

JOB PERFORMANCE INFLUENCED BY LEADERSHIP AND TRAINING: JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AS MEDIATOR VARIABLES

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Received 18.10.2023, Revised 29.08.2024, Accepted 29.08.2024

Abstract

Research background: Efficiency and effectiveness in treating workers are the focus of this research in an era completely limited by circumstances to adapt to these rapid changes by analyzing the influence of leadership and training on job satisfaction, organizational commitment, and the subsequent impact on performance.

Purpose: To determine the impact of leadership and training on performance through job satisfaction and organizational commitment.

Research methodology: We use quantitative methods with a path analysis. The statistical application of IBM SPSS 24 is used to calculate tiered linear regression statistics on three substructures. Substructure 1 analyzes job satisfaction, which is influenced by leadership and training. Substructure 2 explores organizational commitment as influenced by leadership and training. Substructure 3 studies performance as affected by leadership, training, job satisfaction, and organizational commitment.

Results: Performance is directly influenced by leadership, training, job satisfaction, and organizational commitment. Job satisfaction is influenced by leadership and training. Organizational commitment is influenced by leadership and training. On the indirect effect, performance is influenced by leadership and training, both job satisfaction and organizational commitment as mediating variables.

Novelty: Several workforce behavioral variables were integrated to adapt to rapid environmental changes.

Keywords: Performance; Job satisfaction; Organizational commitment; Leadership; Training

JEL classification: J24, J28, M53, M54, O15, Z30

Introduction

The world community has gone through a Pandemic that we would never had never imagined and felt, with various consequences in our memories (Hao et al., 2020). We all feel fear, pain, and sadness, but we still have to live the wheel of life as our responsibility. Working methods, socializing, shopping, studying, communication, and work locations will change (Donthu, Gustafsson, 2020). More than a few changes have occurred due to the pandemic, including in the service industry, which is trying to provide full service to its consumers, from services without restrictions and social limits to services being carried out directly again. Of course, various provisions have to be complied with. This condition makes employees have to be able to adapt so that the company's operations can return to normal conditions as they were before the pandemic.

Adaptive ability can be described as the ability of members of an organization to adapt to all environmental changes (Tan, Antonio, 2022). Organizations face complex changes such as in technology, pandemics, and intense competition. This fast-changing environment makes Organizations manage employees effectively (Hassan, 2022). For businesses to succeed in a competitive market landscape, it has become essential to prioritize the development of their human capital. It refers to the intellectual assets within an organization, and by enhancing these resources, companies can effectively address the challenges posed by their rivals (Sen et al., 2023). The human contribution to organizational activities in its operations is significant, and employees in an organization are an investment that can guarantee the organization achieves its goals. However, more than a few organizations have not been able to operate generally from a technical and operational standpoint as they did before the pandemic. Companies need to take action in various ways so that their condition can be like what it was before the crisis occurred (Budiono, 2022).

Starbucks Coffee Regional VII Indonesia also experiences this kind of situation as a food and beverage service industry company. Organizations must detect new norms and trends in new normal conditions by planning in which direction energy must be directed towards the various changes that occur (Alkadash, Alamarin, 2021). It indicates the leadership and training carried out by the organization so that employees can adapt. A leader determines strategy, business direction, and long-term and short-term goals. Strategy implementation requires changes in organizational behavior, including leadership, organizational structure, information and control, production, and human resources (Mondy, Martocchio, 2016). Environmental changes that have occurred within a company will have an impact on employee behavior, such

as organizational commitment, job satisfaction, and performance. Investigations on variables that can affect organizational commitment have not been analyzed adequately and so this research will add to the references in the field of human resource management (Nauman et al., 2021).

Employee knowledge and skills can increase organizational commitment, performance, and job satisfaction (Pradhan et al., 2019). It is the contribution of a leader. Changes that occur so quickly make management ensure that their employees perform effectively while supporting them to grow and develop (Seema et al., 2021). Companies must accommodate the needs of employees to adapt (Aboramadan et al., 2020). One of the things that can be given is training that aims to deal with various changes so that they can maintain, and even hopefully, their performance can increase (Bieńkowska, Tworek, 2020). Trained employees are more satisfied than untrained employees. Some literature states that training plays an essential role in job satisfaction (Nauman et al., 2021), performance (Chien et al., 2020), and organizational commitment (Hendri, 2019). Although there has been extensive research on leadership and training variables, the interaction between these factors in influencing employee satisfaction, commitment, and performance remains largely under-researched, especially in the post-pandemic context. This study aims to fill this gap by analyzing the influence of leadership and training on employee adaptability and their impact on organizational commitment, job satisfaction, and performance in the food and beverage industry post-pandemic.

1. Literature review

1.1. Job performance

Business competition requires organizations to operate with the best strategy in maintaining and continuously improving employee performance, and this is because the contribution of human resources is one measure of organizational success (Mahmood et al., 2021). Workforce performance is one of the critical variables in improving organizational performance. Employee performance will continually be enhanced to adjust work standards set and developed by the organization to achieve the company's vision and mission. The achievement of individual results can be improved by managing work environment resources against standards set by the organization, such as achievement, speed, cooperation, initiative, and priority on goals. Employee performance includes the quality and quantity of work produced by employees, precise and fast completion of assigned tasks, and overall

results produced by employees at work (Mason, 2015). Three things become performance measurement tools: Work Results, work behavior, and Personal nature (Wirawan, 2015).

H₁: Performance is influenced by leadership.

H₂: Performance is affected by training.

H₃: Performance is affected by job satisfaction.

H₄: Performance is affected by organizational commitment.

H₅: Performance is affected by leadership through job satisfaction.

H₆: Performance is affected by leadership through organizational commitment.

H₇: Performance is affected by training through job satisfaction.

H₈: Performance is affected by training through organizational commitment.

1.2. Job satisfaction

Manifestations of what employees have done can be seen from their emotional attitude: satisfaction with work results and the organization's treatment of them, performance, and even their commitment to the organization. Performance can be influenced, one of which is satisfaction from the effects of activities that employees have carried out. The dissatisfaction that employees feel can have an impact on their desire of being an employee causing them to not to be optimal in their work (Nurdiansyah et al., 2020). A lower level of satisfaction will be triggered if employees experience negative things, psychological pressure, and things that are detrimental to employees (Dessler, 2013). Employee satisfaction is a behavior that affects work performance if there are expected rewards and achievements (Robbins, Judge, 2013). Theoretically, job satisfaction has a relationship with work performance. Organizations with more satisfied employees tend to be more effective and productive (Hassan, 2022). Performance is a self-efficacy value that is manifested by the workforce. If performance is in line with expectations, it will trigger job satisfaction so that a work cycle will be formed, resulting in increased performance (Ridha et al., 2020). Several indicators can affect job satisfaction (Robbins, Judge, 2013): The job itself, Salary/Wage, promotions, supervision, and partners in the job.

H₉: Job satisfaction is affected by leadership.

H₁₀: Job satisfaction is affected by training.

1.3. Organizational commitment

Employee commitment within an organization contributes to the company. It is one factor that forms the basis for companies to face environmental changes so fast to get higher employee

benefits and achievements (Hendri, 2019). Employees who are committed to their organization will show an accepting attitude, believe in the values and goals of the organization, and desire to remain members of their organization. Organizational commitment is behavior that reflects loyalty to the organization and is an ongoing process in which concern for success and well-being is expressed (Luthans, 2011). A situation that reflects the desire, need, and obligation to remain a member of the organization, with indicators such as Affective, Continuous, and Normative Commitment (Meyer, Allen, 1991). The same is also used in the literature in measuring organizational commitment, including affective, sustainable, and normative behavior (Eliyana et al., 2019; Pradhan et al., 2019; Seema et al., 2021)

H₁₁: Organizational commitment is affected by leadership.

H₁₂: Organizational commitment is affected by training.

1.4. Leadership

The role of leadership is crucial for the ongoing operation of an organization. Researchers have shown the effect of leadership on various variables such as job satisfaction, employee performance, customer satisfaction, and reputation (Baquero et al., 2019). Employee performance optimizes when a company leader adequately manages human resources (Eliyana et al., 2019). Organizational goals can be achieved because the leader factor is essential in moving and directing the organization's direction (Yan-Li, Hassan, 2018). It is not easy, and leaders are expected to be able to understand the behavior of heterogeneous organizational members. Members are directed in various ways to bring their best potential to the organization efficiently, and effectively (Sutrisno, 2016). We can take leadership from the word LEAD: Loyalty, Educate, Advice, and Discipline (Rivai et al., 2013). Appropriate leadership can enable members to practice and work in a planned manner (Farrington, Lillah, 2019).

1.5. Training

Every year, organizations invest in the training sector, but many organizations manage programs that are not yet effective in following their objectives (Kraai, Mashau, 2020). Training in the sense of providing understanding to new employees and those who already have the skills to do work according to the needs of the organization with several structured activities: Preparation of training participants, presenting functional training materials, conducting practicals or trials, following up on the results of training programs (Dessler, 2013). The company's training activities aim to gain new knowledge, hone skills, improve skills, increase responsibility, obedience, self-confidence, sense of belonging, motivation, loyalty,

understand the work environment, understand corporate culture, and other goals (Kasmir, 2019). Training is a strategic tool organizations can use to improve employee competency (Kraai, Mashau, 2020). Training is a systematic process to increase knowledge, skills, and behavior to achieve organizational goals. The training and development component includes instructors, participants, training materials, training methods, and course training objectives (Mangkunegara, 2020).

The framework and some substructures are visible: Figure 1, Figure 2, Figure 3, and Figure 4.

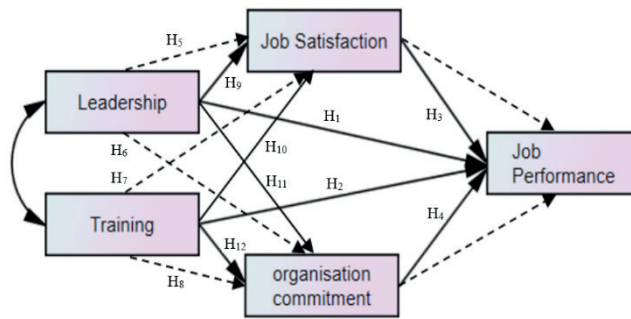


Figure 1: Thinking Framework

Source: own elaboration.

2. Methodology

A research method is needed to test the hypothesis. In this section, the quantitative research method will be used to test the hypothesis, this study uses the survey method in collecting research data.

2.1. Population and sample

In January 2023, data was collected at a company in the service sector called Starbucks Coffee Regional VII. The population of the company was 210 employees. The number of respondents was 136 and we used a Morgan Table, accompanied by 20 respondents intended for validity and reliability tests.

2.2. Research instruments

We used a Likert scale for instruments and conduct validity and reliability testing procedures with five tools: Leadership, Training, Job Satisfaction, Organizational Commitment, and Performance.

2.3. Data collection technique

We obtained data using a Likert scale measurement tool that functions as an orientation to performance analysis influenced by leadership and training, with job satisfaction and organizational commitment as mediating variables. Research data collection used a Likert scale questionnaire for Starbucks Regional VII Indonesia employees, conducted in January 2023 with the probability sampling method using simple random sampling.

2.4. Data analysis technique

A Path Analysis is used to answer the hypothesis in this study. It is used to simultaneously estimate multiple linear regression models, with both direct and indirect effects. We used the IBM SPSS 26 statistical application to test the validity, reliability, classical assumptions, and direct and indirect impacts. For indirect effects, we used the Sobel calculator to obtain an overview of the impact of Leadership and Training on Performance, with job satisfaction and performance variables as mediators.

3. Results and discussion

3.1. Validity test

We used twenty respondents to test the validity with five variables, a total of 41 statements were known that all comments on the variables: Leadership, Training, Job Satisfaction, Organizational Commitment, and Performance using the Pearson correlation. All statements in the instrument were declared valid because the value of r-count is greater than the r-table of 0.361 at the fundamental level $\alpha = 0.05$.

3.2. Reliability test

Table 1 shows the reliability test results for all variables with an Alpha Cronbach coefficient above 0.700. It can be concluded that all variables in this study are reliable.

Table 1. Reliability test results

Variable	Alpha Cronbach	Result
Leadership	0.984	Reliable
Training	0.981	Reliable
Job Satisfaction	0.983	Reliable
Organization Commitment	0.939	Reliable
Job Performance	0.973	Reliable

Source: own elaboration.

3.3. Classic assumption test

Table 2. Classical Assumption Test Results

	Multicollinearity	Heteroscedasticity	Normality
Substructure 1			
Leadership	1.293	Heteroscedasticity does not occur	0.051
Training	1.293		
Dependent variable: Job Satisfaction			
Substructure 2			
Leadership	1.293	Heteroscedasticity does not occur	0.074
Training	1.293		
Dependent variable: Organization Commitment			
Substructure 3			
Leadership	1.711	Heteroscedasticity does not occur	0.485
Training	1.747		
Job Satisfaction	3.827		
Commitment Organization	2.983		
Dependent variable: Job Performance			

Source: own elaboration.

In Table 2, we tested the three substructures using three classical assumption tests, namely the Multicollinearity test, the Heteroscedasticity test, and the Normality test, with the results: multicollinearity test on the three substructures with a tolerance value between 0.10 to 10, this indicates no correlation between independent variables. In the Heteroscedasticity

test, there was no heteroscedasticity. The Normality Test was complied with the value of each substructure above 0.05.

3.4. Hypothesis test

Two exogenous variables in the Figure 1 path diagram, namely leadership and training, and endogenous variables, namely performance, which have antecedent variables (variables that precede), are called intermediary variables, namely job satisfaction and organizational commitment.

Table 3. Model Summary 3 Substructure

	SubStructure 1	SubStructure 2	SubStructure 3
R	0.745	0.655	0.804
R ²	0.555	0.429	0.647

Source: own elaboration.

Table 4. Feasibility test of Model 3 Substructure

	SubStructure 1	SubStructure 2	SubStructure 3
F	83.050	50.044	60.034
Sig.	0.000	0.000	0.000

Source: author.

Substructure 1: Analysis of job satisfaction influenced by leadership and training

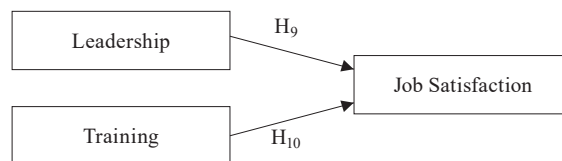


Figure 2. Substructure 1

Source: own elaboration.

$$Y_1 = a + b_1X_1 + b_2X_2 + e_1 \quad (1)$$

In Table 3, the R^2 in substructure 1 is 0.555. This value indicates the influence of leadership and training on job satisfaction simultaneously with the coefficient of determination: $R^2 \times 100\% = 0.555 \times 100\% = 55.5\%$, while other variables cause the remaining 45.5%. The feasibility of the regression model is described in Table 4, where the F-value is 83.050 with a significance level of $5\% = 0.000 < 0.05$, meaning there is a linear relationship between leadership and training on job satisfaction. The partial effect of the independent variables (leadership and training) on the dependent variable (job satisfaction) will be explained in the results of testing each variable with the t-test (Table 5).

Table 5. Substructural 1 (t-test)

Model		Unstandardized		Standardized	t	Sig.
		B	std. error	Beta		
1	(Constant)	(1.225)	3.375		(363)	0.717
	Leadership	0.579	0.089	0.427	6.488	0.000
	Training	0.509	0.076	0.441	6.707	0.000
Dependent Variable: Job Satisfaction						

Source: own elaboration.

Analysis of job satisfaction, which is influenced by leadership variables

In Table 5, it was found that the t-count value is 6.488, which exceeds the critical t-value equal 1.977. With a significance level of 5% (0.05), the p-value associated with the t-test is 0.000, which is smaller than the predetermined alpha value. Therefore, the null hypothesis (H_0) is rejected, and the hypothesis nine is accepted. In conclusion, leadership has a significant influence on job satisfaction. It also occurs in research reports that state job satisfaction is influenced by leadership variables (Chen, 2020; Musinguzi et al., 2018). A leader must be able to move, improve, motivate, have advantages in various abilities, and set an example in technical operations and behavior to employees to lead to member satisfaction.

Analysis of job satisfaction, which is influenced by training variables

Table 5 shows that the t-value of 6.707 surpasses the critical value equal 1.977. This outcome signifies a statistically significant difference. With a significance level set at 5% (0.05), the associated p-value of 0.000 is less than the predetermined threshold, thus leading to the acceptance of the alternative hypothesis, H_{10} . The results strongly support the notion that training significantly influences job satisfaction. It aligns with previous research reports

(Nauman et al., 2021; Nurani et al., 2020). Training can increase the knowledge and skills needed to carry out their current jobs, especially with government regulations regarding social restrictions, which can increase their job satisfaction because, with their knowledge and skills, they can still turn the wheels of the organization.

Substructure 2: Analysis of organizational commitment as influenced by leadership and training

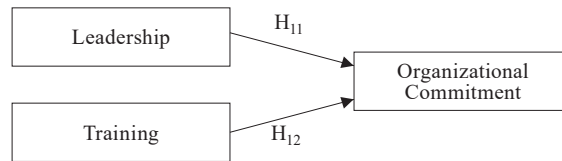


Figure 3. Substructure 2

Source: own elaboration.

$$Y_2 = a + b_1X_1 + b_2X_2 + e_2 \quad (2)$$

In Table 3, the R^2 in substructure 2 is 0.429. This value shows the influence of leadership and training on performance simultaneously with the coefficient of determination: $R^2 \times 100\% = 0.429 \times 100\% = 42.9\%$, while other variables cause the remaining 57.1%. The feasibility of the regression model is described in Table 4, where the F-value is 50.044 with a significance level of $5\% = 0.000 < 0.05$, meaning there is a linear relationship between leadership and training on performance.

The partial effect of the independent variables (leadership and training) on the dependent variable (performance) will be explained in the results of testing each variable with the t-test (Table 6).

Table 6. Substructural 2 (t-test)

Model		Unstandardized		Standardized	t	Sig.
		B	std. error	Beta		
1	(Constant)	0.459	1.241	–	0.370	0.712
	Leadership	0.162	0.033	0.367	4.930	0.000
	Training	0.148	0.028	0.396	5.311	0.000
Dependent Variable: Organization Commitment						

Source: own elaboration.

An analysis of organizational commitment influenced by leadership variables

In Table 6, the t-value is 4.930 with a significance level of 0.000 meaning that H_{11} is accepted. Organizational commitment plays a significant role in influencing performance, supported by numerous studies such as those conducted by (Chien et al., 2020; Nur, Widhi, 2019). The studies consistently report the impact of Organizational commitment factors on job satisfaction. It is a crucial determinant in an individual's achievements within an organizational context, emphasizing the intricate relationship between Organizational commitment and overall performance.

An analysis of organizational commitment influenced by training variables

In Table 6, the t-value is 5.311 with a significance level of 0.000 meaning that H_{12} is accepted. Organizational commitment is significantly influenced by training. It aligns with existing research findings (Alparslan, Saner, 2020; Huang, 2019). When a training policy is implemented effectively and efficiently, it must be one of many things that are the manager's priority and must ensure that training not only has an impact on the organization but must also make a personal contribution to the employees.

Substructure 3: Performance analysis, which is influenced by leadership, training, job satisfaction, and organizational commitment variables

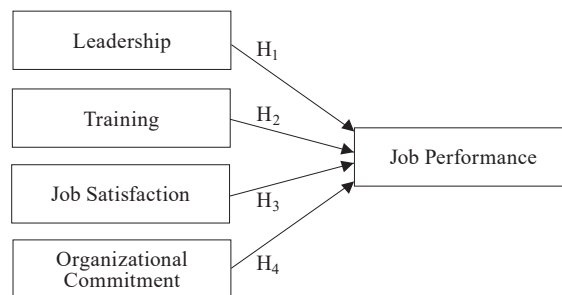


Figure 4. Substructure 3

Source: own elaboration.

$$Y_3 = a + b_1X_1 + b_2X_2 + b_3Y_1 + b_4Y_2 + e_3 \quad (3)$$

In Table 3, the R^2 in substructure 3 is 0.647. This value shows the effect of leadership, training, job satisfaction, and organizational commitment on performance simultaneously with

the coefficient of determination: $R^2 \times 100\% = 0.647 \times 100\% = 64.7\%$, while other variables cause the remaining 35.3%. The feasibility of the regression model is described in Table 4, where the F-value is 60.034 with a significance level of $5\% = 0.000 < 0.05$, meaning there is a linear relationship between leadership, training, job satisfaction, and organizational commitment to performance. The partial effect of the independent variables (leadership, training, job satisfaction, and organizational commitment) on the dependent variable (performance) will be explained in the results of testing each variable with the t-test (Table 7).

Table 7. Substructural 3 (t-test)

Model		Unstandardized		Standardized	t	Sig.
		B	std. error	Beta		
1	(Constant)	3.921	1.659		2.364	0.020
	Leadership	0.111	0.050	0.149	2.200	0.030
	Training	0.091	0.043	0.145	2.109	0.037
	Job Satisfaction	0.193	0.055	0.354	3.486	0.001
	Organizational Commitment	0.462	0.151	0.275	3.067	0.003
Dependent Variable: Job Performance						

Source: own elaboration.

Performance analysis influenced by leadership variables

In Table 7, the t-value is 2.200 with a significance level 0.030 meaning that H_1 is accepted. Performance is significantly influenced by leadership. It aligns with previous research reports (Eliyana et al., 2019; Silva et al., 2020). Leaders have a critical role in moving and directing the direction of the organization for the ongoing operations of the organization. Leaders are expected to be able to manage heterogeneous members of the organization so that the optimization of employee performance can be achieved when leaders can understand the behavior of members in managing human resources properly.

Performance analysis influenced by training variables

In Table 7, the t-value is 2.109 with a significance level 0.037 meaning that H_2 is accepted. Performance is significantly affected by training. It aligns with previous research findings (Djastuti et al., 2020; Nauman et al., 2021). Training can improve knowledge, skills, and work

behavior so that what they have just received from the training course can be applied in the work environment.

Performance analysis influenced by job satisfaction variable

In Table 7, the t-value is 3.486 with a significance level of $5\% = 0.001$ meaning that H_3 is accepted. Performance is significantly influenced by job satisfaction. It aligns with previous research reports (Sapta et al., 2021; Ngwenya, Pelser, 2020; Phuong, Vinh, 2020). Job satisfaction is a subjective trait based on comparing what employees receive for their work and what is expected. It is also a process of achieving a level of motivation and more productive performance. Labor needs that can be adequately met are a stimulus that can increase satisfaction and motivate them to work optimally.

Performance analysis influenced by organizational commitment variable

In Table 7, the t-value is 3.067 with a significance level 0.003 meaning that H_4 is accepted. Performance is significantly influenced by organizational commitment. It aligns with previous research findings (Hendri, 2019; Nauman et al., 2021). Organizations are deemed necessary to increase employee commitment to high-quality performance to maintain their organizational position in a highly competitive business environment. When delving into organizational behavior research, commonly examined dependent variables encompass productivity, absenteeism, turnover rates, job satisfaction, and organizational commitment. These parameters serve as vital indicators and focal points for understanding and evaluating the dynamics within an organization, shedding light on its overall effectiveness, employee well-being, and commitment to its mission and values. Some literature reports that the relationship between performance and commitment is vital for new members and will weaken those members who have or are more experienced in high performance (Robbins, Judge, 2013).

4. Indirect influence

Table 8. Sobel test results

Influence	B	Std. error	t	Sig.
Hypothesis 5				
X ₁ → Y ₁	0.579	0.089	3.088	0.002
Y ₁ → Y ₃	0.193	0.055		
Hypothesis 6				
X ₁ → Y ₂	0.162	0.033	2.596	0.009
Y ₂ → Y ₃	0.462	0.151		
Hypothesis 7				
X ₂ → Y ₁	0.509	0.076	3.108	0.001
Y ₁ → Y ₃	0.193	0.055		
Hypothesis 8				
X ₂ → Y ₂	0.148	0.033	2.527	0.011
Y ₂ → Y ₃	0.462	0.151		

Source: own elaboration.

Leadership-influenced performance through job satisfaction

The results of the Sobel calculator test show a t-value of 3.088 with a significance 0.000 meaning that H_5 is accepted. Thus, the fifth hypothesis is accepted. Leadership significantly influences performance through job satisfaction. It follows our research objective of prioritizing the efficiency and effectiveness of employee treatment within management constraints appropriate to the situation and conditions, hoping to increase job satisfaction and employee engagement with the organization. Good leadership affects performance directly and indirectly through its influence on employee job satisfaction. This relationship shows that job satisfaction is an important mediator connecting leadership to performance, making it a critical aspect that leaders need to pay attention to achieve optimal organizational results.

Leadership-influenced performance through organizational commitment

The results of the Sobel calculator test show a t-value of 2.596 with a significance level 0.009 meaning that H_6 is accepted. Leadership significantly influences performance through organizational commitment. It follows our research objective of prioritizing the efficiency and effectiveness of employee treatment within management constraints appropriate to the situation and conditions, hoping to increase job satisfaction and employee engagement with the organization. Effective leadership has a major impact on employee performance through

increased organizational commitment. Leaders who create a clear vision, build trust and show concern for employee needs tend to foster a stronger sense of attachment and responsibility to the organization. When employees feel connected and committed to the goals and values of the organization, they are more likely to show high dedication and work optimally to achieve organizational targets.

Training-influenced performance through job satisfaction

The results of the Sobel calculator test show a t-value of 3.108 with a significance level 0.001 meaning that H_7 is accepted. Thus, the seventh hypothesis is accepted. Training significantly influences performance through job satisfaction. It follows our research objectives, which focus on the efficiency and effectiveness of employee treatment in a limited period by managing training in such a way according to the current situation and conditions, and it is hoped that there will be an increase in job satisfaction and organizational commitment simultaneously. When employees receive relevant and quality training, they acquire new skills and the knowledge needed to perform their tasks more efficiently. This increased competence makes employees feel more confident in their jobs and increases their sense of satisfaction because they feel valued and supported by the organization. This high job satisfaction encourages employees to contribute more and work more effectively, ultimately improving overall performance.

Training-influenced performance through organizational commitment

The results of the Sobel calculator test show a t-value of 2.527 with a significance level 0.011 meaning that H_8 is accepted. Thus, the eighth hypothesis is accepted. Training significantly influences performance through organizational commitment. Training plays a crucial role in improving employee performance, and its impact is often greater when the training increases organizational commitment. Organizational commitment refers to the psychological attachment and loyalty that employees feel toward their organization. When employees receive effective training, they not only gain new skills and knowledge but also feel valued and supported by the organization. This feeling of being valued strengthens their emotional bond with the organization, which in turn increases their commitment. Organizational commitment then serves as a driver of improved performance. Highly committed employees tend to work harder and show greater motivation, dedication, and willingness to contribute to organizational goals.

Conclusions

To return to the purpose of this research, which focuses on effectiveness and efficiency in treating employees during a period completely limited by local and regional regulations regarding the pandemic and our post-pandemic expectations. Research results on leadership and training variables can contribute to management in the form of references when making organizational decisions. It is intended so that leaders and training programs can encourage employees to adapt to the rapidly changing environment. The ultimate inference drawn from the analysis is that leadership, training, job satisfaction, and organizational commitment directly impact performance. Furthermore, it is established that job satisfaction is influenced by both leadership and training, while organizational commitment is similarly affected by leadership and training. It becomes evident that performance is shaped by leadership and training, with job satisfaction and organizational commitment mediating variables in this intricate relationship. We can understand that many organizations are not doing well post-pandemic. Still, organizations must rise even with energy at their core, where efficiency and operational effectiveness must be considered to ensure continuity. Leadership and training variables have been shown to affect the three dependent variables: job satisfaction, organizational commitment, and performance. It is suggested that the focus should be on increasing job satisfaction, organizational commitment, and performance. Organizations, in this case, are expected to increase the roles and abilities of leaders in managing operations and thus detect the training needs for members of organizations so that they can adapt to all of the social changes in society and in doing so return to their original form.

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