
The Influence of Organizational Commitment and Training on Employee Performance Through Loyalty as a Moderating Variabel at CV. Litera Jannata Perkasa

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Abstract:

Human resources play a crucial role in the success of organizations. This research aims to determine the influence of organizational commitment and training variables on employee performance, as well as the moderating role of loyalty variable in influencing the relationship between organizational commitment, training, and employee performance. The data used are primary data obtained from questionnaires distributed to the research sample. The population in this study consists of all employees of CV. Litera Jannata Perkasa. A sample of 68 respondents was selected using purposive sampling technique. Data were analyzed using Moderated Regression Analysis technique. The research findings indicate that partially, organizational commitment and training significantly influence employee performance, while training does not have a significant effect. However, in the regression analysis test results, loyalty moderates the influence of organizational commitment on employee performance. Conversely, loyalty is unable to moderate the influence of training on employee performance. These findings provide valuable insights into the factors affecting employee performance in companies and offer implications for practice by providing guidance to enhance human resources at CV. Litera Jannata Perkasa and similar companies.

Keywords: *Organizational Commitment; Training; Loyalty; Employee Performance*

1. Introduction

In a company, human resources are one of the resources that play an important role in achieving organizational goals, as well as having a direct influence on the development and progress of a company. The success of a company is influenced by several factors, one of which is human resources (Latief, 2019). If the management of human resources is not optimal, then the performance of employees within the company will not be efficient, which will ultimately hinder the company from achieving its established goals (Wulandari, 2020).

In carrying out company activities, employees are expected to perform their duties with dedication and responsibility, as well as being motivated to carry out the tasks assigned by the company management. Therefore, a strong commitment is needed within the organization or through training so that employee performance can achieve the company's goals. When someone becomes part of an organization, there needs to be a commitment that is inherent within them.

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According to Luthan in Angraini et al., (2021), organizational commitment is an attitude that reflects employee loyalty and is an ongoing process where someone shows their concern for the organization's successful achievements. Strong organizational commitment also forms a solid foundation in creating a healthy and sustainable work culture (Dahlan, 2020).

Furthermore, it is important to note that every organization should prioritize the improvement of the quality and competence of its human resources. Training is one of the methods that organizations can use to maintain and enhance the quality of employees, as well as their skills, leading to improved performance in the future. According to Mangkuprawira in Wulandari (2020), training is a process aimed at providing specific knowledge and skills so that employees can become more competent in carrying out their tasks according to higher standards.

According to Hasibuan in Irfan et al., (2021), employee performance results from the execution of tasks assigned by the company's management based on individual capabilities in facing challenges, their experiences from previous jobs, their level of commitment to the company, and the time they dedicate. Additionally, loyalty is also considered one of the factors influencing employee performance (Suhardi et al., 2021). Employees with high levels of loyalty will work not only to achieve their personal goals but also for the benefit of the company (Citra et al., 2019).

The company under study by the researchers is the employees of CV. Litera Jannata Perkasa located in Surabaya. CV. Litera Jannata Perkasa is a private company engaged in printing. The issues in this research were identified through analysis and observation within the internal parties of CV. Litera Jannata Perkasa related to Organizational Commitment, Employee Training, Employee Loyalty, and Employee Performance. Based on interviews with internal parties of CV. Litera Jannata Perkasa, it was found that there are still many issues that frequently occur at CV. Litera Jannata Perkasa, especially related to organizational commitment. Employee commitment can be seen from several aspects, one of which is the level of work discipline. Many employees at CV. Litera Jannata Perkasa still do not pay enough attention to their discipline. This can be seen in the following table:

Table 1. Percentage Data of Disciplined Employees

Month	Number of Employees	Number of Working Days	Total Employee Discipline (Hours)	Total Percentage (%)
June	68	22	71	4,74%
July	70	25	142	8,11%
August	70	23	148	8,96%

Source: Internal Data of CV. Litera Jannata Perkasa (2023)

Based on the results of the table above, it can be seen that the level of employee

discipline at CV. Litera Jannata Perkasa is still relatively low. This is known because the percentage of employee discipline is still far from the maximum percentage of 100%. Based on the information obtained by the author, it shows that the minimum working hours for employees at CV. Litera Jannata Perkasa is 4 hours. However,

based on the data obtained by the author, it shows that many employees work less than 4 hours. Thus, from the data processed by the author, it results in a percentage of employee discipline that indicates a low level of discipline. This percentage is obtained from the ratio of the total workload hours of employees divided by the total number of disciplined employees.

Based on interviews conducted by the researcher with an employee of CV. Litera Jannata Perkasa, there are several trainings provided to their employees including Occupational Health and Safety (K3) training, Machine Operation, and Teamwork. This was evident during the pre-research conducted by the researcher, where new employees joining the company only received basic training without adequate mentoring support from the company. This has an impact on the lack of understanding of employees regarding their tasks and responsibilities. Consequently, it affects the level of employee loyalty to the company. This is also evident in the high level of employee indiscipline, which includes being late to work, frequent absences, or lack of commitment in carrying out their tasks. Moreover, employees are seen to only perform their duties according to their obligations without striving to contribute more for the common interest. This reflects that the lack of loyalty within the company can result in a decrease in employee performance to achieve common goals.

Therefore, this study aims to analyze and determine the influence of organizational commitment and training on employee performance at CV. Litera Jannata Perkasa through loyalty as a moderation variable. The findings are expected to provide valuable insights into the factors affecting employee performance in this company and offer implications for managerial practices, providing guidance to optimize human resource management at CV. Litera Jannata Perkasa and similar companies. Additionally, the results are intended to serve as considerations in decision-making and solutions for CV. Litera Jannata Perkasa in addressing key challenges to achieve organizational goals and sustainable growth.

2. Theoretical Background

Human Resource Management

According to Martis and Jackson (2011) as cited in Silalahi (2022), Human Resource Management is a management system aimed at ensuring that the potential of employees is utilized efficiently and effectively in achieving organizational goals. Meanwhile, according to Kurniawan (2023), Human Resource Management is a management process that encompasses planning, organizing, directing, and controlling human resources within an organization. Human Resource Management

is a series of management processes that include planning, structuring, directing, and overseeing human resources within an organization (Kurniawan et al., 2023). This includes organizing the organizational structure, determining responsibilities, dividing tasks, and managing employee relations. Its main goal is to optimize the contribution of each individual in achieving the organization's vision and mission, while creating a healthy and productive work environment.

Organizational Commitment

According to Robbins (2001) as cited in Adriansyah (2020), organizational commitment is the state where an employee has loyalty to a specific organization and strives to remain a part of that organization. In other words, it reflects a high level of engagement in individual work, while a high level of organizational commitment indicates loyalty to the organization that recruited the individual.

Meanwhile, according to Kumaset (2017) as cited in Dewi (2020), organizational commitment is interpreted as a form of loyalty directed by employees towards the organization to which they belong. Organizational commitment also includes other aspects such as determination to contribute maximally to the achievement of organizational goals, as well as a long-term desire to remain a member of the organization. This represents a mutually beneficial relationship between employees and the organization, where the organization provides a supportive environment, skill development, and other benefits, while employees contribute with their enthusiasm and loyalty.

Training

According to Mustopa (2021), Training is a procedure used to develop the competence of employees or workers, as well as a method to enhance their skills, abilities, and knowledge in carrying out their tasks more effectively and efficiently, enabling the company to achieve its goals. This is important so that the company can achieve its objectives better, ensuring that its human resources are ready to face challenges and meet expectations in an inconsistent work environment. Therefore, the presence of employees with excellent performance, quick adaptability to changes, and maximum contribution to the company's success becomes crucial (Setiawan et al., 2023).

Employee Loyalty

According to Juwita & Khalimah (2021), employee loyalty is the willingness of employees to remain loyal to the company where they work. According to Hasibuan (2018), loyalty is a factor considered in evaluating employees, which includes loyalty to their tasks, positions, and the company. Then, Hidayat (2022) suggests that employee loyalty is the willingness to remain faithful and dedicated to their work, colleagues, superiors, and workplace, thus creating a sense of loyalty to achieve the company's goals voluntarily. This involves the attitudes and behaviors of employees towards the company, which can be measured through their level of

commitment to the organization. Employee engagement not only affects their commitment to their work, but also their adherence to organizational rules and discipline in the work environment (Kot-Radojewska & Timenko, 2018).

Employee Performance

According to Mangkunegara (2009) as cited in Basyit et al. (2020), Performance is the achievement of an employee in carrying out their duties, both in terms of quality and quantity, in accordance with the responsibilities assigned to them. Meanwhile, according to Daulay et al. (2019), Performance is the result of the effort put in by each employee individually, measurable based on its quality and quantity in line with the tasks and responsibilities assigned to them by the company. According to

Rolos et al. (2018), Performance is the outcome obtained by an individual in performing their tasks, depending on their abilities, experiences, dedication, and in accordance with the standards and criteria established beforehand. Therefore, performance not only reflects the end result, but also a reflection of various efforts, knowledge, experiences, and determination of individuals in achieving their goals.

Hypothesis

H1: There is an influence of organizational commitment on employee performance at CV. Litera Jannata Perkasa.

H2: There is an influence of training on employee performance at CV. Litera Jannata Perkasa.

H3: There is an influence of loyalty employee on employee performance at CV. Litera Jannata Perkasa.

H4: Loyalty moderates the influence of organizational commitment on employee performance at CV. Litera Jannata Perkasa.

H5 : Loyalty moderates the influence of training on employee performance at CV. Litera Jannata Perkasa.

3. Methodology

This study employs a quantitative method with regression analysis to explore the relationships among variables. The variables utilized in this research are organizational commitment as variable X1, training as variable X2, loyalty as variable Z, and employee performance as variable Y. In this study, the author utilizes primary data obtained from distributing questionnaires to the employees of CV. Litera Jannata Perkasa. The sampling method employed in this research is Non Probability Sampling, wherein not all elements or members of the population have an equal chance of being selected as samples. Therefore, the sample to be used consists of employees who have worked from June to August 2023, with a total of 68 respondents.

Data analysis is conducted using SPSS version 26 software, as it has been proven to provide the necessary support for accurate and reliable data analysis for this research. Various testing methods are employed, including classical assumptions to

ensure that the data used in the research meet statistical requirements, moderated regression analysis to understand the relationship between two or more independent variables with the dependent variable, in which this study also employs moderation variables that play a role in strengthening or weakening the influence of independent variables on the dependent variable, hypothesis testing using t-tests to determine the individual effects of variables, and coefficient of determination tests to measure how well the regression model can explain the variation in the dependent variable by the independent variables used.

4. Empirical Findings/Result

Validity and Reliability Test

The validity test is used to find out whether questions on the questionnaire have to be removed/replaced because they are considered irrelevant. The validity of the

questionnaire can be tested using a two-way test at a significant rate of 0.05. If the significant counting result of Pearson Correlation $> r_{\text{table}}$ is 0.05, then the variable can be determined to be valid and eligible for research.

Table 2. Validity Test

Variable	Statement	r counts	r table	Description
Organizational Commitment (X1)	X1.1	0,779	0,235	Valid
	X1.2	0,757	0,235	Valid
	X1.3	0,776	0,235	Valid
	X1.4	0,714	0,235	Valid
	X1.5	0,642	0,235	Valid
	X1.6	0,529	0,235	Valid
Training (X2)	X2.1	0,844	0,235	Valid
	X2.2	0,849	0,235	Valid
	X2.3	0,848	0,235	Valid
	X2.4	0,880	0,235	Valid
	X2.5	0,846	0,235	Valid
	X2.6	0,725	0,235	Valid
Employee Performance (Y)	Y.1	0,818	0,235	Valid
	Y.2	0,618	0,235	Valid
	Y.3	0,845	0,235	Valid
	Y.4	0,796	0,235	Valid
	Y.5	0,723	0,235	Valid
	Y.6	0,712	0,235	Valid
Loyalty (Z)	Z.1	0,748	0,235	Valid
	Z.2	0,818	0,235	Valid
	Z.3	0,740	0,235	Valid
	Z.4	0,838	0,235	Valid
	Z.5	0,808	0,235	Valid

Source: SPSS Processed Data, 2024

Based on the above results, it can be seen that the query details of each variable indicate a $r_{\text{counts}} > r_{\text{table}}$, so the whole query detail of each variant is considered valid. A reliability test is used to show how far an instrument gives a consistent measurement result, when measurements are performed repeatedly. The provision is set when the $r_{\text{counts}} > r_{\text{table}}$, then the statement is considered reliability.

Table 3. Reliabilty Test

No	Variable	Cronbach's Alpha	Description
1	Organizational Commitment (X1)	0,783	Reliable
2	Training (X2)	0,908	Reliable
3	Employee Performance (Y)	0,837	Reliable
4	Loyalty (Z)	0,840	Reliable

Source: SPSS Processed Data, 2024

Based on the above table, it can be seen that each variable obtains a *crobanch's alpha* coefficient value greater than 0.60. It can be concluded that the questionnaire data that the researchers used in this study is already very representative in the sense that the measurement data is already reliable.

Classical Assumption Test

Normality Test

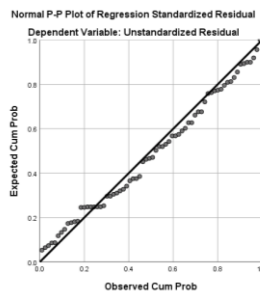


Figure 1. Results of Normality Test P-Plot

Source: SPSS Processed Data, 2024

From the image provided, It can be concluded that the existing values have spread diagonally, so in this case the regression meets the normality assumption.

Multicollinearity Test

Table 4. Multicollinearity Test Results
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Organizational Commitment (X1)	.650	1.537
Training (X2)	.741	1.350

Employee Performance (Y)	.562	1.780
a. Dependent Variable: Unstandardized Residual		

Source: SPSS Processed Data, 2024

The multicollinearity test results using VIF indicate that the VIF values for the independent variables are all below 10. So in this case on the existing regression model does not occur multicollinearity.

Heteroscedasticity Test

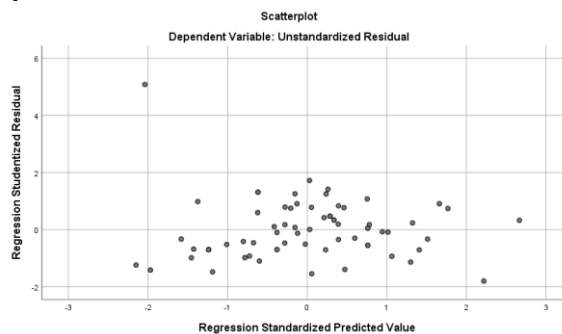


Figure 2. Heteroscedasticity Test Results

Source: SPSS Processed Data, 2024

Based on the results of the heteroskedastisity test, it can be concluded that the heterocedastism test produces a less clear picture pattern and the dots are scattered above and below the zero on the Y-axis. Therefore, it may be assumed that heterocedadism does not occur in this situation.

Autocorrelation Test

Table 5. Results of Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.777 ^a	.604	.585	1,37747732	2,150

a. Predictors: (Constant), Organizational Commitmen (X1), Training (X2)

b. Dependent Variable: Employee Performance (Y)

Source: SPSS Processed Data, 2024

Based on the autocorrelation test table above, it can be concluded that in autocorelation tests showing Durbin-Watson's value of 2,150 whereas in Breusch Godfrey's theory it is mentioned that $dU < d < 4-dU$, thus obtaining dU 1,6678 and obtaining the equation of $1.6678 < 2.150 < 2.332$. So this indicates no autocorrelation.

Moderated Regression Analysis (MRA)

to determine whether moderation variables can increase or decrease the influence of independent variables on dependent variables. In this test, the focus is aimed at evaluating the role of the moderation variable Loyalty (Z) in strengthening or weakening the relationship between the independent variable, namely Organizational Commitment (X1), Training (X2), and the dependent variable Employee Performance (Y)., as detailed in the following table:

Table 6. Results of Moderated Regression Analysis Coefficients^a

Model		Unstandardized	Standardized		t	Sig.
		Coefficients	Coefficients			
		B	Std. Error	Beta		
1	(Constant)	-29.609	8.500		-3.483	.001
	Organizational Commitment	1.580	.367	1.816	4.310	.000
	Training	0.098	.499	.114	.197	.844
	Loyalty	1.830	.333	2.281	5.497	.000
	Organizational Commitment*Loyalty	0.058	.015	2.949	3.789	.000
	Training*Loyalty	0.001	.019	.036	.036	.971

Source: SPSS Processed Data, 2024

Based on the test results above, the regression equation is explained as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3Z + b_3X_1Z + b_3X_2Z + e$$

$$\text{Employee Performance} = -29.609 + 1.580 X_1 + 0,098 X_2 + 1.830 Z + 0,058 X_1.Z + 0,001X_2.Z + e$$

Description:

1. The regression coefficient value for the organizational commitment (X1) variable in this study is 1.580. This indicates a significant positive influence on the performance of CV. Litera Jannata Perkasa employees.
2. The regression coefficient value for the training (X2) variable in this study is 0.098. This indicates a significant positive influence on the performance of CV. Litera Jannata Perkasa employees.
3. The regression coefficient value for the loyalty (Z) variable in this study is 1.830. This indicates a significant positive influence on the performance of CV. Litera Jannata Perkasa employees.
4. The regression coefficient value for the interaction between organizational commitment (X1) and loyalty (Z) variables in the MRA test is 0.058. This indicates

that the interaction of organizational commitment and loyalty variables has a positive influence on the performance of CV. Litera Jannata Perkasa employees.

5. The regression coefficient value for the interaction between training (X2) and loyalty (Z) variables in the MRA test is 0.001. This indicates that the interaction of training and loyalty variables has a positive influence on the performance of CV. Litera Jannata Perkasa employees.

Hypothesis Testing Partial Test (t Test)

Tabel 7. Results of t-Test

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error		
1	(Constant)	-29.609	8.500	-3.483	.001
	Organizational Commitment	1.580	.367	4.310	.000
	Training	0.098	.499	.197	.844
	Loyalty	1.830	.333	5.497	.000

Source: SPSS Processed Data, 2024

Based on the data presented in Table 5 above, it can be observed that the calculated t-value for Organizational Commitment (X1) is $4.310 \geq$ the tabulated t-value of 1.997, with significance values of $0.000 \leq 0.05$. This result shows that Organizational Commitment has a positive and significant influence on Employee Performance, meaning that Hypothesis 1 (H1) is accepted.

The calculated t-value for Training (X2) is $0.197 \leq$ the tabulated t-value of 1.997, with significance values of $0.844 \geq 0.05$. This result indicates that Training does not

significantly affect Production Output, in other words, Hypothesis 2 (H2) is rejected.

The calculated t-value for Loyalty (Z) is $5.497 \geq$ the tabulated t-value of 1.997, with significance values of $0.000 \leq 0.05$. This result shows that Loyalty has a positive and significant influence on Employee Performance, meaning that Hypothesis 3 (H3) is accepted.

Determination Coefficient Test

Tabel 8. Results of R Square Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 ^a	.776	.758	1.448

Source: SPSS Processed Data, 2024

The regression analysis results show an R Square value of 0.776, indicating that 77.6% of Employee Performance can be influenced by the variables Organizational Commitment (X1) and Training (X2). Meanwhile, the remaining 22.4% is influenced by other variables not included in this research model, which are still relevant to the study of Employee Performance.

5. Discussion

The Effect of Organizational Commitment on Employee Performance

Based on the data analysis of the first hypothesis test, it shows that there is a significant positive influence Organizational Commitment on Employee Performance. The results of respondent feedback indicate a relatively high level of agreement on each indicator variable. This commitment encompasses employees' interest, loyalty, and identification with the values and goals of the company. When employees perceive a high level of commitment to the organization where they work, they tend to exhibit better performance. This commitment creates an emotional and psychological bond between employees and the company, fostering the drive to make maximum contributions towards achieving common goals. Employees with strong organizational commitment are more likely to demonstrate high levels of motivation, deeper engagement in their work, and good attendance rates. Furthermore, organizational commitment can also enhance employee retention, reduce turnover, and create a stable work environment. These aspects are interconnected: the higher the organizational commitment, the greater its positive impact on employee performance, creating a productive, inclusive, and sustainable work environment. Therefore, efforts to build and maintain organizational commitment can be an effective strategy in improving employee performance and achieving long-term success for the company. This is consistent with the findings of previous research by Hasyim & Basuki (2021), which indicate that organizational commitment has a significant impact on employee performance.

The Effect of Training on Employee Performance

Based on the results of data analysis in the second hypothesis test, it was shown that Training had no influence on Employee Performance. The results of this study reveal that the effectiveness of the training organized by the company is controlled by a lack of adequate mentoring support, especially for new employees. It turns out, the training provided is still limited to the basic aspects without adequate guidance from the company. This situation creates a significant impact on employees' understanding of their duties and responsibilities. As a result, such a lack of understanding narrows into employee performance, creating situations where they may have difficulty applying the knowledge acquired from training in the context of daily work. Companies to evaluate and improve training programmes by paying attention to more intensive mentoring aspects in order to support employee

development and improve their overall performance. The findings of this research reinforce the findings of Eko Budi Prastyo and Achmad Sudiro (2021), which state that training does not have a significant influence on employee performance. However, these results differ from the study conducted by (Dwinugraha & Putih (2023), which indicate that training has a significant influence on employee performance.

The Effect of Loyalty on Employee Performance

Based on the data analysis of the third hypothesis test, it shows that there is a significant positive influence between Loyalty on Employee Performance. Loyalty is considered a factor that affects employee performance. It's the bond that connects employees to their company, because loyalty is not only a limit of loyalty that is reflected in a person's work time in the organization, but can also be seen from how much dedication, ideas, ideas and performance they give to the company. Employees who have loyalty will basically show compliance with the rules, because they are aware that the company's regulations are made to help regulate the course of work smoothly. It enables them to behave well and obediently, without feeling compelled or afraid of the consequences of breaking the rules. Employees who have good work loyalty tend to have a harmonious relationship with colleagues and leaders. This is consistent with the previous research findings by Astuti & Asteria (2022), indicating that loyalty has a significant impact on employee performance.

The Role of Loyalty Variabel in Moderating the Influence of Organizational Commitment on Employee Performance

Based on the results of the moderation test conducted using Moderated Regression Analysis, the aim is to understand the influence of the Loyalty variable in moderating Organizational Commitment on the performance of employees at CV. Litera Jannata Perkasa. It is known that the regression coefficient value between the independent variable Organizational Commitment and the Loyalty Variable (Z) is 0.058. This indicates that Loyalty has a positive influence as a moderating variable on the influence of Organizational Commitment on the performance of employees at CV. Litera Jannata Perkasa.

Furthermore, the significance value of the interaction between the Commitment variable (X1) moderated by loyalty on Employee Performance is 0.000. This significance value is below the alpha significance level of 0.05, thus it can be

interpreted that Loyalty as a moderating variable has a significant positive influence on the Organizational Commitment variable towards Employee Performance. If the moderating variable Loyalty increases, then the influence of Organizational Commitment on Employee Performance also increases.

Employees with high levels of loyalty tend to have a deeper understanding of the company's goals and mission. They also tend to be more obedient to the commands and instructions given by management, as well as respond quickly to the strategic direction taken by the company. This can provide advantages for the organization in

achieving its business goals, as loyal employees are more motivated to contribute maximally, share the company's values, and persevere in facing the challenges encountered by the organization. Thus, employee loyalty is not only about binding individuals to the company, but also becomes an important foundation in building strong commitment to overall organizational performance and success.

The Role of Loyalty Variabel in Moderating the Influence of Training on Employee Performance

Based on the results of the moderation test conducted using Moderated Regression Analysis, the aim was to determine the influence of the Loyalty variable in moderating Training on the Employee Performance of CV. Litera Jannata Perkasa. It is known that the regression coefficient value between the independent variable Training and the Loyalty Variable is 0.001. This indicates that Loyalty has a positive influence as a moderating variable on the influence of Training on the Employee Performance of CV. Litera Jannata Perkasa.

Furthermore, the significance value of the interaction between the Training variable moderated by Loyalty on Employee Performance is 0.971. This significance value is above the significance value alpha of 0.05, thus it can be interpreted that Loyalty as a moderating variable is unable to significantly influence the Training variable on Employee Performance. This indicates that Loyalty is not a pure moderator and cannot indicate the influence of Training on Employee Performance.

In this study, it was found that Loyalty is not a moderating variable but rather an independent variable, as evidenced by the results of the first stage test which showed that Loyalty has a positive and significant influence on Employee Performance. However, in the second multiplication stage as the interaction between Training and Employee Performance, it was found that Loyalty is unable to moderate the influence of Training on Employee Performance.

Therefore, although employee loyalty to the company is considered an important aspect in the work relationship, it turns out that in some contexts, this loyalty is not always able to moderate the influence of training on employee performance. In fact, the engagement and effectiveness of training depend more on factors such as the quality and relevance of the training, managerial support, and the ability of employees to apply the knowledge gained in the context of their daily work. Even if an employee is loyal to the company, without proper training and implementation support, their performance may remain suboptimal.

6. Conclusion

Based on the results of the analysis conducted, it can be concluded that partially the variables of organizational commitment (X1) and Loyalty (X3) collectively have a significant impact on the performance of employees of CV. Litera Jannata Perkasa, while Training (X2) does not have an effect. Meanwhile, based on the results of

Moderated Regression Analysis, loyalty is able to moderate the influence of organizational commitment on employee performance, and loyalty is not able to moderate the influence of training on employee performance.

It is important to acknowledge the limitations of this study, such as unexplained confounding variables or moderating factors that could affect the relationship being investigated. This is particularly important considering that the adjusted R-square value in this study is 77.6%, indicating that 22.4% of the variance may still be influenced by other variables. Future research efforts should delve deeper into similar aspects related to the influence of organizational commitment and training on employee performance, with loyalty as a moderating variable, in order to further develop this research using a broader sample or population. It is also recommended to add several variables such as compensation, work environment, motivation, and so on, so that future researchers can identify other variables that may affect employee performance. Thus, the results of further research can explain the issue with a broader scope.

Considering that from the research results it was found that training has not directly influenced the improvement of employee performance, it is hoped that for CV. Litera Jannata Perkasa, to pay more attention to the training provided, so that the training attended by employees can affect their performance improvement. Things to consider in the training process include training provided to new employees must be in line with the job descriptions they will undertake and should be accompanied by mentors who are experts in their field so that employees understand their tasks and responsibilities.

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