

***ONLINE TRAINING AND ADAPTIVE ORGANIZATIONAL CULTURE ON JOB PERFORMANCE: THE MEDIATING ROLE OF WORK MOTIVATION IN NON-PROFIT ORGANIZATIONS***

**PENGUATAN PRESTASI KERJA PADA ORGANISASI NON-PROFIT DI ERA DIGITAL: PERAN PELATIHAN DARING, BUDAYA ORGANISASI ADAPTIF, DAN MOTIVASI KERJA**

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**ABSTRACT**

*The development of digital technology has encouraged non-profit organizations to adjust their human resource management practices in order to remain effective and competitive. The implementation of digital-based work systems requires organizations to optimize employee training programs, establish adaptive organizational cultures, and maintain work motivation as a key driver organizational culture on work motivation and its implications for job performance among employees of Wijaba Indonesia. A quantitative approach was employed using a survey method. Data were collected through questionnaires and analyzed using path analysis to examine both direct and indirect relationship among variables. The results indicate that online training aligned with job requirements and a flexible organizational culture have a positive and significant effect on employee work motivation. Furthermore, work motivation is proven to positively influence job performance and to mediate the relationship between online training, adaptive organizational culture, and job performance. These findings are expected to contribute theoretically to the development of digital-based human resource management studies and to provide practical insights for non-profit organizations in enhancing sustainable employee performance.*

**Keywords:** Online Training; Adaptive Organizational Culture; Work Motivation; Job Performance

**ABSTRAK**

Perkembangan teknologi digital mendorong organisasi non-profit untuk menyesuaikan pengelolaan sumber daya manusia agar tetap efektif dan berdaya saing. Penerapan sistem kerja berbasis digital menuntut organisasi untuk mengoptimalkan pelatihan karyawan, membangun budaya organisasi yang adaptif, serta menjaga motivasi kerja sebagai faktor pendorong kinerja. Penelitian ini bertujuan untuk menganalisis pengaruh pelatihan berbasis daring dan budaya organisasi adaptif terhadap motivasi kerja serta implikasinya terhadap prestasi kerja karyawan Wiraba Indonesia. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Data dikumpulkan melalui penyebaran kuesioner kepada responden dan dianalisis menggunakan analisis jalur untuk menguji pengaruh langsung maupun tidak langsung antarvariabel. Hasil penelitian menunjukkan bahwa pelatihan berbasis daring yang sesuai dengan kebutuhan pekerjaan dan budaya organisasi yang fleksibel berpengaruh positif dan signifikan terhadap motivasi kerja karyawan. Selain itu, motivasi kerja terbukti berpengaruh positif terhadap prestasi kerja serta berperan sebagai variabel mediasi dalam hubungan antara pelatihan daring dan budaya organisasi adaptif dengan prestasi kerja. Temuan penelitian ini diharapkan dapat memberikan kontribusi teoretis dalam pengembangan kajian manajemen sumber daya manusia berbasis digital serta menjadi acuan praktis bagi organisasi non-profit dalam meningkatkan kinerja karyawan secara berkelanjutan.

**Kata Kunci:** Pelatihan Daring; Budaya Organisasi Adaptif; Motivasi Kerja; Prestasi Kerja

**INTRODUCTION**

The rapid development of digital technology has brought significant changes to human resource management practices across various types of organizations, including non-profit organizations. The integration of digital technology into work processes,

communication systems, and employee development requires organizations to adjust their human resource management strategies in order to remain effective and performance-oriented. In this context, organizations are not only expected to provide digital-based work facilities, but also to

develop training systems and organizational cultures that support employees' ability to adapt to continuously changing work dynamics [1]. Organizational culture is widely recognized as a key factor influencing employee behavior and work attitudes. An adaptive organizational culture characterized by openness to change, collaboration, and flexibility can foster higher levels of work motivation and employee engagement in achieving organizational goals [2]. In non-profit organizations such as Wijaba Indonesia, organizational culture plays an increasingly critical role due to the diversity of employees and the resources available. Therefore, organizational culture functions not merely as a set of shared values, but also as a strategic instrument for maintaining organizational performance and sustainability. In addition to organizational culture, training is a central component in the development of employee competencies. Along with the increasing use of digital technology, online training has emerged as a widely adopted alternative because it offers greater flexibility and efficiency. Previous studies indicate that training programs designed in accordance with job requirements are able to enhance employees' skills and work motivation, which ultimately contributes to improved job performance [3]. However, most existing studies still emphasize conventional training methods and provide limited empirical evidence on the effectiveness of online training within non-profit organizational settings. Work motivation serves as a psychological mechanism that links organizational practices to employee performance outcomes. High levels of motivation encourage employees to work optimally, demonstrate initiative, and maintain commitment to

organizational objectives. Several studies suggest that work motivation can mediate the relationship between human resource management practices and job performance [4]. Nevertheless, empirical research that integrates online training, adaptive organizational culture, and work motivation within a single analytical framework remains relatively limited, particularly in the non-profit sector. Based on these considerations, this study aims to examine the effect of online training and adaptive organizational culture on work motivation and its implications for job performance among employees of Wijaba Indonesia. The findings are expected to contribute theoretically to the development of digital-based human resource management studies and to provide practical insight for non-profit organizations in formulating sustainable strategies to enhance employee performance.

## REVIEW OF LITERATURE

### 1. Human Resource Management

Human resource management (HRM) refers to a systematic process of managing individuals within an organization with the aim of optimizing employee contributions to organizational goals. HRM is not limited to administrative functions, but also encompasses competency development, the formation of work behavior, and the improvement of employee performance. In the context of non-profit organizations, HRM plays a strategic role, as organizational success largely depends on the quality and commitment of its human resources. Effective HRM practices enable non-profit organizations to maximize employee potential despite limited financial and structural resources [1].

## **2. Online Training**

Online training is a form of employee development that utilizes digital technology as a learning medium. This training model allows organizations to deliver learning materials in a flexible and efficient manner, regardless of time and location constraints. Online training programs that are aligned with job requirements and can be easily applied in daily work activities are more likely to enhance employees' understanding, skills, and readiness to perform their tasks effectively [3]. Therefore, online training is considered a key organizational practice that can support the improvement of employee motivation and job performance, particularly in organizations that rely on adaptive and cost-efficient development strategies.

## **3. Adaptive Organizational Culture**

An adaptive organizational culture reflects shared values and norms that emphasize openness to change, cooperation, and effective communication. Such a culture creates a supportive work environment that encourages employees to innovate and contribute optimally to organizational objectives. In non-profit organizations, an adaptive culture is especially important in sustaining employee morale and organizational commitment, even when resources are limited. A work environment that promotes flexibility and collaboration enables employees to respond positively to changing organizational demands and challenges [2].

## **4. Work Motivation**

Work motivation refers to the internal and external forces that influence an employee's willingness to exert effort in achieving organizational

goals. Motivation may arise from intrinsic factors, such as personal growth and self-fulfillment, as well as extrinsic factors, including recognition, rewards, and organizational support. Employees with higher levels of motivation tend to demonstrate greater commitment, persistence, and work quality compared to those with lower motivation levels. Consequently, work motivation is widely recognized as a critical determinant of employee performance [4].

## **5. Job Performance**

Job performance represents the level of achievement attained by employees in fulfilling their work responsibilities according to organizational standards. Job performance can be assessed through various indicators, including the quality and quantity of work, timeliness, and the degree of responsibility demonstrated in task completion. Employee performance is not solely determined by individual capabilities, but is also influenced by motivational factors and a supportive organizational environment. Therefore, organizations must consider both individual and contextual factors in their efforts to enhance employee performance [5].

## **RESEARCH METHODS**

This study employed a quantitative approach with an explanatory research design to examine causal relationships among variables based on predefined hypotheses [6], [7]. The population consisted of all employees of Wijaya Indonesia. Given the relatively small population size, a saturated sampling technique was applied, in which all population members were included as respondents [8]. Primary data were collected through an online questionnaire developed based

on previous studies and adapted to the non-profit organizational context [9]. The study involved four variables: online training, adaptive organizational culture, work motivation, and job performance, each measured using relevant indicators [4], [10]. Data analysis was conducted in several stages, including validity and reliability tests, classical assumption tests, and hypothesis testing using path analysis. Statistical data processing was performed with SPSS version 25. Hypotheses were accepted when the significance value was less than 0,05 [11].

## RESULTS AND DISCUSSIONS

### Validity Test

The validity test was conducted to ensure that the research instrument accurately measured the intended variables. An item was considered valid if the calculated correlation coefficient (r-value) exceeded the r-table value. Validity testing was performed using SPSS version 25 with a critical r-table value of 0,213.

**Table 1. Validity Test**

Variables	Indicator	r-value	r-table
Online Training	X1.1	0,577	0,213
	X1.2	0,610	
	X1.3	0,528	
	X1.4	0,464	
Adaptive Organizational Culture	X2.1	0,901	
	X2.2	0,827	
	X2.3	0,865	
Work Motivation	Z1.1	0,862	
	Z1.2	0,852	
	Z1.3	0,857	
Job Performance	Y1.1	0,735	
	Y1.2	0,788	
	Y1.3	0,791	
	Y1.4	0,766	

The results, as presented in Table 1, indicate that all indicators of online training, adaptive organizational culture, work motivation, and job performance have r-values > 0,213. Therefore, all fourteen questionnaire

items used in this study are valid and appropriate for further analysis.

### Reliability Test

The reliability test was conducted by calculating Cronbach's alpha ( $\alpha$ ) to assess the internal consistency of the research variables. A variable is considered reliable if its Cronbach's alpha value exceeds 0,60.

**Table 2. Reliability Test**

Variables	Cronbach's Alpha ( $\alpha$ )	Cronbach's Alpha Value ( $\alpha$ )
Online Training	0,730	> 0,60
Adaptive Organizational Culture	0,831	
Work Motivation	0,819	
Job Performance	0,787	

As shown in Table 2, the Cronbach's alpha values for online training (0,730), adaptive organizational culture (0,831), work motivation (0,819), and job performance (0,787) are all greater than 0,60. These results indicate that all variables used in this study are reliable and suitable for further statistical analysis.

### Normality Test

The normality test was conducted to examine whether the data followed a normal distribution by using the Kolmogorov-Smirnov test. According to the criteria, the data are normally distributed if the significance value is greater than 0,05.

**Table 3. Normality Test**

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		85
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	1,78667656
Most Extreme Differences	Absolute	,090
	Positive	,045
	Negative	-,090
Test Statistic		,090
Asymp. Sig. (2-tailed)		,083 <sup>c</sup>

As shown in Table 3, the Kolmogorov–Smirnov test produced an Asymp. Sig. (2-tailed) value of 0,083, which is greater than 0,05. Therefore, it can be concluded that the residual data in this study are normally distributed and meet the normality assumption.

### Multicollinearity Test

The multicollinearity test was conducted to determine whether the independent variables were highly correlated with each other. Multicollinearity is considered absent when the tolerance value is greater than 0,10 and the Variance Inflation Factor (VIF) is less than 10.

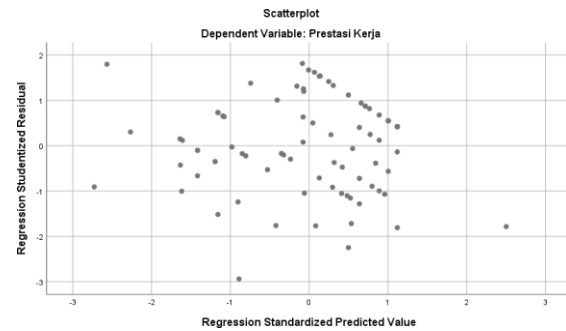
**Table 4. Multicollinearity Test**

Variables	Collinearity Statistics	
	Tolerance	VIF
Online Training	0,624	1,603
Adaptive Organizational Culture	0,624	1,601
Work Motivation	0,446	2,242

As presented in Table 4, the VIF values for online training, adaptive organizational culture, and work motivation are 1,603, 1,601, and 2,242, respectively, all below 10. In addition, the tolerance values exceed 0,10. Therefore, it can be concluded that the regression model does not suffer from multicollinearity.

### Heteroscedasticity Test

The heteroscedasticity test was conducted to examine whether the data exhibited unequal variance across observations. The test was assessed using a scatterplot analysis.



**Figure 1. Heteroscedasticity Test**

As shown in Figure 1, the data points are randomly dispersed and do not form a specific pattern, either above or below the zero line. This random distribution indicates that the variance of the residuals is constant. Therefore, it can be concluded that the regression model does not experience heteroscedasticity.

### Partial t-Test

The partial t-test was conducted to examine the individual effects of independent variables using SPSS 25.

**Table 5. Partial Test Independent Variable and Mediator Variable to Dependent Variable**

Variables	T	Sig.
Online Training	5,736	0,000
Adaptive Organizational Culture	5,726	0,000

The results indicate that online training has a significant positive effect on work motivation ( $t = 5,736$ ;  $p < 0,05$ ), as does adaptive organizational culture ( $t = 5,726$ ;  $p < 0,05$ ).

**Table 6. Partial Test Independent Variable to Mediator Variable**

Variables	T	Sig.
Online Training	3,366	0,001
Adaptive Organizational Culture	2,901	0,005
Work Motivation	2,804	0,006

Furthermore, online training, organizational culture, and work motivation each significantly influence job performance, with t-values of 3,366, 2,901, and 2,804 respectively ( $p < 0,05$ ). These findings confirm that all proposed relationships are statistically significant.

#### Path Analysis Findings

Path analysis was applied to explore the structural relationships among variables, particularly to identify direct and mediated effects through work motivation as an intervening factor. The analytical model was divided into two sub-structures.

**Table 7. Multiple Linear Regression Analysis (Sub-Structure 1)**  
Coefficients

Variables		Standardized Coefficients Beta	Sig.	
Online Training		0,453	0,000	
Adaptive Organizational Culture		0,452	0,000	
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	0,744	0,554	0,543	1,595

The first sub-structure examined the effects of online training and adaptive organizational culture on work motivation. The results indicate that both variables exerted a significant positive influence on motivation. Online training demonstrated a standardized effect coefficient of 0,453, while adaptive organizational culture showed a coefficient of 0,452. The statistical significance values ( $p < 0,05$ ) confirm that improvements in training quality and organizational adaptability are associated with higher employee

motivation. The model explained 55,4% of the variance in work motivation, with the remaining variance influenced by other unexamined factors.

**Table 8. Multiple Linear Regression Analysis (Sub-Structure 2)**  
Coefficients

Variables	Standardized Coefficients Beta	Sig.		
Online Training	0,316	0,001		
Adaptive Organizational Culture	0,272	0,005		
Work Motivation	0,311	0,006		
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	0,745	0,555	0,539	1,819

The second sub-structure assessed the direct impact of online training, organizational culture, and motivation on job performance. All three predictors were found to have significant positive effects. Online training contributed a standardized coefficient of 0,316, organizational culture 0,272, and work motivation 0,311. Together, these variables accounted for 55,5% of the variation in employee performance. Further analysis revealed that work motivation partially mediated the relationship between online training and job performance, as well as between organizational culture and job performance. These findings highlight motivation as a key mechanism linking human resource practices to performance outcomes.

#### Sobel Test Results

The Sobel test was applied to examine the mediating role of work motivation in the relationship between independent and dependent variables.

$$S_{ab} = \frac{\sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}}{S_{ab}} = \frac{\sqrt{0,311^2 \cdot 0,051^2 + 0,453^2 \cdot 0,126^2 + 0,051^2 \cdot 0,126^2}}{0,583}$$

$$S_{ab} = 0,583$$

$$Z = \frac{ab}{S_{ab}}$$

$$Z = \frac{0,453 \times 0,311}{0,583}$$

$$Z = 2,3781$$

For the first path, the Sobel statistic value was 2,3781, exceeding the critical value of 1,96 at a 0,05 significance level. This result indicates that work motivation significantly mediates the relationship between online training and job performance.

$$S_{ab} = \frac{\sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}}{S_{ab}} = \frac{\sqrt{0,311^2 \cdot 0,082^2 + 0,452^2 \cdot 0,126^2 + 0,082^2 \cdot 0,126^2}}{0,624}$$

$$S_{ab} = 0,624$$

$$Z = \frac{ab}{S_{ab}}$$

$$Z = \frac{0,452 \times 0,311}{0,624}$$

$$Z = 2,2527$$

For the second path, the Sobel statistic reached 2,2527, which also surpasses the threshold value. These findings confirm that work motivation plays a significant mediating role in the relationship between adaptive organizational culture and job performance.

## Discussion

Online training has a significant positive effect on employee work motivation at Wijaba Indonesia. This is indicated by a t-value of 5,736, which exceeds the t-table value (1,663), and a significance level below 0,05. These results confirm that the first hypothesis is accepted. The positive regression coefficient of 0,453 shows that improvements in training programs lead to higher employee motivation. Respondents also perceive the online training as useful for career development, as it enhances their skills

and knowledge. This finding is in line with previous research by [10], which reported similar results regarding the positive impact of online training on work motivation.

Adaptive organizational culture has a significant and positive influence on employee work motivation at Wijaba Indonesia. This is evidenced by a t-value of 5,726, which is higher than the critical value of 1,663, and a significance level below 0,05, confirming the acceptance of the second hypothesis. The regression coefficient of 0,452 indicates that improvements in adaptive organizational culture contribute to increased employee motivation. A work environment characterized by open communication, strong teamwork, and supportive relationships between supervisors and employees encourages individuals to perform their tasks more effectively. At Wijaba Indonesia, these cultural characteristics help build positive social interactions in the workplace, which enhance employees' motivation to work. This result supports the findings of [4], who also reported that organizational culture has a direct and significant effect on employee motivation.

Work motivation has a significant and positive effect on job performance at Wijaba Indonesia. This relationship is supported by a t-value of 2,804, which exceeds the critical value of 1,663, along with a significance level below the accepted threshold. These results confirm the acceptance of the third hypothesis. The regression coefficient of 0,311 indicates that higher levels of employee motivation lead to improved job performance. The findings also show that motivational practices, such as recognizing employee achievements through monthly awards like The Most Inspiring of the Month, encourage employees to develop their potential



and perform better. Such recognition strengthens employees' commitment and enthusiasm toward their work. As a result, increased motivation contributes directly to better performance outcomes. This result is consistent with the study conducted by [12], which found that work motivation has a direct and significant influence on employee job performance.

Online training has a significant positive impact on employee job performance at Wijaba Indonesia. This is indicated by a t-value of 3,366, which exceeds the critical value of 1,663, and a significance level below 0,05, confirming the acceptance of the fourth hypothesis. The regression coefficient of 0,316 shows that improvements in online training are associated with higher employee performance. Respondents also perceive the training programs as effective in enhancing skills and knowledge that support career development. Moreover, the engaging design of the online training, which is not limited to routine in-office activities, contributes to better work results. These findings support previous research by [9], which emphasized that online training plays an important role in improving employee job performance.

Adaptive organizational culture has a significant and positive effect on employee job performance at Wijaba Indonesia. This is supported by a t-value of 2,901, which is higher than the critical value of 1,663, and a significance level below 0,05, indicating the acceptance of the fifth hypothesis. The regression coefficient of 0,272 shows that stronger organizational culture practices contribute to higher employee productivity and performance. A work environment that promotes clear communication, cooperation, and teamwork enables employees to complete their tasks more effectively

and achieve better results. Therefore, maintaining and strengthening an adaptive organizational culture is essential as a strategic effort to improve employee performance. This finding aligns with the study by [2], which concluded that a well-implemented organizational culture plays an important role in enhancing organizational outcomes and employee job performance.

Online training indirectly influences employee job performance at Wijaba Indonesia through work motivation. Path analysis results show that motivation significantly mediates the relationship between training and performance, as indicated by a Sobel value of 2,3781. In addition, the indirect effect is greater than the direct effect ( $0,303 > 0,205$ ), demonstrating that work motivation strengthens the impact of online training on job performance. Thus, the sixth hypothesis is accepted. These findings indicate that training programs not only improve employees' skills and competencies but also enhance their motivation, which subsequently leads to better performance. This effect is further supported by motivational incentives such as the monthly Wijaba Award, which encourages employees to achieve higher work outcomes. The role of motivation as an intervening variable highlights its importance in converting training efforts into improved employee performance. This result supports the study by [10], which emphasized the mediating role of motivation in organizational research.

Adaptive organizational culture has an indirect effect on job performance through work motivation. This indicates that adaptive organizational culture implemented at Wijaba Indonesia enhances employee performance by increasing work



motivation. The Sobel test results show that motivation significantly mediates the direct relationship, with a significance value of 2,2527. In addition, the indirect effect is greater than the direct effect ( $0,213 > 0,073$ ), confirming the mediating role of work motivation. Therefore, the seventh hypothesis stating that “adaptive organizational culture has a significant effect on employee job performance through work motivation” is proven and accepted. These findings suggest that effective communication patterns, strong teamwork, and consistent managerial support at Wijaba Indonesia contribute to higher levels of employee motivation, which subsequently lead to improved job performance. Organizational practices that encourage collaboration and provide supportive programs, including training initiatives, play an important role in strengthening motivation and enhancing employee performance outcomes [4].

## CONCLUSION AND SUGGESTION

This study concludes that online training and adaptive organizational culture significantly influence employee motivation and job performance at Wijaba Indonesia. Work motivation plays an important mediating role in strengthening the impact of training and organizational culture on performance. Effective training programs and a supportive, adaptive culture encourage employees to work more productively and achieve better results.

It is recommended that Wijaba Indonesia continuously develop relevant online training and maintain an adaptive organizational culture supported by clear communication and teamwork. Future studies may include additional variables and broader samples to enrich and strengthen the research findings.

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