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The Effect of Training and Work Environment on Performance of Employees Through Organizational Commitment as Intervening

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Abstract

Work problems at the Department of Public Works, Water Resources, and Construction of Bondowoso Regency include budget constraints, technical constraints, and lack of coordination and supervision. The purpose of this study is to test and analyze the effect of training and work environment on employee performance through organizational commitment as an intervention variable on employees of the BSBK Department of Bondowoso Regency. This study is included in explanatory research with a population of 183 and a sample of 126 respondents obtained by calculating the slovin formula, the sampling technique used is purposive sampling. The data analysis technique used is Structural Equation Modeling (SEM) which is processed with Smart PLS 4.0. Based on the results of the data analysis, it shows that training has a significant effect on organizational commitment. The work environment has a significant effect on organizational commitment of the BSBK Department of Bondowoso Regency. Training, work environment and organizational commitment have a significant effect on employee performance at the BSBK Office of Bondowoso Regency. Training has a significant effect on employee performance through organizational commitment at the BSBK Office of Bondowoso Regency. The work environment has a significant effect on employee performance through organizational commitment at the BSBK Office of Bondowoso Regency. Therefore, BSBK Bondowoso Regency needs to improve training programs that are in accordance with current needs, as well as create a more ergonomic and comfortable work environment. These steps are expected to increase employee work effectiveness and support the achievement of organizational goals optimally.

Keywords: Training, Work Environment, Organizational Commitment, Employee Performance

1. Introduction

Human resources are the most important and function as the main factor in carrying out all activities in the agency. Therefore, the management of an organization or company must be carried out properly through Human Resource Management. Hasibuan (2017) states that Human Resource Management (HRM) is the art of regulating the relationship and role of employees so that they can work efficiently and effectively in achieving goals. In addition, Siagian (2013) defines HRM as a continuous process that seeks to place qualified people in appropriate roles in an organization or business as needed.

The process of educating and equipping workers with new abilities, skills, information, and behaviors so that they can complete tasks more quickly, effectively, and logically is known as training. Employees must receive training from their supervisors. Companies equip workers with the information, abilities and attitudes needed to complete tasks and advance their careers (Sedarmayanti, 2015). To assist employees in achieving company goals, companies organize training. Workers will have the opportunity to improve their careers if they are given the opportunity to take part in training programs (Adnyani & Dewi, 2019). One strategy to improve performance in a business is training. If employees get proper training from the company, their performance will improve and they will be able to handle greater responsibilities, which will advance their careers as they take on more responsibilities (Adnyani & Dewi, 2019).

The equipment, supplies, and environment in which one works, as well as the arrangements and procedures used both individually and collaboratively, are all considered part of the work environment (Mangkunegara & Waris, 2015). Rahmawati et al. (2021) describe the work environment as the physical, psychological, and social elements

of an organization that affect the way employees perform their duties. An important component in improving employee performance is the workplace. For example, staff are better able to complete tasks in a clean atmosphere, which can improve organizational performance (Nuriyah et al., 2022).

Members of a business or organization who maintain organizational commitment generally feel that they are achieving company goals and have a good relationship with the company they work for. Kreitner and Kinicki (2014) define organizational commitment as the level of individual understanding of the organization and efforts to maintain its goals. Ozdem (Arumi, 2019) emphasizes that in order for successful personnel to continue to produce the best results for the business, organizational commitment issues must be taken into account and become a top priority. According to Saraswati and Sulistiyo (Arumi, 2019), organizational commitment is the belief and aspiration of each worker to stay with the company and grow with it.

Performance is an important component in every business or organization. The measure of the level of success in carrying out the mission, goals, objectives, and ambitions outlined in the organization's strategic plan is called performance. Performance, as defined by Fahmi (2018: 2), is the result achieved by a business, both profit-oriented and non-profit, within a certain period of time. In addition, according to Mangkunegara (2017: 67), performance is the result of work completed by employees in accordance with the assigned tasks, as measured by quality and quantity.

Performance is an important component in any business or organization. The measure of the level of success in carrying out the mission, goals, objectives, and ambitions outlined in the organization's strategic plan is called performance. Performance, as defined by Fahmi (2018: 2), is the result achieved by a business, both profit-oriented and non-profit, within a certain period of time. In addition, according to Mangkunegara (2017: 67), performance is the result of work completed by employees in accordance with the assigned tasks, as measured by quality and quantity.

This research found several empirical study findings that challenge these assumptions. The study of Pramono & Prahiawan (2021), which suggests training has a positive but insignificant impact on employee performance, is the source of the identified research gap. Furthermore, there is an insignificant positive correlation between dedication and employee performance. The performance of the State Civil Apparatus is not significantly affected by organizational commitment or training, according to research by Ratnasari et al. (2021). According to research by Nuriyah et al. (2022), employee performance is positively influenced by the work environment. According to research by Hartati et al. (2020), employee performance is somewhat negatively and negatively influenced by the workplace.

The Bondowoso Regency Bina Marga, Water Resources, and Bina Konstruksi (BSBK) Office is the object of research chosen based on the theory and empirical data above. In accordance with the concept of autonomy, the Bondowoso Regency Bina Marga, Water Resources, and Bina Konstruksi Office is tasked with managing the field of public works within the local government. Through the Regional Technical Implementation Unit (UPTD), the Office of Highways, Water Resources, and Bina Konstruksi is tasked with providing public services related to irrigation network operations and roads in addition to carrying out public works.

Work problems at the Bondowoso Office of Highways, Water Resources and Construction include various aspects that hinder its operational effectiveness and efficiency. Some of the main obstacles include budget constraints that are not proportional to infrastructure and maintenance needs, leading to many projects not being optimally implemented. In addition, technical challenges such as limited equipment and inadequate human resources also hamper the implementation of maintenance and rehabilitation activities. As a result, the condition of infrastructure, particularly roads and irrigation networks, has deteriorated, impacting on accessibility and water distribution for communities. These constraints were exacerbated by the lack of coordination between departments and the lack of supervision in project implementation, which resulted in some works not being completed on time and caused delays in public services.

In addition, there were problems in planning and management that prevented the work program from running on target. Difficulties in preparing technical plans and policies were caused by inaccurate field data and an unoptimized monitoring system. This resulted in some projects not matching what the community needed and the conditions on the ground. This condition also has an impact on the low budget realization, where many fund allocations have not been fully utilized, causing an imbalance between the budget and the realization achieved. To

overcome these problems, the Office needs to increase the capacity of human resources through training, improve cross-sector coordination, and improve the supervision system so that programs and activities can run more effectively and on target. Based on the problems that have been described, the phenomenon in this study is the lack of work effectiveness of employees of the Bondowoso Regency Office of Highways, Water Resources, and Construction in carrying out their main duties and functions.

Related to the problems faced, researchers try to identify a number of important elements as research solutions to improve performance and reduce the problems faced. These elements include organizational commitment as an intervening variable and training and work environment which are considered to have an impact on performance.

2. Research Method

The population and sample in this study were 183 employees of the Bondowoso Regency Office of Highways, Water Resources and Construction. The research method used in this research is descriptive and verification method. The types of data used are primary data in the form of questionnaires and secondary data in the form of reports related to employee performance at the Office of Highways, Water Resources, and Construction Highways of Bondowoso Regency. The data collection techniques in this study were questionnaires, observation and literature study. The data analysis technique used in this research is path analysis with the help of the SmartPLS 4.0 application.

3. Result and Discussion

3.1. Convergent Validity

Table 1. Loadings Factor

Indicator	Employee Performance	Organizational Commitment	Work Environment	Training
X1.1				0,720
X1.2				0,874
X1.3				0,743
X1.4				0,827
X1.5				0,703
X2.1			0,781	
X2.2			0,842	
X2.3			0,825	
X2.4			0,760	
X2.5			0,768	
Y1	0,856			
Y2	0,851			
Y3	0,906			
Y4	0,865			
Y5	0,877			
Y6	0,818			
Z1		0,780		
Z2		0,876		
Z3		0,842		
Z4		0,875		
Z5		0,814		

Source: Data processed by researchers (2025)

The majority of research variable indicators have an outer loading value higher than 0.7, as can be seen from the data in table 4.8. Because the data shows that there are no indicators that have an outer loading value of less than 0.7, all indicators are considered feasible and valid for use in research and can be used for further research.

3.2. Discriminant Validity

Table 2. Cross Loading

	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
X1.1 <- Training	0,720	0,721	0,078	9,239	0,000
X1.2 <- Training	0,874	0,873	0,022	40,373	0,000
X1.3 <- Training	0,743	0,743	0,048	15,391	0,000
X1.4 <- Training	0,827	0,827	0,028	29,499	0,000
X1.5 <- Training	0,703	0,700	0,055	12,740	0,000
X2.1 <- Work Environment	0,781	0,781	0,046	17,159	0,000
X2.2 <- Work Environment	0,842	0,843	0,033	25,860	0,000
X2.3 <- Work Environment	0,825	0,824	0,030	27,323	0,000
X2.4 <- Work Environment	0,760	0,757	0,060	12,705	0,000
X2.5 <- Work Environment	0,768	0,768	0,042	18,271	0,000
Y1 <- Employee Performance	0,856	0,853	0,034	25,032	0,000
Y2 <- Employee Performance	0,851	0,850	0,028	30,630	0,000
Y3 <- Employee Performance	0,906	0,904	0,020	44,714	0,000
Y4 <- Employee Performance	0,865	0,863	0,033	26,298	0,000
Y5 <- Employee Performance	0,877	0,875	0,033	26,892	0,000
Y6 <- Employee Performance	0,818	0,815	0,047	17,570	0,000
Z1 <- Organizational Commitment	0,780	0,778	0,040	19,298	0,000
Z2 <- Organizational Commitment	0,876	0,875	0,023	37,463	0,000
Z3 <- Organizational Commitment	0,842	0,841	0,031	27,323	0,000
Z4 <- Organizational Commitment	0,875	0,873	0,025	34,929	0,000
Z5 <- Organizational Commitment	0,814	0,812	0,036	22,465	0,000

Source: Data processed by researchers (2025)

Based on the data in table 2, each indicator in the research variable shows the highest cross loading value on the related variable when compared to the cross loading value on other variables. These results indicate that each indicator used in this study has high discriminant validity in forming each variable.

3.3. Composite Reability

Table 3. Composite Reliability

Variable	Composite Reliability
Employee Performance	0,932
Organizational Commitment	0,897
Work Environment	0,856
Training	0,841

Source: Data processed by researchers (2025)

Based on the information in table 3, it is known that the composite dependency value for all research variables is more than 0.7. Based on these results, it can be said that all variables have a high degree of dependence because all of them have met the composite reliability requirements.

3.4. Cronbach Alpha

Table 4. Cronbanch Alpha

Variable	Cronbach's Alpha
Employee Performance	0,931
Organizational Commitment	0,894
Work Environment	0,855
Training	0,832

Source: Data processed by researchers (2024)

Based on the information in table 4 each research variable has a Cronbach's alpha value greater than 0.7. Based on these results, it can be concluded that all research variables are highly reliable because they all meet the Cronbach's alpha value criteria.

3.5. Coefficient of Determination

Table 5. Coefficient of Determination

Variable	R Square	Adjusted R Square
Employee Performance	0,755	0,749
Organizational Commitment	0,688	0,682

Source: Data processed by researchers (2025)

Based on the R-square value in Table 5, training and work environment can explain the organizational commitment variable by 68.8%, which is categorized as a strong correlation. The remaining 31.2% is explained by other constructs outside this study. Meanwhile, training, work environment, and organizational commitment can explain the employee performance variable of the Bondowoso Regency Highways, Water Resources, and Construction Development Office by 75.5%, also categorized as a strong correlation, with the remaining 24.5% explained by other constructs outside this study.

3.6. Hypothesis Test

Table 6. Path Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Training -> Organizational Commitment	0,457	0,462	0,102	4,504	0,000
Work Environment -> Organizational Commitment	0,413	0,415	0,106	3,885	0,000
Training -> Employee Performance	0,460	0,460	0,118	3,908	0,000
Work Environment -> Employee Performance	0,239	0,249	0,118	2,349	0,000
Organizational Commitment -> Employee Performance	0,230	0,222	0,084	2,753	0,006
Work Environment -> Organizational Commitment -> Employee Performance	0,095	0,093	0,046	2,053	0,040
Training -> Organizational Commitment -> Employee Performance	0,105	0,101	0,042	2,518	0,012

Source: Data processed by researchers (2025)

Based on table 6 estimation results, it can be concluded that:

- The test of the organizational commitment training variable resulted in an ρ value of 0.000, a t-statistic value of 4.504, and a path coefficient value of 0.457. It can be assumed that training has a considerable impact on organizational commitment because the ρ value is smaller than α ($0.000 < 0.05$) and the t-statistic value is greater than 1.96.
- The test of the work environment variable on organizational commitment results in an ρ value of 0.000, a t-statistic value of 3.885, and a path coefficient value of 0.413. H_a can be accepted because the ρ value is smaller than α ($0.000 < 0.05$) and the t-statistic value is greater than 1.96, which indicates that the work environment has a considerable impact on organizational commitment.
- The test of employee performance training variables resulted in an ρ value of 0.000, a t-statistic value of 3.908, and a path coefficient value of 0.460. The conclusion is that training has a considerable influence on employee performance because the ρ value is smaller than α ($0.000 < 0.05$) and the t-statistic value is more than 1.96.
- The results of employee performance from the work environment variable test show an ρ value of 0.000, a t-statistic value of 2.349, and a path coefficient value of 0.239. Because the ρ value is smaller than α ($0.000 < 0.05$) and the t-statistic value is more than 1.96, H_a is accepted, which indicates that the work environment has a considerable influence on employee performance.
- The test results of work environment variables on employee performance show an ρ value of 0.006, a t-statistic value of 2.753, and a path coefficient value of 0.230. It can be concluded that the work environment has a considerable influence on employee performance because the ρ value is smaller than α ($0.006 < 0.05$) and the t-statistic value is more than 1.96.

- f. The test results of the training variable on employee performance through organizational commitment have a t-statistic value of 2.518, an ρ value of 0.012, and a path coefficient value of 0.105. The result is that organizational commitment, as an intervening variable, significantly affects employee performance through training because the ρ value is smaller than α ($0.012 < 0.05$) and the t-statistic is more than 1.96.
- g. Testing the effect of work environment factors on employee performance produces a t-statistic value of 2.053 with an ρ value of 0.040 and a path coefficient value of 0.095. Organizational commitment as an intervening variable shows that the work environment has a considerable influence on employee performance because the ρ value is smaller than α ($0.040 < 0.05$) and the t-statistic value is more than 1.96.

3.7. Mediation Effect Test

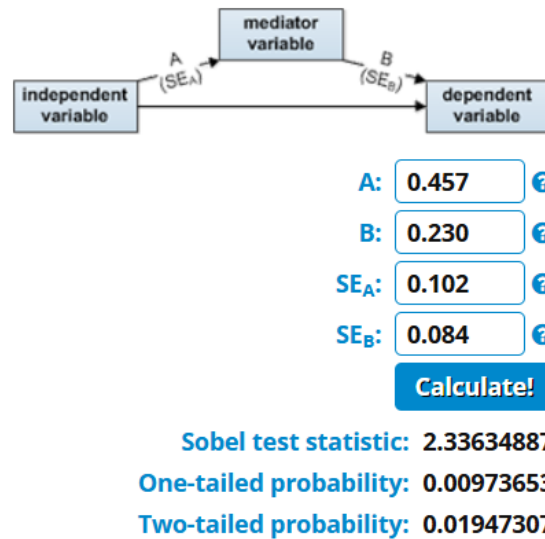


Figure 1. Mediation results from the online Sobel test calculator

Based on the Sobel test, the mediating variable of employee organizational commitment has a value of 2.33634887. If the Sobel test value is more than 1.96 with a significance level of 0.05, then the variable is considered a mediator. This finding shows that organizational commitment among employees acts as a mediator between employee performance and training. Therefore, it is agreed that "training has an indirect effect on employee performance through employee organizational commitment".

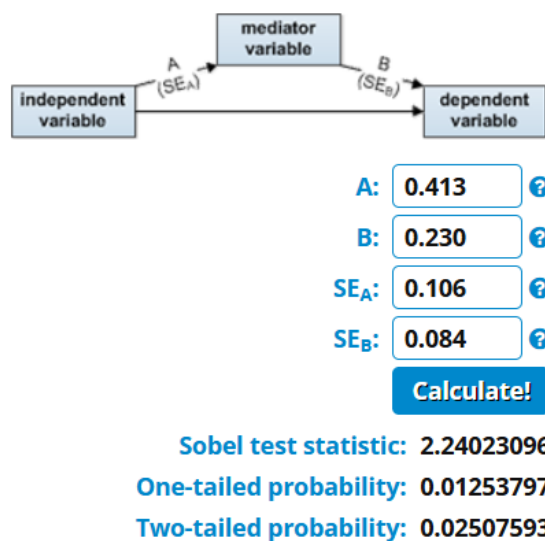


Figure 2. Mediation results from the online Sobel test calculator

The value of the mediating variable employee organizational commitment, as determined by the Sobel test, is 2.24023096. If the Sobel test value is more than 1.96 with a significance level of 0.05, then the variable is considered a mediator. This finding suggests that employee organizational commitment acts as a mediator between employee performance and the workplace. "The work environment has an indirect effect on employee performance through employee organizational commitment".

3.8. Discussion

Effect of Training on Organizational Commitment

The results of the study that show a significant influence between training and organizational commitment can be attributed to the characteristics of respondents, especially based on education level and age. The majority of respondents with undergraduate (51.6%) and diploma (23%) education levels have adequate background knowledge, so they tend to be able to absorb training materials well and understand the objectives of the training provided. Employees with this level of education usually have a higher level of awareness of the importance of competency improvement to support their performance and role in the organization. Thus, training provided appropriately in terms of types, methods, and materials will be more effective in increasing employee engagement and commitment to the organization.

According to Jusmaliani (2011) training is a process of providing basic skills needed by new employees or workers who will be placed in new positions to do their jobs. This opinion is supported by previous research, namely research by Febriani & Suharnomo (2018) which states that training has a significant influence on organizational commitment.

Effect of Work Environment on Organizational Commitment.

The results of the study which show a significant effect of the work environment on organizational commitment can be attributed to the characteristics of the respondents, especially in terms of age and education level. Productive age groups, namely 31-40 years (44.4%) and 41-50 years (31.7%), tend to be more sensitive to aspects of the work environment such as spatial layout, air circulation, and lighting. At this age, employees have a need for working conditions that support productivity and comfort in carrying out operational and administrative tasks. A good working environment, such as a well-organized layout and adequate lighting, not only improves work efficiency but also fosters a sense of comfort, thus strengthening their commitment to the organization.

According to Sedarmayanti (2015), the work environment includes all equipment, supplies, and the environment in which a person works, as well as work practices and arrangements used both individually and collaboratively. Based on the theoretical studies that have been discussed, as well as the support of research conducted by Hasan & Putri (2023), Farida et al. (2022) state that the work environment has a significant effect on organizational commitment.

Effect of Training on Employee Performance.

These results indicate that aspects of training such as the type of training, objectives, materials, methods, and participant qualifications have successfully had a positive impact on improving employee performance. Training designed according to job needs helps improve employees' skills, knowledge and attitudes to carry out their duties more effectively. This is important considering that work in the field of roads and water resources requires qualified technical competence, accuracy, and the ability to solve problems in the field.

This opinion is supported by previous research, namely research by Bolung et al. (2018) found that training has a positive and significant effect on employee performance. Meanwhile, Pramono & Prahawan (2021) revealed different results, where training has a positive but insignificant effect on employee performance. Ema (2022) proves that training simultaneously and partially has a significant effect on employee performance at the Merlung Health Center. Gayatri et al. (2021) further confirmed that job training has a positive and significant effect on employee performance at the Badung Fire Department, which indicates the potential of training in accelerating organizational performance.

The Effect of Work Environment on Employee Performance.

These results indicate that aspects of the work environment such as spatial layout, air circulation, lighting, organizational support, and proportional workload play an important role in creating optimal employee performance. A comfortable, safe, and supportive work environment not only increases productivity, but also builds higher focus and morale among employees. In the context of technical services that have demands for field mobility and complex workloads, a conducive work environment is an important factor in maintaining optimal performance.

Based on empirical support from previous research, research findings show variations in the influence of the work environment on performance. Watung et al. (2016), suggest that employee performance is influenced by the work environment. Nuriyah et al. (2022), revealed that employee performance is positively but marginally influenced by the work environment. On the other hand, Hartati et al. (2020) found that the workplace has a slightly detrimental impact on worker performance. The complexity and contextuality of the influence of the work environment on the dynamics of organizational performance is shown by Sularmi & Putra (2022), which emphasizes more on the positive and significant influence of work environment variables on employee performance at the Secretariat of the Ministry of Cooperatives and SMEs of the Republic of Indonesia.

Effect of Organizational Commitment on Employee Performance.

These findings indicate that the elements of organizational commitment, including normative, affective, and continuance commitment, are very important in encouraging improved employee performance. Affective commitment reflected in employees' emotional attachment to the organization, pride in being part of the institution, and awareness of their strategic role encourage higher motivation in completing work. This is relevant to the characteristics of respondents by age, where the majority of employees aged 31-40 years (44.4%) are at the peak of productivity and have more energy and responsibility to contribute to organizational goals. In this age range, emotional attachment to the institution tends to be strong because employees feel they have a future with the organization.

Based on the results of previous research conducted by Kristianto (2020), Gayatri et al. (2021), Ratnasari et al. (2021), Wulandari, et al. (2021) Napitupulu et al. (2017) state that organizational commitment has a significant influence on employee performance.

The Effect of Training on Employee Performance Through Organizational Commitment as an Intervening Variable.

This finding shows that in addition to improving technical skills, good training can increase employee dedication to the company and encourage their performance. When employees feel the direct benefits of the training they receive, both in terms of competency development and introduction to organizational values, they tend to be more emotionally attached to the institution and more loyal in supporting organizational goals. The aspects of training that include the type, objectives, materials, methods and qualifications of participants ensure that training can make a positive contribution, not only improving individual abilities, but also strengthening employees' commitment to the organization.

This opinion is supported by previous research, namely research by Febriani & Suharnomo (2018) which states that training has a significant effect on employee performance with organizational commitment as an intervening variable.

The Effect of Work Environment on Employee Performance Through Organizational Commitment as an Intervening Variable.

These results indicate that good work environment conditions-which include a comfortable layout, good air circulation, adequate lighting, strong organizational support, and proportional workload-play an important role in increasing employees' commitment to the organization, which in turn has a positive impact on their performance. When employees feel valued through a conducive and supportive work environment, they are more motivated to make their best contributions and increase their productivity. A supportive environment also builds employees' sense of emotional attachment and loyalty, which strengthens their commitment to the organization and drives higher performance.

Based on the research of Hasan & Putri (2023), (Farida et al., 2022). Budi, et al. (2016) state that the work environment affects employee performance through commitment as an intervening variable.

4. Conclusion

Based on the findings in the research described in the previous chapter, the conclusions in this study are as follows: Training has a positive and significant impact on organizational commitment at the Bondowoso Regency Office of Highways, Water Resources, and Construction. This means that good training can increase employees' sense of responsibility and loyalty to the company. The work environment at the Bondowoso Regency Office of Highways, Water Resources, and Construction Highways strongly influences organizational commitment. This means that a positive work atmosphere can increase employee comfort and loyalty to the company. Training has a positive and significant effect on employee performance at the Bondowoso Regency Office of Highways, Water Resources and Construction. This proves that relevant training improves employee skills so that it has an impact on their

performance. The work environment has a positive and significant effect on the performance of employees of the Bondowoso Regency Office of Highways, Water Resources and Construction. This shows that a supportive work environment encourages employees to work more productively and effectively. Organizational commitment has a positive and significant effect on the performance of the Office of Highways, Water Resources, and Construction Development of Bondowoso Regency. This illustrates that employees who have a strong commitment consistently provide the best work environment for the organization. Training has a positive and significant effect on employee performance through organizational commitment at the Bondowoso Regency Office of Highways, Water Resources and Construction Development. This confirms that training is able to increase employee commitment, which in turn encourages employee performance. The work environment has a positive and significant effect on employee performance through organizational management at the Office of Highways, Water Resources, and Construction Development of Bondowoso Regency. This illustrates how effective work practices can increase employee commitment, which in turn can increase employee productivity.

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