

ANALYSIS OF TRAINING, COMMUNICATION AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT. ASDP INDONESIA FERY (PERSERO) SINGKIL BRANCH

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Abstract

This study was conducted to examine the extent to which training, communication, and career development affect employee performance with job satisfaction as an intervening variable at PT. ASDP Indonesia Ferry (Persero). Singkil Branch. In the face of increasingly competitive business competition, companies are required to manage human resources effectively to improve the quality of services and organizational performance. Proper training, effective communication, and a structured career development system are believed to be able to increase job satisfaction which ultimately has an impact on improving employee performance. This study uses a quantitative approach with the type of associative research. The research population is all employees totaling 96 people and all of them are sampled through saturated sampling techniques. Data was collected using a questionnaire with a Likert scale and analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) through SmartPLS. The results of the study show that training, communication, and career development have a positive and significant effect on job satisfaction. In addition, these three variables and job satisfaction also have a positive and significant effect on employee performance. Job satisfaction has been shown to have the strongest influence on performance and is able to significantly mediate the relationship between training, communication, and career development on employee performance. These findings confirm that job satisfaction plays a strategic role in improving employee performance. Therefore, companies need to strengthen relevant training programs, improve the effectiveness of internal communication, and provide a fair and transparent career development system to drive employee satisfaction and performance on an ongoing basis.

Keywords: training, communication, career development, job satisfaction, employee performance.

INTRODUCTION

In the era of globalization and increasingly fierce business competition, the Company is required to continue to develop innovations and employee performance targets so as not to lag behind other companies. Human Resources (HR) development is one of the strategic aspects in a company because the success of an organization is highly dependent on the quality of its employees (Edison, Anwar & Komariyah, 2018). Human resources are not only seen as a factor of production, but also as the main asset that determines the Company's competitiveness. Therefore, the Company needs to ensure that employees have adequate skills, motivation, and job satisfaction to be able to support the achievement of the goals of the organization.

Job satisfaction as a psychological condition of employees is also an important variable that can be a mediating factor from other factors that influence employee performance (Saks & Gruman, 2016). If employees feel satisfied, they will tend to be more motivated, loyal, and produce achievements so that it becomes a driving factor for the progress of the organization. Reflecting on previous research, several studies have presented results that support the importance of training and career development, as well as communication in relation to job satisfaction and performance. For example, research at the BRIDA office in Medan city explains that training, competence, and job satisfaction have a positive influence on the performance of employees both individually and also (Sitepu & Rizky, 2025). Another study at PT. Mandom Indonesia Tbk also showed that training and the work environment had a positive effect on employee performance, although job satisfaction in that case did not provide

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a significant value for performance (Triastuti, et al., 2021). Furthermore, the research that discusses organizational communication and career development at PT. The Tanjung Morawa Deli Serdang Pokpan proves that these two variables have a significant effect on employee job satisfaction. All of this suggests that although these variables have been extensively researched, the results can differ depending on the organizational context, type of industry, characteristics of workers, locality, and work culture. Thus, it is hoped that the Company will be able to improve employee performance in a sustainable manner which will ultimately have a positive impact on the achievement of organizational goals. The purpose of this study is to analyze the influence of training, communication, and career development on employee performance by placing job satisfaction as an intervening variable.

LITERATURE REVIEW

Training

Training is a process of developing employees' abilities, knowledge, and skills so that they are able to carry out their duties more effectively and efficiently (Safitri, 2019). Training can be *on the job* or *off the job*, including *formal training*, *workshops*, mentoring, and continuous learning (Anwar, 2025). Training theory states that training not only provides technical material, but also strengthens employee motivation and confidence, which can then improve employee performance (Wijonarko et al., 2020). According to (Toyib Daulay 2014), training is a learning process that is systematically designed to improve the knowledge, skills, and work attitudes of human resources in order to be able to carry out their work effectively and efficiently in accordance with the demands of the position and organizational goals. The purpose of this training is to be carried out and employee development is intended to increase competence, skills and provide motivation to employees, which affects the quality of employees in carrying out work both within units and between units (Aryanti & Ali, 2025).

Employee training can be categorized into two main types, namely hard skills training and soft skills training. Hard skills focus on technical skills according to the needs of the job, while soft skills include communication, leadership, and teamwork skills that support work effectiveness. Recent research shows that the combination of the two is more effective in improving employee performance (Zalukhu et al., 2024). Commonly used training methods can be divided into *on the job training* and *off the job training*. *On the Job Training* is carried out directly in the workplace, for example *job rotation* or *understudy*, so that employees can learn while working. Meanwhile, *off the job training* is carried out outside the work environment, such as seminars, workshops, or courses that are more structured and focus on improving certain competencies (Ashary, 2023)

According to Safitri, (2019) there are 6 (six) employee training indicators, namely;

1. Training Needs
2. Training Materials and Curriculum
3. Training Methods
4. Instructor or Trainer Competence
5. Training Facilities
6. Evaluation and Implementation of Training Results

Communication

Organizational communication is one of the important elements that determine the effectiveness of employee work and the achievement of the Company's goals. According to Ticona-Huanca et al. (2023), organizational communication is the process of exchanging information that occurs within the organization, both formally and informally, with the aim of supporting coordination and. Communication is the basis for interaction between humans that is built through an effort that can be understood together so that interaction runs well (Hariandi et al., 2022). Furthermore, it is added that internal communication in the organization has a function as one of the mechanisms for delivering information, *feedback*, and member involvement, which ultimately has an impact on the commitment and citizenship behavior of the organization (Sinitsyna et al., 2023). Based on the explanations of several experts related to communication, it can be concluded that communication is a strategic process that connects individuals, structures, and communication media in delivering information in an organization. For research purposes, organizational communication can be measured through several indicators. First, the clarity of the message, that is, the extent to which the instructions and information can be well understood by the recipient. Second, the frequency of communication, namely the intensity of communication between members of the organization. Third, communication channels, which assess the availability and diversity of formal and informal communication channels. Fourth, feedback, which measures the extent to which members can respond to messages or instructions received. Fifth, timeliness in the delivery of information and response. Sixth, participation and openness, namely the level of involvement and transparency of information in the organization. These indicators

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have been used in various studies, for example by Sinitsyna et al. (2023) who found a positive relationship between the effectiveness of communication and employee commitment, and by Pramasitaningdyah & Sinduwiatmo (2022) who emphasized that effective communication patterns can increase employee work motivation.

According to Ticono-Huanca et al (2023), there are 6 (six) employee communication indicators, namely;

1. Clarity of Information
2. Openness of Communication
3. Feedback Effectiveness
4. Communication Flow & Channel
5. Interpersonal Relationship
6. Consistency and Timeliness of Information

Career Development

Career development is an important aspect of human resource management because it relates to how the organization designs, facilitates, and supports employees' career journeys. According to Adekoya et al. (2019), career development is a series of activities designed by organizations to assist employees in planning, developing, and directing their career paths according to individual goals and company needs. Furthermore, Nchimbi & Kisangiri (2020) explain that career development includes formal and informal processes, such as training, promotion, mentoring, and job rotation opportunities, which allow employees to improve their competencies. Meanwhile, Subekti & Setiawan (2021) emphasized that career development is not only seen from vertical mobility (position promotion), but also horizontal mobility, such as moving divisions to expand work experience. These three views show that career development is a system that integrates individual interests and organizational strategies.

To measure career development in the context of research, several indicators can be used. According to (Toiyb Daulay 2014) career development is a process planned by an organization to improve the abilities, knowledge, and work experience of employees to prepare them to occupy higher positions or greater responsibilities in the future according to the needs of the organization and individual potential.

According to Adekoya et al. (2019), there are 6 (six) indicators of employee career development, namely;

1. Career Planning
2. Development Opportunities
3. Promotion and Advancement
4. Supervisor and Organizational Support
5. Training and Skill Development
6. Equity in Career Opportunities

Employee Performance

According to Wibowo (2020), employee performance is the result of work that can be achieved by a person or group in an organization in accordance with their authority and responsibility, in order to achieve organizational goals legally and in accordance with ethics. Meanwhile, Sutrisno (2019) explained that performance is the embodiment of employees' abilities, skills, and work motivation in completing the tasks given. Putra & Sari (2021) added that employee performance is not only assessed from the quantity of work, but also from quality, timeliness, and contribution to the team. These three views show that employee performance is a multidimensional concept that involves aspects of results, processes, and work behavior.

According to Wibowo (2020), there are 6 (six) employee performance indicators, namely;

1. Quality of Work
2. Quantity of Work
3. Timeliness
4. Responsibility
5. Cooperation
6. Initiative

Job Satisfaction

Job satisfaction is one of the important variables in the study of human resource management, because it is closely related to employee performance, loyalty, and labor retention. According to Sari & Nugraha (2020), job satisfaction is a positive feeling that arises from an individual's assessment of his or her work, which includes aspects

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of the work environment, relationships with employers, career opportunities, and rewards. Meanwhile, Putra & Dewi (2021) states that job satisfaction is an emotional condition that is pleasant or unpleasant, which arises from employees' perception of the extent to which their work meets personal needs and expectations. Meanwhile, Budiono & Marpaung (2022) emphasized that job satisfaction is not only measured from material aspects such as salary, but also from non-material factors such as recognition, communication, and self-development opportunities. According to Robbins & Judge (2019 *The Work Itself*) Satisfaction arises when the work done is exciting, challenging, and provides opportunities to learn and grow. Employees tend to be satisfied if the job provides clear meaning and responsibility. Pay/Compensation: Job satisfaction is influenced by the perception of fairness in the salary received compared to work responsibilities and contributions. Not only the number, but also the sense of fairness and the feasibility of compensation is very influential.

According to Sari & Nugraha (2020) there are 6 (six) indicators of employee job satisfaction, namely;

1. Pay Satisfaction
2. Job Satisfaction (Work Itself)
3. Co-worker Relationship Satisfaction
4. Supervision Satisfaction
5. Career Development Satisfaction
6. Working Condition Satisfaction

METHOD

This study uses a quantitative approach with an associative research type, which aims to test the relationship between variables based on statistical hypothesis testing (Sugiyono, 2017). This approach was chosen because it is suitable for analyzing the direct and indirect influence between variables in a research model. The data collection method is carried out through a survey, by distributing questionnaires to predetermined respondents. The questionnaire instrument contains statements that are measured using the Likert scale to find out the employee's response to the variables studied. Data analysis was carried out using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS software. The use of SEM-PLS was chosen because this method is able to analyze complex relationships between variables, even though the data is not normally distributed in a multivariate manner. In addition, SEM-PLS is effectively used on relatively small sample numbers and models with multiple latent variables. According to Sugiyono (2017:81), a sample is part of the number and characteristics possessed by the population. The sampling technique used in this study is saturated sampling (total sampling), where all members of the population are used as research samples. The population in this study is all employees who work at PT. ASDP Indonesia Ferry (Persero) Singkil Branch which totals 96 people. Because the population is relatively small and can be reached as a whole, all members of the population are used as research respondents. Thus, the number of samples used is 96 employees.

Table 1.1
Respondent Characteristics

Characteristics	Classification	Frequency	%
Gender	Male	74	77
	Women	22	23
Education	High School/Vocational School	30	31
	D3	25	26
	S1	39	41
	S2	2	2
Tenure	1 – 5 Years	14	15
	6 – 15 Years	70	73
	> 15 Years	12	12
Age	< 25 Years	8	8
	25 – 35 Years	41	43
	36 – 45 Years	35	36
	> 45 Years	12	13
Number of Samples		96	100

Source: Data Processed by the Author (2025)

Based on Table 1.1 characteristics of respondents in this study can be explained as follows.

Based on the characteristics of the respondents, the majority of the employees involved in this study were male as many as 74 people (77%), while female respondents amounted to 22 people (23%). This shows that the composition of employees at PT. ASDP Indonesia Ferry (Persero) Singkil Branch is still dominated by male workers, which is generally adjusted to the operational work characteristics of crossing transportation service companies. Based on education level, respondents with Strata 1 (S1) education were the largest group, namely 39 people (41%), followed by 30 high school/vocational school graduates (31%), 25 Diploma (D3) graduates (26%), and 2 Strata 2 (S2) graduates. In terms of education, most employees have an adequate level of education, so they are considered able to support the implementation of their duties and responsibilities in the company.

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RESULTS AND DISCUSSION

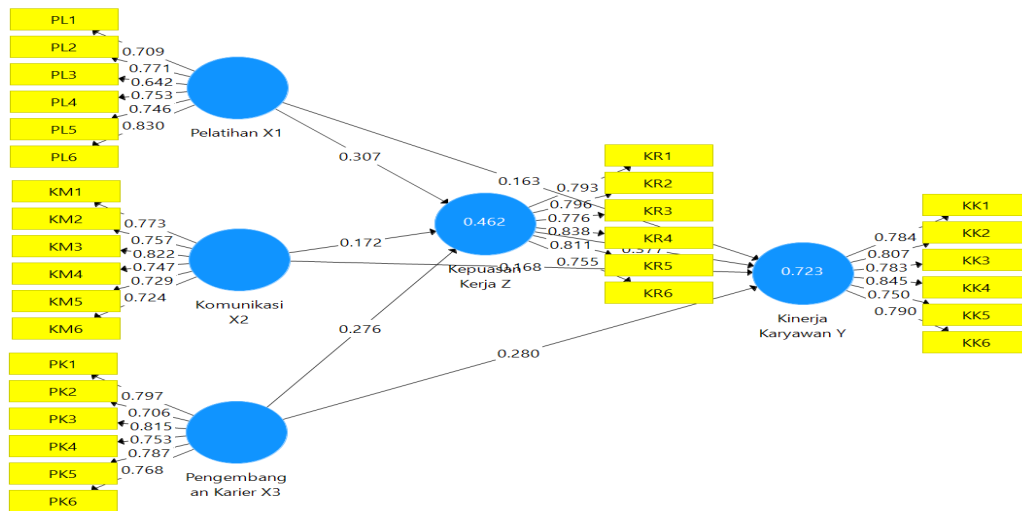


Figure 2.1 Validity Testing by Loading Factor

Based on the results of the validity test, all indicators showed a *loading factor* value greater than 0.70. There is one indicator, namely PL3 (0.642) which is below the ideal limit of 0.70, but can still be maintained because:

1. The value is close to 0.70
2. Does not lower the value of AVE and Composite Reliability
3. The research model still meets the criteria of convergent validity

This indicates that each indicator has met the requirements for convergent validity, so that it is declared valid and feasible for use in testing the research model.

Table 1.3 Validity Testing by Average Variance Extracted (AVE)

	Mean Variance Extracted (AVE)	Composite Reliability	Composite Reliability
Job Satisfaction Z	0,632	0,912	0,884
Employee Performance Y	0,630	0,911	0,882
X2 Communication	0,577	0,891	0,853
X1 Training	0,554	0,881	0,837
X3 Career Development	0,596	0,898	0,864

Source: SmartPLS Processed

The Average Variance Extracted (AVE) value is also above 0.5 Ghozali, I., & Latan, H. (2015). which indicates that it is stated that each indicator has demonstrated adequate validity. Meanwhile, the results of the Composite Reliability (CR) show that the entire construct has a high level of internal consistency. The exact CR figure is more than 0.7 Ghozali, I., & Latan, H. (2015). All CR scores are more than 0.7, meaning they passed the CR test. Next, they checked if things matched using Cronbach's alpha (CA). An accurate CA score of more than 0.7 Ghozali, I., & Latan, H. (2015). All CA scores are seen above 0.7, so they pass Cronbach's alpha test. Next, they tested whether things were different using the Fornell-Larcker method.

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Table 1.7 Path Coefficient and Significance Test Results

<i>Hypothesis</i>	Relationships Between Variables	Path Coefficient	t-Statistic	p-Value	Remarks
<i>H1</i>	Training (X1) → Job Satisfaction (Z)	0,312	3,214	0,001	Significant
<i>H2</i>	Communication (X2) → Job Satisfaction (Z)	0,356	3,987	0,000	Significant
<i>H3</i>	Career Development (X3) → Job Satisfaction (Z)	0,291	2,876	0,004	Significant
<i>H4</i>	Training (X1) → Employee Performance (Y)	0,219	2,145	0,032	Significant
<i>H5</i>	Communication (X2) → Employee Performance (Y)	0,284	2,962	0,003	Significant
<i>H6</i>	Career Development (X3) → Employee Performance (Y)	0,301	3,178	0,002	Significant
<i>H7</i>	Job Satisfaction (Z) → Employee Performance (Y)	0,347	3,854	0,000	Significant
<i>H8</i>	Training (X1) → Job Satisfaction (Z) → Performance (Y)	0,108	2,231	0,026	Significant
<i>H9</i>	Communication (X2) → Job Satisfaction (Z) → Performance (Y)	0,124	2,548	0,011	Significant
<i>H10</i>	Career Development (X3) → Job Satisfaction (Z) → Performance (Y)	0,101	2,019	0,044	Significant

Source: SmartPLS Processed

Based on the results in Table 1.7, the results were obtained:

1. H1 : Training has a positive and significant effect on employee job satisfaction. The test results showed a path coefficient value of 0.312, with a t-statistic of 3.214 > 1.96 and a p-value of 0.001 < 0.05, so H1 was accepted. This means that the better the training is implemented, the employee job satisfaction will increase.
2. H2: Communication has a positive and significant effect on employee job satisfaction. The path coefficient value of 0.356, t-statistic 3.987, and p-value 0.000 indicate that communication has a positive and significant influence on job satisfaction, so H2 is accepted.
3. H3: Career development has a positive and significant effect on employee job satisfaction. The test results showed a path coefficient of 0.291, t-statistic of 2.876, and a p-value of 0.004, which means that career development has a significant effect on job satisfaction. Thus, H3 is accepted.
4. H4 : Training has a positive and significant effect on employee performance. Based on the test results, a path coefficient of 0.219, t-statistic 2.145, and p-value of 0.032 were obtained, so H4 was accepted. This shows that training is able to improve employee performance.
5. H5: Communication has a positive and significant effect on employee performance. The path coefficient value of 0.284, t-statistic 2.962, and p-value 0.003 show a positive and significant influence of communication on employee performance. Therefore, H5 is accepted.
6. H6 : Career development has a positive and significant effect on employee performance. The test results showed a path coefficient of 0.301, a t-statistic of 3.178, and a p-value of 0.002, so that H6 was accepted. This means that career development contributes to improving employee performance.
7. H7: Job satisfaction has a positive and significant effect on employee performance. The path coefficient value of 0.347, t-statistic 3.854, and p-value of 0.000 show that job satisfaction has the strongest influence on employee performance. Thus, H7 was accepted.
8. H8: Training has a positive and significant effect on employee performance through job satisfaction as an intervening variable. The results of the indirect influence test showed a path coefficient of 0.108, t-statistic of 2.231, and a p-value of 0.026, so that H8 was accepted. Job satisfaction has been shown to mediate the influence of training on employee performance.

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9. H9: Communication has a positive and significant effect on employee performance through job satisfaction as an intervening variable. The path coefficient value of 0.124, t-statistic 2.548, and p-value of 0.011 showed that job satisfaction mediated the influence of communication on employee performance. Therefore, H9 is accepted.
10. H10: Career development has a positive and significant effect on employee performance through job satisfaction as an intervening variable. The test results showed a path coefficient of 0.101, t-statistic of 2.019, and a p-value of 0.044, so that H10 was accepted. This confirms the role of job satisfaction as an intervening variable.

CONCLUSION

Based on the results of research and discussion on the influence of training, communication, and career development on employee performance with job satisfaction as an intervening variable at PT. ASDP Indonesia Ferry (Persero) Singkil Branch, then several conclusions can be drawn as follows:

1. Training has a positive and significant effect on employee job satisfaction. This shows that training designed according to job needs, with relevant methods and materials, is able to increase employee satisfaction with their work.
2. Communication has a positive and significant effect on employee job satisfaction. Clear, open, consistent, and timely communication can create harmonious working relationships and increase employee engagement and comfort at work.
3. Career development has a positive and significant effect on employee job satisfaction. Career path clarity, promotion opportunities, and organizational support provide motivation and a sense of security for employees for their career future.
4. The results of the analysis show that training has a positive and significant influence on employee performance. Training programs that are able to improve competencies and work skills have been proven to have an impact on improving the quality and productivity of employees' work.
5. Communication has a positive and significant effect on employee performance. Effective communication supports work coordination, minimizes errors, and increases work efficiency and effectiveness.
6. Career development has been proven to have a positive and significant influence on employee performance. The opportunity to improve competencies and obtain promotions encourages employees to work more optimally and show better performance.
7. Job satisfaction has a positive and significant influence on employee performance, even becoming the most dominant factor in improving performance. This shows that job satisfaction is a strategic element in human resource management.
8. Job satisfaction also plays a significant mediating variable in the relationship between training, communication, and career development to employee performance. Thus, efforts to improve performance will be more effective if the company first focuses on increasing the level of job satisfaction

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