

## THE EFFECT OF TRAINING ON PERFORMANCE THROUGH MOTIVATION AS A MEDIATING VARIABLE (A SURVEY OF OUTSOURCED DRIVER EMPLOYEES AT PT X BANDUNG CITY)

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**Abstract.** *The development of the Industrial Revolution 5.0 era encourages companies to optimize the role of competent human resources, particularly in responding to rapid business changes and technological advancement. One strategy widely adopted by organizations is the use of outsourcing, including in the banking sector for supporting functions such as drivers. Although this role is crucial for ensuring smooth operational activities, the performance of outsourcing drivers still shows various problems, which are presumed to be influenced by training and work motivation factors. This study aims to analyze the effect of training on performance, the effect of motivation on performance, and the mediating role of motivation in the relationship between training and the performance of outsourcing drivers at PT X in Bandung City. This research employs a quantitative approach with data collected through questionnaires using a Likert scale. The research population consists of 143 outsourcing drivers, with a sample of 106 respondents determined using the Slovin formula and purposive sampling technique. The data were analyzed to examine the causal relationships among variables in accordance with the research hypotheses. The findings of this study are expected to provide empirical contributions in explaining the mediating role of motivation in the relationship between training and performance, as well as practical recommendations for outsourcing companies and the banking industry in designing effective training programs to enhance motivation and sustainably improve the performance of outsourcing employees..*

**Keywords:** *Employee Performance; Outsourcing; Training; Work Motivation.*

### 1. INTRODUCTION

Entering the era of the Industrial Revolution 5.0, humans and machines coexist to create solutions to various problems. Business developments are changing more rapidly and require human resources to possess specific competencies in order to compete with machines. Artificial intelligence (AI) is one of the products of the Industrial Revolution 5.0 that has been widely adopted in business industries to create innovation. To keep pace with these developments, companies seek competent human resources to support their efforts in achieving profitability. Competent human resources are expected to perform analytical tasks that contribute to strategic decision-making, while managerial, administrative, and supporting tasks are increasingly delegated to third parties, commonly known as outsourcing.

Referring to Law Number 13 of 2003 on Manpower, outsourcing is defined as the transfer of part of a company's work to another company (subcontractor). This transfer is carried out through two mechanisms, namely job contracting agreements and the provision of labor services.

Initially, outsourcing companies provided services that were not directly related to the core business of the organization. However, in practice, the use and implementation of outsourcing

services have become more diverse, widespread, and have even emerged as a prevailing trend. Studies show that 56% of companies currently outsource front-office functions and 46% outsource research and development (R&D) functions, representing an increase of approximately 10% compared to 2022. This reflects a sustained focus on leveraging outsourcing services to add value to core business capabilities (Deloitte, 2024). The outsourcing trend is also evident at PT Telkom, where the company implemented early retirement programs for permanent employees and shifted to outsourced workers from PT Graha Sarana Duta (PT GSD) to reduce operational costs due to declining profits (Hardimansyah, 2018).

This phenomenon highlights the importance of outsourced employee performance in improving human resource efficiency, reducing costs, and acquiring competent workers. Performance refers to work outcomes generated by individuals within a specific period that contribute to organizational sustainability and the achievement of strategic objectives (Armstrong, 2021). However, one common phenomenon in organizations is individual underperformance, which can negatively affect overall organizational performance (Aliekperova & Aliekperov, 2023).

Improved performance of business process outsourcing provides greater benefits for companies, particularly in the banking industry (Tjakrawala, 2016). In the increasingly competitive financial services industry, banks in Indonesia continue to enhance operational efficiency by relying on outsourced labor for various supporting functions, one of which is bank drivers. One outsourcing company in Bandung City that serves banking clients is PT X, which has been operating for nearly 20 years in West Java. The services offered by PT X include professional human resource management (outsourcing) services such as banking marketing, customer service, back office support, front desk services, collection, archiving, data entry, office boy services, cleaning services, security, drivers, and technicians. In addition, the company also provides vehicle rental, building management, and travel services.

Given the wide range of services offered, PT X requires employees with specific expertise and certifications in their respective fields. Performance is a crucial factor considered by clients, as they tend to select outsourcing service providers that are able to meet their expectations. Consequently, outsourcing companies must maintain high levels of competence, as service provision is governed by contractual cooperation agreements. Good performance increases the likelihood of contract renewal, whereas unsatisfactory performance may result in contract termination.

In Bandung City, most national private banks and regional development banks employ outsourced workers, with drivers being among the most commonly outsourced positions for daily operational needs such as employee transportation, document delivery, collection activities, and cash management services. Although this position is often perceived as a "supporting" role, the performance of outsourced drivers plays a critical role in ensuring smooth bank operations, customer satisfaction, institutional image, security, and the timeliness of valuable asset delivery.

However, field observations indicate that the performance of outsourced drivers in the banking sector in Bandung City remains suboptimal. Many reports highlight high rates of tardiness, traffic violations, user complaints regarding friendliness and courtesy, as well as work accident risks that may lead to material losses and reputational damage for banks. This low level of performance is strongly suspected to be influenced by insufficient training provided to outsourced employees and their low level of work motivation. Research on performance continues to show contradictory findings, indicating a research gap. The implementation of training and motivation in the service industry has been empirically proven to improve employee performance (Noe, 2010; Robbins & Judge, 2017; Mangkunegara, 2017). However, empirical studies by Pratama and Wismar'ain (2018) and Suryani (2019) found that training and motivation did not have a significant effect on employee performance.

Training is one of the primary instruments in human resource development that has been proven to enhance knowledge, skills, attitudes, and work behavior. However, training effectiveness does not automatically translate into improved performance unless it is accompanied by increased employee motivation. Work motivation serves as an intervening (mediating) variable that explains how and why training influences employee performance. When outsourced drivers perceive training as relevant, beneficial for their careers, and valued by the company, their work motivation increases, which is ultimately reflected in improved performance.

This study aims to examine and analyze the mediating role of work motivation in the causal relationship between training and the performance of outsourced employees, particularly drivers at PT X, an outsourcing company serving banking clients in Bandung City. The results of this study are expected to provide practical recommendations for outsourcing service providers and banking institutions in designing training programs that not only enhance technical competence but also stimulate intrinsic and extrinsic motivation among drivers, thereby optimizing their performance and contributing meaningfully to organizational goal achievement. Therefore, this study is important and relevant as it addresses an empirical gap regarding the causal mechanism of the training–motivation–performance relationship among outsourced employees, a group that has received limited attention in human resource management literature in Indonesia. Based on the above explanation, this study is entitled the effect of training on performance through motivation at outsourcing company pt x in bandung city.

## **2. LITERATURE REVIEW**

### *2.1 Performance*

Performance refers to the achievement and improvement of work outcomes in the implementation of work programs carried out effectively and efficiently, such that the results obtained are aligned with organizational objectives (Aminah & Yusuf, 2020). Armstrong (2021) defines performance as the work outcomes of individuals or groups within an organization that contribute to the achievement of the organization's strategic objectives. Employee performance reflects the level of an individual's success in carrying out assigned tasks and responsibilities in accordance with established standards.

### *2.2 Training*

Training is a systematic process designed to enhance employees' knowledge, skills, and attitudes so that they are able to perform their jobs more effectively (Noe, 2010). Training aims to close the gap between employees' existing capabilities and the demands of their jobs. Mangkunegara (2017) states that training is a short-term educational process that uses systematic and organized procedures through which non-managerial employees learn technical knowledge and skills for specific purposes.

Effective training can improve employee competence, enhance work quality, reduce operational errors, and increase productivity. In the context of outsourcing companies, training is particularly important because employees are required to quickly adapt to different client work standards, especially in the banking sector, which is characterized by high levels of risk and strict regulations. Previous studies have shown that training has a positive and significant effect on employee performance (Fizia et al., 2018; Salsabila & Marginingsih, 2024).

### *2.3 Motivation*

Motivation refers to internal and external drives that influence an individual's behavior to act and strive toward achieving specific goals (Robbins & Judge, 2017). Work motivation can be

defined as the force that encourages employees to work with enthusiasm, commitment, and responsibility in completing assigned tasks (Soejarminto & Hidayat, 2023).

According to Kusuma and Mashariono (2016), high levels of work motivation encourage employees to be more focused on their tasks, improve discipline, and strive to achieve optimal work outcomes. Within organizations, motivation plays an important role as a psychological factor that determines employee performance. The relationship between motivation and performance is positive, meaning that higher levels of work motivation lead to higher levels of employee performance (Olusadum & Anulika, 2018; Putri et al., 2022).

In addition to its direct effect on performance, motivation also serves as a mediating variable in the relationship between training and performance. Relevant and beneficial training can enhance employees' self-confidence, job satisfaction, and work enthusiasm, which ultimately leads to improved performance (Neza & Rivai, 2020; Perdana, 2017).

*Operational Definition of Variables*

<b>Variable</b>	<b>Definition</b>	<b>Dimensions / Indicators</b>	<b>Scale</b>
Training (Independent)	Training is a systematic process designed to enhance employees' knowledge, skills, and attitudes in order to perform their jobs more effectively (Noe, 2010).	Training materials that improve knowledge, skills, and work attitudes	Interval
Motivation (Mediator)	Motivation refers to internal and external drives that influence an individual's behavior to act and strive toward achieving specific goals (Robbins & Judge, 2017).	Internal (intrinsic) factors and external (extrinsic) factors	Interval
Performance (Dependent)	Performance is the work outcome of individuals or groups within an organization that contributes to the achievement of organizational strategic objectives (Armstrong, 2021).	Quantity of output in accordance with targets and quality of service delivered	Interval

*2.4 Conceptual Framework and Hypothesis Development*

Several previous studies have identified various factors that influence employee performance. Human resource performance can be affected by multiple factors, including training and motivation (Kaengke et al., 2018). Empirical evidence indicates that training has a significant effect on employee performance (Fizia et al., 2018). Career development refers to activities that assist employees in planning their future careers and maximizing their potential within the organization (Dubrin, cited in Mangkunegara, 2022). To achieve effective career development, employees must possess adequate competencies, and training serves as a key solution in developing these competencies. Training is one of the most commonly implemented organizational activities, with the expectation that appropriate training can enhance employee competence in performing tasks accurately and effectively (Nursyahputri & Saragih, 2019).

Employees who demonstrate high performance and work productivity generally experience faster and easier career advancement compared to those with lower levels of performance and productivity (Priansa, 2016:163). This is further supported by research findings indicating that career development has a positive effect on employee performance (Balbed, 2019). In addition to training and career development, motivation is an essential factor for employees. When employees' motivational needs are fulfilled, they tend to be more focused on their tasks and responsibilities in achieving organizational objectives (Kusuma & Mashariono, 2016). Motivation is defined as a factor that directs and drives an individual's behavior or desire to engage in certain activities, which is reflected in the intensity of effort exerted (Soejarminto & Hidayat, 2023).

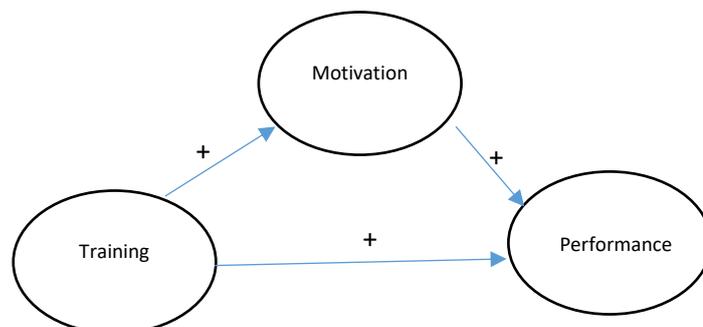
Numerous studies have demonstrated a positive relationship between motivation and employee performance. This relationship indicates that higher levels of work motivation—whether derived from supervisors or colleagues—lead to improved employee performance within the organization (Olusadum & Anulika, 2018). Similarly, Putri et al. (2022) found that motivation has a positive effect on employee performance. Furthermore, research has shown that training, career development, and work motivation simultaneously have a significant effect on employee performance (Tarigan, 2018). Other studies have also confirmed that training and motivation significantly influence employee performance. For instance, Devi et al. (2017) found that work motivation contributed 60.6% to employee performance, while Salsabila and Marginingsih (2024) reported that training has a positive effect on employee performance.

Moreover, several studies position work motivation as a mediating variable in the relationship between training and employee performance. Research conducted by Neza and Rivai (2020) on employees at PT X demonstrated that training has a positive and significant effect on employee performance, both directly and indirectly through work motivation. These findings confirm that work motivation partially mediates the relationship between training and employee performance. Similar results were reported by Perdana (2017) in a study of employees at PT Gudang Garam Tbk., Directorate of Graphics, Sidoarjo, which concluded that training positively affects employee performance through work motivation as an intervening variable. Work motivation has been shown to strengthen the effect of training on performance, indicating that effective training enhances motivation, which in turn leads to improved employee performance.

Therefore, it is essential for organizations to focus on training programs and to consider factors that can enhance employee motivation in order to improve overall performance. This study aims to examine the roles of training and motivation in influencing the performance of outsourced drivers at PT X, an outsourcing company operating in the banking sector.

#### *Research Model and Hypotheses*

Based on the preceding discussion, the research model in this study is proposed as follows:



The hypotheses proposed in this study are as follows:

H1: Training has a positive effect on motivation.

H2: Motivation has a positive effect on performance.

H3: Training has a positive effect on performance.

H4: Motivation mediates the effect of training on performance.

### 3. RESEARCH METHODS

This study employs a quantitative research design, which involves examining a population using research instruments and testing predetermined hypotheses. The research process consists of data collection, data analysis, data interpretation, and the formulation of conclusions based on the analytical results (Sekaran & Bougie, 2016).

This study aims to examine and analyze the mediating role of work motivation in the causal relationship between training and the performance of outsourced employees, particularly drivers at PT X, an outsourcing company whose clients operate in the banking sector in Bandung City. The population of this study consists of 143 outsourced drivers working for PT X in the banking environment. The sampling technique used in this study is purposive sampling. Purposive sampling is a sampling technique in which respondents are selected based on specific considerations (Sugiyono, 2017).

The selection of driver respondents was based on two main criteria. First, drivers must have been employed for more than one year. Second, drivers must have previously participated in training programs. These criteria were applied because they are directly related to the research variables under investigation. With these considerations, respondents are expected to have sufficient experience with the training programs implemented, to have developed work motivation following the training, and to have encountered performance-related challenges in their roles.

The sample size in this study was determined using the Slovin formula (Susanti et al., 2019), with the calculation as follows:

$$n = \frac{N}{1 + Ne^2}$$

Information:

n = minimum sample size

N = population size

e<sup>2</sup> = margin of error (error tolerance)

The population in this study consists of 143 drivers. A sample represents a subset of the population that possesses the same characteristics as the population. When the population is too large and cannot be fully accessed by the researcher, a sample may be used, and the conclusions drawn can be generalized to the population. The sample size in this study was determined based on the Slovin formula.

To apply the Slovin formula, the first step is to determine the margin of error, which is expressed as a percentage. A smaller margin of error indicates a more accurate representation of the population. This study employs a margin of error of 5%, which corresponds to a 95% level of accuracy. With the same population size, a smaller margin of error requires a larger sample size. Based on this calculation, the minimum sample size required for this study is 106 respondents.

The data collection technique used in this study was a questionnaire. The researcher prepared a list of statements that had been formulated in advance and distributed them online

using Google Forms. Respondents provided their answers based on their perceived assessments. This study employed a Likert scale (interval scale) as the measurement scale.

Likert Scale Scoring Table

Skor Skala Likert	Information
1	SD = Strongly Disagree
2	D = Disagree
3	N = Neutral
4	A = Agree
5	SA = Strongly Agree

Source: Likert Scale Scoring, 2017

### *Instrument Testing*

Instrument testing was conducted prior to the use of the measurement instrument (questionnaire) and consisted of validity and reliability tests.

#### *1. Validity Test*

The validity test was conducted to determine whether each questionnaire item was appropriate for use. This test was performed by examining the significance of the correlation coefficient at a significance level of 0.05. An item is considered valid if it shows a significant correlation with the total item score (Pearson correlation).

#### *2. Reliability Test*

The reliability test was conducted to determine whether the measurement instrument (questionnaire) consistently produces stable and reliable results. The reliability testing method commonly used is Cronbach's Alpha, with a minimum acceptable value of  $\geq 0.6$ .

### *Classical Assumption Tests*

The classical assumption tests employed in this study include the normality test, heteroskedasticity test, and multicollinearity test.

#### *1. Normality Test*

The normality test is used to determine whether the collected data are normally distributed or derived from a normal population. Based on empirical experience from statistical experts, datasets with more than 30 observations ( $n > 30$ ) are generally assumed to be normally distributed and are referred to as large samples. Nevertheless, this study still applies a normality test using the Kolmogorov–Smirnov test, with a significance value of  $\geq 0.05$  indicating normally distributed data.

#### *2. Heteroskedasticity Test*

The heteroskedasticity test is used to determine whether the variance of the dependent variable changes as the independent variable changes. This test aims to examine whether there is inequality in the variance of the residuals from one observation to another in the regression model (Ghozali, 2018:120). Heteroskedasticity testing can be conducted using graphical methods or statistical tests such as the Breusch–Pagan test or the White test.

#### *3. Multicollinearity Test*

The multicollinearity test is conducted to determine whether there is a high correlation among independent variables in the regression model. High correlation among independent

variables may cause problems in interpreting regression results. This test can be performed using statistical measures such as the Variance Inflation Factor (VIF) or Tolerance values.

#### Multiple Linear Regression and Mediation Analysis Using Hayes

The data analysis method used in this study is multiple linear regression analysis, which aims to examine the effect of independent variables on the dependent variable. Hypothesis testing in this study was conducted using path analysis with the PROCESS Macro for SPSS Version 4.2 developed by Andrew F. Hayes for Windows.

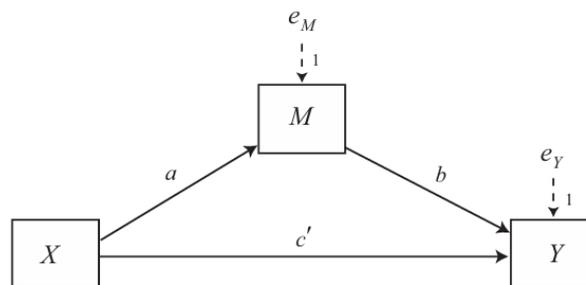
The relationship and causality among variables were formulated into the following multiple linear regression equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Information:

- Y = Employee performance
- a = Constant term
- b<sub>1</sub>b<sub>2</sub> = Regression coefficients
- X<sub>1</sub> = Training
- X<sub>2</sub> = Work motivation

The mediating variable functions to explain the causal relationship between the independent variable and the dependent variable. To examine the effect of the mediating variable, mediation analysis was conducted using the PROCESS Macro for SPSS Version 4.2 developed by Andrew F. Hayes. The PROCESS Macro is a regression-based analytical technique used to test mediation and moderation effects (Hayes, 2013).



Based on the figure above, X represents the independent variable (Training), Y represents the dependent variable (Performance), and M represents the mediating variable (Motivation). Furthermore, a represents the magnitude of the effect ( $\beta$  coefficient) of X on M, b represents the magnitude of the effect of M on Y controlling for X (indirect effect), and c' represents the direct effect of X on Y after accounting for the mediating variable.

#### CONCLUSION

It should be emphasized that the conclusion is not a summary but the results of research that describe the opinion or analysis of the author/researcher. Generally, the conclusion is written in a paragraph, without using serial numbers or citations. However, each journal or proceeding has its own writing rules, so the author must comply with the writing guidelines.

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