

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, TRAINING, AND COMPENSATION ON THE PERFORMANCE OF FAMILY PLANNING COUNSELLOR WITH MEDIATING OF ORGANIZATIONAL COMMITMENT

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ABSTRACT

Purpose – The aim was to examine how transformational leadership, training, and compensation affect the employee performance of family planning counselors. The study also investigated whether organizational commitment plays a role in mediating this relationship. Methodology –The researchers used a stratified random sampling technique to select 155 family planning counselors as the sample size. The collected data was analyzed using the Smart PLS software version and the Partial Least Square (PLS) approach. Findings – The study revealed that organizational commitment acts as a mediator in the relationship between transformational leadership, training, compensation, and the performance of family planning counselors. Originality – This research examined organization commitment, which has a broad and significant impact on employee performance. It also provided better comprehension concerning the relationship of transformational leadership, training, and compensation on this study.

KEYWORDS Compensation; Transformational Leadership; Training; Employee Performance; Organizational Commitment.



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INTRODUCTION

Effective employee performance depends on the leader's decision-making, direction-providing and supervisory abilities. Therefore, leadership style plays a crucial role in improving employee performance. According to Koopmans (2014), employee performance refers to the behavior or actions that align with the organizational goals. This means that employee performance is focused on the actions and behavior of an employee, rather than just the results. On the other hand,

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Whittaker (1993) suggests in his book "The Government Performance Result Art of 1993" that performance appraisal is a management tool used to enhance decision-making quality, accountability, and assess the accomplishment of goals and objectives.

Mathis and Jackson (2002) identified three main factors that affect an individual's work performance: their ability to perform their duties, the level of effort they put in, and the support they receive from their organization. When all three factors are present, the employee's performance is likely to improve. However, if any one of the factors is missing, it can negatively impact their performance. To ensure that performance aligns with the strategic goals of the organization, Armstrong and Baron (1998) recommended that it should meet customer satisfaction and contribute to the economy. It's not just about completing tasks; it's also about achieving results and performing the work effectively.

Effective leadership involves more than simply managing a group of people - it requires inspiring followers to prioritize the interests of the organization over their own. Research conducted by Donkor et al. in 2021 has shown that transformational leadership can have a substantial impact on followers and their performance. A leader's primary responsibilities include directing, making decisions, and supervising employees, and the style of leadership used can greatly affect employee performance. Furthermore, a study by Sendawula et al. in 2018 revealed that employee training, whether on or off the job, can have a significant impact on employee performance in terms of competence, responsiveness, and productivity. As such, reducing or increasing training can lead to a noticeable decrease or improvement in employee performance.

There are two main types of training programs: on-the-job and off-the-job. Employees who undergo on-the-job training generally perform better than those who participate in off-the-job training. This is because on-the-job training provides extensive work experience that helps to improve skills and knowledge. However, attending both types of training (during and outside of work) can complement each other. In general, training programs can enhance employees' creativity, enabling them to make more timely and productive decisions.

Compensation refers to all the income that employees receive in the form of money or indirectly through goods for the services they provide to the company. It can increase or decrease based on the employee's performance. There is a close relationship between compensation and employee performance, which means that compensation is essentially a way of rewarding employees based on their work performance. Asumeng (2013) and Arnolds have conducted research on compensation.

Organizational commitment refers to an employee's dedication and loyalty towards their organization. It is characterized by an individual who takes the organization's side and maintains their membership. In other words, it is the extent to which an employee identifies with and is involved in their organization, and is unwilling to leave it. According to Allen and Meyer (1997), organizational commitment has three dimensions: affective, normative, and continuance commitment. The affective dimension reflects the emotional attachment an employee has towards their organization. The normative dimension refers to a sense

of obligation to remain with the organization. The continuance dimension reflects the perceived cost of leaving the organization. Overall, organizational commitment is a state in which an employee is highly involved in their organization and has no desire to leave, and it is divided into three categories: affective, normative, and continuances.

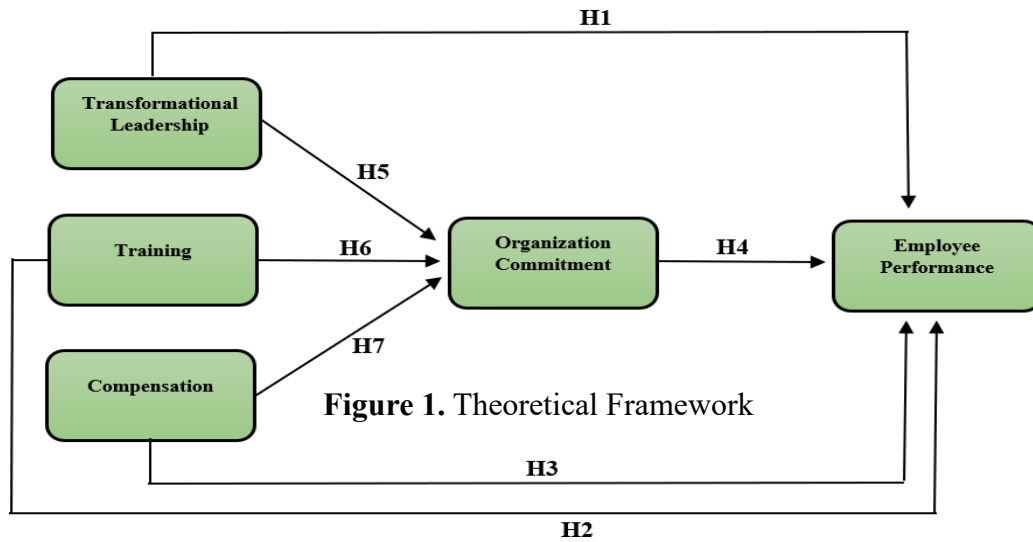


Figure 1. Theoretical Framework

The hypotheses for the study are:

- H1 : Transformational leadership affects the employee performance
- H2 : Training affects the employee performance
- H3 : Compensation affects the employee performance
- H4 : Organizational Commitment affects employee performance
- H5 : Organizational Commitment mediates the relationship between Leadership Transformational to employee Performance
- H6 : Organizational commitment mediates the relationship between Training and Employee Performance
- H7 : Organizational commitment mediates the relationship between Compensation and Employee Performance

RESEARCH METHOD

This study is a type of causal research that uses a quantitative approach. The data collected for this research is primary data obtained through online questionnaires distributed to family planning counsellors in 19 districts/cities in West Sumatra Province, Indonesia. This study investigates the relationship between transformational leadership, training, compensation and the mediation of organization commitment on employee performance. This study used a five point

Likert scale ranging from strongly disagree (1) to strongly agree (5) which has been validated from previous studies.

The indicators of each variables has been adopted and adapted from previous studies such as transformational leadership was applied from Buil, Martinez & Matute (2019) ; training was adopted from Pham et al (2020) ; compensation was used from Do (2018); organizational commitment was adopted from Jang, Lee & Kwon (2021) ; and employee performance was adapted from Donkor (2021). Furthermore, PLS SEM are used to test the validity and reliability of all indicators all of variables.

The population for this research comprises civil servant Family Planning Counsellors at the National Population and Family Planning Board (BKKBN) of West Sumatra Province. Proportional area random sampling was used as the sampling method for this study, and 155 family planning counsellors were selected as the sample size. The Partial Least Square (PLS) method was used to test the hypotheses, using Smart PLS version 3 software.

RESULT AND DISCUSSION

Respondent Characteristics

A total of 155 questionnaires were distributed to gather information about the respondents. Out of the respondents, 57% were males and 43% were females based on gender characteristics. In terms of age, 6.5% of the respondents were between 25-30 years old while 93.6% were above 30 years old. When it comes to the length of work, 9.7% had worked between 1 to 5 years, 3.2% had worked between 6 to 10 years, 14.2% had working between 11 to 15 years, and the majority of 72.9% had worked for more than 15 years.

Evaluation of Measurement Model (Outer Model)

External model analysis included tests for convergent and discriminant validity, convergent reliability, and Cronbach's alpha. See the figure below for the test image.

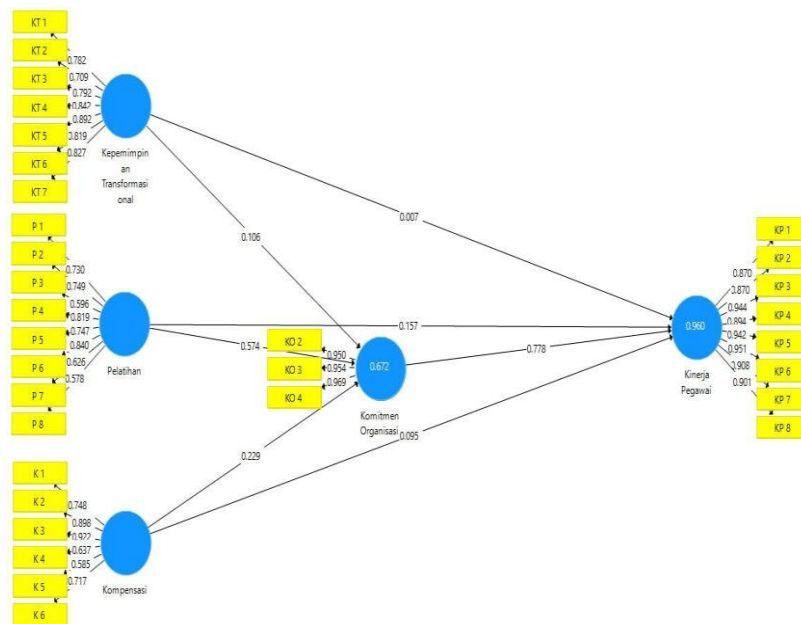


Figure 2. Research Structure Model

Convergent Validity

It is important to understand the strength of the correlation between each measurement point or indicator, and this is what the standardized loading coefficient measures. The convergent validity is an indicator that is assessed based on the correlation between the target/component points and the construct points. To ensure the validity of the measurement, the correlation between the reflective variable and the measured construct must be greater than 0.7. An external loading value of between 0.5 and 0.6 is considered adequate, as shown in Table 1.

Table 1. Loading Factor Analysis Results

| Variables | Indicators | Factor Loadings |
|--------------|--|-----------------|
| Compensation | 1. There is an interesting compensation system at work | 0,5194 |
| | 2. There is an appropriate basic salary at my workplace | 0,6236 |
| | 3. The existence of fair benefits in the workplace | 0,6403 |
| | 4. There are special allowances for performance achievements in my workplace | 0,5424 |
| | 5. There are benefits that encourage improved performance in the workplace | 0,5063 |

| | | |
|-----------------------------|---|--------|
| | 6. There is a level of benefits at my workplace | 0,5979 |
| Organizational Commitment | 1. I am very happy to be an employee in this workplace | 0,6597 |
| | 2. I like talking about my organization to people outside | 0,6625 |
| | 3. It would be very difficult for me to leave my current place of work, even if I wanted to | 0,6729 |
| Employee Performance | 1. Achieved number of new participants of family planning program | 0,6042 |
| | 2. Achieving the number of active participants of family planning program | 0,6042 |
| | 3. Achieving the number of families with toddlers participating in family planning programs | 0,6556 |
| | 4. Achieving the number of families that have teenagers participating in BKR | 0,6208 |
| | 5. Achieving the number of families with elderly who participate in BKL | 0,6542 |
| | 6. Achievement of the number of families participating in PIK R/M | 0,6604 |
| | 7. The number of families participating in UPPKS | 0,6306 |
| | 8. Achievement of the number of activities of the extension center. | 0,6257 |
| Transformational Leadership | 1. My leaders communicate a clear and positive vision of the future. | 0,5431 |
| | 2. My leadership treats staff as individuals, supporting and encouraging their development | 0,5924 |
| | 3. Provide encouragement and recognition to staff | 0,5500 |
| | 4. Fostering trust, involvement and cooperation among team members | 0,5847 |
| | 5. Encourage thinking about problems in new ways and questioning our opinions | 0,6194 |

| | | |
|----------|---|--------|
| | 1. Be clear about its values and practice | 0,5688 |
| | 6. Instilling a sense of pride, respect in others and inspiring me to become more competent at work | 0,5743 |
| Training | 1. There was an adequate amount of training on my tasks | 0,5069 |
| | 2. I had the opportunity to attend training on family planning counseling issues | 0,5201 |
| | 3. I often receive family planning counseling training | 0,5139 |
| | 4. I use the training provided effectively | 0,5688 |
| | 5. I had many opportunities to take advantage of the training provided | 0,5188 |
| | 6. There was an adequate evaluation of my performance after training | 0,5833 |
| | 7. I really care about my duties as a family planning extension worker | 0,4347 |
| | 8. I will feel guilty for not supporting my task improvement efforts | 0,5014 |

Source: Processed data

Table 1 shows that the external loading value of each indicator was greater than 0.5, denoting that the variables and indicators used in the research were valid. Convergent validity refers to the principle that the manifest variables of a construct should be highly correlated and is evaluated based on the loading factor and the AVE (Average Variance Extracted). The rule of thumb used in the convergent validity test is the loading factor value > 0.5 and the AVE value > 0.5 (Ghozali & Latan, 2015). The results of the AVE and the outer loading test are presented in Table 2 below with each variable's AVE value was greater than 0.5 indicating construct validity.

Table 2. Average Variance Extracted (AVE)

| Variables | AVE | Critical Value | Validity |
|-----------------------------|-------|----------------|----------|
| Transformational Leadership | 0.657 | $> 0,5$ | Valid |
| Employee Performance | 0.829 | $> 0,5$ | Valid |
| Organizational Commitment | 0.917 | $> 0,5$ | Valid |
| Compensation | 0.579 | $> 0,5$ | Valid |
| Training | 0.514 | $> 0,5$ | Valid |

Sources: Processed data

Discriminant Validity

Cross-loading is a technique used to assess the discriminant validity of a reflective measurement model. It involves comparing the correlation of indicators with their corresponding constructs to other block architectures. This comparison serves as an indicator of cross-loading. Good discriminant validity is indicated when the variation of an indicator can be better explained by its corresponding construct than by other concept measures. The discriminant validity value of each indicator is provided below:

Table 3. Discriminant Validity

| | Transformational Leadership | Employee Performance | Organizational Commitment | Compensation | Trainings |
|------|------------------------------------|-----------------------------|----------------------------------|---------------------|------------------|
| K1 | 0.619 | 0.493 | 0.463 | 0.748 | 0.522 |
| K2 | 0.673 | 0.788 | 0.729 | 0.898 | 0.687 |
| K3 | 0.633 | 0.717 | 0.672 | 0.922 | 0.651 |
| K4 | 0.280 | 0.364 | 0.308 | 0.637 | 0.286 |
| K5 | 0.266 | 0.227 | 0.171 | 0.585 | 0.225 |
| K6 | 0.320 | 0.445 | 0.444 | 0.717 | 0.374 |
| KO 2 | 0.556 | 0.894 | 0.950 | 0.645 | 0.728 |
| KO 3 | 0.572 | 0.942 | 0.954 | 0.596 | 0.752 |
| KO 4 | 0.608 | 0.951 | 0.969 | 0.701 | 0.785 |
| KP 1 | 0.577 | 0.870 | 0.773 | 0.622 | 0.716 |
| KP 2 | 0.527 | 0.870 | 0.787 | 0.729 | 0.784 |
| KP 3 | 0.602 | 0.944 | 0.931 | 0.741 | 0.789 |
| KP 4 | 0.556 | 0.894 | 0.950 | 0.645 | 0.728 |
| KP 5 | 0.572 | 0.942 | 0.954 | 0.596 | 0.752 |
| KP 6 | 0.608 | 0.951 | 0.969 | 0.701 | 0.785 |
| KP 7 | 0.577 | 0.908 | 0.864 | 0.597 | 0.783 |
| KP 8 | 0.609 | 0.901 | 0.810 | 0.685 | 0.769 |
| KT 1 | 0.782 | 0.698 | 0.667 | 0.698 | 0.673 |
| KT 2 | 0.709 | 0.326 | 0.349 | 0.433 | 0.298 |
| KT 3 | 0.792 | 0.373 | 0.361 | 0.422 | 0.391 |
| KT 4 | 0.842 | 0.498 | 0.460 | 0.493 | 0.416 |
| KT 5 | 0.892 | 0.491 | 0.498 | 0.621 | 0.500 |
| KT 6 | 0.819 | 0.584 | 0.532 | 0.459 | 0.591 |

| | | | | | |
|------|-------|-------|-------|-------|-------|
| KT 7 | 0.827 | 0.460 | 0.412 | 0.506 | 0.392 |
| P1 | 0.532 | 0.631 | 0.544 | 0.550 | 0.730 |
| P2 | 0.541 | 0.635 | 0.543 | 0.493 | 0.749 |
| P3 | 0.164 | 0.404 | 0.324 | 0.370 | 0.596 |
| P4 | 0.542 | 0.711 | 0.702 | 0.473 | 0.819 |
| P5 | 0.337 | 0.596 | 0.604 | 0.440 | 0.747 |
| P6 | 0.469 | 0.756 | 0.754 | 0.556 | 0.840 |
| P7 | 0.524 | 0.557 | 0.516 | 0.491 | 0.626 |
| P8 | 0.388 | 0.388 | 0.383 | 0.374 | 0.578 |

Source: Processed data

Composite Validity.

To ensure a measuring device's accuracy, consistency, and precision, a reliability test is conducted. This test measures the device's internal consistency and reliability using parameters such as Cronbach's alpha and composite reliability. These parameters assess the dependability and reliability values of a construct's lower and actual bounds, respectively. A reliability value of > 0.60 is generally considered to be highly reliable. Below is a table displaying the results of the reliability test for the two methods.

Table 4. Composite Reliability Results

| Variables | Cronbach Alpha | Composite Reliability |
|-----------------------------|----------------|-----------------------|
| Transformational Leadership | 0,6347 | 0,6458 |
| Employee Performance | 0,6736 | 0,6771 |
| Organizational Commitment | 0,6632 | 0,67430 |
| Compensation | 0,5951 | 0,61736 |
| Training | 0,5986 | 0,62013 |

Sources: Processed data

Evaluation of Structural Model (Inner Model)

The R2 score is a metric used to determine the soundness or flaws of a model. It measures the proportion of variance in an affected value (endogenous) that can be explained by the factors affecting it (exogenous). To view the R-Square values obtained from data processing using the Smart PLS 3.0 program, please refer to the following table:

Table 5. R² Value

| Variables | Cronbach Alpha |
|---------------------------|----------------|
| Employee Performance | 0,960 |
| Organizational Commitment | 0,672 |

Sources: Processed data

Based on the table above, it can be inferred that the factors X1, X2, X3, and Z have a strong influence on the outcome of Y, as evidenced by the high R2 value of 0.960. In other words, 96% of the variability in Y is due to these factors, while other factors account for the remaining 4%. Similarly, the R2 value of 0.672 indicates that X1, X2, and X3 have a moderate influence on Z, explaining 67.2% of the variability, while the remaining 32.8% is due to other variables. Therefore, both models are deemed significant and valid.

Path Analysis Results

The purpose of the path analysis test is to determine the path coefficient of the structural model. This helps to ascertain the significance of relationships and to conduct a hypothesis test. In this study, direct and indirect effects were tested separately, as evidenced by the probability value and the t-statistic. A t-statistic of 1.96 was used with a 5% alpha level. Hypotheses were accepted for t-statistics greater than 1.96 and rejected when the probability value was less than 0.05. The findings are presented in the table below.

Table 6. Path Analysis Results

| | Hypothesis | Original Sample | t-statistic | P Value | Conclusion |
|-----|--|------------------------|--------------------|----------------|-------------------|
| H1: | Transformational Leadership → Employee Performance | 0,089 | 1.974 | 0.049 | Accepted |
| H2: | Training → Employee Performance | 0,604 | 9.320 | 0.000 | Accepted |
| H3 | Compensation → Employee Performance | 0,273 | 4,367 | 0.000 | Accepted |
| H4 | Organizational Commitment → Employee performance | 0,778 | 25.511 | 0.000 | Accepted |
| H5 | Transformational Leadership → Organizational Commitment → Employee Performance | 0.082 | 1.970 | 0.049 | Accepted |
| H6 | Training → Organizational Commitment → Employee Performance | 0,178 | 2.999 | 0.003 | Accepted |
| H7 | Compensation → Organizational Commitment → Employee Performance | 0,447 | 8,363 | 0.000 | Accepted |

Sources: Processed data

The H1 path analysis resulted in a p-value of 0.049, which is less than the significance level of 0.05, and a t-value of 1.974, which is greater than the critical value of 1.96. This means that the hypothesis has been accepted. The result indicates

that transformational leadership has a significant and positive impact on the performance of family planning counsellors. In other words, the better the transformational leadership of BKKBN in West Sumatra, the more it will positively affect the performance of family planning counsellors. This finding is consistent with Donkor et al.'s (2021) research, which also shows that transformational leadership has a strong influence on employee performance. This suggests that employee performance is closely tied to the leader's decision-making, direction, and supervision. Therefore, leaders must adopt an effective leadership style to improve employee performance.

The results of the H2 path analysis revealed a p-value of 0.000 which is less than 0.05, and a t-value of 9.320 which is greater than 1.96. This indicates that the hypothesis has been accepted, indicating a significant influence between training and the employee performance of family counsellors. According to attribution theory, training can encourage employees to take action or behave in a certain way, which can affect their performance positively or negatively. These findings are supported by Sendawula et al. (2018), who studied the relationship between training, employee engagement, and employee performance in Uganda's health sector. The study demonstrated that changes in training, both on the job and off the job, can lead to changes in employee performance in terms of competence, responsiveness, and productivity. Therefore, a decrease or increase in training will have a significant impact on employee performance.

The H3 path analysis showed that p-value was $0.000 < 0.05$ and t-value $4.367 > 1.96$ meaning the hypothesis was accepted. These results indicate that there is a significant influence between compensation and the performance of family planning counsellors. Following the theory of attribution, the provision of this compensation can increase satisfaction with the performance of the family planning instructor in carrying out his duties. Giving high compensation can make family planning counsellors feel satisfied, comfortable, at home, and more enthusiastic because they feel valued and cared for by the institution. This study was supported by previous research showing a relationship between compensation on the performance of family planning educators by Asumeng, (2013) regarding the effect of compensation on job Performance show that compensation has a significant effect on work performance. Quantitative analysis shows that there is a strong and positive relationship between compensation and job performance.

According to the results of the H4 analysis, the p-value was 0.000 which is less than 0.05, and the t-value was 25.511 which is greater than 1.96. This means that the hypothesis was accepted, indicating a significant correlation between organizational commitment and the performance of family planning counsellors. In other words, if the organizational commitment is strong, it will positively impact the performance of family planning counsellors. This aligns with Robbins' (2006)

definition of organizational commitment as the stage where employees identify with a particular group and aim to maintain their status as a member. Organizational commitment is also demonstrated by employees' desire to support an institution's goals and remain a member of the organization to sustain its existence. Empirically, the research conducted by Donkor et al. (2021) indicates a positive and statistically significant relationship between organizational commitment and employee performance.

The H5 path analysis produced a p-value of 0.049, which is less than 0.05, and a t-value of 1.970, which is greater than 1.96. This confirms that the hypothesis was accepted. The analysis showed that the effect of transformational leadership on the employee performance of family planning counsellors can be mediated by organizational commitment. This relationship is supported by leadership theory, which suggests that a transformational leadership style can increase commitment among family planning counsellors, leading to improved performance. Transformational leadership is a style that emphasizes the importance of creating a vision and environment that motivates subordinates to excel beyond expectations. By applying good transformational leadership, the creation of better employee performance can be encouraged. However, employees must also demonstrate good organizational commitment, which is their attitude towards remaining in the organization and making efforts to achieve the mission, values, and goals of the organization. When organizational commitment is high, the influence of the transformational leadership style on employee performance also increases. Empirically, the results of this study are supported by research conducted by Donkor et al. (2021), which revealed that transformational leadership has a positive and statistically significant relationship with employee performance when organizational commitment serves as the mediator. This finding implies that leaders must know how to increase subordinate commitment and work performance while taking into account appropriate leadership behaviour.

The results of the H6 path analysis showed that the hypothesis was accepted, with a p-value of $0.003 < 0.05$ and a t-value $2.999 > 1.96$. The analysis revealed that organizational commitment can act as a mediator between training and the performance of family planning counsellors. This means that organizational commitment indirectly influences employee performance. To increase organizational commitment, institutions should understand that employees need to feel valued and proud before they can become committed. Employees who have a positive perception of training are more likely to develop effective and sustainable organizational commitment. This, in turn, can lead to improved employee performance. The study's findings are supported by previous research conducted by Field Sendawula et al. (2018) and Guan & Frenkel (2019). The training program's primary objectives are to improve performance, increase employee skills, solve

problems, and provide personal development satisfaction while enhancing conceptual abilities, decision-making skills, and human relations. Companies with good training programs are more likely to have committed employees, who tend to perform better, have lower absenteeism rates, and are less likely to leave the organization.

The results of the H7 path analysis indicate that the hypothesis was supported. The p-value was 0.000, which is less than 0.05, and the t-value was 0.447, which is greater than 1.96. Therefore, organizational commitment can mediate the effect of compensation on employee performance. This means that when employees receive better compensation, their organizational commitment increases, which in turn improves their performance. Compensation is not just about remuneration, it also motivates employees to stay in the organization and take responsibility for its success. Employees who are committed to the organization tend to be more goal-oriented and responsible, which leads to better performance. These results are consistent with previous research conducted by Chong (2016), which also found that organizational commitment can mediate the effect of compensation on employee performance. Job satisfaction is an important factor in organizational commitment. A higher level of job satisfaction leads to greater commitment. Each employee's organizational commitment is unique and reflects their level of job satisfaction with the company.

CONCLUSION

The results of this research indicate that the performance of employees is significantly influenced positively by good transformational leadership, proper training, and fair compensation. Furthermore, the study found that organizational commitment is positively impacted by the same factors. Organizational commitment acts as a mediator between transformational leadership, training, compensation, and employee performance. Good transformational leadership improves employee performance, and when combined with organizational commitment and training, it leads to higher job satisfaction and a greater tendency to complete tasks. Adequate compensation also plays a significant role in ensuring employee performance.

The research was conducted within a single organization and focused solely on the impact of transformational leadership, training, and compensation on employee performance, with a specific focus on organizational commitment. However, for a more comprehensive understanding of employee performance factors, further research with a larger sample size and additional variables, such as job environment, is necessary. While the research was conducted using scientific procedures, it is important to note that it had certain limitations, such as only examining person-organization fit and organizational commitment as factors

influencing employee performance. Many other factors impact employee performance. Despite these limitations, the research suggests that improving transformational leadership, training, and compensation is important for enhancing the performance of family planning counsellors at BKKBN in West Sumatra.

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