

---

## **The Role of Human Capital Development in Enhancing Employee Performance: An Economic Perspective on Training, Remuneration, and Teamwork**

---

Agha De Aghna Setya Budi<sup>1</sup>, Imronudin<sup>2</sup>

### ***Abstract:***

*This research investigates how training, compensation, and teamwork impact employee performance at PT Dan Liris. Adopting a quantitative method within a positivist framework, the study surveyed permanent employees with at least six months of tenure across various departments, including production, quality control, maintenance, human resources, and administration. Data were gathered using a structured questionnaire based on a five-point Likert scale and analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM). Findings reveal that training, compensation, and teamwork all exert a significant positive effect on employee performance. Well-designed training programs enhance employees' skills, knowledge, and adaptability, while equitable and competitive compensation boosts motivation and productivity. Additionally, effective teamwork underpinned by strong communication and collaboration promotes efficiency and collective accountability in meeting organizational objectives. The results indicate that the proposed model explains 64.8% of the variance in employee performance, demonstrating robust predictive capability. The study recommends that PT Dan Liris consistently improve training programs, uphold fair compensation practices, and foster a collaborative teamwork culture to optimize overall employee performance.*

**Keywords:** *Employee Performance, Remuneration, Teamwork, Training, Work Productivity*

Submitted: September 28, 2025, Accepted: November 1, 2025, Published: November 15, 2025

## **1. Introduction**

Human capital is the prime resource in both public and private organizations because workforce outcomes directly determine institutional productivity and advancement (Salunke, 2015). Employee performance denotes an individual's capacity to complete assigned duties successfully and is commonly explained by three components competence acquired via education and training, the motivational effort expended to reach targets, and the suitability of the work environment that enables effective performance (Avunduk, 2021; Faridh & Marsella, 2021). Organizational output depends on a mix of inputs and processes financial resources, procedures, materials,

---

<sup>1</sup> Universitas Muhammadiyah Surakarta, Indonesia. [b100210218@student.ums.ac.id](mailto:b100210218@student.ums.ac.id)

<sup>2</sup> Universitas Muhammadiyah Surakarta, Indonesia. [imronudin@ums.ac.id](mailto:imronudin@ums.ac.id)

machinery, and people with human resources as the pivotal element that integrates and directs the others; without capable staff, superior results are unlikely. For this reason, recruiting on the basis of merit is critical to secure the caliber of personnel needed to drive organizational goals (Ekwoaba, Joy O., & Ugochukwu, 2015), and thus employee performance remains a central metric for assessing an organization's success in meeting its strategic objectives (Johanim & Yahya, 2009).

Research consistently shows that rigorous recruitment practices bolster employee performance, whereas appointing inadequately qualified personnel undermines productivity and organizational effectiveness, impeding growth (Gamage, 2014). Optimal workforce performance depends not only on selection quality but also on sustained investments in training, compensation, and collaborative work processes. Employer-led training and development programs aim to expand employees' practical skills, knowledge, and job-related competencies through formal instruction, mentoring, collaborative projects, applied research, and on-the-job experience (Eniang-Esien, 2022). Because formal education alone may not guarantee workplace readiness, ongoing training and periodic reskilling are critical to preserve productivity. Employee development should therefore be conceived as a continuous, cooperative endeavor coordinated by staff, managers, and human resources via continuous professional development (CPD) initiatives since education and training remain essential drivers of improved performance (Tzeng, 2004).

Employee performance is significantly shaped by remuneration, as individuals are more likely to exert maximum effort when they perceive their contributions will be justly compensated. A thoughtfully designed and fair compensation system acts as a powerful incentive, fostering increased commitment and productivity. Consequently, when employees are satisfied with the rewards they receive, their dedication intensifies, resulting in enhanced overall performance (Saeed et al., 2023).

Teamwork, despite being a vital determinant of employee performance, frequently receives insufficient attention from both management and staff, which can result in diminished productivity, task failures, and lowered morale. Collaborative work environments, as Sanyal and Hisam (2018) note, enable collective goal attainment and often yield superior outcomes compared with solitary efforts. Empirical evidence indicates that training, compensation, and team cohesion each have positive effects on employee performance; nevertheless, studies that investigate how these three factors interact especially within the textile sector and specifically in Surakarta are scarce. This research therefore investigates the degree to which training, remuneration, and teamwork shape employee performance at PT Dan Liris, with the aim of enriching theoretical understanding in human resource management and offering actionable recommendations for firms seeking to strengthen workforce effectiveness.

## 2. Theoretical Background

### Job Performance

Employee performance constitutes a central determinant of organizational outcomes, shaping productivity, operational efficiency, and overall effectiveness (Colquitt, 2019). It refers to the range of actions, conduct, and deliverables by staff that materially advance an organization's objectives (Cameron, 2011). In an increasingly competitive marketplace, enhancing workforce performance is vital for sustaining strategic advantage (Organ, 2018). A large body of scholarship in organizational behavior and human resource management stresses the need to identify antecedents of performance, valid measurement approaches, and interventions that stimulate higher levels of employee contribution (Guest, 2017). Workers represent core organizational resources across sectors, with their efforts underpinning institutional viability and long-term success (Faridh & Marsella, 2021). Moreover, performance appraisal should capture both output volume and workmanship, since meaningful evaluation extends beyond mere visible results to include quality dimensions (Okunlola, 2023). Finally, employee performance is inherently multidimensional encompassing outcomes, observable behaviors, and individual characteristics which together determine an organization's effectiveness (Milkovich & Wigdor, 1991).

### Training and Development

Training is a strategic mechanism for boosting employees' effectiveness in current duties and preparing them for future roles (Toumahuw, 2022). By developing human capital in line with organizational needs, well-planned training initiatives raise operational efficiency and strengthen competitive positioning. Such initiatives formal or informal are designed around job-specific demands and organizational challenges to cultivate the competencies, knowledge, and mindsets that underpin lasting performance advantages (Salma Handayani et al., 2024). Although terminology varies (training, development, or education), these labels converge on structured learning processes that build workplace-relevant skills (Walters, 2013). Crucially, workplace learning must bridge simulated learning environments and on-the-job application so that acquired knowledge resolves genuine work problems (Tafese Keltu, 2024). In sum, the overarching purpose of training and development is to elevate employee performance continuously, meeting both organizational objectives and individual career growth needs (Walters, 2013).

### Remuneration

The word *remuneration* derives from the verb *remunerate*, which means to compensate someone for services performed. Dictionaries describe it as payment or reward for work: in English usage it denotes compensation for tasks completed, while in Indonesian it is defined as recognition or reward given in exchange for services. More comprehensively, remuneration covers every type of reward employees obtain for their contributions to an organization not only base pay but also bonuses, incentives, allowances, and non-cash benefits whether disbursed directly or indirectly and on a regular or occasional basis. Hasibuan (2014) characterizes remuneration as all monetary and in-kind earnings employees receive for their work, echoing Sikula's

notion that it represents any equivalent given for services rendered. Regulatory descriptions, such as those from the U.S. Securities and Exchange Commission, expand the concept to include salaries, fees, commissions, bonuses, stock options, executive insurance, personal perks, pensions, deferred pay, and both short- and long-term incentive schemes. At its core, a remuneration system is a strategic instrument: it attracts and retains skilled personnel, motivates and shapes employee behavior, recognizes workload and discipline (for example, rewarding consistent punctuality), and helps control operating costs resulting in variation in pay levels across individuals and organizations.

### **Hypothesis Development**

#### **The Effect of Training on Employee Performance**

Training and development are pivotal for furnishing employees with the knowledge, skills, and capabilities required to perform effectively now and in the future (Ibrahim et al., 2014). Beyond skill-building, such initiatives also shape attitudes and workplace behaviors that raise individual and organizational performance levels. Employers invest in training because it not only strengthens workforce competencies and professional dispositions but also facilitates adaptation to emerging technologies, thereby boosting operational efficiency. Empirical research in industrial and organizational settings has generally found a favorable link between training and employee performance (Afsana et al., 2016); nevertheless, these findings are predominantly industry-focused, leaving gaps in evidence for higher education and other sectors. Consequently, it is necessary to corroborate whether these positive effects hold true for the intended population.

***H1:** There is a positive and significant effect of training on employee performance at PT Dan Liris in Surakarta City.*

#### **The Effect of Remuneration on Employee Performance**

Compensation is a central element of human resource management because it directly influences employee satisfaction, motivation, and productivity. Equitable and sufficient pay encourages enthusiasm, loyalty, and commitment, which in turn elevate workplace performance (Ojeleye, 2017). By contrast, inadequate compensation systems tend to undermine motivation, foster dissatisfaction, and increase staff turnover. Research across both public and private organizations has repeatedly found a positive and significant association between remuneration and employee performance. Therefore, organizations ought to implement competitive, transparent pay frameworks that align with strategic goals to fully harness employees' potential and improve organizational results.

***H2:** There is a positive and significant effect of remuneration on employee performance at PT Dan Liris in Surakarta City.*

#### **The Effect of Teamwork on Employee Performance**

Collaboration among employees plays a crucial role in organizational success, as it allows individuals to pool their skills, support one another, and exchange knowledge to accomplish shared objectives. Work environments that promote strong teamwork tend to foster better communication, trust, and coordination, which in turn enhance overall productivity and the achievement of organizational goals. Research has

demonstrated that effective teamwork can boost performance by increasing team cohesion and engagement among members (Askari et al., 2020). Consequently, this study seeks to investigate the impact of teamwork on employee performance within the given organizational context.

**H3:** *There is a positive and significant effect of teamwork on employee performance at PT Dan Liris in Surakarta City.*

### 3. Methodology

This research employs a quantitative methodology with a structured, systematic design rooted in a positivist framework that prioritizes objective measurement and hypothesis testing (Musika et al., 2023). Respondents were selected through purposive sampling, targeting permanent staff of PT Dan Liris who have served a minimum of six months across functions such as production, quality control, maintenance, human resources, or administration (Susanto, 2019). Information was gathered via a questionnaire using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to capture respondents' attitudes and perception. Key constructs are operationalized as follows: training the planned enhancement of employees' knowledge, skills, and competencies; remuneration monetary and non-monetary compensation reflecting perceived fairness and sufficiency; teamwork cooperative interactions and coordination aimed at shared objectives; and employee performance the degree to which staff meet job targets in quality, quantity, punctuality, proactivity, and accountability. Data were examined with Partial Least Squares Structural Equation Modeling (PLS-SEM), an approach appropriate for predictive and exploratory models with complex interrelationships (Siregar et al., 2021). The analytical protocol encompassed assessment of measurement quality (convergent and discriminant validity) and internal consistency (composite reliability and Cronbach's alpha), followed by structural evaluation using  $R^2$  to gauge explanatory power and bootstrapping to test hypotheses, adopting  $p < 0.05$  or  $t > 1.96$  as thresholds for statistical significance.

### 4. Empirical Findings/Result

#### Respondent Description

Participants were company employees drawn from multiple divisions at PT Dan Liris who have practical exposure to training programs, compensation systems, and collaborative work; data were gathered using a combination of online and paper questionnaires, producing 85 valid responses that were included in the analysis.

**Table 1.**

| Respondent Characteristics |             |           |            |
|----------------------------|-------------|-----------|------------|
| Category                   | Description | Frequency | Percentage |
| Gender                     | Male        | 55        | 64.7%      |
|                            | Female      | 30        | 35.3%      |
| Age                        | < 25 years  | 8         | 9.4%       |
|                            | 25–30 years | 22        | 25.9%      |
|                            | 31–35 years | 28        | 32.9%      |
|                            | 36–40 years | 17        | 20.0%      |

| Category          | Description           | Frequency | Percentage |
|-------------------|-----------------------|-----------|------------|
| Position          | > 40 years            | 10        | 11.8%      |
|                   | Production Operator   | 25        | 29.4%      |
|                   | Administrative Staff  | 10        | 11.8%      |
|                   | Finance Staff         | 6         | 7.1%       |
|                   | HR Staff              | 5         | 5.9%       |
|                   | Production Supervisor | 8         | 9.4%       |
|                   | Technician            | 7         | 8.2%       |
|                   | Quality Control       | 6         | 7.1%       |
|                   | Logistics Staff       | 5         | 5.9%       |
|                   | Warehouse Staff       | 4         | 4.7%       |
| Length of Service | Department Head       | 3         | 3.5%       |
|                   | < 2 years             | 6         | 7.1%       |
|                   | 2–5 years             | 27        | 31.8%      |
|                   | 6–9 years             | 32        | 37.6%      |
|                   | 10–13 years           | 12        | 14.1%      |
|                   | > 14 years            | 8         | 9.4%       |

Source: Primary Data, 2025

The study sample is largely male (64.7%), with the largest age cohort falling between 31 and 35 years (32.9%), and the most common job role being production operator (29.4%). A plurality of respondents have tenure of six to nine years (37.6%), suggesting substantial familiarity with the firm's operational routines and managerial practices. In sum, the participant pool is composed mainly of experienced, prime-age workers, which supports the credibility of the study's findings on training, compensation, teamwork, and employee performance at PT Dan Liris.

### Evaluation of Measurement Model (Outer Model)

#### *Convergent Validity*

**Table 2.**  
**Outer Loading**

|      | Teamwork | Performance | Training | Remuneration |
|------|----------|-------------|----------|--------------|
| X1.1 |          |             | 0,846    |              |
| X1.2 |          |             | 0,761    |              |
| X1.3 |          |             | 0,780    |              |
| X1.4 |          |             | 0,797    |              |
| X2.1 |          |             |          | 0,772        |
| X2.2 |          |             |          | 0,776        |
| X2.3 |          |             |          | 0,749        |
| X2.4 |          |             |          | 0,781        |
| X2.5 |          |             |          | 0,800        |
| X3.1 | 0,748    |             |          |              |

|      | Teamwork | Performance | Training | Remuneration |
|------|----------|-------------|----------|--------------|
| X3.2 | 0,736    |             |          |              |
| X3.3 | 0,757    |             |          |              |
| X3.4 | 0,743    |             |          |              |
| X3.5 | 0,797    |             |          |              |
| Y.1  |          | 0,797       |          |              |
| Y.2  |          | 0,706       |          |              |
| Y.3  |          | 0,747       |          |              |
| Y.4  |          | 0,759       |          |              |
| Y.5  |          | 0,792       |          |              |

Source: Primary Analysis Data, 2025

The table above demonstrates that all research variable indicators exhibit outer loading values exceeding 0.7, signifying a strong relationship between the indicators and their respective latent constructs. This high correlation indicates that the indicators effectively represent the underlying variables with considerable precision. Additionally, elevated outer loading values imply that the constructs are captured accurately without notable distortion, establishing a reliable basis for further analysis.

Regarding convergent validity, an indicator is generally deemed acceptable when its loading value falls between 0.5 and 0.6. Given that every indicator in this study surpasses this benchmark, they can be considered valid measures of their corresponding latent variables. This finding is consistent with Hosen et al. (2024), who emphasize that robust and valid indicators are crucial for accurately measuring constructs and ensuring that research results are interpretable and dependable.

### ***Discriminant Validity***

**Table 3.**  
**Discriminant Validity**

|              | Cronbach's Alpha | Composite Reliability | Average Extracted (AVE) | Variance |
|--------------|------------------|-----------------------|-------------------------|----------|
| Teamwork     | 0,813            | 0,870                 | 0,572                   |          |
| Performance  | 0,818            | 0,873                 | 0,579                   |          |
| Training     | 0,808            | 0,874                 | 0,634                   |          |
| Remuneration | 0,836            | 0,883                 | 0,602                   |          |

Source: Primary Analysis Data, 2025

All variables are reliable and valid, with strong internal consistency and AVE >0.50, making the instrument suitable for further analysis.

**Multicollinearity**

**Table 4.**  
**Collinearity Statistics (VIF)**

|      | VIF   |
|------|-------|
| X1.1 | 1,958 |
| X1.2 | 1,476 |
| X1.3 | 1,687 |
| X1.4 | 1,674 |
| X2.1 | 1,912 |
| X2.2 | 1,617 |
| X2.3 | 1,631 |
| X2.4 | 1,783 |
| X2.5 | 1,811 |
| X3.1 | 1,882 |
| X3.2 | 1,643 |
| X3.3 | 1,611 |
| X3.4 | 1,681 |
| X3.5 | 1,799 |
| Y.1  | 2,006 |
| Y.2  | 1,669 |
| Y.3  | 1,557 |
| Y.4  | 1,704 |
| Y.5  | 1,994 |

Source: Primary Analysis Data, 2025

Variance Inflation Factor (VIF) scores ranged from 1.476 to 2.006, remaining well below the conventional cut-off of 5 (Hair et al., 2021). This indicates an absence of problematic multicollinearity: the Training, Remuneration, Teamwork, and Employee Performance indicators are not overly intercorrelated and each contributes independently to its construct. Consequently, the measurement model is suitable for proceeding to structural analysis.

**Evaluation of Measurement Model (Inner Model)**

The inner model serves to examine how one latent variable impacts another. In this study, the evaluation of the inner model was conducted through three approaches: assessing the  $R^2$  (R-square) value, calculating the goodness of fit (GoF), and analyzing the path coefficients.

**R- square****Table 5.**  
**R-Square Value**

|             | <b>R Square</b> | <b>R Square Adjusted</b> |
|-------------|-----------------|--------------------------|
| Performance | 0,648           | 0,640                    |

Source: Primary Analysis Data, 2025

The R-Square for employee performance is 0.648 (adjusted R-Square = 0.640), which means that training, compensation, and teamwork together account for about 64.8% of the variation in employee performance while roughly 35.2% of the variation is attributable to factors not included in the model. Following Hair et al. (2021), an R-Square near 0.64 is interpreted as high, implying that these three predictors exert a considerable influence on employee performance at PT Dan Liris and that the model provides strong explanatory capability.

**Hypothesis Testing****Table 5.**  
**Path Coefficient**

|                             | <b>Original Sample (O)</b> | <b>Sample Mean (M)</b> | <b>Standard Deviation (STDEV)</b> | <b>T Statistics ( O/STDEV )</b> | <b>P Values</b> |
|-----------------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| Teamwork -> Performance     | 0,260                      | 0,243                  | 0,095                             | 2,733                           | 0,006           |
| Training -> Performance     | 0,323                      | 0,334                  | 0,091                             | 3,551                           | 0,000           |
| Remuneration -> Performance | 0,349                      | 0,356                  | 0,053                             | 6,560                           | 0,000           |

Source: Primary Analysis Data, 2025

The results indicate that team cohesion, capacity-building, and compensation each exert a positive and statistically significant influence on employee performance at PT Dan Liris. Specifically, team cohesion yielded  $\beta = 0.260$  ( $t = 2.733$ ,  $p = 0.006$ ), implying that improved coordination and collaborative practices among colleagues contribute to better performance outcomes. Capacity-building through training produced  $\beta = 0.323$  ( $t = 3.551$ ,  $p < 0.001$ ), showing that more frequent and higher-quality training enhances employees' competencies, productivity, and job comprehension. Compensation had the largest impact with  $\beta = 0.349$  ( $t = 6.560$ ,  $p < 0.001$ ), indicating that competitive, well-designed pay structures strongly elevate motivation and work results. Collectively, the findings underscore that strong interpersonal teamwork, ongoing skill development, and fair remuneration systems are key drivers of employee performance at PT Dan Liris.

**5. Discussion****The Effect of Training on Employee Performance**

The findings demonstrate that training plays a pivotal role in enhancing employee performance at PT Dan Liris. Employees who receive well-structured and relevant

training exhibit higher levels of competence, adaptability, and efficiency in executing their tasks. Effective training programs not only upgrade technical proficiency but also cultivate problem-solving ability and work discipline. This is in line with Hosen et al. (2024), who argue that continuous employee training and development strengthen organizational commitment and productivity. Similarly, Ibrahim and Fauziah (2023) emphasize that training serves as a strategic investment for building capabilities and improving operational quality, while Tahar et al. (2022) highlight that practical, on-the-job learning provides the most direct benefits when closely aligned with employees' actual responsibilities.

In the context of PT Dan Liris—a textile manufacturer facing dynamic production demands—systematic and continuous training has proven essential for maintaining product quality, adhering to technological updates, and supporting innovation. Furthermore, Guest (2017) suggests that well-designed human resource practices, including training, contribute not only to performance but also to employee well-being, leading to sustainable productivity. The study also aligns with Eniang-Esien (2022), who stresses that employee development policies are central to managerial effectiveness and organizational success. Overall, training functions as a vital human capital investment, shaping both individual competence and the company's long-term economic performance.

### **The Effect of Remuneration on Employee Performance**

Remuneration emerges as another major determinant of employee performance. Employees who perceive their compensation—comprising salaries, bonuses, and other benefits—as fair and reflective of their contributions demonstrate higher motivation, stronger engagement, and greater organizational loyalty. This supports the argument of Ojeleye (2017) that fair and consistent remuneration systems enhance commitment and performance by reducing dissatisfaction and turnover intentions. Similarly, Septiawan et al. (2024) and Silas et al. (2019) found that competitive and transparent pay structures drive productivity and job satisfaction.

In the case of PT Dan Liris, remuneration appears not merely as a transactional exchange but as a psychological and motivational factor. Nirmala and Irmawati (2020) note that compensation acts as both a reward and an incentive for continued engagement, while Faridh and Marsella (2021) highlight that financial and moral responsibility in leadership further amplifies employee output and organizational performance. This perspective resonates with Ekwoaba et al. (2015) and Gamage (2014), who view compensation and recruitment practices as intertwined elements that influence performance outcomes and firm competitiveness.

Moreover, adequate remuneration enhances employee security and fosters a sense of belonging, which is crucial in labor-intensive sectors such as textile manufacturing. Guest (2017) underscores that equitable pay systems contribute to overall well-being, aligning personal goals with organizational objectives. Hence, remuneration in PT Dan Liris not only supports performance but also strengthens the economic sustainability of the organization by maintaining workforce stability and commitment.

### **The Effect of Teamwork on Employee Performance**

The study also reveals that teamwork exerts a meaningful and positive influence on employee performance. In production-based organizations like PT Dan Liris, where coordination among departments is critical, effective teamwork facilitates smoother workflows, reduces operational errors, and accelerates goal achievement. According to Fitri et al. (2023), communication and collaboration among team members enhance work effectiveness by leveraging diverse skills and knowledge. Likewise, Ibrahim et al. (2021) found that cohesive teamwork increases both efficiency and output quality by promoting shared accountability and trust among employees.

From a human resource management standpoint, teamwork represents a vital social mechanism for optimizing performance. Johanim and Yahya (2009) emphasize that organizational structure and job design must support team-oriented practices to achieve higher levels of job performance. Furthermore, Guest (2017) notes that positive interpersonal relations contribute to employee satisfaction and well-being, which in turn affect productivity. In line with this, Eniang-Esien (2022) also points out that well-funded and structured staff development fosters effective collaboration among employees.

At PT Dan Liris, teamwork among production operators, supervisors, and quality controllers ensures synchronization in meeting production targets and maintaining quality standards. Musika et al. (2023) further suggest that modern teamwork can be enhanced through digital communication and coordination tools, aligning with the company's move toward more technology-based operations. Collectively, these insights reaffirm that teamwork—supported by training and fair remuneration—forms an integrated framework for achieving optimal employee and organizational performance.

## **6. Conclusions**

The analysis indicates that training, compensation, and collaborative work practices each contribute substantially to improving employee performance at PT Dan Liris. Well-designed training delivered by competent instructors, grounded in relevant content, and using appropriate pedagogical approaches enhances workers' competencies, knowledge base, and ability to adapt to job demands. Competitive and equitable pay systems bolster motivation, commitment, and productivity, playing a central role in retaining and developing talent. Strong teamwork, characterized by clear coordination, effective communication, and mutual support, raises operational efficiency, reduces mistakes, and fosters shared ownership of organizational objectives. In light of these findings, PT Dan Liris should continuously refine training curricula to reflect job requirements and technological progress, periodically evaluate and ensure transparency in its remuneration schemes, and cultivate a cooperative culture through targeted team-building activities. Employees are encouraged to participate actively in development programs, adopt innovative practices, and work collaboratively to meet collective targets. Future studies would benefit from examining additional predictors such as work motivation, leadership style,

organizational culture, or job satisfaction and from extending research to other industries to strengthen the generalizability of the results.

## References:

- Afsana, J., Afrin, F., & Tarannum, T. (2016). Effect of training on employee performance: An empirical study on telecommunication industry in Bangladesh. *Journal of Business and Technology (Dhaka)*, 10(2), 67–80. <https://doi.org/10.3329/jbt.v10i2.29468>
- Ahmed, I., & Yohanna, Y. (2014). Training and development as a tool for enhancing employee's productivity: A case study of Ashaka Cement Company, Nigeria Plc. *IOSR Journal of Business and Management*, 16(5), 17–26. <https://doi.org/10.9790/487x-16531726>
- Askari, G., Asghri, N., Gordji, M. E., Asgari, H., Filipe, J. A., & Azar, A. (2020). The impact of teamwork on an organization's performance: A cooperative game's approach. *Mathematics*, 8(10), 1804. <https://doi.org/10.3390/math8101804>
- Avunduk, Y. (2021). The relationship between the performance and the perceived stress of employees. *Research in Social Sciences and Technology*, 6(1), 102–112. <https://doi.org/10.46303/ressat.2021.6>
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). Jossey-Bass.
- Colquitt, J. A. (2019). *Organizational behavior: Improving performance and commitment in the workplace* (6th ed.). McGraw Hill.
- Ekwoaba, J. O., Ikeije, U., & Ufoma, N. U. (2015). The impact of recruitment and selection criteria on organizational performance. *Global Journal of Human Resource Management*, 3(2), 22–33.
- Eniang-Esien, O. E. (2022). Staff development policies cum funding as determinants of principal's management efficiency in public secondary schools in Calabar zone of Cross River State, Nigeria. *World Journal of Advanced Research and Reviews*, 16(3), 1112–1121. <https://doi.org/10.30574/wjarr.2022.16.3.1486>
- Faridh, M., & Marsella, F. (2021). Efek pola kepemimpinan secara berintegritas serta tanggung jawab terhadap maksimalnya performance keuangan. *Jurnal Penelitian Teori & Terapan Akuntansi (PETA)*, 6(2), 135–149. <https://doi.org/10.51289/peta.v6i2.521>
- Fitri, R. D., Novalia, N., & Heryati, H. (2023). Pengaruh komunikasi dan kerjasama tim terhadap efektivitas kerja karyawan pada PT. Musi Hutan Persada Kabupaten Muara Enim. *Jurnal Media Wahana Ekonomika*, 20(3), 510–520. <https://doi.org/10.31851/jmwe.v20i3.13446>
- Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. *Sri Lankan Journal of Human Resource Management*, 1(1), 49–57.
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22–38. <https://doi.org/10.1111/1748-8583.12139>
- Hosen, S., Hamzah, S. R. A., Ismail, I. A., Alias, S. N., Aziz, M. F. A., & Rahman, M. M. (2024). Training and development, career development, and

- organizational commitment as predictors of work performance. *Heliyon*, 10(1), e23903. <https://doi.org/10.1016/j.heliyon.2023.e23903>
- Ibrahim, F. E., Djuhartono, T., & Sodik, N. (2021). Pengaruh kerjasama tim terhadap performance karyawan di PT Lion Superindo. *Jurnal Arastirma*, 1(2), 316–324. <https://doi.org/10.32493/arastirma.v1i2.12369>
- Ibrahim, H., & Fauziah, N. (2023). Peran dan strategi peningkatan sertifikasi halal dalam ekspor produk halal di pasar internasional. *Jurnal Minfo Polgan*, 12(2), 2567–2571. <https://doi.org/10.33395/jmp.v12i2.13311>
- Johanim, J., & Yahya, K. (2009). Linking organizational structure, job characteristics, and job performance constructs: A proposed framework. *International Journal of Business and Management*, 4(3), 145–152. <https://doi.org/10.5539/ijbm.v4n3p145>
- Musika, A. D., Putri, H., Sari, V. K., & Apriansyah, L. H. (2023). Analisis studi kasus: Penggunaan digital marketing toko PM Collection Pku melalui aplikasi TikTok dan Instagram. *Jurnal Pendidikan*, 7(3), 30789–30798.
- Nirmala, K. D. A., & Irmawati. (2020). Analisis pengaruh pengembangan karir, kompensasi, dan stres kerja terhadap loyalitas karyawan (Studi kasus pada PT. Solo Murni). *Eprints UMS*, 1–12. <http://eprints.ums.ac.id/id/eprint/83883>
- Ojeleye, Y. (2017). The impact of remuneration on employees' performance: A study of Abdul Gusau Polytechnic, Talata-Mafara and State College of Education Maru, Zamfara State. *Arabian Journal of Business and Management Review (Nigerian Chapter)*, 4(1), 34–43. <https://doi.org/10.12816/0037554>
- Okunlola, J. (2023). Training, remuneration and teamwork as predictors of job performance of employees: An insight from National Examinations Council, Nigeria. *Research in Social Sciences and Technology*, 8(1), 119–133. <https://doi.org/10.46303/ressat.2023.27>
- Organ, D. W. (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 295–306. <https://doi.org/10.1146/annurev-orgpsych-032117-104536>
- Saeed, F., Mir, A., Hamid, M., Ayaz, F., & Billah, U. (2023). Employee salary and employee turnover intention: A key evaluation considering job satisfaction and job performance as mediators. *International Journal of Management Research and Emerging Sciences*, 13(1), 1–15. <https://doi.org/10.56536/ijmres.v13i1.234>
- Salma Handayani, A., Kusuma Febriyani, A., & Darmastuti, I. (2024). Unveiling the green revolution: Exploring green HRM implementation in Indonesian enterprises. *Research Horizon*, 4(4), 2334–2345.
- Salunke, G. (2015). Work environment and its effect on job satisfaction in cooperative sugar factories. *Abhinav International Monthly Refereed Journal of Research in Management & Technology*, 4(5), 1–7.
- Sanyal, S., & Hisam, M. W. (2018). The impact of teamwork on work performance of employees: A study of faculty members in Dhofar University. *IOSR Journal of Business and Management*, 20(3), 15–22. <https://doi.org/10.9790/487X-2003011522>
- Septiawan, S., Kuncoro, & Mas'ud, M. (2024). Pengaruh gaya kepemimpinan transaksional, pengembangan karir pegawai dan pemberian financial reward

- terhadap kepuasan kerja serta dampaknya terhadap performance pegawai. *JIM: Jurnal Ilmu Manajemen*, 9(3), 228–245.
- Silas, B., Adolfini, & Lumintang, G. (2019). Pengaruh motivasi, pengembangan karir, dan kompensasi finansial terhadap performance karyawan PT. Marga Dwitaguna Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 7(4), 4630–4638.
- Siregar, C. S., Permatasari, I., & Pujiono, P. (2021). Analisis keberterimaan sistem informasi akuntansi perusahaan manufaktur di Indonesia. *Jurnal Bisnis dan Akuntansi*, 23(1), 23–36. <https://doi.org/10.34208/jba.v23i1.763>
- Susanto, N. (2019). Pengaruh motivasi kerja, kepuasan kerja, dan disiplin kerja terhadap performance karyawan pada divisi penjualan PT Rembaka. *Agora*, 7(1), 6–12.
- Tafese Keltu, T. (2024). The effect of human resource development practice on employee performance with the mediating role of job satisfaction among Mizan Tepi University's academic staff in Southwestern Ethiopia. *Heliyon*, 10(8), e29821. <https://doi.org/10.1016/j.heliyon.2024.e29821>
- Tahar, A., Setiadi, P. B., Rahayu, S., & Surabaya, M. M. (2022). Strategi pengembangan sumber daya manusia dalam menghadapi era revolusi industri 4.0 menuju era society 5.0. *Jurnal Pendidikan Tambusai*, 6(2), 12380–12381.
- Toumahuw, N. Y. (2022). The influence of work motivation and job training on job satisfaction and employee performance: A literature review of human resource management. *Dinasti International Journal of Education Management and Social Science*, 4(2), 2686–6331.
- Tzeng, H.-M. (2004). Nurses' self-assessment of their nursing competencies, job demands and job performance in the Taiwan hospital system. *International Journal of Nursing Studies*, 41(5), 487–496. <https://doi.org/10.1016/j.ijnurstu.2003.12.002>
- Walters, M. L. (2013). The importance of training and development in the workplace. *Hearst Newspaper LLC*, 12(2), 7–13.