

The Influence of Employee Competence, Work Motivation, and On The Job Training on Employee Performance In The Digital Creative Industry (Study on The Podcast Somestory Jakarta)

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Abstract

Keywords:

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The development of the creative industry in the digital era encourages media companies to have human resource capable of delivering optimal performance in a dynamic and competitive work environment. Podcast Somestory, as a media company engaged in podcast and TikTok content production, requires employees who possess competence, work motivation, and adequate job training to support the achievement of organizational goals. This study aims to analyze the effect of employee competence, work motivation, and on the job training on employee performance at Podcast Somestory. This study employed a quantitative approach with data collected through questionnaires distributed to 78 respondents using a saturated sampling technique. The data were analyzed using multiple linear regression analysis with the assistance of SPSS version 31. The results showed partially, employee competence had a positive and significant effect on employee performance with a significance value of <0,001. Meanwhile, work motivation and on the job training did not have a significant effect on employee performance, with significance values of 0,674 and 0,554, respectively. However, simultaneously, employee competence, work motivation, and on the job training had a significant effect on employee performance. These findings indicate that employee competence is the most dominant factor in improving employee performance in the creative industry, particularly at Podcast Somestory .

INTRODUCTION

The rapid development of business dynamics, particularly in creative and digital-based industries, has encouraged organizations to develop human resources that are adaptive, competent, and creative. Technological advancement has transformed the way organizations manage human resources, requiring companies to continuously adjust their management practices in order to achieve organizational goals effectively (Wiska et al., 2022). Employees are no longer viewed merely as individuals who perform assigned tasks, but also as strategic contributors capable of generating innovative ideas and creative solutions that support organizational sustainability (Joesyiana et al., 2024). This condition has become increasingly relevant in organizations implementing flexible working systems such as *remote working* or *work from home* (WFH), where employees are expected to maintain productivity, collaboration, and accountability despite limited direct supervision. Therefore, employee performance has become a critical issue in human resource management, as organizational success largely depends on employees' ability to produce quality and quantity of work according to established responsibilities (Akbar, 2023).

One of the creative industries experiencing rapid growth in the digital era is the podcast industry. Podcasts, as digital audio-based media distributed through online platforms, have become increasingly popular among modern audiences due to their accessibility and flexibility (Imarshan, 2021). In this industry, content quality, consistency of production, and audience engagement are

strongly influenced by employee performance and the organization's ability to manage digital work processes effectively. Digital tools and online performance management systems have become essential in supporting employee productivity, facilitating communication, providing real-time feedback, and evaluating work outcomes comprehensively (Sarwar et al., 2024). However, the implementation of flexible working systems also creates several challenges, such as reduced work control, inconsistent target achievement, declining commitment, and difficulties in maintaining employee engagement, which may ultimately affect employee performance (Anugrah & Priyambodo, 2021; Mahmudah et al., 2024).

Previous studies have extensively examined factors influencing employee performance, particularly employee competence, work motivation, and training. Employee competence refers to employees' knowledge, skills, and abilities required to perform work effectively and achieve organizational objectives (Wiska et al., 2022). Research conducted by Akbar (2023) found that competence, training, and work motivation have positive and significant effects on employee performance, both partially and simultaneously. Similarly, Hasanah and Markus (2023) reported that competence, motivation, training, and job satisfaction significantly influence employee performance. Azizah (2024) also found that competence, education, training, and motivation positively affect employee performance in public sector organizations. These findings indicate that employee competence, motivation, and training are generally considered important determinants of employee performance.

In the context of creative industries, Apriliyandi et al. (2024) found that employee competence and work motivation significantly influence employee performance in technology-based creative companies. Kristiana and Samsudin (2025) also concluded that work motivation significantly contributes to employee performance when supported by effective leadership and communication. These studies strengthen the argument that human resource factors play an essential role in maintaining productivity and organizational competitiveness, particularly in dynamic business environments.

However, several studies have reported inconsistent findings. Oktavyani and Gumilar (2024) found that employee competence had a negative and significant effect on employee performance, while motivation showed a positive influence. Furthermore, Dirna et al. (2023) found that competence and work motivation did not significantly affect employee performance, while training and work discipline showed significant effects. In addition, Wahyudi et al. (2023) highlighted the existence of a competency gap between employees' current capabilities and technological demands, which may hinder organizational performance. These inconsistencies indicate that the influence of competence, motivation, and training on employee performance may vary depending on organizational characteristics, industrial context, and work system implementation.

Although previous studies have provided important insights regarding factors affecting employee performance, most of them were conducted in manufacturing companies, public institutions, banking sectors, educational organizations, and conventional service industries with face-to-face working systems. Empirical studies examining human resource management in digital creative industries, particularly podcast-based organizations implementing work from home systems, remain relatively limited. Furthermore, previous studies generally examined training as a broad concept, without specifically focusing on on-the-job training as a workplace-based learning method implemented through learning by doing in project-based and digitally mediated work environments. From a theoretical perspective, this condition indicates limited empirical evidence regarding the effectiveness of on-the-job training in improving employee performance within remote and creative organizational settings.

Based on the gap identified above, this study aims to examine the effect of employee competence, work motivation, and on the job training on employee performance in the digital creative industry, specifically at Podcast Somestory Jakarta. The research seeks to answer the following research questions: (1) Does employee competence significantly affect employee performance? (2) Does work motivation significantly affect employee performance? (3) Does on the job training significantly affect employee performance? and (4) Do employee competence, work motivation, and on the job training simultaneously affect employee performance? The novelty of this study lies in the research context, namely a digital creative media organization operating in the podcast industry with a work from home system, as well as the inclusion of on the job training as a specific training approach that has rarely been investigated in previous employee performance studies.

LITERATURE

Human Resource Management

Human Resource Management refers to a strategic approach that focuses on managerial activities such as planning, organizing, directing, and controlling all human resource activities as the organization's primary asset (Priatna et al., 2025). Similarly, Chandra et al. (2021) stated that Human Resource Management discusses how organizations manage their human resources comprehensively to ensure employees perform according to established standards, while also developing employees' potential through various organizational efforts in order to create high levels of work productivity.

Employee Performance

Kasmir (2021), individual performance serves as the foundation of organizational performance and is strongly influenced by individual characteristics, personal motivation, expectations, and management evaluation of individual work achievements. In another perspective, Warella et al. (2021) stated that performance refers to the degree of task completion in carrying out job responsibilities assigned to an employee.

Employee Competence

Widiastuti (2023), competence is a fundamental characteristic possessed by an individual that reflects superior abilities, which distinguish one person from another. In practice, competence effectively explains how an employee's behavior can lead to the achievement of desired outcomes within their assigned role. This statement is supported by Stephen Robbins, who defines competence as an individual's ability or capacity to perform various tasks within a job, where such ability is determined by two main factors, namely intellectual ability and physical ability.

Work Motivation

Work motivation is a condition that influences, directs, and maintains employee behavior related to the work environment, which is formed through employees' attitudes in facing workplace situations (Muflihin, 2024). In another perspective, Abraham Sperling defines motivation as a tendency to engage in activities, beginning with an internal drive and ending with self-adjustment aimed at fulfilling those internal motives (Lusiawati, 2022).

On The Job Training

On the job training is a training method designed to equip employees with various skills, knowledge, attitudes, and competencies that are essential for carrying out tasks in the workplace. This process is generally conducted through direct guidance from supervisors, managers, or more experienced coworkers, allowing employees to actively participate in the learning process (Nufus et al., 2025). Similarly, Alhidayatullah et al. (2023) explained that on the job training represents a form of human resource development approach that is aligned with current technological demands and modern workplace competency requirements

METHODS

This study employed a quantitative approach with an explanatory research design to examine the effect of employee competence, work motivation, and on-the-job training on employee performance in the digital creative industry. The research was conducted at Podcast Somestory Jakarta, a creative media organization engaged in podcast production and digital content creation on platforms such as TikTok, Instagram, and YouTube. The population in this study consisted of all active employees of Podcast Somestory across various departments. Since the population size was relatively limited and fully accessible, this study applied a *saturated sampling* technique (*census sampling*), in which all members of the population were selected as respondents, resulting in a total sample of 78 employees. Data were collected using primary and secondary data sources. Primary data were obtained through a structured questionnaire distributed online using Google Forms, while secondary data were obtained from internal company documents, organizational profiles, and performance evaluation records. The questionnaire was developed based on operational indicators from previous studies and measured using a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Prior to hypothesis testing, the research instrument was tested for validity and reliability to ensure measurement accuracy and consistency. Data analysis was performed using Statistical Package for Social Sciences (SPSS) version 31, which included descriptive statistical analysis, classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests, multiple linear regression analysis, partial significance testing (*t-test*), simultaneous significance testing (*F-test*), and coefficient of determination (R^2) analysis to examine the influence of the independent variables on employee performance.

RESULTS

Validity Test

Table 1 Validity Test

Items	r-value	r-table	Items	r-value	r-table
X1.1	0,457	0,227	X3.3	0,611	0,227
X1.2	0,664	0,227	X3.4	0,638	0,227
X1.3	0,647	0,227	X3.5	0,724	0,227
X1.4	0,606	0,227	X3.6	0,775	0,227
X1.5	0,571	0,227	X3.7	0,753	0,227
X1.6	0,697	0,227	X3.8	0,697	0,227
X1.7	0,744	0,227	X3.9	0,713	0,227
X1.8	0,763	0,227	X3.10	0,666	0,227
X1.9	0,431	0,227	X3.11	0,701	0,227
X1.10	0,662	0,227	X3.12	0,530	0,227
X1.11	0,692	0,227	X3.13	0,660	0,227
X1.12	0,690	0,227	X3.14	0,734	0,227
X1.13	0,805	0,227	X3.15	0,718	0,227
X1.14	0,683	0,227	X3.16	0,270	0,227
X1.15	0,652	0,227	X3.17	0,667	0,227
X2.1	0,693	0,227	X3.18	0,714	0,227
X2.2	0,569	0,227	X3.19	0,731	0,227
X2.3	0,440	0,227	X3.20	0,670	0,227
X2.4	0,499	0,227	X3.21	0,684	0,227
X2.5	0,523	0,227	X3.22	0,522	0,227
X2.6	0,618	0,227	X3.23	0,607	0,227
X2.7	0,552	0,227	X3.24	0,674	0,227
X2.8	0,558	0,227	X3.25	0,640	0,227

X2.9	0,614	0,227	X3.26	0,669	0,227
X2.10	0,686	0,227	X3.27	0,665	0,227
X2.11	0,801	0,227	Y1.1	0,626	0,227
X2.12	0,730	0,227	Y1.2	0,670	0,227
X2.13	0,631	0,227	Y1.3	0,630	0,227
X2.14	0,604	0,227	Y1.4	0,832	0,227
X2.15	0,640	0,227	Y1.5	0,772	0,227
X2.16	0,665	0,227	Y1.6	0,694	0,227
X2.17	0,708	0,227	Y1.7	0,820	0,227
X2.18	0,753	0,227	Y1.8	0,741	0,227
X2.19	0,727	0,227	Y1.9	0,803	0,227
X2.20	0,749	0,227	Y1.10	0,655	0,227
X2.21	0,696	0,227	Y1.11	0,670	0,227
X2.22	0,669	0,227	Y1.12	0,536	0,227
X2.23	0,676	0,227	Y1.13	0,726	0,227
X2.24	0,666	0,227	Y1.14	0,686	0,227
X3.1	0,590	0,227	Y1.15	0,650	0,227
X3.2	0,662	0,227			

The validity test was conducted by comparing the *r-count* value with the *r-table* value (Sembiring *et al.*, 2024). With a sample of 78 respondents and a significance level of 5%, the *r-table* value was 0.227. The test results showed that all questionnaire items had *r-values* greater than 0.227. Therefore, all measurement items were declared valid and suitable for measuring the research variables.

Reliability Test

Table 2 Reliability Test

No.	Variabel	Cronbach's Alpha Value	Cronbach's Alpha Minimum
1	(X1)	0,900	0,60
2	(X2)	0,937	0,60
3	(X3)	0,945	0,60
4	(Y)	0,923	0,60

Source : Output SPSS 31

Reliability testing in this study was conducted using the Cronbach's Alpha method with the assistance of SPSS version 31. A research variable is considered reliable if the Cronbach's Alpha value is greater than 0.60 (Sembiring *et al.*, 2024). The results of the reliability test showed that the employee competence variable obtained a Cronbach's Alpha value of 0.900, work motivation obtained 0.937, on the job training obtained 0.945, and employee performance obtained 0.923. Since all Cronbach's Alpha values are higher than the minimum threshold of 0.60, it can be concluded that all research variables are reliable. Therefore, the questionnaire instrument used in this study is considered consistent and suitable for measuring the variables examined.

Normality Test

Table 3 Normality Test

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	78

Normal Parameters^{a,b}	Mean	.0000000	
	Std. Deviation	5.52956144	
Most extreme differences	Absolute	.091	
	Positive	.091	
	Negative	-.037	
Test Statistic		.091	
Asym. Sig. (2-tailed)^c		.176	
Monte Carlo Sig. (2-tailed)^c	Sig.	.113	
	99% Confidence Interval	Lower Bound	.104
		Upper Bound	.121
a. Test Distribution is Normal. b. Calculated from Data. c. Lilliefors Significance Correction. d. Lilliefors method based on 10000 Monte Carlo samples with starting seed 2000000.			

Source : Output SPSS 31

Based on the normality test results using the Kolmogorov–Smirnov method, the Asymp. Sig. (2-tailed) value was 0.176, which is greater than 0.05. These results indicate that the data are normally distributed and do not show any significant deviation from normality.

Multicollinearity Test

Table 4 Multicollinearity Test

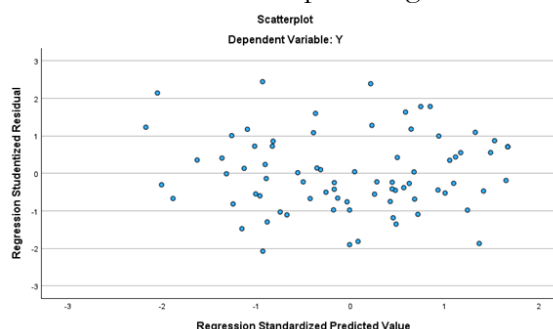
No	Independent Variable	Collinearity Statistics	
		Tolerance	VIF
1	Employee Competence (X1)	0,668	1,496
2	Work Motivation (X2)	0,311	3,214
3	On The Job Training (X3)	0,403	2,482

Source : Output SPSS 31

Based on the multicollinearity test results, each independent variable showed a tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) value lower than 10 (Indartini & Mutmainah, 2024). These results indicate that no multicollinearity symptoms were found among the independent variables. Therefore, it can be concluded that the regression model used in this study is free from multicollinearity, meaning that there is no strong correlation among the independent variables in the research model.

Heteroscedasticity Test

Picture 1 Scatterplot Diagram



Source : Output SPSS 31

Based on the scatterplot of the heteroscedasticity test, the data points are randomly

distributed above, below, and around the value of 0, without forming a specific pattern or clustering at a particular point (Indartini & Mutmainah, 2024). These results indicate that there is no heteroscedasticity in the regression model. Therefore, it can be concluded that the variance of the residuals is constant, and the regression model used in this study is appropriate and feasible for further analysis.

Hypothesis Test

Table 5 *f-test*

ANOVA ^a						
	Model	Sum of Square	df	Mean Square	F	Sig.
1	Regression	3143.093	3	1047.698	32.930	<.001 ^b
	Residual	2354.356	74	31.816		
	Total	5497.449	77			
a. Dependent Variabel: <i>Employee Performance</i>						
b. Predictors: (Constant), <i>Employee Competence, Work Motivation, On The Job Training</i>						

Source : Output SPSS 31

Based on the results shown in the table above, the calculated *f-value* was 32.930 with a significance value of 0.000. At a significance level of 0.05, the results are considered significant because the significance value of 0.000 is lower than 0.05 (Iba & Wardhana, 2024). Therefore, it can be concluded that employee competence, work motivation, and on the job training simultaneously have a significant effect on employee performance at Podcast Somestory Jakarta.

Table 6 *t-test*

Coefficients ^a						
	Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.291	6.616		-.044	.965
	Employee Competence	.841	.109	.694	7.455	<.001
	Work Motivation	.039	.092	.058	.422	.674
	On The Job Training	.042	.071	.071	.595	.554
a. Dependent Variabel: <i>Employee Performance</i>						

Source : Output SPSS 31

Based on the partial test results, employee competence (X1) showed a significance value of $0.000 < 0.05$ and a *t-value* of $7.455 > 1.995$, indicating a positive and significant effect on employee performance (Y). Meanwhile, work motivation (X2) showed a significance value of $0.674 > 0.05$ and a *t-value* of $0.422 < 1.995$, indicating no significant effect on employee performance. Similarly, on the job training (X3) showed a significance value of $0.554 > 0.05$ and a *t-value* of $0.595 < 1.995$, indicating no significant effect on employee performance.

R-Square Analysis

Table 7 *R-Square*

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 ^a	.572	.554	5.641
a. Predictors: (Constant), <i>Employee Competence, Work Motivation, On The Job Training</i>				
b. Dependent Variabel: <i>Employee Performance</i>				

Source : Output SPSS 31

This result indicates that 57.2% of the variation in *employee performance* at Podcast Somestory can be explained by the independent variables examined in this study, namely employee competence, work motivation, and on the job training. Meanwhile, the remaining 42.8% is influenced by other factors outside the research model that were not included in this study, such as leadership style, organizational culture, work environment, employee engagement, compensation, or other organizational factors. These findings suggest that the three independent variables have a relatively strong contribution in explaining employee performance within Podcast Somestory, although there are still other variables that may also play an important role in influencing employee performance.

DISCUSSION

The Simultaneous Influence of Employee Competence, Work Motivation, and On the Job Training on Employee Performance at Podcast Somestory

Based on the results of the simultaneous test (*F-test*), the calculated F value was greater than the F table value ($32.930 > 2.728$) with a significance value of $0.000 < 0.05$, indicating that *employee competence, work motivation, and on-the-job training* simultaneously have a significant effect on *employee performance* at Podcast Somestory Jakarta, therefore H4 is accepted. The coefficient of determination (R^2) of 0.572 indicates that 57.2% of the variation in employee performance can be explained by these three independent variables, while the remaining 42.8% is influenced by other factors outside the research model. In relation to employee performance theory by Kasmir (2021), these findings suggest that employee performance in Podcast Somestory as a digital creative media organization is influenced by the integration of employee capability, motivational support, and continuous practical learning, which are essential for maintaining content quality, creativity, productivity, and adaptability in a dynamic work environment. The results are consistent with previous studies by Akbar (2023), Hasanah and Markus (2023), and Azizah (2024), and extend previous research by providing empirical evidence from a podcast-based organization operating under a *work from home* system.

The Influenced of Employee Competence on Employee Performance at Podcast Somestory

Based on the results of multiple linear regression analysis, the employee competence variable (X1) showed a positive regression coefficient, and the partial test (*t-test*) indicated that the calculated *t* value was greater than the *t* table value ($7.455 > 1.995$) with a significance value of $0.000 < 0.05$, indicating that H1 is accepted. These findings in line with employee competence theory by Stephen Robbins (1998), show that employee competence has a positive and significant effect on employee performance at Podcast Somestory Jakarta, meaning that employees with higher levels of knowledge, skills, self-concept, personal characteristics, and work motives tend to produce better performance, complete tasks more effectively, and adapt more quickly to changing job demands. In the context of Podcast Somestory as a digital creative media organization, employee competence becomes a crucial factor in generating innovative content

ideas, managing production processes efficiently, and maintaining content quality. These findings support human resource management theory and are consistent with Apriliyandi et al. (2024), who found that employee competence has a positive and significant effect on employee performance in creative industry companies.

The Influenced of Work Motivation on Employee Performance at Podcast Somestory

Based on the results of multiple linear regression analysis, the *work motivation* variable (X2) showed a positive regression coefficient. However, the partial test (*t-test*) indicated that the calculated *t* value was lower than the *t* table value ($0.422 < 1.995$) with a significance value of $0.674 > 0.05$, indicating that H2 is rejected. These findings show that work motivation does not have a significant partial effect on employee performance at Podcast Somestory Jakarta, suggesting that motivation is not the primary factor determining employee performance in this organization. In the context of Podcast Somestory as a project-based and deadline-oriented digital creative organization, employee performance tends to be more influenced by technical capability, idea generation, and the ability to meet organizational standards regardless of differences in individual motivation. Therefore, *work motivation* functions more as a supporting factor rather than a direct determinant of performance. These findings are consistent with Dirna et al. (2023), who also found that *work motivation* did not have a significant effect on *employee performance* in a dynamic work environment.

The Influence of On The Job Training on Employee Performance at Podcast Somestory

Based on the results of multiple linear regression analysis, the *on-the-job training* variable (X3) showed a positive regression coefficient. However, the partial test (*t-test*) indicated that the calculated *t* value was lower than the *t* table value ($0.595 < 1.995$) with a significance value of $0.554 > 0.05$, indicating that H3 is rejected. These findings show that *on-the-job training* does not have a significant partial effect on *employee performance* at Podcast Somestory Jakarta, suggesting that although the training program has been implemented well, it has not directly contributed to performance improvement. In the context of Podcast Somestory as a digital creative media organization, employee performance tends to be more influenced by personal competence, direct work experience, creativity, and the ability to adapt quickly to digital trends rather than formal workplace-based training. These findings are consistent with Hanafiah and Akbar (2024), who found that training did not significantly affect the performance of younger employees. Furthermore, since *on-the-job training* in this study is examined as a more specific training construct through indicators such as job rotation, coaching, and project-based learning, this finding provides a new empirical contribution to human resource management literature, particularly in the context of digital creative industries.

CONCLUSION

The results of this study, it can be concluded that *employee competence* has a positive and significant effect on *employee performance* at Podcast Somestory Jakarta, indicating that employees who possess higher levels of knowledge, skills, personal characteristics, and work-related capabilities tend to produce better performance in supporting organizational activities. In contrast, *work motivation* and *on-the-job training* were found to have no significant partial effect on *employee performance*, suggesting that in the context of a digital creative organization operating under a *work from home* system, employee performance is not directly determined by motivational factors or workplace-based training alone, but is more strongly influenced by employees' individual competencies and their ability to adapt independently to dynamic work demands. However, the simultaneous test demonstrated that *employee competence*, *work motivation*, and *on-the-job training* collectively have a positive and significant effect on *employee performance*, indicating that these variables function as complementary factors in supporting performance improvement within project-based and digitally mediated work environments. This study contributes to the development of human resource management literature by providing empirical evidence from the

digital creative industry, particularly podcast-based organizations, and by examining *on-the-job training* as a more specific training construct that has rarely been explored in previous studies. Nevertheless, this study has several limitations, including its focus on a single organization, the relatively limited sample size of 78 respondents, and the use of only three independent variables, which may limit the generalizability of the findings. Therefore, future researchers are recommended to expand this study by involving broader research objects within various creative industry sectors, increasing sample size, and incorporating additional variables such as leadership style, organizational culture, employee engagement, or digital work environment to obtain a more comprehensive understanding of employee performance. For practical implications, Podcast Somestory and other organizations in the creative industry are encouraged to prioritize competency development as a strategic human resource investment while reevaluating the effectiveness of motivational programs and *on-the-job training* implementation to better align with the characteristics of younger employees and dynamic digital work systems.

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