

THE EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE WITH COMPETENCE AS A MEDIATING VARIABLE AT PT. ARMADA SAFARI SUCI

Ananda Danindra Al-Fasya^{1*}, Fetty Poerwita Sarry²
ICT Business, Faculty Economy And Business, Telkom University^{1,2}
E-mail: fasya0801@gmail.com^{1*}, fettyps@telkomuniversity.ac.id

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Abstract

The Hajj and Umrah travel industry in Indonesia is experiencing rapid growth, leading to increasingly fierce competition among travel agents in providing high-quality services to pilgrims. To maintain service quality and organizational performance, companies need to ensure that employees possess the necessary skills and competencies. HRD through training programs plays a crucial role in improving employee competency and performance, particularly in service-focused companies like PT. Armada Safari Suci. The purpose of this study is to analyze the effect of training on employee performance, with competency as a mediating variable. This study aims to investigate whether the company's training programs can improve employee competency and how this competency affects employee performance. This study used a quantitative approach with a descriptive research design. Data were collected through questionnaires distributed to PT. Armada Safari Suci employees. The data analysis method used statistical analysis to examine the relationship between training, competency, and employee performance. It is hoped that the results of this study will provide practical benefits for PT. Armada Safari Suci in improving employee training programs and enhancing employee performance. Academically, this research is expected to contribute to the development of human resource management literature, particularly in the areas of employee training and competency development.

Keywords: *Competency, Employee Performance, Human Resource Development, PT. Armada, Safari Suci, Training.*

INTRODUCTION

PT. Armada Safari Suci is a Hajj and Umrah Travel Agency based in Bandung at Jl. Taman Citarum No. 11. The company was established in 1988 and over time has opened another branch in Jakarta at the Kartika Chandra Hotel, Jalan Jend. Gatot Subroto Kav. 12, Karet Semanggi. Furthermore, PT. Armada Safari Suci has a vision and mission to prioritize the provision of adequate facilities and optimal services to satisfy its customers. Over the years, PT. Armada Safari Suci has sent more than 32,673 Umrah and Hajj pilgrims. This achievement demonstrates customer trust in the quality of services provided, as well as proof of consistency in carrying out its vision and mission. At a broader scale, the development of the Hajj and Umrah travel industry in Indonesia continues to grow in line with the growing interest of Muslims in performing their pilgrimage to the Holy Land.

Despite this positive industry trend, although the company set a target of 2,000 pilgrims annually as a benchmark for employee performance, the graph shows that this target has not been consistently achieved. After experiencing significant growth in 2022 and reaching its peak in 2024, the number of pilgrims actually decreased in 2025. This condition indicates a decline in operational performance and employee effectiveness in achieving company goals. Therefore, the main problem currently facing Safari Suci is the unstable achievement of year-end targets. To identify internal issues contributing to the company's unmet targets, I conducted a preliminary survey involving 62 employees at PT. Armada Safari Suci. Based on the preliminary study results, employee competency emerged as one of the most dominant factors (19.7%). In this context, employee competency refers to the combination of knowledge, skills, abilities, and work attitudes that enable individuals to carry out their duties effectively. Thematically, competency is defined as the ability to meet complex demands through knowledge, skills, attitudes or known as KSA (Bogdány et al., 2025). This is confirmed by the statement from (Wijayanti & Titi Sari,

2023), that employee competency is essentially a combination of various factors that interact to shape performance. Furthermore, previous research has demonstrated that competency development plays an important role in improving employees' work outcomes, as stronger competencies enable individuals to perform their duties more effectively and encourage positive work behaviour (Sary et al., 2023).

A specific issue within the organization is that currently, PT Safari Suci does not have a marketing division specifically focused on promotional activities and acquiring prospective pilgrims. As a result, the responsibility for achieving pilgrim targets is evenly distributed across all employees across various divisions, including those without a marketing background or expertise. Based on the competency theory, which consists of three main components, attitude, skill, and knowledge, the problems at PT Safari Suci primarily lie in the skills and knowledge aspects. Many employees lack adequate knowledge and skills in marketing strategies, customer communications, and managing relationships with potential pilgrims.

Furthermore, as I mentioned earlier, my interviews with company leaders revealed that PT. Armada Safari Suci has never held marketing training for its employees, this is a problem because the company has not achieved the expected target because there is no equality for its employees. The lack of competency development efforts, particularly in the form of marketing training, leaves employees without sufficient guidance or direction to carry out the company's assigned tasks. This condition indicates that employee development has not yet been supported by structured organizational interventions. Previous research emphasizes that organizations often encounter performance challenges when they neglect behavioural and human resource development factors. Among various organizational interventions, training programmes are considered one of the most effective solutions for improving employees' capabilities, encouraging behavioural change, and supporting organizational objectives (Farooq et al, 2021).

So training in a company is very influential in developing employee competencies and will have an big impact on employee performance in achieving company targets. Theoretically, training is a series of activities carried out by a person to improve skills and knowledge in an organized manner, so that it can produce professional performance in the field in which he is working (Ezzah et al., 2024). Consequently, training significantly impacts employee competency, as confirmed by (Susilo, 2017). This finding is consistent with previous studies showing that employee performance is significantly influenced by organizational practices that support employee development, including effective training and competency enhancement (Fitriansyah & Indiyati, 2025; Widayaputri & Sary, 2022).

Furthermore, competency development through training should not be viewed as a one-time activity, but rather as part of an integrated talent management system that aligns human resource development with organizational objectives. Organizations that implement systematic talent management practices are better positioned to optimize employee capabilities and achieve sustainable competitive advantage. An integrated talent management approach ensures that competency development, training, and performance management are aligned with business strategies, thereby enabling employees to contribute more effectively to organizational success. Therefore, organizations need to establish structured human resource development initiatives to strengthen employee competencies and improve overall organizational performance (Ratri, 2015).

Ultimately, as a Hajj and Umrah Pilgrims Company, PT Armada Safari Suci faces Challenges in improving Service Performance and achieving its target number of pilgrims. Based on the previously discussed problem, the purpose of this study is to analyse the internal HR factors that affect the quality of jamaah maintenance and recruitment operation at PT. Armada Safari Suci. In particular, the purpose of this study is to examine the impact of training on employee competency at PT. Armada Safari Suci, to examine the impact of training on employee performance at PT. Armada Safari Suci, to analyze the influence of competency on employee performance at PT. Armada Safari Suci, and to investigate the mediating role of competency in the relationship between training and employee performance at PT. Armada Safari Suci.

LITERATURE REVIEW

Human Resource Management, according to Schuler, Dowling, Smart, and Huber, (Lestari & Sari, 2024), is an understanding of the importance of the workforce within an organization as a valuable resource in supporting the achievement of organizational goals. According to (Susanti & Arief, 2025), HR can be explained as a strategic method that focuses on planning, organizing, directing, and supervising all activities related to human resources in an organization, with the aim of improving the organization's work results and also maximizing employee welfare. Within this strategic method, employee development plays a crucial role. According to (Sari, 2018) in a journal from (Willson, 2020), training is any effort to provide access, improve, and maintain work skills, production results, attitudes, and ethics at a certain level of ability and skill, in accordance with the standards and qualifications of the

position and job. It is a process for developing and enhancing individual work abilities and increasing worker productivity. In this study, the researcher chose the training dimensions according to Gary Dessler (2013) as cited in the journal Giovanni & Ali (2024) as the basis for measuring training variables. The six dimensions include Training Needs Analysis, Training Program Planning, Training Material Design and Development, Training Implementation, Training Evaluation, and Training Feedback and Improvement.

Furthermore, the outcome of such developmental efforts directly ties into the capabilities of the workforce. According to Sedarmayanti (Adi Esti Mulyasari & Usman, 2020), competence is a desired ability that can produce the best results, known as competency. According to Dharma (Rodliyah et al., 2024), Competence is what a person possesses when performing a job, demonstrated through a variety of different behaviors. This should be distinguished from the specific attributes (knowledge, skills, and expertise) required to complete the various tasks associated with that job. In this study, the researcher chose the competency dimensions according to Siregar (2021) as the basis for measuring competency variables. The competency dimensions used include Knowledge, Understanding, Values, Skills, Attitudes, and Interests.

Consequently, these competencies form the foundation of organizational output. According to (Hartini, 2023), Employee performance is the way a person or subordinate carries out the required tasks and obligations as well as their attitude in the workplace. According to Adhari (2020) in the journal from (Luthfi Umamul Husna & Bangun Putra Prasetya, 2024), Employee performance can be defined as the output generated from a specific job or activity performed within that job over a specific period of time, reflecting both the quality and quantity of the work. In this study, the researcher chose the employee performance dimensions according to Kurniadi (2025) as the basis for measuring employee performance variables. The employee performance dimensions used include Knowledge, Skills, Competence, Motivation, Personality, and Attitude and Behavior.

Several previous studies have examined the interplay between these elements, providing a basis for this research. According to (Balqis, 2025), Training has a positive and significant impact on employee skills. Furthermore, according to (Wulandari Sartika, 2024), Employee competence has a significant positive impact on their work performance. According to (Pendamai, 2023), Thus, it can be concluded that training has a positive and significant impact on employee performance. While exploring existing literature to find research gaps, it was noted that previous studies vary in their structural models; for example, one study uses employee commitment as an intervening variable, whereas current research uses competence as a mediating variable. In addition, this study also includes competence as an independent variable, whereas in current research, competence is positioned as a mediating variable.

Based on theoretical research on training, Competence, and employee performance, the researcher designed a conceptual framework to explain the relationship between the variables in this study. In this study, Training (X) serves as the independent variable, and Competence (Z) serves as a mediator, impacting employee performance (Y), which acts as the dependent variable. Based on theory and previous research, the following hypotheses are proposed: H1: Training has a positive and significant influence on employee competence; H2: Competence positively influences employee performance; H3: Training positively influences employee performance; H4: The mediating effect of training competence on employee performance.

METHOD

The method I use is the quantitative method. Based on its objectives, this research is classified as descriptive research. Broadly speaking, descriptive research is an effort to present or depict an event or phenomenon in a systematic, factual, and accurate manner. Regarding the target audience, the population in this study used 140 employees of PT. Armada Safari Suci. Non-probability sampling is a sampling method that does not provide an equal opportunity for all elements or members of the population to be selected as a sample. The study of the number of samples in this study used the Slovin formula. The number of employees at PT Armada Safari Suci was recorded at 140, and the authors applied a sampling error margin of 5%, resulting in a sample size of 103.70, rounded to 104, according to the Slovin formula. Therefore, the number used in this study is 104. For data collection, the primary data used in this study was a questionnaire containing various statements submitted to employees of PT Armada Safari Suci. In this study, the Likert scale was applied as a measuring tool. The Likert scale is used to assess an individual's or group's views, attitudes, and perceptions of a social phenomenon. Meanwhile, the secondary data used in this study was internal information obtained from PT Armada Safari Suci. This information included employee performance data and the results of employee training conducted by the company. Finally, regarding data analysis

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techniques, in this research descriptive analysis is used to explain the data. Furthermore, PLS-SEM is a data analysis technique used to examine the relationship model between variables in a study. PLS-SEM serves as a tool for assessing, testing, and understanding the interactions between variables within a conceptual model. This process involves the Outer Model for validity and reliability testing, as well as the Inner Model for hypothesis testing, which provides a tentative explanation of the relationship between various complex phenomena by measuring the path coefficient.

RESULTS AND DISCUSSION

Hypothesis Testing

The results reveal that training has a positive and significant effect on competence, competence has a positive and significant effect on employee performance, and training has a positive and significant direct effect on employee performance. However, competence does not significantly mediate the relationship between training and employee performance.

Table 1. Hypothesis testing

Relationship	Path Coefficient	T-Statistic	P-Value	Decision
Training → Competence	0.247	2.318	0.021	Supported
Competence → Employee Performance	0.210	2.220	0.026	Supported
Training → Employee Performance	0.204	2.154	0.031	Supported
Training → Competence → Employee Performance	0.052	1.359	0.087	Not Supported

Explanatory Power and Predictive Relevance

The R^2 values indicate weak explanatory power (Competence = 0.061; Employee Performance = 0.107), suggesting that other factors such as motivation, leadership, and organizational support Maysuri et al., (2024), Nehles et al., (2023) also contribute substantially to the outcomes (Table 2).

Table 2. Explanatory Power

Construct	R2	Remark
Competence	0.061	Weak
Employee Performance	0.107	Weak

Furthermore, effect sizes were small across all paths ($f^2 = 0.044 - 0.065$), and predictive relevance was confirmed ($Q^2 > 0$ for both constructs).

Table 3. Effect Size (f^2) and Predictive Relevance (Q^2)

Construct/Path	f^2	Q^2
Training → Competence	0.065 (small)	
Training → Employee Performance	0.044 (small)	
Competence → Employee Performance	0.047 (small)	
Competence		0.025
Employee Performance		0.030

Model Fit

Finally, model fit was acceptable (SRMR = 0.044; NFI = 0.828), as detailed in Tables 4.

Table 4. Model Fit Indices

Fit Index	Value	Threshold	Remark
SRMR	0.044	≤ 0.08	Good fit
NFI	0.828	≥ 0.90	Acceptable

Discussion

The statistical evaluation of the inner model yields critical insights into the structural relationships between human resource development practices and organizational outcomes at PT. Armada Safari Suci. The empirical findings of this study provide a comprehensive interpretation of how training initiatives and employee competence interact to shape overall performance within the context of a Hajj and Umrah travel agency. The analysis reveals that the explanatory power of the model is relatively weak, with R-square values indicating that the examined variables account for 6.1% of the variance in competence and 10.7% of the variance in employee performance. This statistical outcome suggests that while training and competence are essential, other unmeasured variables such as employee motivation, leadership styles, and comprehensive organizational support contribute substantially to the final

performance outcomes of the staff. Despite the small effect sizes observed across the structural paths, the model demonstrates adequate predictive relevance and an acceptable level of fit, allowing for a robust theoretical discussion regarding the accepted and rejected hypotheses.

The Direct Effects of Training and Competence

The analytical results confirm that training exerts a positive and significant direct influence on employee competence, thereby supporting the first hypothesis. This outcome strongly aligns with the core tenets of Human Capital Theory, which posits that organizational training serves as a strategic investment capable of building an employee's foundational knowledge and technical skills over time. The implementation of targeted training programs systematically enhances both the cognitive understanding and practical abilities of the workforce (Hawgood et al., 2022). An effectively designed training initiative provides employees with the necessary tools to navigate complex job requirements, ultimately bridging the gap between their current capabilities and the standards expected by the company (Balqis, 2025; Fouad & Hoban, 2022).

Furthermore, the statistical tests validate the second hypothesis by demonstrating that competence significantly and positively affects employee performance at PT. Armada Safari Suci. Within the framework of Ability, Motivation, and Opportunity (AMO), competence represents the critical ability dimension that enables individuals to execute their daily tasks with greater precision and effectiveness. Employees who possess a higher level of job-specific knowledge, refined skills, and proper work attitudes are naturally more adept at solving problems, making decisions, and providing optimal service to the congregation (Krisnawati & Bagia, 2021). This enhanced capability reduces operational errors and increases overall productivity, confirming that a highly competent workforce is indispensable for achieving the rigorous demands of the travel agency industry (Ismail, 2023; Wulandari Sartika, 2024).

Additionally, the research findings substantiate the third hypothesis, indicating that training has a positive and significant direct effect on employee performance. This direct relationship highlights that the benefits of training extend beyond the mere accumulation of knowledge and skills. When employees participate in training sessions, they often experience a direct boost in work enthusiasm, organizational commitment, and task clarity (Nur Alam et al., 2022; Pendamai, 2023). The exposure to structured learning environments clarifies management expectations and standard operating procedures, allowing employees to immediately translate this newfound clarity into improved daily outputs (Djauhar & Pausia, 2024).

The Non-Significant Mediating Role of Competence

Despite the significant direct relationships established in the earlier hypotheses, the mediation analysis reveals that employee competence does not significantly mediate the effect of training on employee performance, leading to the rejection of the fourth hypothesis. This non-significant mediating role requires a nuanced theoretical interpretation and can be understood through two primary explanations.

The first explanation centers on the immediate psychological and motivational impacts of training programs. In many organizational settings, the act of participating in a training program stimulates an immediate improvement in employee performance through heightened work enthusiasm, better task recognition, and increased engagement. Employees may perform better post-training simply because they feel valued by the company and are more motivated to execute their familiar tasks efficiently, rather than because the training fundamentally restructured their underlying core competencies. The direct pathway from training to performance effectively overrides the indirect pathway, suggesting that the motivational benefits of training are realized much faster than the cognitive absorption required to build long-term competence.

The second explanation is deeply rooted in the practical constraints of the organizational environment, perfectly illustrating the limitations outlined by the AMO framework. According to this theoretical perspective, possessing the ability or competence is insufficient to guarantee high performance if the employee lacks the adequate opportunity to apply those skills in their daily work. At PT. Armada Safari Suci, there is a distinct absence of a dedicated marketing division, which forces the responsibility of recruiting prospective pilgrims evenly across all staff members regardless of their specific departmental roles. The competencies developed through general training may not be effectively utilized because employees are constrained by a structural mismatch; they are required to achieve a target of 2,000 pilgrims without being provided the specific marketing roles, specialized promotional training, or the structural opportunity to focus exclusively on client acquisition. Consequently, the lack of role-specific application bottlenecks the translation of newly acquired competencies into measurable performance, ultimately rendering the mediating role of competence statistically non-significant.

CONCLUSION

This study was conducted to address the operational challenges faced by PT. Armada Safari Suci, specifically the instability in achieving the annual recruitment target of 2,000 pilgrims, by analyzing the critical human resource factors that influence service quality and employee output. Based on the empirical analysis and hypothesis testing, it is concluded that training has a positive and significant direct effect on both employee competence and employee performance. Furthermore, employee competence also exerts a positive and significant direct influence on employee performance, enabling staff to execute their tasks more effectively. However, contrary to the initial theoretical expectations, the findings reveal that employee competence does not significantly mediate the relationship between training and employee performance. This indicates that training primarily acts as a direct driver of performance through immediate psychological mechanisms such as increased work enthusiasm and task familiarity rather than exclusively through the structured development and application of core competencies.

As a development plan for future implementation and organizational improvement, PT. Armada Safari Suci must address the systemic barriers that prevent employees from fully utilizing their skills. Because the lack of a dedicated marketing division forces all employees to recruit pilgrims regardless of their background, it is highly recommended that the company designs structured, marketing-specific training programs tailored to these exact recruitment demands. Management must ensure that the organization provides the necessary structural opportunities so that the competencies developed during training can be actively and effectively applied in daily operations. Finally, considering that the explanatory power of the current model is relatively weak, future research and developmental evaluations should expand beyond training and competence by incorporating other crucial variables such as motivation, leadership style, and organizational support to achieve a more comprehensive understanding of employee performance dynamics

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