

The Influence Of Training And Corporate Culture On Employee Performance

Wike Pertiwi¹, Budi Rismayadi²

^{1,2}Management Study Program, Faculty of Economics and Business, University Buana Perjuangan Karawang

*¹Email: Wike.pertiwi@ubpkarawang.ac.id, ²Email: budi.rismayadi@ubpkarawang.ac.id

ABSTRACT

Submitted: 01-13, 2025 **Purpose of the study** — The purpose of this study is how the influence of Corporate Culture and Training on employee performance.

Research method— The method in this study is a quantitative descriptive method using multiple linear regression analysis. The research data comes from primary data and data collection process with a sample size of 50 people.

Accepted: 01-27, 2025 **Result**— The results of this study indicate that there is a partial influence between corporate culture on performance significantly of $0.000 < 0.005$ and a t-count value of $7.584 > 2.011$ and a partial influence between training on performance significantly of $0.000 < 0.005$ and a t-count value of $3.793 > 2.011$.

Published: 02-05, 2025 Together, corporate culture and training are proven to have a simultaneous significant influence on employee performance which shows a very significant influence of $0.000 < 0.005$ with an F-Count value of $186.501 > 3.19$. Based on the results of the determination coefficient, it was found that the variables of corporate culture and training had an influence of 88.8% while the remaining 1.2% was explained by other unknown factors or variables that were not included in this regression analysis such as work discipline, work environment.

Conclusion— Partially, Corporate Culture Variable (X1) has a positive and very significant influence on Employee Performance variable (Y) in Karawang MSMEs. Partially, Training Variable (X2) has a positive influence on employee performance variable (Y), which means that training variable has an influence on employee performance in Karawang MSMEs. Simultaneously, Corporate Culture Variable (X1) and Training variable (X2) have a positive and significant influence on employee performance variable (Y) in Karawang MSMEs. effectiveness. Fourth, joint testing shows that Engagement, Work Supervision and Compensation simultaneously have a positive and significant effect on employee performance. This means that H0 is rejected and H4 is accepted so that it can be stated that the independent or independent variable (X) has a

significant effect simultaneously or together on the dependent or dependent variable (Y).

Keywords: *Corporate Culture, Training, Employee Performance.*



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INTRODUCTION

Human Resources (HR) have an important role in determining the success and achievement of company goals. In order to achieve these goals, Human Resources (HR) are always required to be able to improve their performance for the sake of the company's sustainability. Human resources have a strategic role in providing added value to organizations to achieve competitive advantage. The rapid changes in the environment and technology today make human resources a factor that determines the company's ability to win the competition. Good performance must be managed by the company, to measure the performance of its employees (Astuti, 2017). Performance has an important role and benefits in an organization. An organization hopes that employees can really work according to their abilities as an effort to produce good output, because with performance an impossibility will be realized in what the company has set. Core performance basically includes attitudes and behavior psychologically, always believing that temporary work must be of better quality, because the quality of future work will be higher than it is today. Employees will be proud and satisfied with the achievements achieved based on the performance given to the company. Good performance is an ideal condition in the world of work. If Employee Performance meets quality and quantity standards, then good work performance will be obtained. The performance results achieved by a person or group of people in an organization with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics, performance can also be interpreted as a work ability, achievement shown or achieved in a certain period (Sudarso, 2019).

The progress and development of the organization is highly dependent on individual execution, which allows representatives to work honestly, proactively, loyally, and competently towards efforts that can ultimately be carried out ideally to provide a positive effect on organizational execution. (Wike Pertiwi, 2021). One of the factors that can affect an employee's performance is the company culture itself, because good or bad performance can be seen and assessed based on the company's culture. When culture directs things that are not good, it certainly leads to less than optimal performance and vice versa, a very smooth and focused culture that ultimately produces good work results. (Habibie, 2021). To remain creative, innovative and well-motivated in an effort to improve the quality of products produced by MSMEs, they apply the concept of corporate culture which is carried out from generation to generation to each existing employee.

Another factor that can improve employee performance is training. Training is one of the most frequently used human resource development interventions and is a pillar and stage in the employee empowerment program. (Utomo, 2020). Through training, employees are helped in doing existing work, can improve employee careers and help develop their responsibilities in the future. In an effort to improve employee performance, namely through employee development by implementing job training once a month and implementing a good corporate culture for employees. The implementation of organizational culture and training in order to improve employee performance seems to be important so that it can realize the target of achieving an organization.

This research is motivated by the Research gap in previous studies. Based on research conducted by (Lismayanti Girsang, 2021) the researcher concluded that training and corporate culture have a significant effect on employee performance. Furthermore, research on Training on employee performance conducted by (Utomo, 2020), based on the results of the study, namely training has a significant effect on employee performance. Research conducted by (Habibie, 2021) this study explains the relationship between corporate culture and employee performance. The findings of this study conclude that there is a positive relationship between the relationship between corporate culture variables and employee performance variables as dependent variables, but the findings of researchers conducted by (Khasanah, 2019) obtained the results that Corporate culture has no significant effect on employee performance with negative results and research conducted by (Ratnasari2, 2019) obtained results showing that the level of education does not affect employee performance. The training variable shows that training has no effect on employee performance. The career development variable shows that career development has no effect on employee performance. While the results of the simultaneous F test show that the level of education, training, career development do not affect employee performance variables. According to Fahmi in (Jemi, 2018) "Corporate culture is part of the company's operations that can be trusted and then implemented through employee behavior to achieve company goals".

According to (Habibie, 2021) Corporate culture is part of the role values inherent in the company's actions, which can be trusted and then implemented through employee behavior to achieve company goals. (Tengku Hasan Basri, 2022) Corporate culture is also called organizational culture, which is a set of values or standards that have existed for a long time and are shared by employees as standards of behavior to solve operational problems (Business). According to (Sudarso, 2019) Training is any effort to improve work performance in certain responsible positions. Training must be planned in a way that achieves organizational goals while meeting individual employee goals. According to (Jemi, 2018) Training is a planned effort or activity to develop and improve employee work skills that can help the organization achieve its predetermined goals. Meanwhile, according to (Utomo, 2020) Training is the process of providing new or existing employees with the basic skills they need in the workplace.

Winardi (2010:118) stated that performance is the level to which goals can be achieved. Performance is an important aspect in efforts to achieve company goals. With good employee performance in a company, the company will be able to achieve its desired goals. Mangkunegara (2013:67) stated that 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. Hasibuan (2013:94) stated that performance is a result of work achieved by someone in carrying out the tasks assigned to him which is based on skills, experience and sincerity and time. Sedarmayanti (2012:14) defines performance as the result or level of success of a person as a whole in carrying out tasks compared to predetermined standards. Meanwhile, Irawan (2012:11) stated that performance is a concrete, observable, and measurable work result. Thus, if the work results want to occupy a good value, then in working, one must be truly disciplined in all positive things. Performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization which is outlined through the strategic planning of an organization (Moeheriono, 2012:95). According to Anwar Prabu Mangkunegara (2015:67) stated that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Syamsir Torang (2013:74) performance is the quantity or quality of the results of individual or group work within the organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, time, criteria, and measurements that have been set or that apply in the organization.

LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

A. LITERATURE REVIEW

Corporate Culture

Corporate culture refers to the shared values, beliefs, and practices that shape the social and psychological environment of a business. It influences how employees interact, make decisions, and approach their work. Research indicates that a strong corporate culture can enhance employee performance by fostering a sense of belonging and purpose. According to Schein (2010), organizational culture is a critical factor that affects overall performance and employee satisfaction.

Training and Employee Performance

Training is a systematic approach to improving employees' skills and knowledge, which is vital for enhancing their performance. Effective training programs can lead to increased productivity, job satisfaction, and employee retention. As noted by Noe (2017), training serves as a fundamental component of employee development, enabling personnel to adapt to changing job demands and organizational goals.

The Relationship Between Corporate Culture, Training, and Employee Performance

The relationship between corporate culture and employee performance has been well documented. A positive corporate culture encourages employees to engage more fully with their work, leading to better outcomes. Similarly, training enhances employees' capabilities, directly influencing their performance. Research by Kahn (1990) supports the idea that engaged employees, who feel valued by their organization, are more likely to perform at higher levels.

B. HYPOTESIS DEVELOPMENT

Based on the literature reviewed, the following hypotheses can be proposed:

1. **H1:** Corporate culture has a significant positive effect on employee performance.
2. **H2:** Training has a significant positive effect on employee performance.
3. **H3:** Corporate culture and training have a simultaneous significant effect on employee performance.

METHOD

This research uses the verification method, which is used to research a certain population or sample. The data analysis method used in this study is the Quantitative method. This research was conducted for 4 months. The location of this research was carried out at MSMES in Karwang. The population and sample in this study were employees working at MSMES Karawang, namely 50 respondents. This study was conducted by taking samples using the accidental sampling method, which is a sampling technique by taking respondents who happened to be or were available in a place that was in accordance with the context of the study (Notoatmodjo, 2010).

Data, Instruments, and Data Collection Techniques

Data collection techniques and data collection instruments are important factors for the success of the study. This is related to how to collect data, who the source is, and what tools are used. The sampling techniques used in this study are Literature Study and Field Study.

1. Literature Study

Literature study is an activity to collect information that is relevant to the topic or problem that is the object of research. For example:

- a. Books
- b. Scientific papers
- c. Dissertations
- d. Theses
- e. Internet, and others.

By conducting a literature study, researchers can utilize all information and thoughts that are relevant to their research.

2. Field Study is a process of revealing facts through observation, questionnaires and interviews in obtaining information or data by going directly to the field.

- a. Observation, namely making direct observations and studying things related to research directly.
- b. Questionnaires, namely by asking questions that have been prepared in writing by distributing questionnaires and accompanied by alternative answers that will be given to respondents

Interviews, used by researchers to conduct preliminary studies to raise problems that must be studied, and researchers also want to know a little about their respondents by conducting direct interviews.

Data Analysis Techniques

The process integrated in the research procedure is the meaning of data analysis techniques. Data analysis is conducted to answer the formulation of the problem and the hypothesis that has been proposed. The results of the data analysis are then interpreted and conclusions are made (Suryani and Hendryadi, 2015: 210). And to find out the results of a study whether a hypothesis is accepted or rejected, an analysis of the data that has been obtained is carried out. Data analysis will be assisted by SPSS 22 for Windows software by following the SPSS processing procedures in Trihendradi's book (2012). And there are two types of statistics used in the study, namely descriptive statistics and inferential statistics.

RESULTS AND DISCUSSION

A. RESULTS

Validity Test Results

Validity Test in this study used the SPSS program with a testing technique using the correlation technique through the Product Moment correlation coefficient. That is, correlating each of the item scores with the total score. In order to determine the level of validity, a significance test was carried out by comparing the r-count value and the r-table value. The way to determine the r-table value is by the formula ($df = n - 2$) with sign.5% (0.05). In this study, the amount of df (30-2) or $df = 30$ with alpha 0.05 obtained an r table value of 0.361. The requirement for an instrument item to be considered valid is if the r-count value > r table and the r value is positive. The following are the results of the validity test:

Table 1. Results of the validity test of the Corporate Culture variable (X1)

NO	Variables	Item Count	r-table	Information
1		X1.1 0.631		Valid
2		X1.2 0.527		Valid
3		X1.3 0.594		Valid

NO	Variables	Item	Count	r-table	Information
4		X1.4	0.706		Valid
5		X1.5	0.512		Valid
6		X1.6	0.449		Valid
7		X1.7	0.658		Valid
8		X1.8	0.567		Valid
9	Company Culture	X1.9	0.692	0.361	Valid
10		X1.10	0.680		Valid
11		X1.11	0.613		Valid
12		X1.12	0.662		Valid
13		X1.13	0.728		Valid
14		X1.14	0.783		Valid
15		X1.15	0.711		Valid

Based on table 1, it shows that all of the variables used to measure Corporate Culture have a calculated r-value greater than the r-table value (0.361). From these results, it can be concluded that the Corporate Culture variable is valid.

Table 2. Results of Validity Test of Training Variables

NO	Variables	Item	r Count	r-table	Information
1		X2.1	0.614		Valid
2		X2.2	0.719		Valid
3		X2.3	0.825		Valid
4		X2.4	0.669		Valid
5		X2.5	0.708		Valid
6		X2.6	0.732		Valid
7		X2.7	0.732		Valid
8		X2.8	0.786		Valid
9	Training	X2.9	0.733	0.361	Valid
10		X2.10	0.565		Valid
11		X2.11	0.660		Valid
12		X2.12	0.669		Valid
13		X2.13	0.761		Valid
14		X2.14	0.719		Valid
15		X2.15	0.603		Valid

Based on table 2, it shows that all of the variables used to measure training have a calculated r-value greater than the r-table value (0.361). From these results, it can be concluded that the Training Culture variable is valid.

Table 3. Employee Performance variable validity test results

NO	Variables	Item	r Count	r-table	Information
1		Y.1	0.712		Valid
2		Y.2	0.606		Valid
3		Y.3	0.601		Valid
4		Y.4	0.678		Valid
5		Y.5	0.733		Valid
6		Y.6	0.578		Valid
7		Y.7	0.529		Valid
8		Y.8	0.635		Valid
9	Employee	Y.9	0.630	0.361	Valid
10	performance	Y.10	0.696		Valid
11		Y.11	0.764		Valid
12		Y.12	0.689		Valid
13		Y.13	0.643		Valid
14		Y.14	0.665		Valid
15		Y.15	0.569		Valid

Based on table 3, it shows that all of the variables used to measure Employee Performance have a calculated r-value greater than the r-table value (0.279). From these results, it can be concluded that the Employee Performance variable is valid.

Reliability Test Results

The reliability measurement technique in this study uses the Cronbach's Alpha method. If the Cronbach's Alpha value > 0.60 then the questionnaire is declared consistent or reliable. Conversely, if the Cronbach's Alpha value < 0.60 then the questionnaire is declared inconsistent or unreliable

Table 4. Reliability Test Results

Variables	Cronbach's Alpha	Criteria	Information
Company Culture (X1)	0.893		Reliable
Training (X2)	0.925	0.60	Reliable
Employee Performance (Y)	0.894		Reliable

Based on the results of the reliability test in table 4, it is known that each variable has a Cronbach alpha > 0.60, thus the variables Corporate Culture, Training and Employee Performance can be said to be reliable.

Model Testing, Verification Analysis, and Hypothesis Testing
Test classical assumption- TestNormality

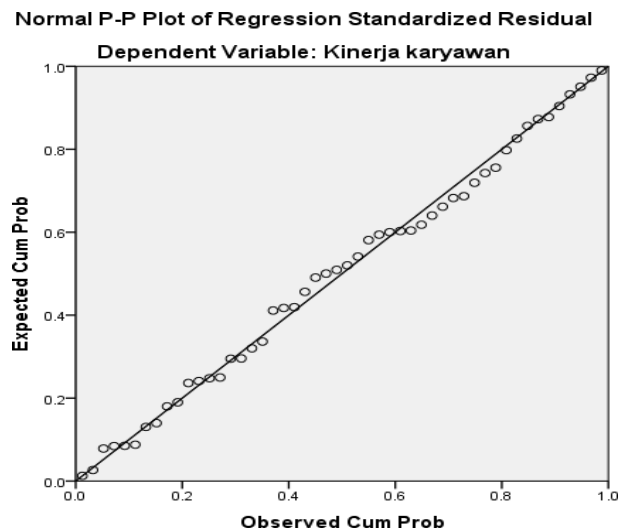


Figure 1. P-Plot Normality Test Results

Based on the normality test using the P-plot in Figure 4.49, it can be seen that the points (data) are spread around the diagonal line and follow the direction of the diagonal line/histogram graph, so it can be said that the data is normally distributed.

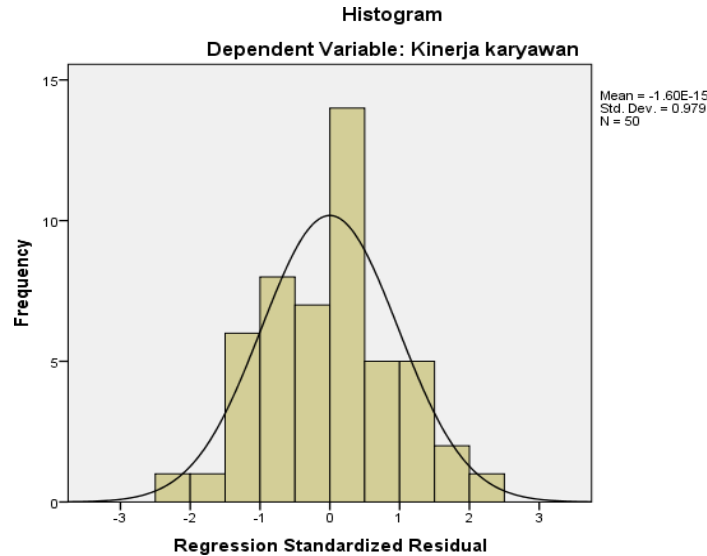


Figure 2. Histogram graph test results for normality test

Meanwhile, the histogram graph, as can be seen in Figure 4.50, depicts a symmetrical distribution pattern and does not deviate to the right and left, but is right in the middle like a bell shape, so it can be concluded that the data is normally distributed.

Table 5. Kolomogrov Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
	Mean	0
Normal Parameters ^{a,b}	Std. Deviation	4.24754761
	Absolute	0.05
Most Extreme Differences	Positive	0.049
	Negative	-0.05
Test Statistics		0.05
Asymp. Sig. (2-tailed)		.200 ^{c,d}

To strengthen the two tests mentioned earlier, a one sample Kolomogrov Smirnov test was conducted. In table 5, it can be seen that the data amounted to 50 (N = 50). The results show the Asymp. Sig value (2-tailed) has a significance level greater than 0.05 (0.200 > 0.05) so it can be concluded that the sample data from each variable has a normal distribution.

Multiple Linear Regression Analysis

This study uses multiple linear analysis to test the truth of the hypothesis, namely that Corporate Culture and training have an effect on the performance of Karawang MSMEs employees. Based on the analysis using the SPSS version 23 program, the following regression results were obtained:

Table 6. Multiple Linear Regression Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,980	2,720		4.404	.000
Company Culture	.554	.073	.654	7,584	.000
Training	.266	.070	.327	3,793	.000

The results of the multiple linear regression test in table 6, can be seen in the Unstandardized Coefficients column section B. The Constanta value (a value) is 11.980, for the Corporate Culture variable it is 0.554 and for training it is 0.266. So that the multiple linear regression equation can be obtained as follows:

$$Y = a + b_1X_1 + b_2X_2 + E$$

$$Y = 11.980 + 0.554 + 0.266 + E$$

t-test (Partial Test)

Table 7. T-Test Results (Partial Test)

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,980	2,720		4.404	.000
	Culture	.554	.073	.654	7,584	.000
	Company Training	.266	.070	.327	3,793	.000

a. Dependent Variable: Employee_Performance

Before explaining the T-test, first find the t-table value at a significant level of 5%. With the formula $DF = n - k$ ($50 - 3$), the t-table value in the appendix is 2.0117. Based on the results of

the t-test (partial test) in table 7, the results are as follows:

- The Effect of X1 on Y. It is known that the sign value is $0.000 < 0.005$ which means it is very significant and the t-count value is $7.584 > 2.011$ so it can be concluded that H1 is accepted which means there is an influence between the Corporate Culture variable (X1) on Performance (Y).
- The effect of X2 on Y. It is known that the sign value is $0.000 < 0.005$, which means it is very significant and the t-count value is $3.793 > 2.011$, so it can be concluded that H2 is accepted, which means there is an influence between the Training variable (X2) on Performance (Y).

F Test (Simultaneous)

Table 8. F Test Results - Simultaneous Test ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1840.152	2	920,076	186,501	.000b
Residual	231,868	47	4.933		
Total	2072.020	49			

a. Dependent Variable: Employee_Performance

b. Predictors: (Constant), Training, Company Culture

It is known that the F-table value (From the calculation of df1 and df2) is 3.19 Based on table 8, it can be seen that the F-count value is 186.501 with a significance level of 0.000, then from $F\text{-count} > F\text{-table}$ ($186.501 > 3.19$) with a sig level of $0.000 < 0.005$. So it can be concluded that H3 is accepted which means that the independent variables, namely Corporate Culture and Training simultaneously have a positive and very significant effect on the dependent variable, namely employee performance.

Multiple Determination Coefficient Test (R^2)

Table 9. Multiple Determination Coefficient (R^2) Test Results Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942a	.888	.883	2.22112

a. Predictors: (Constant), Training, Company Culture

b. Dependent Variable: Employee_Performance

Based on the multiple determination coefficient test in table 9, the R value is 0.942, which means that the correlation (relationship) between Corporate Culture and Training on employee

performance is 94.2%. And for the R square value is 0.888 or equal to (88.8%). This shows that the Corporate Culture and Training variables simultaneously affect the employee performance variable by 0.888 (88.8%). While the remaining 1.2 (1.2%) is influenced by other variables outside this regression equation or other variables that are not studied.

B. DISCUSSION

Partial Influence of Corporate Culture Variables on Employee Performance

Based on the results of the correlation analysis test, the corporate culture variable (X1) has a correlation value of 0.806 where the correlation value is greater than the r-table value ($0.806 > 0.279$). And the sig. (2-tailed) value between corporate culture (X1) and employee performance (Y) is 0.000 ($0.00 < 0.05$). This means that there is a very significant positive correlation between corporate culture (X1) and employee performance (Y). In other words, the more the corporate culture improves, the more employee performance will improve. Furthermore, from the results of the t-test, it was obtained that corporate culture has a t-count value $>$ t-table ($7.584 > 2.011$) and a sig. value < 0.05 ($0.000 < 0.005$) so it can be concluded that H1 is accepted, which means that there is an influence between the Corporate Culture variable (X1) on Performance (Y).

Partial Influence of Training Variables on Employee Performance

Based on the results of the correlation analysis test, the training variable (X2) has a correlation value of 0.752 where the correlation value is greater than the r-table value of 0.279 ($0.752 > 0.279$) and the sig. (2-tailed) value between training (X2) and employee performance (Y) is 0.000 ($0.00 < 0.05$). This means that there is a very significant positive correlation between corporate culture (X1) and employee performance (Y). In other words, the better the corporate culture, the better the employee performance.) is 0.000 ($0.00 < 0.05$). This means that there is a very significant positive correlation between corporate culture (X1) and employee performance (Y). In other words, the better the corporate culture, the better the employee performance. Furthermore, from the results of the t-test, it was obtained that the corporate culture has a t-count value $>$ t-table. It is known that the sign value is $0.000 < 0.005$ and the t-count value is $3.793 > 2.011$ so it can be concluded that H2 is accepted, which means that there is an influence between the Training variable (X2) on Performance (Y).

The Simultaneous Influence of Corporate Culture and Training on Employee Performance

According to the results of the analysis and data processing carried out on Karawang MSMEs through the distribution of questionnaires to 50 respondents and has been tested so that the simultaneous influence of corporate culture and training on employee performance in Karawang MSMEs can be known. In the F Test that was carried out previously, the results of F-count $>$ F-table ($186.501 > 3.19$) were obtained with a sig level of $0.000 < 0.005$. Thus it can be

concluded that the independent variables of corporate culture and training simultaneously have a positive and very significant effect on the dependent MSMEs mely the performance of Karawang MSMEs employees.

CONCLUSION

Partially, Corporate Culture Variable (X1) has a positive and very significant influence on Employee Performance variable (Y) in Karawang MSMEs. Partially, Training Variable (X2) has a positive influence on employee performance variable (Y), which means that training variable has an influence on employee performance in Karawang MSMEs. Simultaneously, Corporate Culture Variable (X1) and Training variable (X2) have a positive and significant influence on employee performance variable (Y) in Karawang MSMEs. effectiveness. Fourth, joint testing shows that Engagement, Work Supervision and Compensation simultaneously have a positive and significant effect on employee performance. This means that H0 is rejected and H4 is accepted so that it can be stated that the independent or independent variable (X) has a significant effect simultaneously or together on the dependent or dependent variable (Y).

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