work they do and provide an optimal impression on employees thereby influencing employee performance, something like this was stated by Noe et al. (Njoku, 2017)

Performance appraisal is a system that evaluates to increase the likelihood of success for an agency to implement strategies to determine whether there are differences or deviations between planned developments and reality from what has been planned, if there are deviations in the form of developments that are lower than what has been planned, steps need to be taken so that the expected goals are achieved.

Employee performance in an organization is the answer to the success or failure of the organizational goals that have been set. According to Mathis et al. (2016) in Sadeli's translation states that performance is basically a form of what employees do or do not do. So it can be concluded that performance is a condition that must be known and confirmed to related/certain parties to determine the level of achievement of an agency's results which are correlated with the vision and mission of an organization as well as knowing the positive and negative influence of a policy by management in a company

Performance can be used to measure the level of achievement of individual employees or groups. The success or failure of an organization depends on how the process of trying to improve performance is implemented. Performance measurement appraisal in organizations are very important because they are useful for improving employee performance. The organization must be even better in the future. The appraisal is carried out to fulfill three objectives, that is: helping to improve

employee performance, allocating resources and determining every decision, realizing organizational responsibility (Mardiasmo et al., 2017) Employees of the fitness industry in Sidoarjo are one of the agencies operating in the tourism and fitness club business sector which uses a performance appraisal system like agencies in general, there are event activity programs for marketing purposes or activity programs for the development of cultivating human resources and setting employee work targets also in terms of responsibility in discipline. Each employee is expected to be able to demonstrate maximum performance with discipline and high commitment in carrying out their duties in accordance with the responsibilities assigned to each employee. However, not all employees can implement according to the standards that have been set

Due to a phenomenon occurring in the field where employees of the fitness body industry in Sidoarjo have experienced a decline in all aspects from 2021 - 2022, that from 82% to 75%. In the middle of 2022. From this phenomenon, the decline has factors that lack of job training and work motivation which affect performance with job appraisal as an intervening variable.

According to researchers, what causes the decline in employee performance is the lack of job training and motivation provided. The phenomenon of job training problems related to employee performance in the Fitness Industry in Sidoarjo is the uneven provision of training programs. This is reflected in the types and training programs provided that are not in accordance with the work needs of employees, the training materials provided are not in accordance with current developments in the global era with continuously developing trends, the training facilities are incomplete so they do not support training activities. The trainer and the place where the training is held are not suitable for the type of training and before the training a pre-test is not given. The influence of the lack of training provided by the Company is that employees' ability to complete their tasks is limited and motivation can influence how well and quickly an

employee applies what the employee has learned during training according to Ataumur and Ariyanto 2015 in (Prayogi et al, 2023)

The purpose of this research is to analyze the influence of job training and motivation on employee performance, analyze the influence of job training and motivation on employee work appraisal, analyze the influence of job appraisal on employee performance, analyze the influence of job training and motivation on employee performance with performance appraisal as an intervening variable

HYPOTHESIS

According to Prawirosentono, performance is the result of work that can be achieved by a person or group of people in an organization. According to Gary Dessler (1997: 236) the definition of job training is a programmed learning process with systematic methods to teach job skills. According to Yandra et al (Maizar et al., 2023) training is a process where employees are trained to be able to achieve certain abilities in achieving set goals. And this process is tied to various organizational goals. On a limited basis, training provides employees with specific knowledge and skills to be used in implementing the employee's current job

Supported by previous research by Kulik et al, (2023), Ardana, (2020) Sapna et al (2023) with the results that job training has a significant influence on employee performance. So it can be concluded as a hypothesis that job training influences employee performance, that is:

H1: Job training has a significant influence on the performance of fitness industry employees in Sidoarjo.

According to Ayu et al in Mathis and Kackson (2006) Motivation is also a thought process that drives behavior towards achievement and the individual desires of each employee who must move in preparation to achieve goals. Some thoughts

about motivation according to (Hajiali et al., 2022) by experts, namely Winardi (2016) stated that providing motivation is very capable of improving situations where work situations and conditions are lacking, also motivation is a very potential force for humans to develop.

Supported by previous research by Ayu et al. (2020), Kamela et al., (2022) Sapna et al., (2023) with the results that motivation has a significant influence on employee performance. So it can be concluded as a hypothesis that work motivation influences employee performance, that is:

H2: Work motivation has a significant influence on the performance of fitness industry employees in Sidoarjo. According to Venzal Rivai (2008), improving performance can be done through performance appraisal which means measuring, assessing and influencing characteristics related to workers, behavior, achievements and results including discipline.

According to Marsudi Lestariningsih (Valencia, et al 2019) in Mangku Prawira training is a process of teaching certain knowledge and skills as well as attitudes so that employees become more skilled and able to carry out responsibilities which influences the assessment of employee work to be better in accordance with established standards. Supported by previous research by (Artameviah, 2022) Ariesta Heksarini et al., (2021) in Veithzal (2008) with the results that job training has a significant influence on job appraisal. So it can be concluded as a hypothesis that job training influences employee job appraisal, that is:

H3: Job training has a significant influence on the performance appraisal of fitness industry employees in Sidoarjo.

According to Leonardo Agustin, et al. (2013) argue that improving employee performance is through motivation, which means the activity of directing, providing input or encouraging employees in implementing management elements and the work of subordinates in achieving organizational goals. It is clear that the benefits of employee motivation greatly influence employee attitudes to achieve the expected results. In terms of achieving work

performance. However, if employee work motivation decreases, it will result in an organization that is passive and without enthusiasm for work, thus greatly affecting employee work performance. To achieve optimal employee work performance, work motivation is required, where if the overall factors can be implemented then employees can achieve the achievements expected by the Company.

Supported by previous research by Hajiali et al., (2022), Aryal et al., (2021), Setiawan et al., (2022) with the results that work motivation has a significant influence on performance appraisal. So it can be concluded as a hypothesis that work motivation influences employee performance appraisal, that is:

H4: Work motivation has a significant influence on the performance appraisal of fitness industry employees in Sidoarjo.

According to Payanan Simanjuntak (2005:105) which states that performance appraisal is an appraisal of the performance of a person or group of people or work unit of an organization or company. Supported by previous research by Sjahruddin et al., (2024) Aprilia et al., (2022) Gaba et al., (2023) with the results of work appraisals having a significant influence on employee performance. So it can be concluded as a hypothesis that performance appraisals influence employee performance, that is:

H5: Appraisal has a significant influence on the performance of fitness industry employees in Sidoarjo.

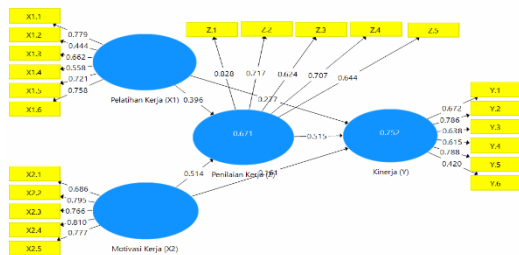
According to Feti Fatimah (Maulyan, 2019), Simanjutak (2005) defines training as part of human resource investment to improve personal abilities and work skills and thereby definitely improve employee performance. Training is usually carried out with a curriculum that is tailored to the needs of the position and is provided in a relatively short time to equip someone with job skills. So it can be concluded that training is an effort to improve the quality of human resources in the world of work

because job demands can change due to changes in the work culture environment, strategies and developments in the global era. Supported by previous research by Chuan Terng et al, (2021), Maizar et al, (2023), State et al, (2002), the results of job training have a significant influence on employee performance with job appraisal as an intervening variable. So it can be concluded as a hypothesis that job training influencing employee performance with performance appraisal as an intervening variable, that is:

H6: Job training has a significant influence on the performance of fitness industry employees in Sidoarjo with performance appraisal as an intervening variable.

Supported by previous research by Jayanti et al, (2021), Haryati et al (2022) Mangkunegara (2018) with the results that work motivation has a significant influence on employee performance with performance appraisal as an intervening variable. So it can be concluded as a hypothesis that work motivation influences employee performance with appraisal. Work as an intervening variable

H7: Work motivation has a significant influence on the performance of fitness industry employees in Sidoarjo with performance appraisal as an intervening variable.



Source: Data processing with Smart PLS 3, 2023

METHOD

The research method used was a quantitative research method. Quantitative research methods according to Sugiyono (Sugiyono, 2018) can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative /statistics with the aim of

testing predetermined hypotheses.

This quantitative research approach uses an associative problem formulation. The formulation of an associative problem according to Sugiyono (Sugiyono, 2018) is as follows: "An associative problem formulation is a research problem formulation that asks about the influence between 2 (two) or more variables." Correlational research is sometimes also called "associational research". In this research, the influence relationship between 2 (two) or more changes is studied without trying to influence these changes (Yusuf, 2019).

The main purpose of conducting this research is to help explain the importance of predicting an outcome. Therefore, this research is an attempt to explain and predict something (explanatory studies and prediction studies) (Yusuf, 2019). The type of research used in this research is differentiated based on research objectives, research benefits and data collection techniques.

The population in this study were all employees of the fitness industry in Sidoarjo, totaling 34 people in January – March, 2024 the sample size for this research is 34 people using the entire population of fitness industry employees in Sidoarjo or a total sample/census.

RESULTS

Direct Influence Results

Tabel 1. Path Coefficients Mean, STDEV, T-Value, P-Value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV)	P Values
Work Motivation (X2) → Performance (Y)	0.161	0.165	0.097	1.661	0.097
Work Motivation (X2) → Work asseesment (Z)	0.514	0.518	0.074	6.942	0.000
Work training (X1) → Performance (Y)	0.277	0.287	0.072	3.875	0.000
Work Training (X1) → performance appraisal (Z)	0.396	0.396	0.082	4.815	0.000
Performance appraisal (Z) → Performance (Y)	0.515	0.504	0.096	5.377	0.000

Source: Data processing with Smart PLS 3, 2023

In the PLS criteria, testing for each influence is carried out using simulation with the bootstrapping method on the sample, and testing the analysis requirements in carrying out hypothesis testing in this research requires 2 analyzes that is direct influence (direct influence) and indirect influence (indirect influence). The following are the results of the test using pls smart tabel 1:

1. The influence of job training (X1) on performance (Y) has an original sample value (coefficient) of 0.277, which means the influence of the two variables is in the same direction / positive. So it can be concluded that if job training increases then performance will also increase. The t-statistics result is $3.875 > 1.96$ or a p-value of $0.000 < 0.05$, which means that the influence of the job training variable on performance is significant. Thus, the influence of job training on performance has a positive and significant influence. So hypothesis H-1 is accepted.
2. The influence of work motivation (X2) on performance (Y) has an original sample value (coefficient) of 0.161, which means the influence of the two variables is in the same direction / positive. So it can be concluded that if work motivation increases then performance will also increase. The t-statistics result is $1.661 < 1.96$ or p-value is $0.097 > 0.05$, which means that the influence of the work motivation variable on performance is not significant. Thus, the influence of work motivation on performance is positive and not significant. So hypothesis H-2 is rejected.
3. The influence of job training (X1) on job performance appraisal (Z) has an original sample value (coefficient) of 0.396, which means the influence of the two variables is in the same direction / positive. So it can be concluded that if job training increases, job evaluation will also increase. The t-statistics result is $4.815 > 1.96$ or a p-value of $0.000 < 0.05$, which means that the influence of the job training variable on job appraisal is significant. Thus, the influence of job training on job performance appraisal influence has a positive and significant influence. So hypothesis H-3 is accepted.
4. The influence of work motivation (X2) on performance appraisal (Z) has an original sample value (coefficient) of 0.514, which means the

influence of the two variables is in the same direction / positive. So it can be concluded that if work motivation increases then performance appraisal will also increase. The t-statistics result is $6.942 > 1.96$ or a p-value of $0.000 < 0.05$, which means that the influence of the work motivation variable on performance appraisal is significant. Thus, the influence of work motivation on work appraisal has a positive and significant influence. So hypothesis H-4 is accepted.

5. The influence of performance appraisal (Z) on performance (Y) has an original sample value (coefficient) of 0.515, which means the influence of the two variables is in the same direction / positive. So it can be concluded that if Performance appraisal increases then performance will also increase. The t-statistics result is $5.377 > 1.96$ or a p-value of $0.000 < 0.05$, which means that the influence of performance appraisal variables on performance is significant. Thus, the influence of performance appraisal on performance has a positive and significant influence. So hypothesis H-5 is accepted.

Indirect Influence Results

The following is specific indirect data, the influence of exogenous variables on endogenous variables through intervening variables.

Table 2. Specific Indirect Influence Mean, STDEV, T-Value, P-Value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Motivation (X2) -> Work assesment (Z) -> Performance (Y)	0.265	0.260	0.060	4.439	0.000
Work Training (X1) -> Work assesment (Z) -> Performance (Y)	0.204	0.200	0.057	3.588	0.000

Source: Data Processing with Smart PLS 3, 2023

From the specific indirect data above, the following conclusions can be drawn from test results using Pls Smart table 2:

Variable (X1), which is job training on performance (Y) through job performance appraisal (Z) has an original sample of 0.204,

which means the influence of job training on performance with job appraisal as an intervening variable is in the same direction/positive. The t-statistics result of $3.588 > 1.96$ or p-value $0.000 < 0.05$ means that the relationship between job training and performance and performance appraisal as an intervening variable is significant. It can be concluded that the influence of job training on performance through job performance appraisal is positive and significant. Thus H6 is accepted.

Variable (X2), which is work motivation on performance (Y) with performance appraisal as an intervening variable (Z) has an original sample of 0.265, which means the influence of work motivation on performance with work appraisal as an intervening variable is in the same direction/positive. The t-statistics result of $4.439 > 1.96$ or p-value $0.000 < 0.05$ means that work motivation on performance and performance appraisal as an intervening variable are significant. It can be concluded that the influence of work motivation on performance through work appraisal is positive and significant. Thus H7 is accepted.

DISCUSSION

Based on the results of the analysis carried out using SmartPLS version 3, the results of the research and analysis carried out by the researcher, the following conclusions are drawn:

1. The Job Training variable (X1) has a significant influence on Employee Performance (Y). This means that the hypothesis H1 of this study can be accepted. Based on the results of the analysis carried out using SmartPLS, it can be concluded that the results of the Job Training variable (X1) have a significant influence on Employee Performance (Y) because the t-count value is greater than the t-table value of 1.96, that is 0.277 and the p value -values less than 0.05, that is 0.000. So it can be concluded that if job training increases, performance will also increase, where the influence of the relationship between job training variables and performance is significant
2. The work motivation variable (X2) has no significant influence on employee performance (Y). This means that the hypothesis H2 of this study is rejected. Based on the results of the analysis carried out using SmartPLS, it can be concluded that the results of the Work Motivation variable (X2) do not have a significant influence on Employee Performance (Y), because the t-count value is greater than the t-table value of 1.96, that is 0.161 and The p-values are less than 0.05, that is 0.000, so it can be concluded that if work motivation increases, performance will also increase, where the influence of the relationship between work motivation variables on performance is not significant.
3. Job training variable (X1) has a significant influence on performance appraisal (Z). This means that the hypothesis H3 of this research can be accepted. Based on the results of the analysis carried out using SmartPLS, it can be concluded that the results of the Job Training variable (X1) have a significant influence on Employee appraisal (Z), because the t-count value is greater than the t-table value of 1.96, that is 0.396 and the value p-values are less than 0.05, that is 0.019. So it can be concluded that if job training increases, job appraisal also increases, where the influence of the relationship between job training variables on job appraisal is significant.
4. The work motivation variable (X2) has a significant influence on performance appraisal (Z). This means that the research hypothesis H4 can be accepted. Based on the results of the analysis carried out using SmartPLS, it can be concluded that the results of Work Motivation

(X2) have a significant influence on Employee appraisal (Z), because the t-count value is smaller than the t-table value of 1.96, that is 0.514 and the p value -values are greater than 0.05, that is 0.067. So it can be concluded that if work motivation increases, work appraisal will also increase, where the influence of the relationship between work motivation variables on performance appraisal is significant.

5. Performance appraisal Variable (Z) has a significant influence on Employee Performance (Y). This means that the hypothesis H5 of this research can be accepted.

Based on the results of the analysis carried out using SmartPLS, it can be concluded that the results of the Job appraisal variable (Z) have a significant influence on Employee Performance (Y), because the t-count value is greater than the t-table value of 1.96, that is 0.515 and the value p-values are less than 0.05, that is 0.000. So it can be concluded that if work appraisal increases, performance will also increase, where the influence of the relationship between work appraisal variables on performance is significant

6. Job Training Variable (X1) has a significant influence on Employee Performance (Y) with performance appraisal (Z) as an Intervening Variable. This means that the hypothesis H6 of this research can be accepted. Based on the results of the analysis carried out using SmartPLS, it can be concluded that the results of the Job Training variable (X1) on Employee Performance (Y) with Job appraisal (Z) as an Intervening Variable have a significant influence because the t-statistic value is greater than the t-table 1.96, that is 0.204 and p-values less than 0.05, that is 0.000. So the job training variable (X1) influences employee performance (Y) with performance appraisal (Z) as an intervening variable. So it can be concluded that if job training

through job appraisal as an intervening variable increases, performance will also increase, where the influence of the relationship between job training variables on performance and job appraisal as an intervening variable is significant.

7. Work Motivation Variable (X2) has a significant influence on Employee Performance (Y) with performance appraisal (Z) as an Intervening Variable. This means that the hypothesis H7 of this research can be accepted. Based on the results of the analysis carried out using SmartPLS, it can be concluded that the results of the Job Training variable (X1) on Employee Performance (Y) with Job appraisal (Z) as an Intervening Variable have a significant influence because the t -statistical value is greater than the t-table 1.96, that is 0.204 and p-values less than 0.05, that is 0.000. So the job training variable (X1) influences employee performance (Y) with performance appraisal (Z) as an intervening variable. So it can be concluded that if job training through job appraisal as an intervening variable increases, performance will also increase, where the influence of the relationship between job training variables on performance and job appraisal as an intervening variable is significant.

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