

ANALYSIS OF THE IMPACT OF TRAINING AND DEVELOPMENT, JOB SATISFACTION, AND ORGANISATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE

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Abstract

This study aims to describe training and development, job satisfaction, and organisational commitment to employee performance. Employee performance is a crucial factor that determines the success of an organisation. Therefore, understanding the factors that influence it is important in human resource management. The method used in this research is a literature review, by collecting and reviewing various relevant literature, scientific journals, and previous research results. The results of the study show that employee training and development contribute significantly to improving work ability and effectiveness. Meanwhile, job satisfaction affects employee motivation, loyalty and morale. On the other hand, organisational commitment strengthens employees' psychological attachment to the place where they work, thus encouraging optimal performance. In conclusion, the three variables are interrelated and together make an important contribution to improving employee performance. Organisations need to establish an integrated human resource strategy to maximise the potential of employees as the company's main asset.

Keywords: Training and Development, Job Satisfaction, Organisational Commitment, Employee Performance, Human Resources.

Introduction

Human resources (HR) are a central factor in every organisation or company. In general, the success and failure of an organisation is highly dependent on the quality and capability of its human resources. Without adequate human resources, organisational goals will be difficult to achieve optimally. In the midst of the development of an increasingly competitive business world, HR is even the most

valuable asset to be maintained and developed (Yuliani & Prasetyo, 2024) . In the context of management, human resource management (HRM) is an effort to manage and develop the potential of individuals in the organisation so that they are able to contribute optimally to the achievement of the company's vision and mission. Starting from the recruitment process, placement, training, development, to performance evaluation, the entire process aims to ensure that each employee can work effectively, efficiently, and productively (Putra & Dewi, 2023) .

Employee performance is one of the main benchmarks in organisational success. Performance is not only related to how well an employee carries out his duties, but also how he is able to provide added value to the company. Optimal performance can only be achieved if companies pay attention to factors that affect productivity and the level of employee contribution, both internal and external factors (Suryanto & Wibowo, 2023) .

One important strategy in improving employee performance is training and development. Through planned and systematic training programmes, companies can improve employee competencies, knowledge and skills. Appropriate training will also be able to create a workforce that is adaptive to technological changes, industrial developments, and dynamic market demands. In addition to training, the aspect of job satisfaction is also a serious concern in an effort to encourage employee performance. Job satisfaction concerns how far employees' expectations and needs are met while working in the organisation, including salary, work environment, relationships between colleagues, career development opportunities, and fairness in HR management. Satisfied employees will be more loyal, motivated, and show high performance (Dewi & Kurniawan, 2021) .

Organisational commitment is another important factor that influences employee performance. It reflects an employee's loyalty, attachment and pride in their organisation. Employees with a high level of commitment will generally put in maximum effort for the success of the company, proactively seek solutions to problems, and maintain integrity at work. In practice, the relationship between training and development, job satisfaction, and organisational commitment to employee performance is closely interrelated. Effective training can increase job satisfaction and strengthen organisational commitment. Similarly, high job satisfaction can increase motivation to attend training and strengthen a sense of belonging to the organisation (Lestari & Wulandari, 2021) .

Previous studies have shown a positive correlation between these three variables and employee performance. However, there is still a need for an updated analysis that considers the development of organisational dynamics and the business environment, so that the research results can provide a more contextual picture for policy makers in the Company (Pratama & Yuliana, 2024) .

External conditions such as changes in government policies, technological developments, globalisation, and the economic situation also affect the needs of companies in managing their human resources. For this reason, companies need to establish an adaptive HR management strategy so that each employee is able to face various challenges that occur today and in the future. It is undeniable that strategic HR management has direct implications for an organisation's competitive advantage. In other words, the success of the company is largely determined by how the company designs, implements, and evaluates training policies, empowerment, job satisfaction, and sustainable development of organisational commitment (Siswanto, 2023).

Based on this description, this research is important to describe training and development, job satisfaction, and organisational commitment to employee performance. The results of the study are expected to contribute theoretically in the development of HR management science, as well as practically can be applied in company policies related to HR management.

Research Methods

The research method used in this research is the literature review method, namely by collecting, reviewing, and analysing various relevant literature sources such as books, scientific journals, articles, and previous research results related to the topics of training and development, job satisfaction, organisational commitment, and employee performance. The data obtained from the literature is then systematically selected, summarised, and synthesised to obtain a comprehensive understanding of the relationship between the variables studied, so that it can be used as a theoretical basis and analysis in this study (Elijah & Aslan, 2025); (Paré & Kitsiou, 2020).

Results and Discussion

Training and Development on Employee Performance

Training and development are two important aspects of human resource management that aim to improve employee quality and productivity. Through training, employees are equipped with new knowledge and skills that are relevant to their duties and responsibilities in the Company (M. P. Sari & Hidayat, 2022).

A structured and sustainable training programme can help employees adapt to changes in technology, work procedures, and increasingly dynamic market demands. This is very important so that employees are not left behind and are able to make optimal contributions to the organisation (Fadilah & Sari, 2022).

Employee development not only focuses on improving technical skills, but also includes the development of soft skills such as communication, leadership and problem-solving abilities. A balance between hard skills and soft skills will create employees who are competent and ready to face work challenges. One of the main benefits of training is that it improves work efficiency. Employees who have undergone training tend to be

faster and more precise in completing tasks, thus reducing error rates and increasing overall productivity (Ramadhani & Nugroho, 2022) .

Employee development also plays a role in building motivation and loyalty. When companies provide opportunities to learn and develop, employees will feel valued and motivated to give their best performance. Research shows that training and development has a positive and significant influence on employee performance. Employees who receive regular training tend to show an increase in the achievement of work targets and the quality of work results (Ratnasari & et al., 2021) . In addition, training can help employees deal with organisational changes, such as restructuring, adoption of new technology, or changes in business strategy. Trained employees will be more adaptable and remain productive in the midst of change (Gunawan, 2020) .

Career development programmes, such as mentoring, coaching and job rotation, have also proven effective in improving employees' competencies and readiness for higher positions in the company. Effective training and development must be tailored to individual needs and the company's strategic objectives. Evaluation of training needs is an important first step so that the programme is truly relevant and has a real impact on performance (Febrianti ., 2020)

Good training implementation involves planning, execution and evaluation. After the training, the company needs to conduct an assessment to ensure that the material provided is truly understood and can be applied by employees in their daily work. Not only does training and development impact individuals, it also benefits the organisation as a whole (Fauzia & Hartono, 2022) . Companies that consistently develop their human resources will find it easier to achieve business goals, improve competitiveness, and maintain their position in the market. The challenges often faced in the implementation of training are limited budget, time, and commitment from management. Therefore, it is important for companies to make training a long-term investment, not just an operational cost (Pally & Septyarini . , 2022)

The literature also confirms that the magnitude of the effect of training and development on employee performance can vary depending on the type of organisation, corporate culture and individual employee characteristics.

Thus, training and development is an important strategy that not only improves individual employee performance, but also promotes organisational growth and sustainability. Investment in HR training and development will result in employees who are more competent, adaptive, and ready to face future challenges.

Job Satisfaction to Employee Performance

Job satisfaction is one of the important factors that influence employee performance in an organisation. When employees are satisfied with their jobs, they tend to show a positive attitude, loyalty, and high motivation in carrying out their daily tasks. Job satisfaction is not only related to financial aspects, but also includes the work

environment, peer relationships, development opportunities, and rewards received (D. P. Sari & Prasetyo ., 2022)

Employees who are satisfied with their jobs will be more eager to achieve the targets set by the company. They also tend to be more responsible and take initiative in completing work, so productivity increases. High job satisfaction can create a harmonious work atmosphere and reduce stress levels in the work environment (Hidayat & Sari, 2021) .

Research shows that there is a positive and significant relationship between job satisfaction and employee performance. The higher the level of job satisfaction, the better the resulting performance. This is evidenced through various studies that found that job satisfaction contributes greatly to the achievement of organisational goals. Factors that influence job satisfaction include fair compensation, a comfortable work environment, good relationships with superiors and co-workers, and opportunities for growth (Budiono, 2024) . When these factors are fulfilled, employees will feel valued and motivated to make the best contribution to the company. Job satisfaction also plays a role in reducing employee absenteeism and turnover rates. Satisfied employees tend to stay longer in the company and rarely commit disciplinary offences. This has a positive impact on the stability and continuity of Company operations (Adhari ., 2020)

In addition, job satisfaction can increase employees' emotional attachment to the organisation. Employees who feel emotionally attached will be more loyal and willing to sacrifice for the betterment of the company. They are also easier to work with in teams and support the creation of a positive work culture. Job satisfaction not only impacts the individual, but also the performance of the team and the organisation as a whole. A team whose members are satisfied is more solid, communicative and able to resolve conflicts well. This contributes to the achievement of common targets and increased competitiveness of the Company (Nuryanti & Sintaasih ., 2020)

In several studies, it was found that job satisfaction can be a mediating factor between other variables such as motivation, attachment, and commitment to employee performance. That is, job satisfaction strengthens the positive influence of these factors on performance. However, not all studies found an equally large influence between job satisfaction and employee performance. There are also results that show that the effect of job satisfaction on performance is indirect or influenced by other variables such as employee engagement, motivation, and organisational culture (Riyanto et al., 2023) .

Nonetheless, most literature agrees that job satisfaction remains one of the main keys in improving employee performance. Therefore, companies need to actively identify and fulfil employee needs in order to create optimal job satisfaction.

Efforts to increase job satisfaction can be done through various strategies, such as rewarding achievements, creating a conducive work environment, providing training and development, and building effective communication between management and employees. Job satisfaction can also be influenced by the leadership style of the boss

(Sapitri et al., 2025) . Leaders who are able to provide direction, support, and appreciation to employees will create a pleasant work atmosphere and increase job satisfaction. In addition, transparency in the performance appraisal system and providing constructive feedback can also increase job satisfaction. Employees who feel that their assessment is fair and get the opportunity to improve themselves will be more motivated to improve performance (Wicaksono et al., 2024) .

Overall, job satisfaction is a long-term investment for organisations. By creating high job satisfaction, companies not only improve employee performance, but also build a strong foundation for the future growth and sustainability of the organisation.

Thus, it is important for every organisation to continuously monitor and improve employee job satisfaction levels as part of an effective and sustainable human resource management strategy.

Organisational Commitment to Employee Performance

Organisational commitment is one of the key factors that influence employee performance in various types of organisations. This commitment reflects the level of readiness, loyalty, and psychological attachment of an employee to the company's goals and values. An employee who has organisational commitment tends to have greater motivation to contribute optimally to the success of his organisation (Saputra & Handriano ., 2023)

Empirical studies show that organisational commitment has a positive and significant effect on employee performance, both simultaneously and partially. This means that the higher the commitment that individuals have to the organisation, the better the quality of performance produced. This is in line with the results of research in the Gorontalo City Education Office which found that 63.2% of employee performance can be explained by organisational commitment (Suryani et al., 2025) .

Organisational commitment itself is divided into several dimensions, such as affective commitment, continuance commitment, and normative commitment. Affective commitment relates to feelings of belonging and towards the organisation, while continuance commitment relates to consideration of the risks of leaving the organisation. Research shows that these two dimensions have a positive influence on performance, while normative commitment does not always have a significant impact on employee performance. Furthermore, research at PT Multi Media Selular Baturaja strengthens the evidence that employee performance is greatly influenced by organisational commitment. It was found that high organisational commitment will strengthen employee loyalty and foster enthusiasm in carrying out job responsibilities, so that organisational goals are easier to achieve (Suryani et al., 2025) .

Organisational commitment is also closely related to positive work behaviour. Employees with high levels of commitment not only fulfil their work targets, but also tend to show initiative, discipline, and a willingness to help colleagues. These attitudes

are the foundation for continuous improvement in work efficiency and quality. The positive impact of organisational commitment on performance can also be seen in the decrease in turnover indicators, absenteeism, and disciplinary violations. Employees who are committed to the organisation are less likely to seek alternative employment and tend to stay longer, resulting in a stable work atmosphere (Saputra & Handriano ., 2023)

Organisational strategies in building employee commitment include strengthening interpersonal relationships, providing rewards, and implementing fair and transparent policies. Organisations that manage employees well will generate strong commitment from their employees, which in turn has an impact on overall company performance (Wicaksono et al., 2024) .

Several studies have also highlighted that organisational commitment is not the only factor affecting employee performance. Studies in Gorontalo show that besides organisational commitment, other variables such as job satisfaction, discipline, and work motivation also contribute to maintaining employee performance in different proportions. The level of influence of organisational commitment on employee performance in each organisation can vary. There are studies that find an influence of 28.4%, even up to 83.8%, but there are also those that only record contributions of around 13.8% to 31.1%. This variation is influenced by organisational culture, management structure, and individual employee factors (Sapitri et al., 2025) .

However, most literature confirms a consistent and significant relationship between organisational commitment and employee performance, as reinforced by statistical analysis with high validity and reliability test results in various studies. In practice, companies that are able to instil organisational commitment will reap the benefits of increased work performance of their business units.

Organisational commitment can grow through providing space for dialogue, involving employees in decision-making, and career development. Employees who feel valued, heard and involved will build a sense of ownership of the organisation and be encouraged to work optimally. There is also the role of a supportive work environment in strengthening commitment (Riyanto et al., 2023) . A healthy work environment, harmonious relationships between colleagues, and appreciative leaders are important catalysts for the growth of employee attachment to the organisation. All of these contribute to improved performance both individually and as a team. In addition, organisational commitment can also mediate the influence of other variables such as motivation and job satisfaction on performance. This means that organisational investment in efforts to build commitment will have a layered effect in driving employee output (Nuryanti & Sintaasih ., 2020)

Optimal employee performance not only brings benefits to the company but also provides self-development opportunities for the employees themselves. Thus, fostering

organisational commitment is a strategic long-term investment in human resource management.

Ultimately, the success of the organisation in achieving business goals depends largely on the level of commitment of each member, so building and maintaining organisational commitment is a major task that should not be ignored by any company leader.

Conclusion

Based on the results of the analysis and literature review, it can be concluded that training and development, job satisfaction, and organisational commitment have a positive and significant influence on employee performance. Planned training and development can improve employees' knowledge, skills, and adaptation to change, thus having a direct impact on improving productivity and work quality. Employees who receive regular training tend to be more prepared to face challenges and contribute optimally to the organisation.

Job satisfaction has also been shown to play an important role in driving employee performance. Employees who are satisfied with their jobs will show higher motivation, loyalty and responsibility, so that they can achieve the targets set by the company. In addition, job satisfaction can reduce absenteeism and turnover rates, and create a harmonious work atmosphere conducive to team collaboration.

Organisational commitment strengthens employees' psychological attachment to the company, which in turn increases loyalty and morale. Highly committed employees tend to be more disciplined, proactive and stay with the company longer. Thus, a company's investment in training, creating job satisfaction, and building organisational commitment are effective strategies to sustainably improve employee performance.

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