

The Mediating Function of Work Motivation in Linking Organizational Culture, Training Practices, and Employee Performance

Yusnina¹, Ari Prihatni², Ririn Widyastuti Wulaningsih^{*3},
Lisdawati⁴, Erita Oktasari⁵

Bung Karno University, Jakarta, Indonesia.

Corresponding author: ayin177suwarno@gmail.com*

ninabakar2@gmail.com, prihatni.ari@gmail.com lisdawati@ubk.ac.id,
eritaoktasariubk@gmail.com

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Abstract

The Indonesian coffee industry has developed rapidly and has become an integral part of modern lifestyle consumption. Starbucks Indonesia, as a market leader, relies heavily on effective human resource management to maintain service quality and competitive advantage. However, Starbucks Grand Indonesia Mall faces several challenges related to organizational culture, the effectiveness of job training, and employee motivation, particularly among employees aged 18–24 years. This study examines the effects of organizational culture and job training on employees' work motivation and, in turn, their performance at Starbucks Grand Indonesia Mall. A quantitative research design was adopted, applying both descriptive and explanatory approaches. The study involved 49 employees, all of whom participated as respondents via a census (saturated sampling) method. Data were gathered using structured questionnaires measured on a Likert scale, supported by observations and interviews. Path analysis was utilized to evaluate the direct and indirect relationships among the research variables. The findings demonstrate that both organizational culture and job training exert a positive and statistically significant influence on employees' work motivation, accounting for 54% of the observed variance. In addition, organizational culture, job training, and work motivation, both collectively and individually, have significant effects on employee performance, accounting for 67% of the total variation in performance outcomes. Among these predictors, job training emerges as the most influential determinant of employee performance. This study extends the existing human resource management literature by providing empirical evidence from Indonesia's retail coffee service industry, with particular attention to the mediating role of work motivation. By empirically validating this relationship, the study provides a deeper understanding of how organizational practices translate into performance outcomes. The findings offer strategic implications for practitioners, particularly in designing integrated human resource frameworks that foster sustainable employee performance and strengthen long-term organizational competitiveness.

Keywords: Organizational Culture, Employee Training, Work Motivation, Employee Performance.

1. Introduction

The coffee industry in Indonesia has transformed into a significant component of modern society's lifestyle. Data indicate that the value of the coffee trade for personal consumption has continued to increase, reaching approximately IDR 11.9 trillion in 2020. This growth is supported by increased public awareness of coffee's health benefits, such as reducing the risk of chronic diseases, and by the massive expansion of coffee outlets in strategic shopping centers, including Grand Indonesia Mall.

Starbucks Indonesia has maintained its position as a market leader by operating more than 450 outlets nationwide as of 2020. This success is closely linked to the quality of its human resource management. According to [Supomo & Nurhayati \(2024\)](#), effective human resource management is a key factor in aligning organizational strategic objectives with employee potential and performance. However, preliminary observations at Starbucks Grand Indonesia Mall indicate challenges related to organizational culture, particularly among employees aged 18–24 years, that affect the consistency of fundamental company activities, such as coffee testing.

Empirical observations reveal that coffee testing activities were conducted only nine times per week, below the operational target of fourteen sessions, indicating a low level of individual responsibility among employees. This condition reflects the insufficient internalization of organizational culture related to accountability and quality control. Organizational culture plays a crucial role in shaping employees' behavioral patterns, particularly in service-oriented organizations where performance consistency is highly dependent on shared norms and values. A weakly embedded culture may lead to reduced discipline and lower compliance with operational standards, thereby negatively affecting employee performance. Prior empirical studies emphasize that organizational culture functions as an informal control system that guides employee behavior and strengthens commitment toward organizational goals ([Wulaningsih, 2022](#)).

Furthermore, the effectiveness of job training is constrained by limited facilities in Core-type stores, forcing employees to relocate to other outlets to acquire specific brewing competencies. This situation reduces training efficiency and weakens knowledge transfer, particularly when training practices are not supported by adequate infrastructure and consistent managerial facilitation. Heavy operational workloads further limit managerial support in providing learning opportunities, which in turn diminishes employees' work motivation. Motivation is a key psychological mechanism that translates organizational support and training effectiveness into actual performance outcomes ([Oktasari et al, 2022](#)). Previous research highlights that inadequate organizational support and limited access to learning resources may reduce employees' intrinsic motivation and work engagement, ultimately affecting performance sustainability ([Wulaningsih, 2022](#)). Therefore, this study positions work motivation as a mediating variable in examining the influence of organizational culture and job training on employee performance at Starbucks Grand Indonesia Mall.

2. Literature Review

2.1 Organizational Culture (X_1)

Organizational culture can be understood as a set of shared values and interpretations embraced by members that differentiates one organization from others. A well-established organizational culture is typically characterized by innovation, careful attention to detail, and a strong

emphasis on teamwork. Such a culture significantly influences employees' behavior and their attitudes toward work ([Robbins & Judge, 2024](#)).

Recent empirical research demonstrates that organizational culture significantly influences employees' attitudes and performance, especially within service-oriented industries. A strong organizational culture provides shared values and behavioral norms that guide employees in delivering consistent service quality. According to [Alrowwad et al. \(2022\)](#), organizational culture positively influences employee performance by fostering commitment, adaptability, and teamwork. Similarly, [Nguyen et al. \(2021\)](#) found that supportive and innovative cultures significantly enhance frontline employee performance in hospitality and retail sectors.

Beyond shaping behavior, organizational culture also functions as an internal control mechanism that aligns employee actions with organizational objectives. In highly competitive service environments, such as retail and hospitality, a strong culture helps employees internalize service standards and organizational values, leading to more consistent performance outcomes. Recent research by [Lee & Kim \(2023\)](#) indicates that organizations with adaptive cultures are better able to respond to environmental changes and maintain employee performance under operational pressure. Furthermore, a culture that emphasizes collaboration and learning encourages knowledge sharing among employees, which is essential for service quality improvement.

Organizational culture is also closely associated with employee psychological well-being. Studies conducted after 2020 show that supportive and inclusive cultures reduce work stress and enhance employee engagement, which ultimately contributes to higher performance levels ([Saks & Gruman, 2022](#)). Therefore, organizational culture can be viewed not only as a social system but also as a strategic asset that drives sustainable employee performance.

2.2 Job Training (X_2)

[Widodo \(2023\)](#) describes job training as a structured process aimed at improving employees' knowledge and skills to enable professional performance. Key elements of effective training include the relevance of the training materials, the appropriateness of the training methods, and the availability of sufficient supporting facilities.

Job training is widely recognized as a strategic human resource initiative that strengthens employees' capabilities and improves service quality. [Salas et al. \(2023\)](#) report that systematically designed training programs enhance employees' technical competencies and ensure greater consistency in service delivery, ultimately contributing to improved performance outcomes. In the context of the service industry, [Jehanzeb & Mohanty \(2020\)](#) reported that effective training significantly increases employee productivity and customer satisfaction. Continuous training is particularly important in dynamic service environments where product knowledge and service standards frequently evolve.

Recent studies highlight that training effectiveness is influenced not only by content but also by organizational support and employee readiness. [Noe et al. \(2021\)](#) emphasize that training programs that integrate practical application and feedback mechanisms are more effective in improving job performance. Additionally, training is increasingly viewed as an investment in human capital that enhances employee adaptability and long-term organizational performance. Organizations that consistently invest in employee training tend to experience lower turnover rates and higher employee commitment ([Garavan et al., 2021](#)).

Within service-oriented organizations, training serves not only as a skill-development

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mechanism but also as a source of motivation, as it reflects the organization's commitment to employee growth. When employees perceive training programs as equitable and aligned with their needs, they tend to exhibit greater motivation and engagement, which, in turn, contributes to improved performance.

2.3 Work Motivation (X_3)

[Sutrisno \(2021\)](#) defines work motivation as the internal drive that stimulates employees to perform their tasks enthusiastically by maximizing their capabilities in pursuit of organizational objectives. Motivation determines the level of effort exerted, the direction of behavior, and the persistence shown in completing work tasks.

Work motivation is widely regarded as an essential psychological mechanism that connects organizational practices with employee performance outcomes. Recent research indicates that motivation functions as a mediating variable in the relationship between organizational culture, training initiatives, and performance. For example, [Putra and Dewi \(2022\)](#) found that work motivation partially mediates the influence of organizational culture on employee performance. Similarly, [Khan et al. \(2021\)](#) reported that training programs indirectly improve performance by strengthening both intrinsic and extrinsic motivation. Employees with higher levels of motivation are generally more engaged, persistent, and oriented toward delivering quality service.

Recent empirical findings suggest that employees with strong motivation demonstrate greater resilience when operating in demanding service settings. [Deci et al. \(2022\)](#) emphasize that intrinsic motivation is fundamental to maintaining performance, as it strengthens employees' sense of autonomy and competence. In addition, motivation encourages extra-role behaviors, such as assisting coworkers and exceeding expected service standards, which are especially critical in positions involving direct customer interaction.

2.4 Employee Performance (Y)

Employee performance refers to the quality and quantity of work an individual produces while carrying out assigned tasks in accordance with their responsibilities and authority ([Sutrisno, 2021](#)). Employee performance is a multidimensional construct comprising task, contextual, and adaptive performance. Recent empirical studies show that employee performance in service organizations is strongly influenced by human resource practices and psychological factors. According to [Koopmans et al. \(2021\)](#), employees who receive adequate training and motivational support demonstrate higher levels of efficiency, accuracy, and cooperation. In addition, performance outcomes are closely linked to customer satisfaction and organizational reputation in service industries.

Recent studies suggest that employee performance is influenced not only by individual abilities but also by organizational structures, leadership approaches, and the overall motivational environment. Consequently, analyzing organizational culture, job training, and work motivation in an integrated manner provides a more comprehensive perspective on employee performance in modern service organizations.

2.5 Research Hypotheses

Drawing on recent empirical evidence, this study posits that organizational culture and job training positively affect employee performance, both directly and indirectly through work motivation. Accordingly, work motivation is proposed as a mediating variable that strengthens

the relationship among organizational culture, job training, and employee performance.

H1: Organizational culture has a significant effect on work motivation.

H2: Job training has a significant effect on work motivation.

H3: Organizational culture has a significant effect on employee performance.

H4: Job training has a significant effect on employee performance.

H5: Work motivation has a significant effect on employee performance.

3. Research Method

This study employed a quantitative explanatory design to examine the relationships among organizational culture, job training, work motivation, and employee performance. The proposed model positions organizational culture (X_1) and job training (X_2) as independent variables, work motivation (X_3) as a mediating variable, and employee performance (Y) as the dependent variable.

The research was conducted at Starbucks Grand Indonesia Mall between January and March 2025. The population consisted of all 49 employees working at the outlet. Given the limited population size, a census (total sampling) approach was applied, in which all employees were included as respondents.

3.1 Operationalization of Variables

Each construct was operationalized on the basis of established theoretical foundations.

Organizational culture was conceptualized as shared values and norms that guide employee behavior, reflected in dimensions such as team orientation, attention to detail, and an innovation climate ([Robbins & Judge, 2024](#)).

Job training was defined as a structured effort to enhance employees' competencies and was measured using indicators such as training relevance, training methods, trainer competence, and training facilities ([Widodo, 2023](#)).

Work motivation refers to the internal and external forces that initiate and sustain work-related behavior, operationalized through intrinsic motivation, extrinsic motivation, and persistence ([Sutrisno, 2021](#); [Deci et al., 2022](#)).

Employee performance was measured as the level of task accomplishment and behavioral contribution to organizational objectives, reflected in task performance, contextual performance, and adaptive performance ([Koopmans et al., 2021](#)). All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

To ensure conceptual clarity and measurement consistency, each research variable was operationalized based on established theoretical dimensions and empirical indicators derived from prior studies. Each measurement indicator presented in Table 1 represents one questionnaire item. The total number of indicators corresponds exactly to the 23 items used in this study.

Table 1. Operationalization of Research Variables

Variable	Code	Measurement Indicators	Source
Organizational Culture (X_1)	OC1	Employees understand the organization's core values	Robbins & Judge (2024)

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	OC2	Employees apply organizational values in daily work activities	
	OC3	Teamwork is emphasized in completing tasks	
	OC4	Employees cooperate effectively with colleagues	
	OC5	Employees consistently follow standard operating procedures	
	OC6	Employees perform their duties carefully and accurately	
Job Training (X ₂)	JT1	Training materials are relevant to job requirements	Widodo (2023)
	JT2	Training improves employees' job-related skills	
	JT3	Training methods are practical and easy to understand	
	JT4	Trainers demonstrate competence in delivering materials	
	JT5	Training sessions provide sufficient opportunities for practice	
	JT6	Training facilities adequately support the learning process	
Work Motivation (X ₃)	WM1	Employees feel enthusiastic about their work	Sutrisno (2021); Deci et al. (2022)
	WM2	Employees are motivated to achieve work targets	
	WM3	Employees remain persistent despite work challenges	
	WM4	Employees feel recognized for their performance	
	WM5	Employees are encouraged to improve their performance	
Employee Performance (Y)	EP1	Employees complete tasks on time	Koopmans et al. (2021)
	EP2	Employees produce high-quality work results	
	EP3	Employees take initiative beyond assigned tasks	
	EP4	Employees assist coworkers when needed	
	EP5	Employees adapt well to changes in work procedures	
	EP6	Employees maintain consistent service standards	

3.2. Data Collection Techniques

Primary data were collected using structured questionnaires rated on a five-point Likert scale, complemented by direct observations and interviews. Secondary data were obtained from

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relevant literature, academic journals, and other supporting sources.

3.3 Instrument Testing

Prior to hypothesis testing, the validity and reliability of the research instruments were examined. Validity was assessed using corrected item–total correlation analysis. All questionnaire items exhibited correlation coefficients above the acceptable threshold, indicating satisfactory internal consistency.

Reliability was evaluated using Cronbach's Alpha. All constructs achieved alpha coefficients exceeding 0.60, confirming acceptable internal consistency and reliability of the measurement instruments.

3.4 Data Analysis Method

Data analysis was conducted in several stages.

First, instrument validity and reliability were assessed using statistical methods. Validity was assessed through corrected item–total correlation, while reliability was examined using Cronbach's Alpha. Items were considered valid and reliable if they met the established minimum criteria.

Second, classical assumption tests were performed using SPSS prior to regression analysis to ensure that the data met the requirements for parametric testing. The assumptions tested included:

Normality Test

The normality of residuals was examined to ensure that the data were approximately normally distributed.

Multicollinearity Test

Multicollinearity was assessed using Variance Inflation Factor (VIF) and tolerance values. A VIF value below 10 and tolerance above 0.10 indicate the absence of multicollinearity.

Heteroscedasticity Test

Heteroscedasticity was examined to determine whether the variance of residuals was constant across observations.

The results indicated that the data satisfied the classical assumptions required for regression analysis.

After confirming the adequacy of the measurement instruments and classical assumptions, hypothesis testing was conducted using regression analysis. PLS was employed to estimate the structural relationships among organizational culture, job training, work motivation, and employee performance.

The analysis focused on:

Path coefficients (β) to determine the strength and direction of relationships;

Significance values ($p < 0.05$) to evaluate statistical significance;

Coefficient of determination (R^2) to assess explanatory power;

Indirect effects to examine the mediating role of work motivation.

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All analyses were conducted systematically to ensure the robustness of the findings.

Path analysis was further utilized to investigate the structural relationships among the variables by estimating path coefficients based on the correlation matrix. This approach enabled the identification of both direct and indirect effects linking organizational culture, job training, work motivation, and employee performance (Kline, 2016; Lleras, 2005).

The following describes the steps involved in path analysis:

1. Formulating research hypotheses and structural equations.
2. Estimating path coefficients based on regression coefficients.

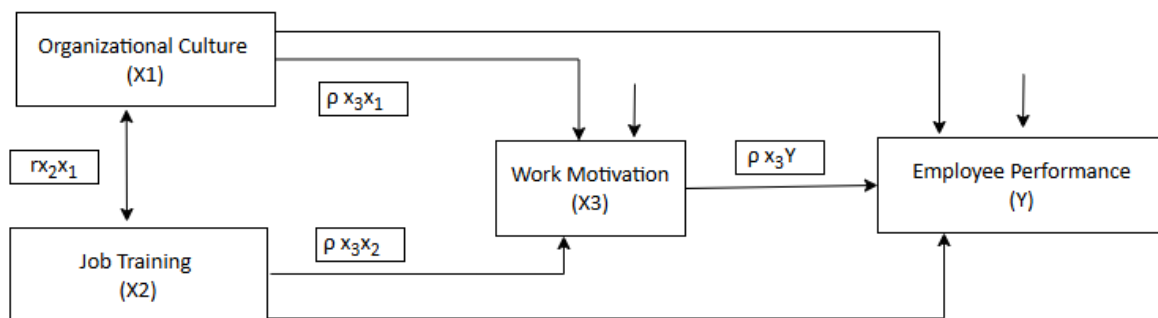


Figure 1. Path Diagram

Description:

Organizational Culture (X_1)

Job Training (X_2)

Work Motivation (X_3)

Employee Performance (Y)

Path coefficients for each variable

Path coefficient from Organizational Culture to Work Motivation

Path coefficient from Job Training to Work Motivation

Path coefficient from Work Motivation to Employee Performance

Correlation coefficient among independent variables

Other factors affecting the dependent variable (external variables not examined in this study)

The path diagram illustrates both the direct and indirect relationships among the variables. A direct effect is the impact of an independent variable on a dependent variable, without being mediated by any intervening variable.

4. Result and Discussions

4.1 Instrument Validity and Reliability

Prior to hypothesis testing, the research instruments were evaluated to ensure their validity and reliability. The questionnaire consisted of 23 items: six measuring organizational culture, six assessing job training, five measuring work motivation, and six evaluating employee performance.

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Validity was examined using corrected item–total correlation analysis. All items demonstrated correlation coefficients exceeding the minimum acceptable threshold, indicating that the items were valid and appropriately represented their respective constructs.

Reliability was assessed using Cronbach’s Alpha. The results show that all constructs achieved alpha coefficients greater than 0.60, indicating acceptable internal consistency and reliability of the measurement instruments.

These findings confirm that the instruments were suitable for further statistical analysis using regression-based path analysis.

4.2 Classical Assumption Tests

The results of the classical assumption tests demonstrate that the regression model meets the required assumptions. The normality test shows that the residuals are normally distributed, as evidenced by the data points aligning closely with the diagonal line in the Normal Probability Plot. The heteroscedasticity test indicates that the residuals are randomly dispersed and do not exhibit a discernible pattern, suggesting that heteroscedasticity is not present. Furthermore, the multicollinearity assessment reveals that all Variance Inflation Factor (VIF) values are below 10 and the tolerance values approach one, confirming the absence of multicollinearity in the model. In this study, normality was specifically examined using the Normal Probability Plot (see Figure 2).

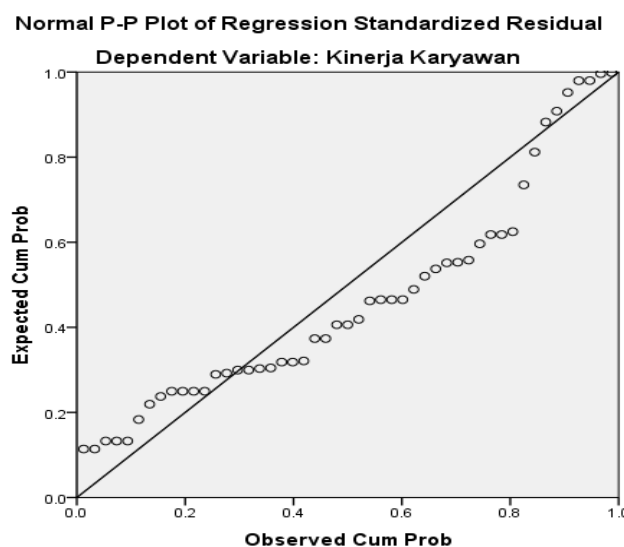


Figure 2. Normal Probability Plot Test

Source: Data Processing 26, 2025

As shown in Figure 2, the normality test indicates that the variables examined in this study are normally distributed. This conclusion is supported by the distribution of data points, which aligns closely with the diagonal line in the plot, indicating that the assumption of normality holds.

The multicollinearity test was conducted to assess whether strong correlations exist among the independent variables. The results of the multicollinearity analysis are presented as follows.

Table 2. Multicollinearity Test Results

Coefficient^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Culture	.883	1.133
	Job Training	.814	1.229
	Work Motivation	.862	1.160

a. Dependent Variable: Employee Performance

The data are considered to meet the multicollinearity assumption when the tolerance value exceeds 0.10 and the Variance Inflation Factor (VIF) is below 10. These criteria indicate that multicollinearity is not present among the independent variables in the model.

Heteroscedasticity Test

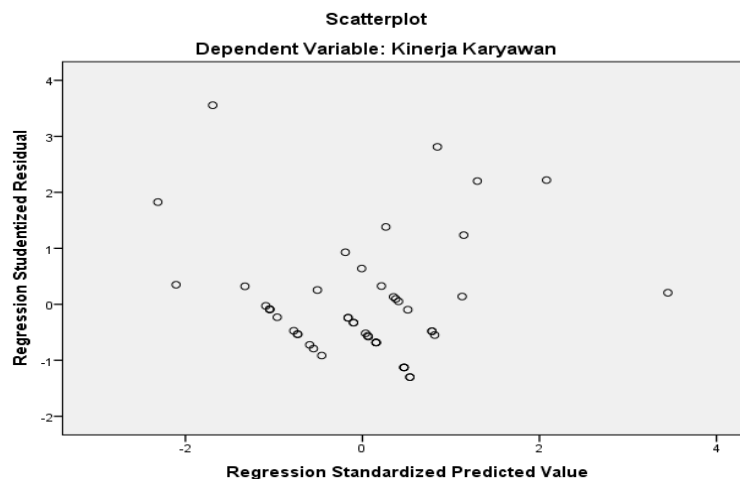


Figure 3. Heteroscedasticity Test

As shown in Figure 3, the heteroscedasticity test indicates that the model does not exhibit heteroscedasticity. This conclusion is supported by the residual data points, which are randomly distributed above and below the zero line without forming any discernible pattern.

4.3 Path Analysis Results

Path analysis was utilized to evaluate both the direct and indirect relationships among the study variables. Two structural models were assessed in the analysis. This technique was applied to estimate the structural associations among variables by computing path coefficients from the correlation matrix. The findings are presented in the path diagram shown below.

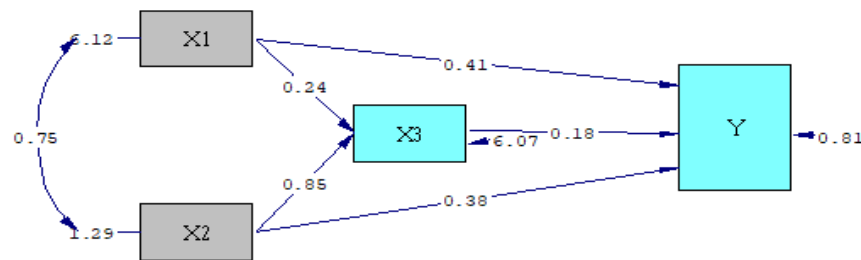


Figure 4. Path Analysis Results

Sub-Structure I: examined the effects of organizational culture and job training on work motivation. The results indicate that organizational culture ($\beta = 0.24$; $t = 2.56$) and job training ($\beta = 0.85$; $t = 2.55$) have positive and significant effects on work motivation. The coefficient of determination (R^2) is 0.54, indicating that 54% of the variance in work motivation is explained by organizational culture and job training.

Sub-Structure II: examined the effects of organizational culture, job training, and work motivation on employee performance. The findings show that work motivation ($\beta = 0.18$; $t = 3.26$), organizational culture ($\beta = 0.41$; $t = 7.13$), and job training ($\beta = 0.38$; $t = 2.97$) significantly influence employee performance. The model explains 67% of the variance in employee performance ($R^2 = 0.67$).

4.4 Direct and Indirect Effects

The findings reveal that organizational culture and job training exert both direct effects on employee performance and indirect effects through work motivation. Among the examined variables, job training shows the most substantial direct impact on employee performance, followed by organizational culture and work motivation. These results support the role of work motivation as a mediating variable in the relationship between organizational culture, job training, and employee performance.

4.5 Discussion

The findings support [Robbins and Judge's \(2024\)](#) theory that a strong organizational culture provides shared meaning that guides employee behavior. At Starbucks Grand Indonesia, cultural practices such as coffee tasting enhance employee engagement and contribute directly to performance improvement.

Job training emerges as the most dominant factor influencing performance, supporting [Widodo's \(2023\)](#) view that systematic training is a crucial human capital investment. Despite facility limitations, continuous training efforts help maintain professional competence among baristas.

Work motivation also plays a vital role in driving performance. Consistent with [Supomo and Nurhayati \(2024\)](#), motivation acts as an internal energy that aligns individual aspirations with organizational objectives, particularly through recognition and managerial support.

These findings further indicate that organizational culture and job training do not merely influence employee performance directly but also shape employees' motivational states, which in turn enhance performance outcomes. This result reinforces the mediating role of work

motivation, suggesting that employees who perceive a supportive culture and receive adequate training are more likely to exhibit higher enthusiasm, persistence, and service orientation. In the context of the service industry, such motivational effects are critical because employee attitudes are closely linked to customer satisfaction and service quality.

The dominance of job training as a performance determinant highlights the importance of continuous skill development in maintaining service standards, particularly in fast-paced retail coffee environments. Training enables employees to adapt to product innovation, service procedures, and customer expectations. This finding is consistent with recent service management studies emphasizing that training improves both task performance and adaptive performance, which are essential for sustaining competitive advantage.

Furthermore, the role of organizational culture in shaping performance underscores the importance of cultivating shared values and norms that support collaboration and learning. A strong culture not only guides employee behavior but also fosters a sense of belonging and commitment, thereby strengthening motivation and performance. Overall, these findings suggest that an integrated human resource strategy that combines a strong organizational culture, systematic job training, and motivational support is essential for enhancing employee performance in the service industry.

5. Conclusion

5.1. Conclusion

This study concludes that organizational culture and job training significantly influence work motivation, accounting for 54% of its variance. In addition, organizational culture, job training, and work motivation demonstrate both simultaneous and partial significant effects on employee performance, accounting for 67% of the variance in performance outcomes. Among these variables, job training is the most significant determinant, followed by organizational culture and work motivation.

Organizational culture at Starbucks Grand Indonesia is a strong predictor of how baristas treat customers. Training is essential but acts as a "tool" rather than a "result." Work Motivation is the key mediator. Without it, culture and training remain theoretical and don't manifest as performance.

Enhance Intrinsic Motivation: Recognize "Partner of the Month" not just based on sales, but on cultural adherence.

Dynamic Training: Implement "micro-learning" sessions during slow hours at the Grand Indonesia outlet to keep skills sharp without causing burnout.

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