

The Effect of Organizational Commitment, Job Training and Career Development on Employee Performance with Work Competency as a Moderation Variable at PT Pelindo Multi Terminal Branch Dumai

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ABSTRACT

This study aims to analyze the influence of organizational commitment, job training, and career development on the performance of employees with work competence as a moderation variable at PT Pelindo Multi Terminal Branch Dumai. This study uses a quantitative approach with a survey method. The research population is all employees of PT Pelindo Multi Terminal Branch Dumai which is 44 people, and the sampling technique uses saturated sampling (census) so that the entire population is used as a research sample. Data were collected through a questionnaire with a Likert scale and analyzed using Partial Least Square - Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software to test the direct relationship and moderation effect between variables. The results of the study show that: (1) Organizational commitment does not have a significant effect on employee performance; (2) Job training does not have a significant effect on employee performance; (3) Career development does not have a significant effect on employee performance; (4) Organizational commitment has a positive and significant effect on work competence; (5) Job training has a positive and significant effect on work competence; (6) Career development has a positive and significant effect on work competence as the most dominant factor with a path coefficient of 0.446; (7) Work competence has a very strong and significant effect on employee performance with a path coefficient of 0.743 (t-statistics = 6.774, p-values = 0.000), making it a key factor in determining performance; (8) Work competencies are not able to moderate the relationship between organizational commitment and employee performance; (9) Job competencies are not able to moderate the relationship between job training and employee performance; (10) Work competencies are not able to moderate the relationship between career development and employee performance.

Introduction

The human factor has become an invaluable asset that determines the success of a long-term business strategy. A developed and developing company cannot be separated from the contribution of human resources (HR) as valuable capital for the company (Amamehi & Tanuwijaya, 2022) in (Djohan & Surya, 2023). One of the main keys to facing these challenges lies in the management of effective, strategic, and adaptive human resources (HR). The problem is how to create human resources who can produce optimal performance so that the company's goals are achieved (Rochmadona et al., 2024). High employee performance is proof of the organization's success in managing its human resources (HR) well (Sibarani & Dwiarti, 2024).

According to Kasmir (2016), Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period. Higher employee performance can be determined through the quality of the work results, the number of jobs that can be completed, the timeliness of job completion, effectiveness at work, and the ability of employees to work without the help of others (Robbins & Judge, 2019). Performance improvement is a top priority for organizations that want to survive and grow. Good performance is the embodiment of work done by employees which is usually used as a basis for assessing members and organizations, so it is necessary to strive to improve performance (Arianty et al., 2016). Every company or organization must be able to provide a means to assess employee performance and the results of the assessment can be used as information for management decision-making about salary/wage increases, further mastery, improvement of employee welfare and various other important things that can affect employees in carrying out their work (Syahputra & Tanjung, 2020).

PT Pelindo Multi Terminal Branch Dumai, which is part of the state-owned Pelindo Group, as a company engaged in port services that plays an important role in the national and international supply chain, has a big challenge in maintaining the work effectiveness of its employees to keep up with market demand and logistics service efficiency. High-intensity and time-target-based port operations make employee performance the main indicator in assessing the effectiveness of work processes and achieving organizational goals and not only reflects work results, but also determines the direction of promotion, career development, and employee commitment.

One of the factors that is suspected to affect this condition is organizational commitment. According to (Priansa, 2018) Organizational commitment is employee loyalty to the company which can be seen in the high contribution in achieving a company's goals. High organizational commitment in an organization will improve employee performance, on the other hand, a decrease in organizational commitment in an organization can reduce employee performance (Basistha et al., 2007) in (Ghofuri et al., 2021). In other words, commitment is a psychological bond of employees in the organization characterized by a strong trust and acceptance of the organization's goals and values, a willingness to strive to achieve the interests of the organization, and a strong

desire to maintain a position as a member of the organization (Sherly et al., 2021). Charli and Mahzum (2022) found that low organizational commitment can have a significant impact on declining work effectiveness. Low commitment often leads to high attendance, lack of initiative, and an increased desire to change jobs. The results of previous research conducted by (Sherly et al., 2021) and (Ghofuri et al., 2021) prove that organizational commitment has a positive and significant effect on performance. However, in contrast to the research conducted (Pujiwati & Muhdiyanto, 2020) which states that organizational commitment does not have a significant effect on performance.

In addition to organizational commitment, job training is also a crucial factor in shaping competence and productivity. According to (Kasmir, 2016) that training is a process to form and equip employees by adding skills, abilities, knowledge and behavior, which means that training will shape employee behavior according to the company's expectations. Training programs are also an advantage of a company because with this program, the company is proven to continue to strive and contribute to developing the potential of its employees (Syahputra & Tanjung, 2020). Meanwhile, the consequence of the lack of proper debriefing and training is that employees will find it difficult to adapt to changes in conditions or work environments that are increasingly crisis, which can result in a decrease in employee morale (Fizia & Muttaqin, 2018) in (Septiyana, 2022). The results of the study (Ghofuri et al., 2021) and (Sibarani & Dwiarti, 2024) provide evidence that job training has a positive and significant effect on performance. However, it is inversely proportional to the research conducted by (Syahputra & Tanjung, 2020) which states that job training does not have a significant effect on performance.

Another factor that affects employee performance in a company is career development. (Zainal, 2015) career development is the process of improving individual work abilities achieved in order to achieve the desired career. With a career development program, it will improve performance for employees to reach the next career path in a targeted manner (Syahputra & Tanjung, 2020). Employee career development will certainly contribute to improving employee performance where employees have the ability to complete their tasks or work more as a consequence of their current career (Sibarani & Dwiarti, 2024). Career development creates long-term expectations for employees so that they feel valued and have vertical or horizontal mobility opportunities within the organization. Career development programs create hope and clarity of future direction for employees, thereby increasing morale and loyalty to the company. Unfortunately, most companies, including state-owned enterprises, have not fully implemented competency-based and performance-based career development. Career development is a series of positions or positions that a person occupies during his working period through education and training levels in the company environment (Syahputra & Tanjung, 2020). Based on previous research conducted (Anggraini et al., 2021); (Norbadiyah & Avriyanti, 2020); stating that career development has a positive and significant effect on performance. However, it is inversely proportional to the research conducted by (Larasati et al., 2021) which states that career development does not have a significant effect on performance.

In an effort to improve employee performance, factors such as organizational commitment, job training, and career development have been shown to have a significant influence. However, the relationship between these factors and performance is not always linear, as there are other variables that can strengthen or weaken their influence. One of the important variables that has the potential to determine the success of the relationship is work competence. According to (Wibowo, 2017) competence is the ability to carry out or do a job based on the skills, knowledge, and work attitude demanded by the job. Competence is a set of skills, knowledge, and attitudes needed to achieve a specific goal. In the world of work, employees who have the knowledge, skills, and attitudes of the company to improve performance and achieve long-term success (Istiqamah & Astuti, 2024). Competence is also an overview of the ability to carry out tasks that show the knowledge, skills, experience and attitudes and talents possessed to achieve good performance (Suhardi, 2019) in (Ghofuri et al., 2021).

Work competencies, which include the knowledge, skills, and professional attitudes of employees, are believed to be able to moderate the relationship between organizational commitment, training, and career development and employee performance. In other words, high work competence can reinforce the positive impact of commitment, training, and career development on the achievement of optimal performance. However, the facts on the ground at PT Pelindo Multi Terminal Branch Dumai show that not all employees have an adequate level of competence, either due to a lack of relevant educational backgrounds, or due to the absence of advanced training. Most of the implementing employees do not yet have the technical competency certifications needed for their positions. The existence of a competency gap also triggers an uneven increase in workload. Employees who have high competence tend to be the breadth of work, while others depend without a balanced contribution.

The inconsistency of the results of previous research causes research related to factors that affect an employee's performance to be feasible and interesting to be re-examined. Based on the background of the phenomenon described above, the researcher is interested in conducting research on "The Influence of Organizational Commitment, Job Training and Career Development on Employee Performance with Work Competency as a Moderation Variable at PT Pelindo Multi Terminal Branch Dumai".

Employee Performance

According to (Kasmir, 2016) Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period. (Sedarmayanti, 2017) also provides the understanding that employee performance is the result of work achieved by a person/group of people in an organization in accordance with their respective authority and responsibility in order to achieve the goals of the organization concerned, legally, not unlawfully and in accordance with morals and ethics. Performance according to (Usman et al., 2023) can be interpreted as the result of actual

work achieved by individuals or groups in carrying out their tasks. (Patra et al., 2023) states that performance is a set of results achieved and refers to the level of achievement and execution of a job by an individual or group in an organization to achieve a goal. Work performance is the willingness of an individual or community to carry out an activity and improve it in accordance with the responsibility carried out to achieve the desired results (Ferine et al., 2017).

Organizational Commitment

According to (Priansa, 2018) Organizational commitment is employee loyalty to the company which can be seen in the high contribution in achieving a company's goals. According to (Pranata et al., 2020) organizational commitment is the ability and willingness to align personal behavior with organizational needs, priorities and goals. Wiener in his book (Yusuf & Syarif, 2018) organizational commitment is defined as the encouragement from within the individual to do something in order to support the success of the organization in accordance with the goals and prioritize the interests of the organization. Sutrisno (2018) stated that Commitment is an attitude of workers' loyalty to their organization and is also a process of expressing their concern and participation in the organization. A strong organizational commitment will encourage individuals to put in more effort in achieving organizational goals. So that high commitment makes individuals more concerned with the organization than personal interests and trying to make the organization even better (Jannah et al., 2024). Organizational commitment is a relative strength with individual identification, and involvement in a specific organization (Anwar, 2016).

Job Training

(Massie et al., 2015) (Rizky et al., 2023).(Kasmir, 2016) menyatakan bahwa pelatihan merupakan proses untuk membentuk dan membekali karyawan dengan menambah keahlian, kemampuan, pengetahuan dan perilakunya artinya pelatihan akan membentuk perilaku karyawan sesuai dengan yang diharapkan perusahaan. Pelatihan kerja merupakan sebuah sarana untuk meningkatkan kompetensi karyawan yang selaras terhadap pola manajemen, dalam segi kepentingan hari ini ataupun kebutuhan di masa mendatang. (Syafe'i, 2021) mengatakan pelatihan merupakan upaya untuk mengembangkan atau menggali kemampuan yang dimiliki oleh seseorang sehingga memiliki skill, cara berpikir dan perbaikan sikap sesuai dengan yang dibutuhkan oleh suatu perusahaan atau instansi tertentu hingga dapat memecahkan permasalahan yang akan dihadapi dimasa yang akan datang. (Parashakti & Noviyanti, 2021) menyatakan bahwa pelatihan merupakan fasilitas yang disediakan perusahaan untuk mempelajari pekerjaan yang berhubungan dengan pengetahuan, keahlian dan perilaku karyawan, serta untuk menambah pengetahuan, keahlian dan perilaku karyawan. Pelatihan merupakan kegiatan dari perusahaan/instansi yang bermaksud untuk dapat memperbaiki dan mengembangkan sikap, tingkah laku,

keterampilan, dan pengetahuan dari pegawainya, sesuai dengan keinginan dari perusahaan/instansi yang bersangkutan . (Massie et al., 2015)

Career Development

Career development is very important for an organization or company, because a career is a need that must be developed in an employee so that it is able to motivate employees to improve their performance. Career development comes from two words, namely development and career. According to Handoko in his research (Anggraini et al., 2021), career development is an individual effort by an employee to get a career plan in the future. Whether or not these activities will be supported by personnel depends on the department occupied by the employee. Career development is a process of activities that are a means of preparing individuals to assume higher responsibilities through a formal organizational approach in a series of work activities that have a sustainable relationship. Training and career development are also crucial aspects in retaining employees. A company's investment in improving competencies and providing a clear career path can increase employees' sense of appreciation and long-term prospects in the company (Gunawan & Rizky, 2024).

Work Competencies

According to (Wibowo, 2017) competence is the ability to carry out or do a job based on the skills, knowledge, and work attitude demanded by the job. Competency can also be understood as a basic characteristic of an individual related to performance effectiveness and can distinguish average performance from superior performance. Competence according to (Kurnia & Sutisna, 2025) is the ability possessed by employees who can provide the best performance and have a really serious and professional attitude for the progress of the company. Competence shows skills or knowledge that are characterized by professionalism in a certain field as something most important, as the excellence of that field (Nofiar et al., 2021). Competence is an individual characteristic that has a person's skills, knowledge, and expertise in producing performance supported by a work attitude that can be measured in achieving work effectiveness. According to Mangkunegara in the study (Nuriyah et al., 2023), Competency is a fundamental ability possessed by each individual who can compare himself or herself with other colleagues because of their superior abilities.

Research Methodology

Research Type

This study uses a type of quantitative research with a causal associative approach. According to (Sugiyono, 2018), quantitative research is a research method based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative/statistical data analysis with the aim of

testing the hypothesis that has been determined. The population in this study is all employees of PT Pelindo Multi Terminal Branch Dumai which is 44 people. The sampling technique uses saturated sampling (census), which is a sampling technique when all members of the population are used as samples, so that all 44 employees are used as research respondents considering the relatively small number of population, The type of data used is quantitative data in the form of respondents' answer scores to questionnaires, with primary data sources obtained directly from employees through questionnaires and secondary data in the form of company profiles, organizational structure, as well as supporting literature from books, journals, and previous research.

The data collection technique in this study uses a questionnaire as the main instrument that contains a set of questions or written statements to the respondents for them to answer. Before use, the research instrument was tested for validity and reliability first, where the validity test used the Pearson Product Moment correlation technique with the criteria r calculation $> r$ table, while the reliability test used the Cronbach's Alpha method with a value criterion of > 0.60 .

The data analysis technique in this study uses the Structural Equation Modeling (SEM) method with the Partial Least Square (PLS) approach using SmartPLS software, which according to (Ghozali & Latan, 2015), PLS is a powerful analysis method because it is not based on many assumptions and can be used at all data scales and is more flexible for small sample sizes as in this study. The stages of data analysis include descriptive statistics to describe the research variables through mean values, standard deviations, and data distribution (Ghozali, 2018), evaluation of measurement models (outer models) consisting of convergent validity tests with loading factor values of > 0.70 and AVE > 0.50 , discriminant validity through cross loading and Fornell-Larcker Criterion, as well as composite reliability and Cronbach's alpha > 0.70 (Hair et al., 2017); evaluation of the structural model (inner model) through the coefficient of determination (R^2) where the values of 0.67 are strong categories, 0.33 are moderate categories, and 0.19 are weak categories, effect size (f^2) with values of 0.02 small influences, 0.15 medium influences, and 0.35 large influences, and predictive relevance (Q^2) with a value of > 0 shows that the model has predictive relevance (Ghozali & Latan, 2015). Hypothesis testing was carried out by looking at the t-statistical value and p-value through the bootstrapping procedure, where the hypothesis was accepted if the t-statistical value was > 1.96 and the p-value < 0.05 at a significance level of 5% (Ghozali & Latan, 2015), and to test the effect of moderation of work competency, the product indicator approach in SmartPLS was used by making the interaction variable between independent variables and moderation variables, where the moderation effect was said to be significant if the T-statistical value of the interaction variable > 1.96 and the p-value < 0.05 (Hair et al., 2017).

Results and Discussion

1. Description of Research Object

PT Pelindo Multi Terminal Branch Dumai is one of the operational branches of PT Pelabuhan Indonesia Multi Terminal (Pelindo Multi Terminal) located in Dumai City, Riau

Province. As a port terminal manager, this company has a strategic role in supporting port goods and services loading and unloading activities in the east coast of Sumatra, especially serving export-import commodity trade such as palm oil, rubber, and derivative products that are the flagship of Riau Province. The terminal is equipped with modern operational facilities including docks, storage warehouses, loading and unloading equipment, and a Terminal Operating System (TOS) system to support the efficiency and safety of port operations.

2. Evaluation of the Outer Model

Outer Model Evaluation is used to assess the quality of indicators in measuring each variable, so that it can be ensured that the research instrument is valid and reliable. External model testing includes convergent validity tests, discriminant validity tests, and reliability tests.

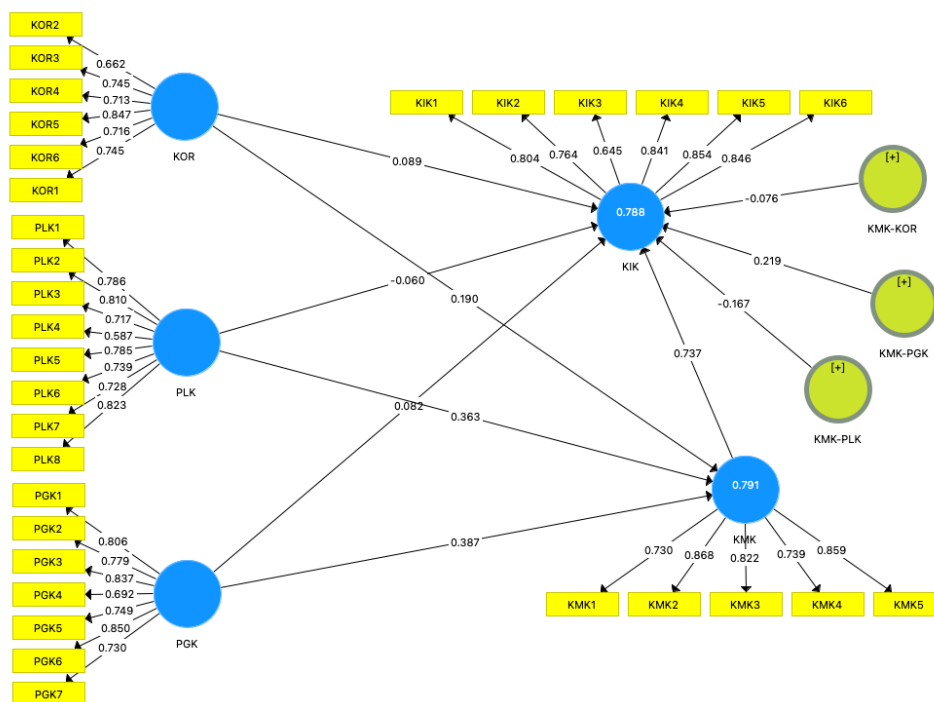


Figure 1. Outer Model 1

Based on Figure 1, it can be seen that the KOR2, PLK3, PLK4, PGK4, and KIK3 indicators have loading factor values above 0.70, so they are considered ineligible as good indicators and must be eliminated from the model. The removal of the indicator was

carried out so that the measurement model would be more valid and reliable in accordance with the provisions of the outer model evaluation.

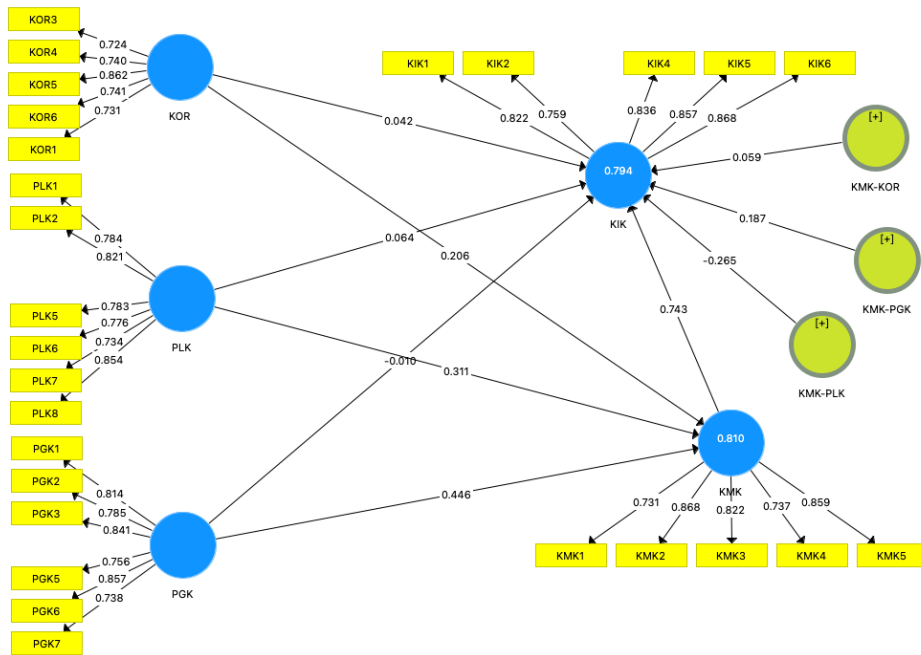


Figure 2. Outer Model 2 (After Elimination)

a. Convergent Validity Test

Convergent Validity Test is a test to ensure that indicators in one variable are able to measure the same concept and are strongly correlated with each other. This validity is assessed through the value of the loading factor ≥ 0.70 , Average Variance Extracted (AVE ≥ 0.50), and Composite Reliability (CR ≥ 0.70) as proof that the indicator is valid in representing latent variables.

Table 1. Outer Loading

	KIK	KMK	KMK-KOR	KMK-PGK	KMK-PLK	KOR	PGK	PLK
KIK1	0,822							
KIK2	0,759							
KIK4	0,836							
KIK5	0,857							
KIK6	0,868							
KMK1		0,731						
KMK2		0,868						
KMK3		0,822						
KMK4		0,737						
KMK5		0,859						
KOR * KMK			2,008					
KOR3						0,724		
KOR4						0,740		
KOR5						0,862		
KOR6						0,741		
PGK * KMK				1,861				
PGK1							0,814	
PGK2							0,785	
PGK3							0,841	
PGK5							0,756	
PGK6							0,857	
PGK7							0,738	
PLK *					2,018			

	KIK	KMK	KMK-KOR	KMK-PGK	KMK-PLK	KOR	PGK	PLK
KMK								
PLK1								0,784
PLK2								0,821
PLK5								0,783
PLK6								0,776
PLK7								0,734
PLK8								0,854
KOR1						0,731		

Based on table 1 of outer loading, all indicators in the KIK, KMK, KOR, PGK, and PLK variables have values above 0.70 so that they are declared valid because they are able to explain the context well.

Tabel 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
KIK	0,688
KMK	0,649
KMK-KOR	1,000
KMK-PGK	1,000
KMK-PLK	1,000
KOR	0,579
PGK	0,639
PLK	0,629

Based on table 2. AVE, all variables have an AVE value above 0.50 so that they meet the criteria for convergent validity because they are able to explain the variance of the construct well. An AVE value of 1,000 on the interaction variable indicates that the moderation construct is perfectly formed in the model.

b. Discriminant Validity Test

The Discriminant Validity Test is used to ensure that each variable in the model is completely different from each other and that the indicator does not have a higher correlation with other variables than the variables themselves. The tests were carried out through Fornell-Larcker, Cross Loading, and HTMT.

Table 3. Fornell-Larcker

	KIK	KMK	KMK-KOR	KMK-PGK	KMK-PLK	KOR	PGK	PLK
KIK	0,829							
KMK	0,875	0,806						
KMK-KOR	-0,510	-0,514	1,000					
KMK-PGK	-0,463	-0,500	0,953	1,000				
KMK-PLK	-0,542	-0,538	0,982	0,948	1,000			
KOR	0,761	0,807	-0,526	-0,443	-0,540	0,761		
PGK	0,758	0,852	-0,411	-0,388	-0,440	0,750	0,800	
PLK	0,793	0,848	-0,543	-0,477	-0,564	0,857	0,809	0,793

Based on the Fornell-Larcker table, the square root value of AVE in each variable is diagonal and higher than the correlation with other variables, thus meeting the criteria of discriminant validity. This shows that each variable has the ability to distinguish itself well from the other variables in the model.

Tabel 4. Cross Loading

	KIK	KMK	KMK-KOR	KOR	KMK-PGK	PGK	KMK-PLK	PLK
KIK1	0,822	0,783	-0,390	0,666	-0,336	0,704	-0,430	0,737
KIK2	0,759	0,619	-0,302	0,538	-0,293	0,591	-0,329	0,500
KIK4	0,836	0,737	-0,424	0,643	-0,403	0,526	-0,445	0,623
KIK5	0,857	0,679	-0,495	0,642	-0,434	0,621	-0,523	0,660
KIK6	0,868	0,789	-0,488	0,656	-0,444	0,691	-0,507	0,737
KMK1	0,526	0,731	-0,273	0,559	-0,305	0,636	-0,288	0,603
KMK2	0,705	0,868	-0,475	0,654	-0,452	0,678	-0,506	0,743
KMK3	0,736	0,822	-0,456	0,700	-0,410	0,857	-0,482	0,745
KMK4	0,836	0,737	-0,424	0,643	-0,403	0,526	-0,445	0,623
KMK5	0,690	0,859	-0,416	0,677	-0,428	0,715	-0,415	0,688
KOR * KMK	-0,510	-0,514	1,000	-0,526	0,953	-0,411	0,982	-0,543
KOR1	0,475	0,576	-0,327	0,731	-0,254	0,527	-0,349	0,600
KOR3	0,527	0,534	-0,291	0,724	-0,273	0,595	-0,306	0,523
KOR4	0,567	0,613	-0,522	0,740	-0,440	0,493	-0,526	0,665
KOR5	0,708	0,680	-0,526	0,862	-0,410	0,603	-0,521	0,776
KOR6	0,592	0,654	-0,307	0,741	-0,292	0,635	-0,331	0,671
PGK * KMK	-0,463	-0,500	0,953	-0,443	1,000	-0,388	0,948	-0,477
PGK1	0,589	0,628	-0,266	0,591	-0,273	0,814	-0,300	0,607
PGK2	0,502	0,605	-0,213	0,488	-0,233	0,785	-0,235	0,574
PGK3	0,693	0,767	-0,391	0,640	-0,373	0,841	-0,412	0,677
PGK5	0,503	0,561	-0,205	0,500	-0,207	0,756	-0,242	0,603
PGK6	0,736	0,822	-0,456	0,700	-0,410	0,857	-0,482	0,745
PGK7	0,556	0,647	-0,377	0,638	-0,313	0,738	-0,379	0,651
PLK *	-0,542	-0,538	0,982	-0,540	0,948	-0,440	1,000	-0,564

	KIK	KMK	KMK-KOR	KOR	KMK-PGK	PGK	KMK-PLK	PLK
KMK								
PLK1	0,647	0,709	-0,386	0,642	-0,403	0,667	-0,396	0,784
PLK2	0,693	0,739	-0,506	0,699	-0,448	0,707	-0,531	0,821
PLK5	0,542	0,604	-0,355	0,636	-0,319	0,622	-0,382	0,783
PLK6	0,708	0,680	-0,526	0,862	-0,410	0,603	-0,521	0,776
PLK7	0,531	0,597	-0,341	0,508	-0,291	0,598	-0,347	0,734
PLK8	0,620	0,684	-0,440	0,696	-0,374	0,643	-0,475	0,854

Based on the cross loading table, each indicator has the highest loading value on its own variable compared to the others, thus meeting the criteria of discriminant validity. This shows that each indicator is able to distinguish the constructs it measures clearly and that there is no overlap between variables.

c. Reliability Test

Reliability tests are used to ensure that each variable in the model has good internal consistency and that the indicators are stable in measuring constructs. The tests include Cronbach's Alpha and Composite Reliability (CR), both of which must be worth ≥ 0.70 .

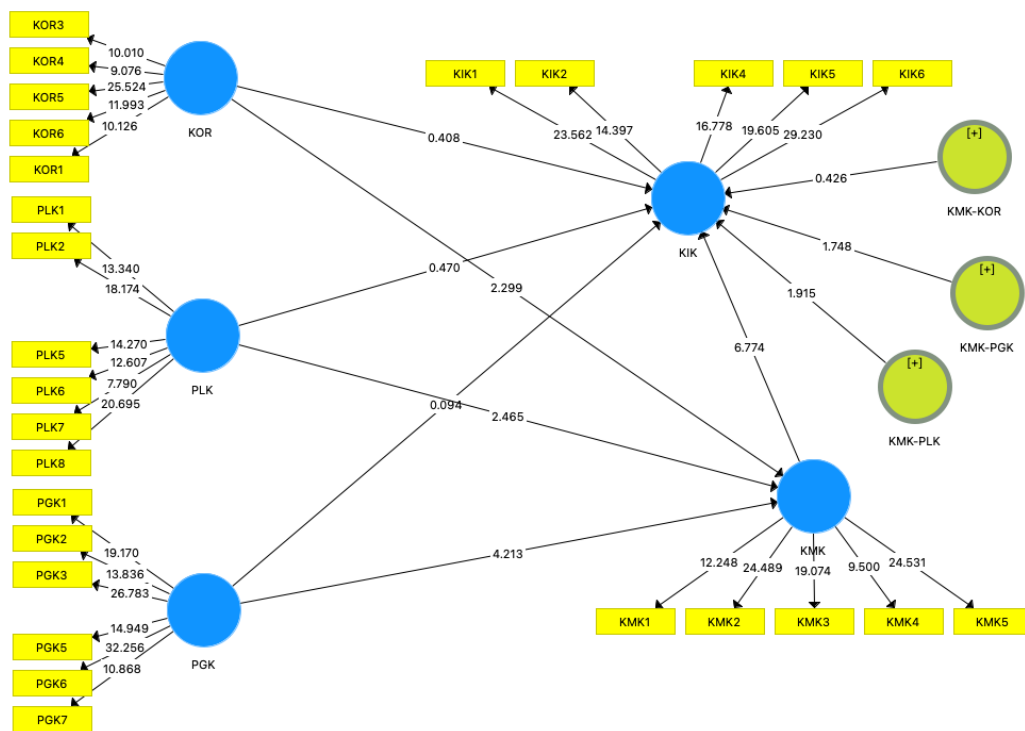
Table 5. Cronbach's Alpha and Composite Reliability (CR)

	Cronbach's Alpha	Composite Reliability
KIK	0,886	0,917
KMK	0,863	0,902
KMK-KOR	1,000	1,000
KMK-PGK	1,000	1,000
KMK-PLK	1,000	1,000
KOR	0,817	0,873
PGK	0,887	0,914
PLK	0,882	0,910

Based on table 5, all variables have Cronbach's Alpha and Composite Reliability values of more than 0.70, so it can be concluded that this research instrument is reliable.

3. Inner Model Evaluation

Inner Model Evaluation is used to assess the relationships between latent variables in a structural model and see how strong the influence between variables is. The tests include the R-Square, the Predictive Relevance (Q^2), the Goodness of Fit (GoF), and the Path Coefficient Significance Test through bootstrapping.



Gambar 3. Inner Model

a. Coefficient of Determination Test (R-Square)

The Coefficient of Determination (R-Square) test is used to measure how well an independent variable is able to explain the dependent variables in the model. A higher R-Square value indicates that the free variables exert a strong influence on the bound variables.

Table 6. Coefficient of Determination (R-Square)

	R Square	R Square Adjusted
KIK	0,794	0,778
KMK	0,810	0,804

Based on the results of the R-Square test, the R-Square value for the Employee Performance variable of 0.794 indicates that 79.4% of the variation in employee performance can be explained by Organizational Commitment, Job Training, and Career Development. Meanwhile, the R-Square value for Work Competency of 0.810 shows that 81% of the variation in work competence can be explained by these three variables. These two values belong to the high category, so the model is stated to have strong predictive capabilities.

b. Uji Predictive Relevance (Q-Square)

The Predictive Relevance Test (Q-Square) is used to assess the model's predictive ability against endogenous variables, whether the model is able to predict data properly. The test was carried out using a Q^2 (Stone-Geisser) value obtained through the Blindfolding procedure, and the model is said to have predictive relevance if the Q^2 value > 0 .

Furthermore, the model can be measured with Q-square to assess whether a model is capable or not. The results of the Q-square calculation in this study are as follows:

$$Q^2 = 1 - (1 - R1^2) \times (1 - R2^2)$$

$$Q^2 = 1 - (1-0,794) \times (1-0,810)$$

$$Q^2 = 1 - (0,206) \times (0,19)$$

$$Q^2 = 1 - 0,039$$

$$Q^2 = 0,961$$

Based on the calculation results, a **Q-Square value of 0.961** was obtained, which shows that the model has very strong predictive capabilities. The Q-Square value that is far above 0 indicates that the variables in the model are able to predict endogenous variables very well, so that the structural model is declared to have high predictive relevance.

c. Uji Goodness of Fit (GoF)

The Goodness of Fit (GoF) test is used to assess the extent to which the overall model, both the outer model and the inner model, have an overall good fit. The test was carried out by calculating the GoF value = $\sqrt{(AVE \times R^2)}$, and the model was declared good if the GoF value was in the > category of 0.36 (large fit).

Table 7. Uji Goodness of Fit (GoF)

	Average Variance Extracted (AVE)	R Square
KIK	0,688	0,794
KMK	0,649	0,810
KMK-KOR	1,000	
KMK-PGK	1,000	
KMK-PLK	1,000	
KOR	0,579	
PGK	0,639	
PLK	0,629	
Sum	6,184	1,604
Avarage	0,773	0,802

For the GoF value on PLS-SEM, it must be searched manually. GoF

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0,773 \times 0,802}$$

$$GoF = \sqrt{0,620}$$

$$GoF = 0,787$$

Based on the calculation results, a GoF value of 0.787 indicates that the model has an excellent match rate. This value is well above the limit of 0.36, so it can be concluded that the entire model, both measurement and structural, has met the strong goodness of fit criteria.

d. Uji Collinearity (VIF)

The Collinearity Test (VIF) is used to ensure that there is no problem of multicollinearity between variables in a structural model, which is a condition when independent variables are too highly correlated with each other. The test was carried out by looking at the VIF value, and the model was declared collinearity-free if the VIF value was < 5 (or more strictly < 3.3 in PLS-SEM).

Table 8. Uji Collinearity (VIF)

	VIF
KIK1	2,062
KIK2	1,751
KIK4	2,242
KIK5	2,603
KIK6	2,598
KMK1	1,854
KMK2	2,589
KMK3	1,993
KMK4	1,629
KMK5	2,509
KOR * KMK	1,000
KOR3	1,652
KOR4	1,763
KOR5	2,351
KOR6	1,483
PGK * KMK	1,000
PGK1	2,254
PGK2	2,056
PGK3	2,612
PGK5	1,855
PGK6	2,809

	VIF
PGK7	1,888
PLK * KMK	1,000
PLK1	2,010
PLK2	2,409
PLK5	2,370
PLK6	1,883
PLK7	1,920
PLK8	2,701
KOR1	1,641

Based on the results of the VIF test in the table above, all indicators have a VIF value below 5, so it can be concluded that there is no multicollinearity problem in the model. Thus, the relationships between independent variables are considered safe and do not influence each other excessively, so that the model can be used for further analysis.

4. Uji Hypothesis

Hypothesis tests are carried out through the bootstrapping process on SmartPLS to determine whether or not the relationship between variables is significant based on t-statistic and p-value. The test results stated that the hypothesis was accepted if $t > 1.96$ or $p < 0.05$, which showed that the relationship between the variables in the model was proven to be significant.

Table 9. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KMK -> KIK	0,743	0,731	0,110	6,774	0,000
KMK-KOR -> KIK	0,059	0,090	0,138	0,426	0,670
KMK-PGK -> KIK	0,187	0,182	0,107	1,748	0,081
KMK-PLK -> KIK	-0,265	-0,292	0,138	1,915	0,056
KOR -> KIK	0,042	0,060	0,103	0,408	0,683
KOR -> KMK	0,206	0,210	0,090	2,299	0,022
PGK -> KIK	-0,010	-0,004	0,109	0,094	0,925
PGK -> KMK	0,446	0,454	0,106	4,213	0,000
PLK -> KIK	0,064	0,054	0,136	0,470	0,638
PLK -> KMK	0,311	0,299	0,126	2,465	0,014

According to the table above, the path coefficient value is indicated by the t-statistics and p-values for the direct relationship between exogenous variables and endogenous variables.

The Effect of Organizational Commitment on Employee Performance

The test results showed that Organizational Commitment (KOR) did not have a significant effect on Employee Performance (KIK) at PT Pelindo Multi Terminal Branch Dumai. This is evidenced by the t-statistics value of 0.408 (< 1.96) and p-values of 0.683 (> 0.05), so that the hypothesis is rejected. A very low path coefficient of 0.042 indicates that organizational commitment does not have a meaningful contribution to improving employee performance directly.

The Effect of Job Training on Employee Performance

The test results showed that Job Training (PLK) did not have a significant effect on Employee Performance (KIK) at PT Pelindo Multi Terminal Branch Dumai. This is shown by a t-statistical value of 0.470 (< 1.96) and a p-value of 0.638 (> 0.05), so that the hypothesis is rejected. Despite having a positive path coefficient of 0.064, this value is not

strong enough to prove that on-the-job training can directly improve employee performance.

The Influence of Career Development on Employee Performance

The test results showed that Career Development (PGK) did not have a significant effect on Employee Performance (KIK) at PT Pelindo Multi Terminal Branch Dumai. This is evidenced by a t-statistical value of 0.094 (< 1.96) and a p-value of 0.925 (> 0.05), so the hypothesis is rejected. Even the path coefficient shows a very small negative value of -0.010, indicating that career development does not have a positive impact on improving employee performance directly.

The Influence of Organizational Commitment on Work Competence

The test results show that Organizational Commitment (KOR) has a positive and significant effect on Work Competency (KMK) at PT Pelindo Multi Terminal Branch Dumai. This is evidenced by a t-statistical value of 2.299 (> 1.96) and a p-value of 0.022 (< 0.05), so that the hypothesis is accepted. The path coefficient of 0.206 shows that the higher the commitment of the employee's organization, the higher the work competence they have.

The Effect of Job Training on Job Competency

The test results showed that Job Training (PLK) had a positive and significant effect on Work Competency (KMK) at PT Pelindo Multi Terminal Branch Dumai. This is evidenced by a t-statistical value of 2.465 (> 1.96) and a p-value of 0.014 (< 0.05), so that the hypothesis is accepted. The path coefficient of 0.311 shows that job training makes a considerable contribution to improving employee work competence.

The Influence of Career Development on Work Competency

The test results showed that Career Development (PGK) had a positive and significant effect on Work Competency (KMK) at PT Pelindo Multi Terminal Branch Dumai. This is evidenced by a t-statistical value of 4.213 (> 1.96) and a p-value of 0.000 (< 0.05), so that the hypothesis is accepted. The path coefficient of 0.446 is the highest among other variables, indicating that career development is the most dominant factor in improving employee work competence.

The Effect of Work Competency on Employee Performance

The test results show that Work Competency (KMK) has a positive and significant effect on Employee Performance (KIK) at PT Pelindo Multi Terminal Branch Dumai. This is evidenced by a t-statistical value of 6.774 (> 1.96) and a p-value of 0.000 (< 0.05), so that the hypothesis is accepted. A very high path coefficient of 0.743 shows that work competence has a very strong and dominant influence in determining the level of employee performance.

The Role of Work Competency Moderation on the Relationship between Organizational Commitment and Employee Performance

The test results showed that Work Competency was not able to moderate the relationship between Organizational Commitment and Employee Performance at PT Pelindo Multi Terminal Branch Dumai. This is evidenced by the t-statistics value of 0.426 (< 1.96) and p-values of 0.670 (> 0.05), so that the hypothesis is rejected. The interaction coefficient of 0.059 indicates that the existence of work competencies does not strengthen or weaken the influence of organizational commitment on employee performance.

The Role of Job Competency Moderation on the Relationship between Job Training and Employee Performance

The test results showed that Work Competency was not able to moderate the relationship between Job Training and Employee Performance at PT Pelindo Multi Terminal Branch Dumai. This is evidenced by the t-statistical value of 1.915 (< 1.96) and p-values of 0.056 (> 0.05), so that the hypothesis is rejected even though the p-values are very close to the limit of significance. A negative interaction coefficient of -0.265 indicates that job competence tends to weaken the relationship between job training and employee performance, although it is not statistically significant.

The Role of Work Competency Moderation on the Relationship between Career Development and Employee Performance

The test results showed that Work Competency was not able to moderate the relationship between Career Development and Employee Performance at PT Pelindo Multi Terminal Branch Dumai. This is evidenced by a t-statistical value of 1.748 (< 1.96) and a p-value of 0.081 (> 0.05), so that the hypothesis is rejected even though the value is quite close to the limit of significance. A positive interaction coefficient of 0.187 indicates a tendency of work competence to strengthen the relationship between career development and employee performance, but this influence is not strong enough to be statistically significant.

Conclusion

1. The Effect of Organizational Commitment on Employee Performance

The results of the study show that organizational commitment does not have a significant effect on the performance of PT Pelindo Multi Terminal Branch Dumai employees. The high and low commitment of employees to the organization does not directly determine their level of performance in carrying out port operational tasks. This condition can occur due to the nature of work in the port industry which relies heavily on strict standard operating procedures (SOPs), structured shift-based work systems, and operational targets that have been set by the company, so that employee performance is more determined by their technical abilities and competencies than by their level of emotional commitment to the organization. In addition, the port's work environment that

demands speed, accuracy, and safety in cargo handling and loading and unloading makes technical competence a more crucial factor than organizational commitment. This can also be caused by an incentive and reward system that is more oriented towards achieving operational performance targets rather than employee loyalty or long-term commitment to the company.

2. The Effect of Job Training on Employee Performance

The results of the study showed that job training did not have a significant effect on the performance of employees of PT Pelindo Multi Terminal Branch Dumai. This finding is quite surprising considering that the port industry is a very dynamic sector and requires regular competency updates. However, this result can be explained through several possible conditions in the field, including the training provided is not fully in accordance with the real operational needs at the terminal, training materials that are too theoretical and not applicable to daily working conditions, or there is a gap between the time of the implementation of the training and its implementation in the field so that the knowledge gained is not immediately applied and forgotten. In addition, another possibility is training that is general and not specific to each employee's job type, so that it does not have a direct impact on improving their performance. Another factor to consider is the possibility that most employees already have a long enough work experience and master their jobs well through learning by doing, so formal training does not provide significant added value to their already established performance.

3. The Influence of Career Development on Employee Performance

The results of the study show that career development does not have a significant effect on the performance of employees of PT Pelindo Multi Terminal Branch Dumai. These findings indicate that existing career development programs have not been able to be effective motivators to drive direct employee performance improvements. This can be caused by several factors, including a promotion system that may be based more on seniority or other subjective factors than merit or actual performance, which can make employees feel that their performance improvement is not directly proportional to career development opportunities. Another factor to consider is the possibility that some employees are already comfortable with their current positions and responsibilities, especially for those who are approaching retirement or who judge that a promotion will bring a heavier workload and responsibilities without comparable compensation, so that career development does not become a factor affecting their performance.

4. The Influence of Organizational Commitment on Work Competence

The results of the study show that organizational commitment has a positive and significant effect on the work competence of PT Pelindo Multi Terminal Branch Dumai employees. Employees who have a high commitment to the organization will be more motivated to improve their competencies and work skills. Employees with strong organizational commitment demonstrate a proactive attitude in learning new work procedures, adapting to the port's evolving technology and operational system, and being more open to participating in training and development programs offered by the company.

They also tend to be more serious in carrying out their duties, have a high sense of responsibility, and take the initiative to improve their knowledge regarding work safety standards, cargo handling, and terminal operations. Highly committed employees are also more active in sharing knowledge with colleagues, learning from daily operational experiences, and seeking to deeply understand all aspects of their work, so that their technical and managerial competencies continue to develop in line with their loyalty and emotional attachment to PT Pelindo Multi Terminal.

5. The Effect of Job Training on Job Competency

The results of the study show that job training has a positive and significant effect on the work competence of employees of PT Pelindo Multi Terminal Branch Dumai. These findings are in line with the expectation that training is an important instrument in building and improving employee competencies in the complex and ever-evolving port industry. The training provided, both in the form of port operational technical training, occupational safety training, training on the use of heavy equipment and modern loading and unloading equipment, and port management information system training, has proven to be effective in improving the knowledge, skills, and ability of employees in carrying out their duties. Through training, employees gain a better understanding of standard operating procedures (SOPs), port regulations, handling techniques for various types of cargo, and strict work safety and security procedures in the port environment. The training also helps employees adapt to new technologies such as the Terminal Operating System (TOS) system, modern heavy equipment, and various innovations in the logistics and port industry, so that their competencies continue to be updated according to the increasingly sophisticated and efficient operational demands of terminals.

6. The Influence of Career Development on Work Competency

The results of the study show that career development has a positive and significant effect on the work competence of employees of PT Pelindo Multi Terminal Branch Dumai, even being the most dominant factor in improving work competence. These findings indicate that when employees see a clear career path and opportunities for growth within the organization, they are motivated to actively improve their competencies as a prelude to a higher position. Structured career development programs encourage employees to expand their knowledge not only limited to their current field of work, but also to learn other aspects of the job relevant to their career path, such as managerial skills, leadership, operational coordination, and a thorough understanding of the port business. Employees who have a strong career development orientation tend to be more proactive in seeking learning opportunities, both formal and informal, participating in professional certifications in the port sector, learning best practices from other terminals, and developing soft skills such as communication, problem solving, and teamwork that are important for higher positions. With the certainty that the competencies they develop will be rewarded through promotion and increased responsibility, employees become more eager to continue to improve their capacity.

7. The Effect of Work Competency on Employee Performance

The results of the study show that work competence has a very strong and significant effect on the performance of employees of PT Pelindo Multi Terminal Branch Dumai. These findings confirm that competence is the key and most determinant factor in determining employee performance in a complex port operational environment that demands high technical expertise. Employees who have high competence, both in terms of technical knowledge of port operations, skills in operating loading and unloading equipment, understanding of work safety procedures, and the ability to use port information systems and technology, are proven to be able to carry out their duties more effectively, efficiently, and accurately. Qualified competencies enable employees to handle various operational situations appropriately, resolve issues that arise quickly and efficiently, minimize errors in cargo handling, increase loading and unloading productivity, and ensure the safety and security of terminal operations. Employee competencies are critical to ensure smooth operations, customer satisfaction, and the achievement of the terminal's overall performance targets.

8. The Role of Work Competency Moderation on the Relationship between Organizational Commitment and Employee Performance

The results of the study showed that work competence was not able to moderate the relationship between organizational commitment and employee performance of PT Pelindo Multi Terminal Branch Dumai. High and low work competence does not affect the strength of the relationship between organizational commitment and employee performance. In other words, whether employees with high or low competence, their organizational commitment still has no significant impact on performance. This can be explained because, performance is more determined by standard work procedures, strict monitoring systems, and measurable operational targets, so that the interaction between commitment and competence does not have a significant additional effect on performance. This condition also shows that even if an employee has excellent competence, but if it is not accompanied by a supportive work system, adequate incentives, or a conducive work environment, their organizational commitment will still not transform into a significant performance improvement. These findings confirm that in technical work environments such as port terminals, structural and operational factors have a more dominant role than psychological factors such as organizational commitment in determining employee performance.

9. The Role of Job Competency Moderation on the Relationship between Job Training and Employee Performance

The results showed that work competence was not able to moderate the relationship between job training and employee performance of PT Pelindo Multi Terminal Branch Dumai, even showing a tendency to weaken the relationship even though it was not statistically significant. These findings are quite interesting and show a complex phenomenon in the field, where improving competencies does not actually strengthen the impact of training on performance. This can happen because of several possibilities, the first is that there is a gap between the training material and the real competency needs in

the field, so that even though employees have high competence, irrelevant training still does not improve their performance. Second, the possibility of overqualification where employees with high competence feel that the training provided is too basic or does not add value to them, so they are not motivated to apply the training results on the job. Third, there is a possibility that employees with high competence already have their own effective work methods, so that the new training actually interferes with or contradicts their established way of working. This condition shows the importance of designing a training program that is tailored to the level of employee competence, so that the training can have an optimal impact on each group of employees with different levels of competence.

10. The Role of Work Competency Moderation on the Relationship between Career Development and Employee Performance

The results of the study showed that work competence was not able to moderate the relationship between career development and employee performance of PT Pelindo Multi Terminal Branch Dumai, although it showed a positive tendency that was close to the limit of significance. These findings indicate that the interaction between career development and work competencies has not been strong enough to have a significant additional effect on improving employee performance. This can be caused by several factors, including a career development system that is not fully merit-based or has not explicitly linked competence to promotion opportunities, so that employees with high competence do not feel that the increase in their competence will be directly proportional to the acceleration of career development. In addition, the limited positions and positions available at the branch level make the competition for career development very fierce, so even if employees have good competencies, they still have to wait for limited opportunities, which in turn makes them not motivated to improve performance based solely on the expectations of career development. These findings also show that career development needs to be combined with other factors such as a clear reward system, constructive feedback, and recognition of work achievements in order to truly drive performance improvement, especially for highly competent employees.

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