
THE INFLUENCE OF ORGANIZATIONAL CULTURE AND TRAINING ON PERFORMANCE WITH THE INTERVENING VARIABLE OF EMPLOYEE COMMITMENT MAGETAN DISTRICT REGIONAL SECRETARIAT

Nurul Hidayah Munawaroh*¹, Anang Kistyanto*², Dewie Tri Wijayati Wardoyo*³

^{*1,2,3}Master Of Management Study Program, Faculty Of Economics And Business, Surabaya State University, Indonesia.

DOI : <https://www.doi.org/10.56726/IRJMETS60302>

ABSTRACT

Employee performance is the result of work achieved in a quality manner by an employee who carries out his duties in accordance with the responsibilities that have been given to him. Employee performance can increase if the employee understands how a person should do his job, therefore companies must also carry out training towards its employees.

The purpose of this research is to analyze the influence of organizational culture on the performance of Magetan Regency Regional Secretariat employees. To analyze the influence of training on the performance of Magetan Regency Regional Secretariat employees with commitment as an intervening variable.

In this research the author used quantitative research methods.

The effect of training on performance through commitment is significant at 0.021. The test results show a significant level of relationship between Innovative Behavior and Performance through Commitment. Thus hypothesis seven is accepted

There is a significant influence on employee performance through organizational culture, training and commitment

Keywords: Organizational Culture, Training, Commitment, Performance.

I. INTRODUCTION

Employee performance is the result of work achieved in quality by an employee who performs his duties in accordance with the responsibilities that have been given to him (Hendra, 2020). Employee performance can increase if employees already understand how someone must do their job, therefore the company must also conduct training for its employees. Employee performance is very influential on employee satisfaction, therefore the factor that influences performance improvement in employees is employee harmony, employee harmony is usually interdependent between managers and employees. So the performance of employees in a company is largely determined by qualified employees.

One way to improve performance is through organizational culture. Organizational culture is the overall norms, values, beliefs, and assumptions shared by members. Employee performance in an organization is influenced by organizational culture. Empirical studies on organizational culture on performance conducted by Wisnu Pradana, (2021) found that organizational culture is able to support good performance. Organizational culture is formed from an organized group of people who have the same goals, beliefs and values that can be measured to influence the organization which has an important impact on improving employee performance.

Another way to improve employee performance is through training. Training is a process to improve employee competence. Training can help employees in understanding a practical knowledge and improve skills and skills and attitudes needed by the organization in achieving goals. Training prepares employees to do work that requires knowledge, attitudes and skills. The effect of training on performance is explained empirically through previous research by General et al., (2022) found that training can improve employee performance, training has an effect on performance To overcome the difference or gap, the affective commitment variable is included as a mediating variable. Affective commitment is defined by Anindita, (2019) as an employee's emotional attachment, which identifies and is involved with the organization. The effect of training on organizational commitment conducted by Ignatius, (2022) found that training affects commitment.

Organizational commitment is one of the important topics for the human resource development department in an organization (Harianto, 2016). Factors that determine commitment are organizational support and how

leaders stimulate employees' external motivation. Leadership in organizations is perceived and valued by many stakeholders as a key element of success, as a differentiating factor with a strong impact on goal achievement through its employees (Ismatilla, 2020). Organizational commitment is a condition in which employees side with the organization and have a goal and desire to survive. In general, organizational commitment is a concept that expresses employee commitment to the company where the employee works, both emotionally and behaviorally. A high level of employee commitment reduces absenteeism and turnover rates and improves employee performance (Bastian et al., 2022).

Regarding organizational commitment, Aprillianto et al. (2019) divides it into three subfactors, namely affective, normative, and sustainable. However, among the three subfactors of organizational commitment, affective commitment has received special attention because it is directly related to improving employee performance. Affective commitment refers to employees who are affectively committed to the organization and will probably continue to work for the organization because the employee wants to. This type of commitment also refers to an emotional attachment to the values of the organization on the part of the employee, on the other hand that affective commitment provides alignment with organizational goals. Therefore, it has become a necessity to retain employees in the company because intellectual capital is increasingly important over time and is the most distinctive feature of the company in conditions of increasing competition. Of course, money is not the only way to keep individuals with great knowledge in the organization under competitive conditions. In many cases, that some qualified workforce has left the company and accepted to work in other companies with lower wages. One of the most important reasons for this is the failure of the company and its managers to connect employees with the organization..

The implementation of organizational culture and training in order to improve employee performance accompanied by employee commitment is important so that it can realize the target achievement of an organization. This is no exception in a government environment that has a role in public services, including the Regional Secretariat of Magetan Regency. In organizing government and development activities, the position and role of government employees is very important, especially in providing public services.

The Regional Secretariat of Magetan Regency is a regional institution that has the task of drafting policies and administratively coordinating the implementation of regional apparatus tasks administratively. The regional secretariat has a function as coordinating the preparation of regional policies, implementing the duties of regional apparatus work units, monitoring and evaluating the implementation of regional policies. As a regional apparatus organization that has a major role in public services, the Regional Secretariat is required to measure employee performance from various aspects. This is important because if the causes of performance are known, steps can be taken so that performance can continue to be improved.

In order to maximize the performance of civil servants, Law Number 20 of 2023 replacing Law Number 5 of 2014 concerning State Civil Apparatus mandates that among other things, strengthening work culture and institutional image, performance management, talent and career development and employee competency development must be carried out. Article 3 paragraph (2) states that "ASN employees implement the ASN basic values which are branding ASN to the public or as ASN basic values, namely ASN Ber - AKHLAK which consists of: service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative.

ASN basic values are used as a guide for ASN employees in behaving and building a work culture and institutional image. Each Government Institution is required to make efforts to internalize the basic values of ASN within its institution. Article 49 of Law Number 20 of 2023 states that every ASN employee is required to develop competence through continuous learning to remain relevant to the demands of the organization. So competency development in this case training or training is no longer a right, but has become an obligation for the State Civil Apparatus.

The Regional Secretariat of Magetan Regency has implemented the basic values of ASN Ber - AKHLAK as a work culture. An insight survey has been conducted on the application of the basic values of ASN Ber - Akhlak as shown in the following figure:

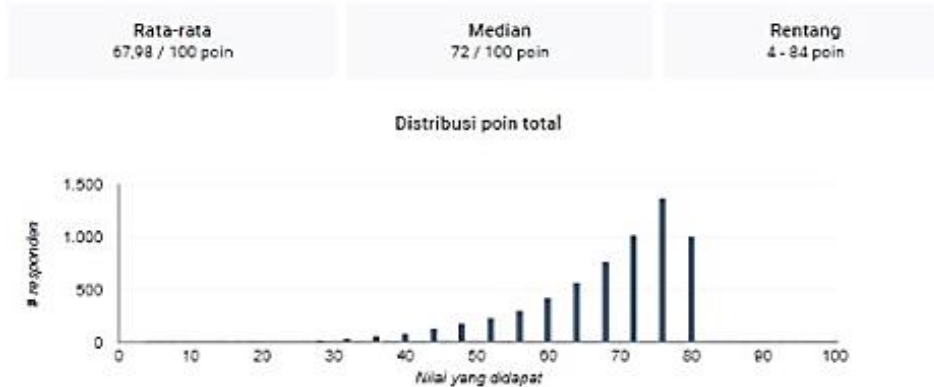


Figure 1: ASN Insight Survey Results – AKHLAK

Source: Organization Section of Magetan District Secretariat

From the graph above, it can be concluded that employees (ASN) have not been optimal in using resources to implement the Core Values of Ber - AKHLAK.

The socialization of the implementation of the Moral Culture which is the mandate of Law Number 20 of 2023 at the Regional Secretariat of Magetan Regency has not been optimal. The lack of socialization has an impact on the lack of cultural compatibility with work practices. Moral Culture has not succeeded in changing the values, attitudes and behavior of employees as a whole.

For the implementation of training or technical guidance in the development of apparatus resources at the Regional Secretariat of the Regency has also been carried out through an integrated learning system, which is integrated with work. Not maximizing the application of work culture and training in the Regional Secretariat of Magetan Regency makes researchers interested in examining more deeply the influence of culture and training or training on employee performance.

From the results of a literature review on several previous studies, it shows that there are still inconsistent results. Some studies find that there is a significant positive effect of organizational culture and training on affective commitment which will certainly affect employee performance. Conversely, research conducted by Rifdah (2022) found that affective commitment has no effect on employee performance, and job characteristics have no effect on affective commitment. Ade's research (2023) also found that the relationship between affective commitment variables and employee performance showed a path coefficient of 0.046. The P value is 0.111 which is greater than 0.05. With these results, it can be stated that affective commitment has no significant effect on employee performance. So that further research is needed regarding the influence of organizational culture and training with employee commitment on employee performance.

Based on the above background, the researcher is interested in conducting research on the Effect of Organizational Culture and Training on Performance with the Intervening Variable of Employee Commitment of the Regional Secretariat of Magetan Regency.

The objectives of this study are as follows:

1. To analyze the effect of organizational culture on employee performance at the Regional Secretariat of Magetan Regency.
2. To analyze the effect of training on employee performance at the Regional Secretariat of Magetan Regency.
3. To analyze the effect of organizational culture on commitment to employees of the Regional Secretariat of Magetan Regency.
4. To analyze the effect of training on commitment in employees of the Regional Secretariat of Magetan Regency.
5. To analyze the effect of commitment on the performance of employees of the Regional Secretariat of Magetan Regency.
6. To analyze the effect of organizational culture on the performance of employees of the Regional Secretariat of Magetan Regency with commitment as an Intervening Variable.
7. To analyze the effect of training on employee performance of the Regional Secretariat of Magetan Regency with commitment as an Intervening Variable.

II. METHODOLOGY

In this study the authors used quantitative research methods. According to Sugiyono (2018) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses. This type of research is explanatory, namely research that aims to explain the relationship between variables that have been determined as variables to be studied (Sugiyono, 2018).

Population is an area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions (Sugiyono, 2018). The population in this study were employees / employees in the Regional Secretariat of Magetan Regency from 9 sections totaling 118 people. The sample is part of the number and characteristics possessed by the population (Hardani, Auliya, et al., 2020). The criteria for respondents in this study are as follows: (1) Respondents are employees / employees at the Regional Secretariat of Magetan Regency; (2) Respondent education is at least high school or equivalent; and (3) Willing to become research respondents. To find out how many samples were used in the study the authors used the Slovin formula (Husein Umar, 2003: 102). The sample in this study was 90.77 and rounded up to 91 respondents.

The data collection method used in this research is a questionnaire. The questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer (Cooper and Schindler, 2017). This questionnaire is in the form of closed questions / statements given to respondents. Meanwhile, data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS software version 3. PLS is one of the methods for solving Structural Equation Modeling (SEM) which in this case is more compared to other SEM techniques.

III. ANALYSIS RESULTS

3.1. Respondent Characteristics

The results of research on the characteristics of research respondents showed that (1) Most respondents had an age range of 41-50 years, namely 56 respondents (60.2%), (2) Most respondents were female, 46 respondents (50.5%), (3) Most respondents had S1 education, 57 respondents (62.4%), and (4) Most respondents had a working period of 11-15 years, 25 respondents (26.9%).

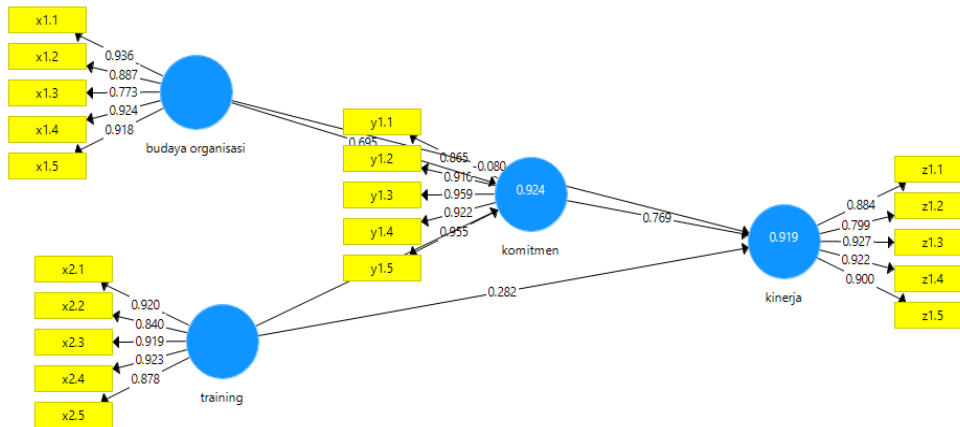
3.2. Descriptive Analysis

Analysis of the description of each research variable which includes organizational culture, training, commitment and performance is explained below.

1. Respondents' answers to the organizational culture variable showed that the majority of respondents chose the answer agree (S) and the highest average was in question number 2, which was 4.38 with a high category.
2. Respondents' answers to the training variable showed that the majority of respondents chose the answer agree (S) and the highest average was in question number 3, namely 4.24 with a high category.
3. Respondents' answers to the commitment variable showed that the majority of respondents chose the answer strongly agree (SS) and the highest average was in question number 5, namely 4.64 with a high category.
4. Respondents' answers to the performance variable showed that the majority of respondents chose the answer strongly agree (SS) and the highest average was in question number 2, namely 4.46 with a high category.

3.3. Outer Model Analysis

Statistical analysis using Smart PLS obtained the loading factor results in the following figure:



Gambar 1: Diagram Alur

3.4. Convergent Validity

The purpose of Convergent Validity is to determine whether an indicator is valid for measuring variables. Convergent validity is indicated by the loading factor. If the indicator is declared valid if the loading factor is greater than 0.7. The convergent validity test is shown in table 1.

Table 1: Convergent Validity Indicators

Variables	Indicators	Loading	T-Statistics	Description
Organizational Culture	X1.1	0,936	52,588	Valid
	X1.2	0,887	24,734	Valid
	X1.3	0,773	12,462	Valid
	X1.4	0,924	31,133	Valid
	X1.5	0,918	41,412	Valid
Training	X2.1	0,920	44,226	Valid
	X2.2	0,840	15,261	Valid
	X2.3	0,919	42,432	Valid
	X2.4	0,923	46,936	Valid
	X2.5	0,878	24,639	Valid
Commitment	Y1.1	0,865	20,578	Valid
	Y1.2	0,910	32,452	Valid
	Y1.3	0,959	67,996	Valid
	Y1.4	0,922	34,853	Valid
	Y1.5	0,955	72,200	Valid
Performance	Z 1.1	0,884	32,263	Valid
	Z 1.2	0,799	14,562	Valid
	Z 1.3	0,927	50,563	Valid
	Z1.4	0,922	41,800	Valid
	Z 1.5	0,900	28,805	Valid

Based on table 1, it can be seen that the loading factor number is above 0.7 and declared valid.

Table 2: Average Variance Extracted (AVE) Calculation Results

Variables	AVE	Description
Organizational Culture	0,792	Valid
Training	0,788	Valid
Commitment	0,852	Valid
Performance	0,804	Valid

Extracted Average variance of validity tests. For convergent validity, the AVE of the instrument must be more than 0.5. Table 4.5 convergent validity test results show that organizational culture, training, commitment and

performance have AVE values greater than 0.5. Thus, markers of organizational culture, training, commitment, employee performance are validated.

3.5. Discriminant Validity

Discriminant If the indicator's factor loading is greater than its correlation with other variables, it can measure related variables. The table shows the results of the cross loading calculation. that the indices of organizational culture, training, commitment and employee performance have stronger cross loading than other factors. Indicators of organizational culture, training, commitment and performance are valid.

Table 3: Discriminant Validity Calculation Results

Indicator	Organizational Culture	Training	Commitment	Performance
x1.1	0,936	0,918	0,903	0,863
x1.2	0,887	0,813	0,830	0,791
x1.3	0,773	0,634	0,717	0,688
x1.4	0,924	0,901	0,891	0,842
x1.5	0,918	0,866	0,898	0,886
x2.1	0,894	0,920	0,873	0,818
x2.2	0,783	0,840	0,762	0,715
x2.3	0,874	0,919	0,877	0,899
x2.4	0,857	0,923	0,822	0,844
X2.5	0,779	0,878	0,825	0,841
y1.1	0,745	0,755	0,865	0,797
y1.2	0,861	0,789	0,910	0,886
y1.3	0,938	0,918	0,959	0,917
y1.4	0,934	0,941	0,922	0,874
y1.5	0,919	0,873	0,955	0,921
z1.1	0,860	0,824	0,882	0,884
z1.2	0,683	0,765	0,747	0,799
z1.3	0,887	0,877	0,930	0,927
z1.4	0,833	0,810	0,843	0,922
z1.5	0,796	0,805	0,817	0,900

3.6. Composite Reliability

In testing the reliability of the construct is composite reliability and Cronbach alpha. if the Composite Reliability is above 0.70 and Cronbach alpha is above 0.60, it is declared reliable. The summary results are in table 4 below.

Table 4: Composite Reliability Test Results

Variables	Composite Reliability	Cronbach's Alpha	Description
Organizational Culture	0,950	0,940	Reliabel
Training	0,949	0,936	Reliabel
Commitment	0,966	0,960	Reliabel
Performance	0,953	0,942	Reliabel

Composite Reliability results on work culture, innovative behavior, motivation, and performance are greater than 0.7. All measurement indicators are rated Reliability and on Cronbach's Alpha for work motivation, work environment, job satisfaction, and employee performance above 0.7 all indicators are declared Reliability.

3.7. Inner Model

Goodness of fit is used to assess the extent to which exogenous factors contribute to endogenous variables. Using the coefficient of determination (R-Squared) and predictive relevance Q-Squared, PLS analysis was conducted to determine the goodness of fit (Q2) of the model.

Table 5: Goodness of Fit Model

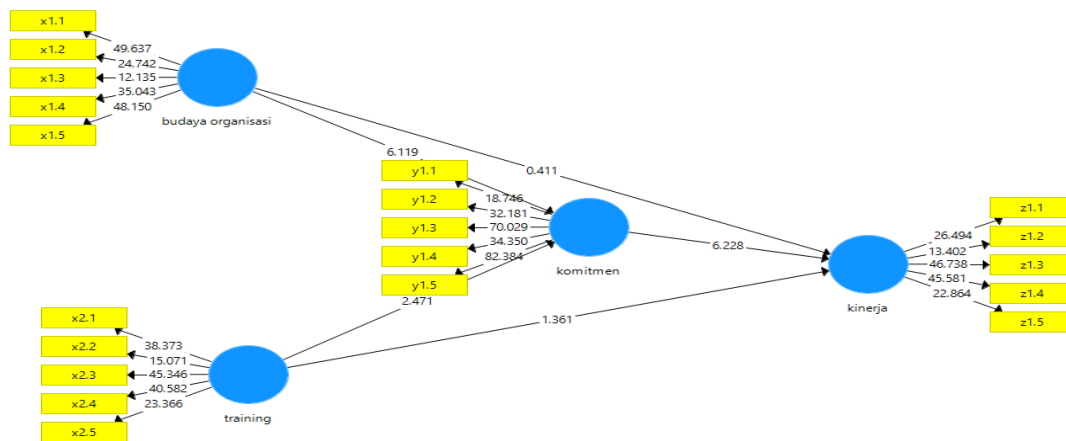
Endogen	R_Square
Performance	0,919
Satisfaction	0,924
$Q^2=1-[(1-R_1^2) (1-R_2^2)]$ $Q^2= 1-[(1-0,919) (1-0,924)]= 0,99$	

R-square variable performance obtained a figure of 0.919 or 91.9%. This proves that the performance variable is explained by training, organizational culture and training 91.9% or if other variables are related to other factors of 8.1%.

Q_Square predictive relevance (Q2) 0.99 (99%). this explains that 99% variable diversity or the contribution of organizational culture, organizational culture, training, commitment and overall performance (directly / indirectly).

3.8. Bootstrapping Analysis

Hypothesis testing is carried out using the bootstrapping method when processing structural models. Statistical tests in this study using t statistics or t tests can be seen in the figure below.



Gambar 2: Analisis Bootstrapping

3.9. Hypothesis Testing

3.9.1. Hypothesis Testing of Direct Influence

The direct impact hypothesis test determines whether exogenous factors have a direct effect on endogenous variables or not. The test condition says that there is a significant impact of exogenous variables on endogenous variables if the p-value (Significant) is less than the significance threshold, alpha = 0.05 (5 percent).

Table 6: Hypothesis Testing Results of Direct Influence

Eksogen	Endogen	Path Coefficient	T Statistics	P Value	Description
Organizational Culture	Performance	-0,080	0,433	0,666	Not Significant
Organizational Culture	Commitment	0,695	6,779	0,000	Significant
Commitment	Performance	0,769	6,823	0,000	Significant
Training	Performance	0,282	1,252	0,214	Not Significant
Training	Commitment	0,280	2,711	0,008	Significant

1) H1: The Effect of Organizational Culture on Performance produces a significant of 0.666. The test results show that the significant level is > 0.05 (5%). This means that there is an insignificant effect of organizational culture on performance. Thus the first hypothesis is rejected

2) H2: The relationship between training and employee performance produces a p-value of 0.214. The test results show that the significant level is > 0.05 (5%). This means that there is no significant effect of training on performance. Thus the second hypothesis is rejected.

3) H3: The Effect of Organizational Culture on Commitment resulted in 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant relationship between organizational culture and commitment. Thus the third hypothesis is accepted.

4) H4: The relationship between training and commitment produces a p-value of 0.000. The test results show that the significant level <0.05 (5%). This means that there is a significant effect of training on commitment. Thus the fourth hypothesis is accepted.

5) H5: The effect of Commitment on Employee Performance resulted in 0.000. The test results show that the significant level <0.05 (5%). This means that there is a significant effect of commitment on performance. Thus the fifth hypothesis is accepted.

3.9.2. Hypothesis Testing of Indirect Influence

Table 7: Hypothesis Testing Results of Indirect Influence

Eksogen-Intervenin-Endogen	Indirect Coefficient	T Statistics	P value	Description
Organizational Culture-Commitment-Performance	0,115	4,288	0,000	Significant
Training-Commitment-Performance	0,093	2,339	0,004	Significant

1) H6: The effect of Organizational Culture on Performance through commitment is significant at 0.000. The test results indicate a significant level of significant relationship between Organizational Culture and Performance through Commitment. Thus hypothesis six is accepted.

2) H7: The effect of Training on Performance through Commitment is significant at 0.021. The test results indicate a significant level of significant relationship between Training and Performance through Commitment. Thus hypothesis seven is accepted.

IV. RESULT AND DISCUSSION

4.1 The Effect of Organizational Culture on Employee Performance

The effect of Organizational Culture on Performance is significant at 0.666. The test results show that the significant level is > 0.05 (5%). This means that there is an insignificant influence of organizational culture on performance.

This study found that the relationship between organizational culture and employee performance at the Regional Secretariat of Magetan Regency is not significant, indicated by a significance value of 0.666 which is greater than the level of significance usually set, namely 0.05 (5%). This indicates that the first hypothesis stating the influence of organizational culture on performance is rejected.

This finding shows that the organizational culture applied in the Regional Secretariat of Magetan Regency has not been able to have a significant influence on employee performance. The causal factors include the socialization of the application of the Moral Culture which is the mandate of Law Number 20 of 2023 at the Regional Secretariat of Magetan Regency is not optimal. The lack of socialization has an impact on the lack of cultural compatibility with work practices. Moral Culture has not succeeded in changing the values, attitudes and behavior of employees as a whole. The implemented organizational culture is not fully in accordance with the work practices carried out among respondents. This could result in differences in the perception and application of organizational culture in the workplace, which in turn affects the variability of employee performance, Consistency of Implementation: The possibility of inconsistent or uneven application of organizational culture across units or levels in the organization. This can lead to a lack of clarity in the absorption of the expected organizational culture values, which are then unable to significantly change behavior and performance, Organizational Context and Conditions: Every organization has its own unique context and conditions. Factors such as organizational structure, management policies, and internal dynamics can affect the effectiveness of organizational culture in influencing employee performance. These findings have several practical implications that can be considered by the management of the Magetan Regency Regional Secretariat. Reevaluate Organizational Culture: It is necessary to conduct an in-depth evaluation of the existing organizational culture to ensure conformity with the desired values and prevailing work practices. Adjustments or changes may be required to improve the suitability and applicability of the organizational culture. Employee

Training and Development: Provide training and development that focuses on understanding and applying the values of the organizational culture. This can help clarify expectations and improve consistency in the implementation of organizational culture across the organization. Strengthening Organizational Communication: Improving effective internal communication to ensure that organizational culture values are understood and applied consistently by all members of the organization.

The Organizational Culture applied at the Regional Secretariat of Magetan Regency is not fully aligned with the habits of the respondents in the workplace. Where between respondents have different work habits so that it will result in employee performance being diverse.

Research conducted by Agustina et al., (2021) explains that employee performance is an important thing that supports the achievement of company targets and of course needs to be supported by an effective corporate culture. Jasindo's corporate culture is built on values that are believed, carried out and become the daily behavior and habits of all Jasindo people. The corporate culture values are RAISE (Resourceful - Agility - Integrity - Synergy - Excellence Service).

The results of this study contradict Novriansyah (2017); Amanda, et al (2017) and Jamaluddin, et al (2017) who previously proved that there is a positive and significant effect of organizational culture on improving employee performance. This research is in line with Darsana (2013) who found that organizational culture has no effect on employee performance. In another study conducted by Lina (2014) it was also shown that organizational culture had no significant effect on employee performance. Megantara, et al (2019) who have examined the organizational culture at PT Jasa Raharja Central Java Branch, namely 'Responsive, Agile, and Resilient' also found that organizational culture has no effect on employee performance..

4.2. The Effect of Training on Employee Performance

The relationship between training and employee performance resulted in a p-value of 0.214. The test results show that the significant level is > 0.05 (5%). This means that there is no significant effect of training on performance. .

This finding indicates that the training attended by respondents at the Magetan Regency Regional Secretariat did not have a significant effect on their performance. Several factors were found in the Regional Secretariat of Magetan Regency, among others:

1. Quality and Relevance of Training: The training provided is less in line with the actual needs or demands of the job at the Magetan Regency Regional Secretariat. This can reduce the effectiveness of training in improving skills and knowledge relevant to improving performance.
2. Implementation of Training Outcomes: Although training has been conducted, the implementation of the results of the training in daily practice is less consistent or not optimal. This may reduce the positive impact of training on changes in employee performance.
3. Variance in Individual Skills and Abilities: Employees at the Regional Secretariat of Magetan Regency have a variety of abilities that cannot be fully addressed by uniform training. These differences may affect how effective training is in improving performance equally across the organization.

These findings have several implications that can be considered by the management of the Magetan Regency Regional Secretariat, Evaluation of Training Programs: It is necessary to conduct an in-depth evaluation of the design and implementation of existing training programs. This evaluation should consider the actual needs of employees and the relevance of the training to their tasks. Training Adjustment: Based on the evaluation results, the training program needs to be adjusted to be more targeted and effective in enhancing the skills needed to improve performance. Continuous Monitoring and Evaluation: It is important to continuously monitor the implementation of training outcomes and their long-term effects on employee performance. This evaluation will help find gaps and improve future training strategies.

Training is a training effort provided to all employees to be able to do a good job, develop competencies, understand the risks and regulations in the work environment (Onisk, 2011). The training provided will make it easier for employees to understand the system, how to do and do the job well so as to improve performance. This is proven by Assem and Dulewics (2014); Sharma (2014); Lloret, Sánchez and Hernández (2016) who found that proper training from the company provides support for improving employee performance.

Sharma highlighted that well-organized training by companies can make a significant contribution to improving employee performance. His research shows that by providing training that matches the needs and demands of

the job, employees can improve relevant skills and knowledge. This not only improves individual efficiency and productivity, but also has a positive impact on service quality and the achievement of organizational goals.

Their research confirms that proper training from companies can provide significant support for improving employee performance in various organizational contexts. They found that effective training not only improves employees' technical skills, but also strengthens their motivation and commitment to the organization. Employees who receive good training tend to be more engaged in their work and are able to produce better work results.

Various studies have been conducted to determine the effect of training on employee performance. Permitasari (2013) argued in his research that the five training variables, namely training materials, training facilities, training instructors, training methods, and trainees, proved to have a positive and significant effect partially except for training instructors and simultaneously on the dependent variable of employee performance. In contrast to the results obtained by Permana (2013) where the partial test results show that the quality of trainers, training methods, and training experience have a significant effect on employee performance, and simultaneous testing shows that training has a significant effect on employee performance.

The results of this test are in line with the opinion of Hasibuan (2021) which explains that training is an activity to improve and develop the attitudes, behavior, skills and knowledge of employees in accordance with what is desired by the agency concerned. Any training as an effort to achieve increased work productivity of a company / agency is inseparable from influences, both internal and external influences on the agency. This influence requires every agency organization to improve services so that it can meet the increasing needs of the community. To achieve a high level of productivity, the company / agency must improve the ability, both knowledge and skills of its employees in order to adapt to changes in the agency, where this can be achieved through incentive training.

Other research that supports the results of this study was conducted by Sugiarti (2016), who examined the "Effect of Job Training on Employee Performance at PT Padma Ardyta Aktuaria Jakarta". His research aims to explain the effect of job training on employee performance at the company PT Padma Ardyta Aktuaria Jakarta. The results showed that training has a moderate level of relationship and has a significant and positive effect on employee performance. Judging from some of the results of the analysis, namely the correlation coefficient analysis of 0.507, seen from the results of the t test analysis obtained the t value $(2.878) > t$ table (1.711) with a significance value of $0.008 < 0.05$, then H_0 is rejected and the results of the simple linear regression test which shows a positive beta coefficient value. The magnitude of the effect of training on employee performance is 25.7% and the remaining 74.3% is influenced by other variables.

Training has an important role in improving employee skills and expertise. Theoretically, there are several views regarding the relationship between the implementation of training programs and employee performance, including according to Stoner (in Sutrisno, 2010: 210) who says that performance improvement is not in equipment upgrades, but in the development of the most important employees. Therefore, training for employees can be used as a way for companies to hone their labor skills in improving performance in accordance with the standards set by the company.

4.3. The Effect of Organizational Culture on Commitment

The effect of Organizational Culture on Commitment resulted in 0.000. The test results show that the significant level is < 0.05 (5%). This means that there is a significant relationship between organizational culture and commitment. Thus the third hypothesis is accepted.

This study shows that the relationship between organizational culture and employee commitment in the Regional Secretariat of Magetan Regency is significant, as evidenced by the p-value of 0.000 which is much smaller than the level of significance generally used, namely 0.05 (5%). Thus, the third hypothesis stating the influence of organizational culture on commitment can be accepted.

The results of this study indicate that a strong and developed organizational culture can make a significant contribution to the level of employee commitment. The concept of organizational culture, as proposed by Schein (1996), states that organizational culture not only creates stability in the organization but also becomes a system of shared meaning that distinguishes one organization from another. In this context, a good organizational culture tends to create an organizational climate conducive to the development of strong commitment among members.

Organizational culture can be defined as a set of values, beliefs, norms, and behaviors adopted by organizational members through a socialization process. It creates unwritten rules that direct the way members think and act in achieving organizational goals. Having a cohesive organizational culture, where members share similar values and norms, can increase mutual trust among employees. This in turn increases their commitment to the organization.

Management at the Regional Secretariat of Magetan Regency can take several steps to strengthen organizational culture and employee commitment. Strengthening Values and Norms: Encourage recognition and reinforcement of the organization's core values held by all members. This can be done through clear communication, training, and rewards that support the desired organizational culture. Leadership Development: Strong and consistent leadership can play an important role in maintaining and strengthening organizational culture. Leaders who serve as role models and are able to articulate the organization's vision and values will help strengthen employee commitment. Monitoring and Evaluation: It is important to continuously monitor and evaluate the effectiveness of organizational culture on employee commitment. Feedback from employees and continuous analysis of the organizational culture can provide valuable insights for continuous improvement.

Schein (1996) suggests that a strong organizational culture will provide stability to the organization. Organizational culture is a system of shared meanings carried out by members that distinguish an organization from other organizations. A good organizational culture will have an influence on employee commitment. This has been proven by Parra and Castillo (2013); Pinho et al., (2014); Shim et al., (2015) who found that organizational culture as a developing culture, rational, and part of the group creates a good organizational climate so that employee commitment can be created properly.

Organizational culture is formed from the habits of the members of the organization itself. Organizational culture is one of the internal factors in an organization that has a very important role for the development of an organization. Organizational culture is part of an internal environment that is inseparable from the company which consists of a set of assumptions, beliefs and shared values shared by members of the company's organization which are used to measure and direct behavior in accordance with the expected functions.

In this study, it was found that by having the same values and norms in the organization, it will create a work environment that trusts each other among employees, puts hope in the organization and will ultimately give birth to an urge to work hard for the benefit of the organization. Thus, in accordance with previous research, it was found that organizational culture has a direct effect on trust, trust has a direct effect on commitment and organizational culture has an effect on organizational commitment..

4.4. The Effect of Training on Commitment

The relationship between training and commitment resulted in a p-value of 0.000. The test results show that the significant level <0.05 (5%). This means that there is a significant effect of training on commitment. Thus the fourth hypothesis is accepted.

This study shows that there is a significant relationship between training and the level of employee commitment in the Regional Secretariat of Magetan Regency, as evidenced by the very low p-value of 0.000, which is much smaller than the commonly used significance level of 0.05 (5%). Thus, the fourth hypothesis stating the effect of training on commitment can be accepted.

The results of this study indicate that effective training can increase the level of employee commitment. Employees of the Regional Secretariat of Magetan Regency have a commitment to remain in the Regional Secretariat organization, feel bound, and want to contribute positively.

This finding is in line with the results of previous studies which show that training has a positive impact on employee commitment. Newman et al. (2011) and Yang et al. (2012) found that training contributes to increasing employees' commitment to the organization by improving skills and knowledge relevant to their work.

Management at the Regional Secretariat of Magetan Regency can take several steps to maximize the benefits of training on employee commitment, Appropriate Training Planning: Planning training according to individual and organizational needs to ensure that employees gain relevant and useful knowledge and skills, Encouraging Employee Participation: Enabling employee participation in training programs can increase their effectiveness. Employees who feel involved in the training process tend to have higher levels of commitment, Evaluation and

Feedback: Evaluating the training program periodically and collecting feedback from employees can help improve and adjust the training program to achieve better results.

Training is a planned effort to facilitate employee learning about job-related knowledge, skills, and behaviors (Noe et al., 2014). Training is given to employees to have a high commitment to the organization. This has been proven by Newman et al., (2011); Yang et al., (2012); who found that training can increase employee commitment to the organization.

This is in line with the research results of Assem and Dulewics (2014) who found that training can improve employee performance. Sharma (2014) found that training has an impact on employee commitment in improving employee performance. Lloret, Sánchez and Hernández (2016) found that there is a significant positive effect of training on employee performance.

The results of this study are in accordance with the results of research by Tsai et al., (2010) found that organizational commitment has a strong impact on improving employee performance. Kim and Brymer (2011) found that affective organizational commitment is able to foster extra employee performance and build superior and competitive performance. Fu and Deshpade (2014) found that employee commitment to the organization can produce significant employee performance. Gelderen and Bik (2016) found that organizational commitment is able to build extra performance roles and social performance of employees..

4.5. The Effect of Commitment on Performance

The effect of commitment on employee performance resulted in 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant effect of commitment on performance. Thus the fifth hypothesis is accepted.

This study found that employees of the Regional Secretariat of Magetan Regency have a commitment to harmonize attitudes and goals in achieving the goals of the Regional Secretariat of Magetan Regency. The sense of attachment and commitment to maintain loyalty to the Regional Secretariat of Magetan Regency from the respondents is very high. The respondents feel that the Magetan Regency Regional Secretariat is an important part of their personal life.

Affective commitment is defined by Kreitnrt and Kinicki (2014) as employees' emotional attachment and involvement with the organization. Employees who have a strong affective commitment continue to work for the company because they want it so that high performance will be achieved. This is proven by Tsai et al. (2010); Kim and Brymer (2011); Gelderen and Bijk (2011); Fu and Deshpade (2014) who found that employee commitment to the organization can produce significant employee performance.

Commitment is strongly related and related to the organization at an emotional level. The existence of employees who have a high commitment to the company, namely the existence of a strong belief and acceptance of organizational goals and values, a strong willingness to work for the organization and a strong desire to remain a good employee at the company. Employees who have a high spirit of commitment will be more comfortable in their environment and loyal to their work. This has the reason that in the soul there is enthusiasm in doing his job, it will improve employee performance.

Organizational commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in that organization. Samsuddin (2018: 61) organizational commitment is an agreement to do something. Promises to ourselves or to others that are reflected in our actions. Commitment is a complete recognition, as a true attitude that comes from the character that comes out from within a person. In this case, if the company can manage employees well, it can increase the strong commitment of employees to the company. This condition is good in order to achieve company goals because employees will be able to optimize their performance. Based on the explanation above, it can be concluded that organizational commitment can affect employee performance by having a high commitment, an employee will carry out his duties or work in an orderly and smooth manner so that his work results (performance) will increase and will also have an impact on company goals that can be achieved optimally..

4.6. The Effect of Organizational Culture on Employee Performance with Commitment as an Intervening Variable

The effect of Organizational Culture on Performance through commitment produces a significant of 0.000. The test results indicate a significant level of significant relationship between Organizational Culture and Performance through Commitment. Thus hypothesis six is accepted.

This study shows that there is a significant relationship between employees' level of commitment to the Magetan Regency Regional Secretariat and their performance, as evidenced by the very low p-value of 0.000. This indicates that high commitment from employees has a significant positive impact on their performance in the organization. Thus, the fifth hypothesis stating the influence of commitment on performance can be accepted.

Employee commitment can be defined as the level of emotional, normative, and continuance attachment of an employee to the organization where they work (Kreitner & Kinicki, 2014). Affective commitment, in particular, indicates a strong level of positive emotions and involvement in the work performed.

This finding is consistent with previous research showing that high commitment to the organization contributes to improved employee performance. Tsai et al. (2010), Kim and Brymer (2011), and Fu and Deshpade (2014) found that organizational commitment significantly affects employee work quality and productivity.

High commitment is often formed due to the congruence of values between individuals and organizational values and goals. When employees feel that organizational values are in line with their personal values, they tend to have a stronger commitment (Samsuddin, 2018).

High commitment not only improves individual performance but also benefits the organization as a whole. Committed employees will tend to be more loyal, have lower absenteeism rates, and contribute more actively in achieving organizational goals (Samsuddin, 2018).

Management at the Regional Secretariat of Magetan Regency can take several steps to maintain and increase the level of employee commitment, Openness and Communication: Ensuring open communication regarding the organization's vision, mission, and values can help build stronger commitment from employees. Recognition and Rewards: Recognizing employee contributions and achievements on a regular basis can increase the sense of being valued and emotional attachment to the organization. Career Development: Offering career development and continuous learning opportunities can strengthen employees' commitment by providing them with challenges that match their career aspirations.

This is in accordance with the findings of several previous studies that prove the positive influence of organizational culture on performance, such as in the research of Southeast et al (2016), Pratama (2016) and Adhika et al (2014).

Organizational commitment is also an important factor in improving performance because it affects the number of employees leaving and is related to performance with the assumption that employees who are highly committed to the company tend to develop themselves and also make greater efforts to develop the company.

Organizational commitment is identified as feelings, loyalty, and involvement expressed by workers towards organizations or units within organizations. Organizational commitment is an attitude shown by employees through loyalty to the organization and is also a continuous process of how an organization member gives their attention to the success and goodness of the organization. In other words, employees who have high commitment will also improve their performance..

4.7. The Effect of Training on Employee Performance with Commitment as an Intervening Variable

The effect of Training on Performance through Commitment produces a significant of 0.021. The test results indicate a significant level of significant relationship between Training and Performance through Commitment. Thus hypothesis seven is accepted.

This study shows that there is a significant relationship between training and employee performance through commitment, as evidenced by the significance value of 0.021. This indicates that training not only improves employee performance directly, but also through increasing their level of commitment to the organization. Therefore, hypothesis seven, which states the effect of training on performance through commitment, is accepted.

Employee performance is a key factor in organizational success, because the quality of individual performance contributes directly to the achievement of organizational goals (Belti & Osnardi, 2020). Good performance not only increases efficiency but also strengthens the organization's competitiveness in the market.

Training is a systematic effort to improve employees' knowledge, skills, and attitudes related to their work (Erman, 2020). Effective training can result in increased competence and work productivity, which in turn improves overall individual and organizational performance (Long et al., 2016).

Good employee performance is what organizations desire. The more disciplined employees in a company, the company's overall performance or productivity will increase (Belti and Osnardi, 2020). Employee performance is an important factor in an organization because with good performance an organization is heading for success. High employee performance will help the organization achieve strategic goals. Factors that affect performance according to Siagian in (Riyani, 2021), employee performance is influenced by several factors, namely competence, employee training, work environment, work culture, leadership, motivation, discipline, and job satisfaction. Meanwhile, the factors that affect performance are motivation, job satisfaction, stress levels, working conditions, compensation systems, and job design (Handoko, 2014).

In addition to employee competence, education and training are efforts made to increase productivity, effectiveness and efficiency of the organization. This education and training can be provided periodically so that each employee can continue to improve his competence which can improve organizational performance (Erman, 2020). Training is the process of helping employees to master specific skills or to correct deficiencies in carrying out work (Long et. al., 2016). Innovation and creativity at work are needed to achieve maximum performance. To achieve this, learning and training are needed to update the knowledge that has been obtained, which every time the sciences develop rapidly.

As such, this research makes an important contribution to deepening the understanding of the complex relationship between training, commitment and employee performance. By understanding these dynamics, organizations can develop more effective strategies to improve the quality of human resources and achieve sustainable competitive advantage.

V. CONCLUSION

Based on the research results, it can be concluded that:

1. Organizational Culture on Performance in research has a negative but insignificant effect on the performance of employees of the Regional Secretariat of Magetan Regency. The results showed that there was an insignificant effect of organizational culture on performance.
2. In the Regional Secretariat of Magetan Regency, the training attended by respondents did not significantly affect performance. This is a reflection of the diversity of job qualifications in the work environment, so that differences in individual skills or abilities can affect employee performance.
3. From the research it was found that organizational culture has a direct effect on trust, trust has a direct effect on commitment and organizational culture has an effect on organizational commitment.
4. Training is able to increase the commitment of employees of the Regional Secretariat of Magetan Regency. Providing the right training needs to be continuously improved for employees to have a high commitment to the Regional Secretariat of Magetan Regency.
5. This study found that employees of the Regional Secretariat of Magetan Regency have a commitment to harmonize attitudes and goals in achieving the goals of the Regional Secretariat of Magetan Regency. The sense of attachment and commitment to maintain loyalty to the Magetan Regency Regional Secretariat of the respondents is very high to realize the goals of the Magetan Regency Regional Secretariat.

VI. REFERENCES

- [1] Ade S. (2023). Pengaruh Servant Leadership dan Komitmen Afektif Terhadap Kinerja Karyawan Melalui Motivasi Kerja (Studi Kasus Bank BNI Cabang Muara Bungo). *J-MAS (Jurnal Manajemen Dan Sains)*, 8(1), 263. <https://doi.org/10.33087/jmas.v8i1.974>
- [2] Agung Harianto, 2016, Pengaruh Motivasi Kerja Terhadap Komitmen Afektif Dengan Kepuasan Kerja sebagai Variabel Mediator Di Hotel X. *KINERJA*, Volume 20, No.2, Th. 2016: Hal. 95-104
- [3] Agustina, I., Pradesa, H. A., & Putranto, R. A. (2021). Peran Dimensi Motivasi Pelayanan Publik Dalam Meningkatkan Komitmen Afektif Pegawai.
- [4] Ahmad Yani Pratama (2016). Pengaruh Disiplin, Kreativitas Dan Motivasi Terhadap Disiplin Kerja Pegawai Di Badan Kesatuan Bangsa Dan Politik Kabupaten Kutai Timur. *eJournal Pemerintah Integratif*, 4 (4): 462-476
- [5] Anindita, A. (2019). Analisis Pengaruh Person Organization Fit Dan Person Job Fit Terhadap Kinerja Pegawai Melalui Komitmen Afektif. In *Jurnal Ilmu Manajemen (JIM)* (Vol. 8).

- [6] Aprillianto, W. D., Mintarti, S., & Tricahyadinata, I. (2019). Pengaruh peran pemimpin dan komitmen afektif terhadap kepuasan kerja dan kinerja pegawai negeri sipil bagian umum dan kepegawaian sekretariat kabupaten kutai timur. *Jurnal Manajemen*, 11(1), 83–95.
<http://journal.feb.unmul.ac.id/index.php/Jurnalmanajemen>
- [7] Assem, Barend Van Den & Dulewicz, Victor (2014). Patient Satisfaction and GP Trustworthiness, Practice Orientation and Performance Implications for Selection, Training, and Revalidation. *Journal of Health Organization and Management*, Vol.28(No.4), 532–547. <https://doi.org/10.1108/JHOM-12-2012-0238>
- [8] Belti, J., & Osnardi. (2020). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Perusahaan Daerah Air Minum (Pdam) Kota Bengkulu. *Jurnal Manajemen Modal Insani Dan Bisnis*, 1(2), 109–116.
- [9] Darsana, Made. 2013. The Influence Of Personality And Organizational Culture On Employee Performance Through Organizational Citizenship Behavior(The International Journal Of Management. Vol 2 Issue 4.
- [10] Dewi Lina 2014, Analisis Pengaruh Kepemimpinan dan Budaya Organisasi terhadap Kinerja Pegawai dengan Sistem Reward Sebagai Variabel Moderating. *Jurnal Riset Akuntansi dan Bisnis*, Vol 14 No.1 Maret 2014.
- [11] Fu, Weihui & Deshpande, Satish P (2013). The Impact of Caring Climate, Job Satisfaction, and Organizational Commitment on Job Performance of Employees in a China's Insurance Company. *Journal Business Ethics*, (03 September 2013). <https://doi.org/10.1007/s10551-013-1876-y>
- [12] Gelderen, B. R. va., & Bik, L. W. (2016). Affective Organizational Commitment, Work Engagement and Service Performance among Police officers. *International Journal of 104 Police Strategies & Management*, 39(1), 206–221. <https://doi.org/10.1108/PIJPSM-10-2015-0123>.
- [13] Hani, T. Handoko. 2014. *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta :BPFE-Yogyakarta.
- [14] Hardani, Auliya, N. H., Andriani, H., Ustiawaty, R. A. F. J., Utami, E. F., Sukmana, D. J., & Ria Rahmatul Istiqomah. (2020). *Buku Metode Penelitian Kualitatif dan Kuantitatif*. In *Pustaka Ilmu (Issue March)*.
- [15] Hasibuan. (2021). *Manajemen SDM. Edisi Revisi, Cetakan Ketigabelas*. Jakarta:Bumi Aksara.
- [16] Husein, Umar, 2003, *Metode Riset Perilaku Konsumen Jasa*. Penerbit Ghalia Indonesia, Jakarta.
- [17] Ignatius. (2020). Peran Motivasi Intrinsik Dalam Pengaruh Komitmen Afektif Dan Kompetensi Terhadap Kinerja Karyawan Disabilitas. *Jurnal Sains Manajemen*, 6(2).
- [18] Ignatius. (2020). Peran Motivasi Intrinsik Dalam Pengaruh Komitmen Afektif Dan Kompetensi Terhadap Kinerja Karyawan Disabilitas.
- [19] Ignatius. (2022). Pengaruh Lingkungan Kerja Dan Motivasi Intrinsik Terhadap Komitmen Afektif Dengan Kepuasan Kerja Sebagai Variabel Mediasi. *Jurnal Pendidikan Ekonomi UM Metro*.
- [20] Jenderal, D., Riset, P., Pengembangan, D., Zahra, S. F., Chalil, N., Program,), Manajemen, S., Ekonomi, F., Bisnis, D., & Syiah Kuala, U. (2022). Pengaruh Konflik Pekerjaan Keluarga Dan Kepuasan Kerja Terhadap Kinerja Karyawan Yang Dimediasi Oleh Komitmen Afektif Pada Kantor Pajak Pelayanan Pratama Kota Banda Aceh. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen SINTA*, 4(2), 282–296.
<http://jim.unsyiah.ac.id/ekm>
- [21] Kim, W. G., & Brymer, R. A. (2011). The Effect of Ethical Leadership on Manager Job satisfaction, Commitment, behavioral Outcome, and Firm Performance. *International Journal of Hospitality Management*, 30, 1020–1026. <https://doi.org/10.1016/j.ijhm.2013.03.0008>
- [22] Kreitner, R., & Kinicki, A. (2014). *Perilaku Organisasi (9th ed.)*. Jakarta: Salemba Empat.
- [23] Lloret, N.N. Esteban; Sánchez. A.Aragón dan Hernández, A. Carrasco (2016). Determinants of employee training: impact on organizational legitimacy and organizational performance, *The International Journal of Human Resource Management*, <http://dx.doi.org/10.1080/09585192.2016.1256337>
- [24] Megantara, I (2019) Pengaruh Budaya Organisasi dan Rotasi Pekerja Terhadap Motivasi Kerja Untuk Meningkatkan Kinerja Pegawai. *Jurnal Ekonomi, Bisnis dan Akuntansi (JERA) Volume 2 Nomor 01,4*.

- [25] Newman, A., Thanacoody, R., & Hui, W. (2011). The Impact of Employee Perceptions of Training on Organizational Commitment and Turnover Intentions: a Study of Multinationals in the China Service Sector. *The International Journal of Human Resource Management*, 22(8), 1765–1787. <https://doi.org/10.1080/09585192.2011.565667>
- [26] Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2014). *Manajemen Sumber Daya Manusia, Mencapai Keunggulan Bersaing* (6th ed.). Jakarta: Salemba Empat.
- [27] Novriansyah, Y., Yeni, M., & Firmansyah, H. (2019). Pengaruh Motivasi Kerja dan Beban Kerja terhadap Kinerja Aparatur Sipil Negara (Studi pada Aparatur Sipil Negara Badan Pengelola Pajak dan Retribusi Daerah Kabupaten Bungo). *Journal of Chemical Information and Modeling*, Vol. 4 (5).
- [28] Onisk, M. (2011). *Is measuring soft-skills training really possible*. Appcon: Sidney, Australia.
- [29] Parra, Antonio Ortega & Castillo, Miguel Angel Sastre (2013). The Impact of Perceived Corporate Culture on Organizational Commitment. *Management Decision*, 51 No 5, 1071–1083. <https://doi.org/10.1108/MD-08-2012-0599>.
- [30] Pinho, J. C., Rodrigues, A. P., & Dibb, S. (2014). The Role of Corporate Culture, Market Orientation and Organisational Commitment in Organisational Performance The case of non profit organisations. *Journal of Management Development*, 33(4), 374–398. <https://doi.org/10.1108/JMD-03-2013-0036>.
- [31] Samsuddin, Harun. (2018). *Kinerja Karyawan Tinjauan dari Dimensi Gaya Kepemimpinan, Budaya Organisasi dan Komitmen Organisasi*. Edisi Pertama. Sidoarjo: Indonesia Pustaka.
- [32] Schein, E. H. (1996). Culture: The Missing Concept in Organization Studies. *Administrative Science Quarterly*, 41(no.2), 229–240.
- [33] Sharma, H. (2014). Importance and Performance of Managerial Training Indian Companies - an Empirical Study. *Journal of Management Development*, Vol. 33(2), pp 75-89. <https://doi.org/10.1108/JMD-11-2013-0144>.
- [34] Shim, H. S., Jo, Y., & Hoover, L. T. (2015). Police Transformational Leadership and Organizational Commitment: Mediating Role of Organizational Culture. *Policing: An International Journal of Police Strategies & Management*, 38(4). <https://doi.org/10.1108/PIJPSM-05-2015-0066>.
- [35] Sugiarti (2016), yang meneliti tentang “Pengaruh Pelatihan Kerja Terhadap Kinerja Karyawan Pada PT Padma Ardy Aktuarial Jakarta.
- [36] Sugiyono. (2018). *Metode Penelitian Kuantitatif*. Alfabeta.
- [37] Tsai, M.-C., Cheng, C.-C., & Chang, Y.-Y. (2010). Driver of Hospitality Industry Employees’ Job Satisfaction, Organizational Commitment and Job Performance. *African Journal of Business Management*, 4118–4134.
- [38] Yang, H., Sanders, K., & Bumatey, C. P. (2012). Linking Perceptions of Training with Organizational Commitment: The Moderating Role of Self-Concepts. *European Journal of Work and Organizational Psychology*, 21(1), 125–149. <https://doi.org/10.1080/1359432X.2010.546948>.