

## The Role of Educational Level in Moderating The Influence of Job Training and Communication Skills on Employee Work Effectiveness

Riny Chandra<sup>1</sup>, Tengku Putri Lindung Bulan<sup>2</sup>

<sup>1</sup>Universitas Samudra, Fakultas Ekonomi, Program Studi Manajemen  
<rini.chandra@unsam.ac.id, 082269072647>

<sup>2</sup>Universitas Samudra, Fakultas Ekonomi, Program Studi Manajemen  
<tengkuputri@unsam.ac.id, 08116806344>

### ARTICLE INFO



**Received:** (April 17, 2023)

**Received in revised:**  
(June 06, 2023)

**Accepted:** (June 23, 2023)

**Published:** (June 28, 2023)

**Open Access**

### ABSTRACT

To determine the effect of job training and communication skills on employee work effectiveness and the role of education level in moderating the relationship between job training and communication skills on employee work effectiveness at the Disperindagkop and UKM Kota Langsa. Using a qualitative design that was quantified with a saturated sampling method, namely, all PNS of the Department of Industry and Trade and UKM of Langsa City were used as research samples using the PLS-SEM approach. It Shows that job training has a negative and insignificant effect on employee effectiveness. In contrast, communication skills have a positive and significant effect on employee effectiveness, and the interaction of education level with job training has a positive and insignificant effect on employee effectiveness. The interaction of education level with communication skills has a positive and significant effect on the work effectiveness of employees at the Disperindagkop and SMEs in Langsa City.

**Keywords:** Job Training, Communication Skills, Educational Level, Employee Work Effectiveness

### 1. Introduction

It has become a shared benchmark that human resources are one of the most critical aspects in the activities of an organization that can determine the organization's future development. In this study, the human resources referred to are employees at the Department of Industry, Trade, Cooperatives, and SMEs (DISPERINDAGKOP UKM) in Langsa City. According to Mardiasmo (2011), employees are individuals/individuals who work for permanent or temporary employers/freelance workers based on work contract agreements, both written and unwritten, to carry out work for which compensation is paid within a certain period. Employees are an organizational asset that drives all government and private organizations' activities. Employee education and ability become benchmarks for the quality of products in the form of goods and services produced by an organization for its customers. Then Ardana (2012) stated that employees have a significant role as a driving force for the organization.

Employees with a high level of education accompanied by good communication skills are expected to be able to support the organization in conformity and accuracy to achieve company goals so that the organization becomes effective. An organization is said to be effective if the work

effectiveness of employees in each work unit is maximized and the organization can utilize its resources. Following the opinion of Mohyi (2012), organizational effectiveness is the level of accuracy of the organization in managing existing resources. Then *employee effectiveness* as a measure of organizational effectiveness is defined as timeliness in completing work as specified (Yulian Faisal Adam and Akbar Gugun Geusan, 2016). Elements of a good level of education and ability, if accompanied by proper and periodic employee training, are also an essential variable in the effectiveness of employee work, where each organization is required to be competitive in one way, namely conducting routine training on the entity's resources owned (Mirawati, 2014). While Bangun (2012), training (training) is a process of improving employee work skills to help achieve company goals.

Based on information from researchers from the Department of Industry, Trade, Cooperatives, and SMEs, Langsa City has employees with the lowest educational level, namely 17 High schools, 5 Diplomas, 29 Bachelor, and 2 Master's. This situation shows that employees' awareness about the importance of education level in supporting work effectiveness still needs to improve. From

\* Riny Chandra

E-mail addresses: [tengkuputri@unsam.ac.id](mailto:tengkuputri@unsam.ac.id) (Universitas Samudra)

2614-6983/ © 2023 P3M Politeknik Negeri Bengkalis. All rights reserved.

interviews conducted with several employees regarding their desire to continue their education, they felt that the level of education they currently had was sufficient for their jobs. There needed to be permit programs from the agency to study to the next level.

Based on observations made at the Disperindagkop and UKM Kota Langsa and supported by the data obtained, it shows several phenomena related to the elements that cause low employee work effectiveness as follows, the lowest level of employee education is high school (SMA), the communication skills of employees are excellent, however, communication channels between superiors and subordinates are low. At the same time, job training conducted by the Department of Industry and Trade and UKM of Langsa City is only carried out by the Ministry of Industry and Trade, which is conducted once a year. In contrast, the Department of Industry and Trade and UKM of Langsa City conducts more training for UKM development. It is located in Langsa City.

## 2. Literature Review

### 2.1. The Relationship Effectiveness of Work with Job Training

The Department of Industry, Trade, Cooperatives and UKM of Langsa City has the main task of carrying out community services in the field of licensing in the industrial, trade, cooperatives, and UKM sectors as well as fostering, empowering all small and medium enterprises in Langsa City. The success of agencies in carrying out their main tasks is influenced by the level of effectiveness of employees in completing their tasks. According to Admosoeprapto (2016), effectiveness is a measure that shows how far the goals achieved by employees are in accordance with the targets/standards set by a company. Whereas in Fikrie (2017), effectiveness is expressed as a condition that describes the level of success of work that has been determined, meaning that the implementation of the task is considered good or bad in completing the task, how to carry it out, and the number of costs incurred in completing the task.

The effectiveness of individuals/employees in an organization can be influenced by the maximum or not of organizational management because these conditions show good and inadequate support for individual abilities and a lack of motivation that is in line with programs to achieve organizational goals. Winardi (2012) describes that employee work effectiveness is influenced by many factors, including

1. Employee abilities, both technical and general abilities,
2. Expertise in handling some technical issues at work,
3. Knowledge and self-development through scientific inquiry, one of which is through the level of education,
4. Attitude/personality of a person,
5. Motivation, and

6. Stress is due to pressure from the employee's external environment.

Then Ceriana (2019) describes several indicators of work effectiveness in the form of (a). Work quantity, (b). Quality of work, (c). Utilization of time, (d). We are improving the quality of human resources.

The statement above follows Oktaviana's research (2017) which explains that training affects organizational effectiveness and is also in line with the results of research by Anike and Ekwe (2014), which concludes that training and development have a positive effect on organizational effectiveness. Based on the theory and results of previous studies, the first hypothesis used in this study is:

**H1: Job training has a significant effect on employee effectiveness**

### 2.2. The Relationship Effectiveness of Work and Communication Skill

Effective communication depends on the degree of integration of a set of communication skills consisting of verbal skills, listening skills, and skills in managing feedback. Communication skills focus on a set of behaviors that are interconnected through how much the relationship between emotions and needs to achieve interpersonal and social goals. According to research by Mehran et al. (2012), there is a significant relationship between communication skills and effectiveness and a significant relationship between the components of communication skills which consist of verbal skills, listening skills, and feedback on effectiveness. Therefore, people who have better communication skills will produce more effective communication and vice versa.

Good communication is the proper means of increasing employee effectiveness because, through communication, superiors can provide instructions and directions to employees. Through established communication, employees can cooperate. Furthermore, in his research, Didiardiansa (2017) stated that effective communication would be a stimulus for employee work effectiveness. Based on the description above, the second hypothesis of this study is:

**H2: Communication skills have a significant effect on employee effectiveness.**

### 2.3. The Moderating Role of Education Level and effectiveness

HafizhahGaus and Bakhtiar (2019) stated that education is related to general improvement and understanding of the human living environment as a whole and the process of developing knowledge, skills/skills, thoughts, character, character, and so on. Line with Hardjanto's opinion (2012) states, "Education is related to general improvement and understanding of the human living environment as a whole and is a process of

developing knowledge, skills/skills, thoughts, character, character and so on." Thus the third and fourth hypotheses are described as follows:

**H3: The level of education moderates the effect of job training on employee effectiveness.**

**H4: The level of education moderates the effect of communication skills on employee effectiveness.**

Based on the definitions and previous research above, it can be concluded that the conceptual framework in this study is presented in the figure below:

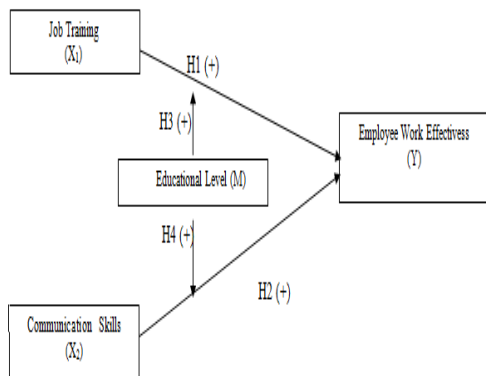


Figure 1. Framework

**3. Research Methods**

**3.1. Sample**

The population in this study were all Civil Servants (PNS) at the Department of Industry, Trade, Cooperatives and SMEs in Langsa City, totaling 53 people. Due to the relatively affordable population of the research object, the sampling technique for this study was to make all populations into samples (Basuki, 2019). This sampling method is often referred to as the saturated sample method in which the entire research population is used as research respondents using non-probability sampling techniques. Furthermore method for testing the all hypothesis in the study use PLS-SEM analysis with recommended Ghozaly (2013), should minimum sample size range from 30 to 100 chases.

**3.2. Measures**

Measurement of research variables using instruments in the form of closed questions with a Likert scale assessment. This research was conducted at a government-owned agency, namely the Department of Industry, Trade, Cooperatives and SMEs (Disperindagkop and UKM) of Langsa City. The variables in this study consist of the independent variables, namely the level of education and employee abilities (X), the dependent variable is employee effectiveness (Y) and the moderating variable is the level of education (M). The primary data collection tool used to answer the research hypothesis is a questionnaire with a Likert scale as a

measurement scale. Data is collected by distributing a list of questions to be answered by respondents. Questionnaires were given directly to research respondents. Then the researcher will take the questionnaire that has been answered at the Disperindagkop and UKM of Langsa City.

**3.3. Data Analysis**

The data analysis technique used in this study uses Partial Least Square (PLS). Partial least squares is a powerful analysis method because it eliminates Ordinary Least Square regression assumptions such that data must be normally distributed and there is no multicollinearity problem between independent variables. According to Ghozali (2021) explains that PLS-SEM analysis usually consists of two sub-models, namely the measurement model (outer model) and the structural model (inner model). The measurement model (outer model) is the relationship between indicators and their latent variables, which aims to assess the validity and reliability of a construct. While the structural model (inner model) is a measurement to calculate the model's accuracy level in research, the tests carried out are R-square, F-square, and path analysis. The tests performed are convergent validity, discriminant validity, cronbach's alpha and composite reliability.

**4. Results and Discussion**

**4.1 Respondent Characteristic**

Data and information were collected by giving questionnaires to 53 respondents and all questionnaires were returned. Based on the descriptive analysis, it's obtained that the identification of the characteristics of the sex of the respondents in this study was dominated by 30 female employees (56.60%), the age characteristics of the respondents in this study were dominated by the range of 31-40 years by 26 respondents (49.06%) , the characteristics of the last education level of the respondents in this study were dominated by employees who had an undergraduate education level of 29 respondents (54.72%), and the characteristics of the length of work of the respondents in this study were dominated by employees who had a length of service range of 1-15 years 33 respondents (62.26%).

**4.2. Outer Model Testing**

Then testing the outer model is carried out which can be presented in the following table.

Table 1. Outer Loading Value of Estimation Results  
Source: Processed data (2023)

| Variable                        | Indicator | Correlation Value |
|---------------------------------|-----------|-------------------|
| Job Training (X1)               | X1_1      | 0,868             |
|                                 | X1_2      | 0,851             |
|                                 | X1_3      | 0,933             |
|                                 | X1_4      | 0,820             |
| Communication Skills (X2)       | X2_2      | 0,863             |
|                                 | X2_2      | 0,846             |
|                                 | X2_3      | 0,848             |
|                                 | X2_4      | 0,843             |
|                                 | X2_5      | 0,731             |
| Educational Level (M)           | M1        | 0,689             |
|                                 | M2        | 0,846             |
|                                 | M3        | 0,820             |
|                                 | M4        | 0,860             |
|                                 | M5        | 0,901             |
|                                 | M6        | 0,792             |
|                                 | M7        | 0,747             |
| Employee Work Effectiveness (Y) | Y1        | 0,775             |
|                                 | Y2        | 0,820             |
|                                 | Y3        | 0,785             |
|                                 | Y4        | 0,794             |
|                                 | Y5        | 0,779             |

|    |    |    |    |    |     |     |    |
|----|----|----|----|----|-----|-----|----|
| 25 | 91 | 86 | 99 | 59 | 0,0 | 0,1 | 91 |
|    |    |    |    |    | 29  | 90  |    |

Source: Processed data (2023)

Based on table 2, the AVE values of all constructs are above 0.50 and the  $\sqrt{AVE}$  value of each construct ranges from 0.791 to 1.000 which is greater than the correlation value between -0.095 to 0.927 and meets the valid requirements.

Table 3. Composite Reliability Test and Cronbach's Alpha

| Variable                        | Cronbach's Alpha | Composite Reliability |
|---------------------------------|------------------|-----------------------|
| Job Training (X1)               | 0,892            | 0,925                 |
| Communication Skills (X2)       | 0,884            | 0,916                 |
| Educational Level (M)           | 0,914            | 0,930                 |
| M*X1                            | 1,000            | 1,000                 |
| M*X2                            | 1,000            | 1,000                 |
| Employee Work Effectiveness (Y) | 0,850            | 0,893                 |

Source: Processed data (2023)

Table 3 has fulfilled the reliability requirements indicated by a value greater than 0.60 in composite reliability and Cronbach's alpha for each construct.

Table 4. Evaluation of the Inner Structural Model

|                                 | R Square | R Square Adjusted |
|---------------------------------|----------|-------------------|
| Employee Work Effectiveness (Y) | 0,873    | 0,860             |

Source: Processed data (2023)

Based on table 1 above, all indicators have met the valid requirements according to the convergent validity criteria, namely the outer loading value is above 0.60. For more details, you can see the following picture.

Figure 2. Outer Model Testing

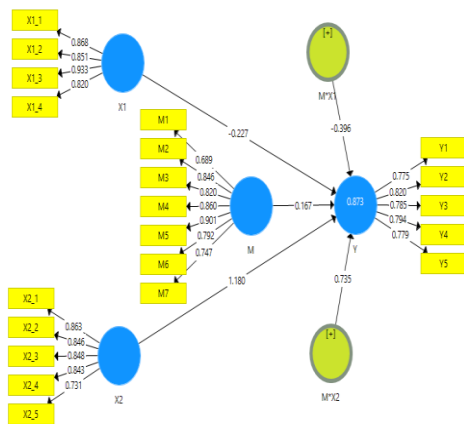


Table 2. Discriminant Validity Test

| Variable | AVE | $\sqrt{AVE}$ | X1  | X2  | M   | X1 *M | X2 *M | Y   |
|----------|-----|--------------|-----|-----|-----|-------|-------|-----|
| X1       | 0,7 | 0,8          | 0,8 |     | 0,7 |       |       |     |
| X2       | 0,6 | 0,8          | 0,8 | 0,8 | 0,7 | -     |       |     |
| M        | 0,6 | 0,8          |     |     | 0,8 |       |       |     |
| M*X1     | 1,0 | 1,0          | -   | -   | -   | 1,0   |       |     |
| M*X2     | 1,0 | 1,0          | -   | -   | -   | 0,9   | 1,0   |     |
| Y        | 0,6 | 0,7          | 0,7 | 0,8 | 0,6 | -     | -     | 0,7 |

In table 4 the R Square value of employee work effectiveness is 0.873 according to Chin criteria (Ghozali, 2021). It includes strong model criteria, where variations in job training, communication skills, interaction of job training with educational level, and interaction of communication skills with educational level explain the variation in employee effectiveness of 87.3%.

Table 5. Evaluation of the Inner Structural Model Through F-Square

| Variable                  | Employee Work Effectiveness (Y) |
|---------------------------|---------------------------------|
| Job Training (X1)         | 0,063                           |
| Communication Skills (X2) | 1,875                           |
| Educational Level (M)     | 0,068                           |
| M*X1                      | 0,112                           |
| M*X2                      | 0,261                           |

Source: Processed data (2023)

Table 5 shows that only 1 variable has a large influence, namely the communication skills variable, which has a value of 1.875. The interaction variable of job training with education level has a medium effect with a coefficient value of 0.112 and the interaction variable of communication skills with education level has a medium effect with a coefficient value of 0.261. The remaining F-Square value is less than 0.068 which has a small effect.

Table 6. Path Analysis and Statistical Testing

| Origi | T | P | Informa |
|-------|---|---|---------|
|-------|---|---|---------|

|                                                                        | nal<br>Sam<br>ple<br>(O) | Statist<br>ics | Value<br>s | tion            |
|------------------------------------------------------------------------|--------------------------|----------------|------------|-----------------|
| Job Training → Employee Work Effectiveness                             | -0,227                   | 1,126          | 0,261      | Not Significant |
| Communication Skills → Employee Work Effectiveness                     | 1,180                    | 5,079          | 0,000      | Significant     |
| Educational Level → Employee Work Effectiveness                        | 0,167                    | 1,317          | 0,189      | Not Significant |
| Educational Level * Job Training → Employee Work Effectiveness         | -0,396                   | 1,576          | 0,116      | Not Significant |
| Educational Level * Communication Skills → Employee Work Effectiveness | 0,735                    | 2,381          | 0,018      | Significant     |

Source: Processed data

Based on table 6 above, it can be explained information about:

1. Job training has a negative effect of 0.227 on employee work effectiveness and is not significant at the 0.05 level and with a t-statistic value of 1.126 < t-table value of 1.96.
2. Communication ability has a positive effect of 1.180 on employee work effectiveness and is significant at the 0.05 level, with a t-statistic value of 5.079 > t-table 1.96.
3. The level of education has a positive effect of 0.167 on employee work effectiveness and is not significant at the 0.05 level and the t-statistic value is 1.317 < t-table 1.96.
4. The interaction between education level and job training has a negative effect of 0.396 on employee work effectiveness. It is not significant at the 0.05 level and the t-statistic value is 1.576 < t-table 1.96.
5. The interaction between education level and communication skills has a positive effect of 0.735 on employee work effectiveness. It is significant at the 0.05 level and the t-statistic value is 2.381 > t-table 1.96.

### 4.3. Discussion

#### 4.3.1. The Influence of Job Training on Employee Work Effectiveness in Disperindagkop and SMEs in Langsa City

This study examines the effect of job training on the work effectiveness of Disperindagkop and UKM Langsa City employees, where the results of the research

are shown in table 6, this means that H1 is rejected where the effect of job training is not significant on employee work effectiveness meaning that more and more job training is given to employees is not necessarily accompanied by a decrease in the work effectiveness of employees at the Disperindagkop and SMEs in Langsa City. This is in line with Hassash (2013) opinion that in an entity generally a set amount of training must be followed during a certain period accompanied by the provision of incentives when the training has been carried out. The results of this study are also in line with research conducted by Mahendra and Ramatha (2018), where job training on the MRA test is negative so the hypothesis is rejected because job training does not strengthen the effect of work experience on the effectiveness of internal control (HR work effectiveness).

Thus it can be concluded that the job training currently being applied to Disperindagkop and SMEs in Langsa City is not optimal. This is due to the low level of support and commitment from top management to provide training following the field of work or the employees' main duties so that employees' effectiveness and efficiency are not yet effective. The fact on the ground is that some of the training conducted by HR sometimes does not have any impact on HR performance because the training carried out is not following the volume of work in pursuing targets and training that is not on target. Likewise, based on interviews with the Disperindagkop and SMEs in Langsa City, it can be concluded that the job training currently being carried out is not following the employee's duties, the volume of job training is also not necessarily carried out once a year and generally the job training currently being carried out still follows directions from the central Ministry of Industry.

#### 4.3.2. The Influence of Communication Skills on Employee Work Effectiveness in Disperindagkop and SMEs in Langsa City

Having good communication skills is one of the fundamental aspects in achieving work performance and managerial effectiveness. The influence of significant communication skills on employee work effectiveness means that as communication skills increase, it is accompanied by an increase in employee effectiveness at the Disperindagkop and UKM in Langsa City. The results of this study are in line with the results of Darmadi's research (2020), where there is an effect of communication on the work effectiveness of employees at the Blahbatuh Sub-district Office.

#### 4.3.3. The Role of Education Level in Moderating the Effect of Job Training on Employee Work Effectiveness at the Department of Industry and Trade and SMEs in Langsa City

The level of education cannot moderate job training on employee effectiveness. Even though the level of education can increase the effectiveness of employee work, when faced with conditions of job training that are less than optimal, this level of education has not been able to strengthen or increase the effectiveness of employee work at the Disperindagkop and UKM in Langsa City. It can be said that the level of education is not a moderating variable but can be an independent, antecedent, or mediating variable (Ghozali, 2018). The results of this study are in contrast to the results of Ramantha's research (2018).

#### **4.3.4. The Role of Education Level in Moderating the Effect of Communication Skills on Employee Work Effectiveness at the Department of Industry and Trade and SMEs in Langsa City**

The level of education can moderate communication skills on employee work effectiveness. This means that the level of education can strengthen the influence of communication skills on the work effectiveness of employees at the Disperindagkop and SMEs in Langsa City. It can be said that the higher the level of education, the stronger one's communication skills will be so that the employee's work effectiveness becomes optimal. The results of this study are in line with Hapsari (2012), which states that employee competence needs to be improved through education and conducting various trainings, so that the assessment/completion of a task will increase as well. Which ultimately increases the work effectiveness of an entity

## **5. Conclusion and Suggestion**

### **5.1. Conclusion**

From the results of research and discussion, it can be concluded that: Job training has a negative and insignificant effect on the work effectiveness of employees at the Disperindagkop and SMEs in Langsa City. And then Communication skills have a positive and significant effect on the work effectiveness of employees at the Disperindagkop and SMEs in Langsa City. Furthermore, The level of education cannot strengthen the effect of job training on the work effectiveness of employees at the Disperindagkop and UKM Kota Langsa, where the level of education is not a moderating variable, but an independent, antecedent, or mediating variable and The level of education can strengthen communication skills' effect on employees' work effectiveness at the Disperindagkop and UKM in Langsa City.

### **5.2. Suggestions**

Further research is recommended to use independent variables and other moderating

variables that have not been included and are thought to affect employee work effectiveness so that they can expand research. Then preferably, subsequent research can expand the research object, not only in the City/Regency area. However, it can cover the Province area to refine and complete the research and be used to compare results.

## **6. References**

- Adriani, L., & Ma'ruf. (2020). The Effect of Islamic Religiosity and Halal Knowledge toward Halal Cosmetics Purchase Intention Mediated by Attitude on Halal Products in Indonesia. *AL-MUZARA'AH*, 8(1), 57-72.
- Ahmed, Z., Anang, R., Othman, N., & Sambasivan, M. (2013). To purchase or not to purchase US products: role of religiosity, animosity, and ethnocentrism among Malaysian consumers. *Journal of Services Marketing*, 27(7), 551-563.
- Aisyah, M. (2016). Consumer Demand on Halal Cosmetics and Personal Care Products in Indonesia. *Al-Iqtishad: Jurnal Ilmu Ekonomi Syariah*, 9(1), 125-142.
- Al-Hyari, K., Alnsour, M., Al-Weshah, G., & Haffar, M. (2012). Religious beliefs and consumer behaviour: from loyalty to boycotts. *Journal of Islamic Marketing*, 3(2), 155-174.
- Anike, Happiness. O. O., and Ekwe, M. C. (2014). *Impact of Training and Development on Organizational Effectiveness: Evidence from Selected Public Sector Organizations in Nigeria*. *European Journal of Business and Management*, vol. 6, No. 29, pp 66-75. ISSN: 2222-1905.
- Aziz, E., Jusoh, M., & Amlus, M. (2015). The moderating effect of product quality on religiosity, price sensitivity, personnel responsiveness and Purchase intention: an exploratory study. *Aust. J. Basic Appl. Sci*, 9(13), 218-224.
- Basuki. (2019). *Pengantar Metode Penelitian Kuantitatif*, Penerbit LPPM Uniska MAB Banjarmasin.
- Darmadi, I, G, D. (2020). "Pengaruh Komunikasi Terhadap Efektivitas Kerja Pegawai Pada Kantor Camat Blahbatuh". Respository Universitas Ngurah Rai.
- Didiardiansa, B. M. (2017). Pengaruh Komunikasi Terhadap Efektivitas Kerja Pegawai Pada Upt. Laboratorium Konstruksi Dan Upr. Jalan/Alat Berat Dinas Pekerjaan Umum Kabupaten Kutai Timur. *Jurnal Administrasi Publik*. Vol.1 No. 1. Surabaya.
- Fikrie, M, Anugrah. (2017). *Effect Of Skills, Attitudes And Emotional Intelligence Agency Employees Working On The*

*Effectiveness Of Dinas Pariwisata Dan Ekonomi Kreatif Provinsi Riau*. JOM Fekon Vol.4 No.1 (Februari) 2017, 696 – 708.

- GausHafizhah dan Bakhtiar. (2019). "Pengaruh Tingkat Pendidikan dan Pengembangan Karir Terhadap Efektivitas Kerja Karyawan di PT Ciomas Adisatwa Rumah Potong Ayam (RPA) Unit Medan". *Jurnal Riset Manajemen dan Bisnis*, Vol. 4 No.2.
- Hapsari, Dini Wahyu. (2012). Pengaruh Kompetensi dan Independensi Auditor Internal terhadap Risiko Pengendalian Internal. Bandung. *Kualitas Audit Internal*
- Hardjanto, I. (2012). *Manajemen Sumber Daya Aparatur (MSDA)*. Malang.
- Hassash, Uswatun. (2013). Pengaruh Perencanaan Audit dan Pelatihan Teknis Terhadap Kualitas Hasil Pemeriksaan. *Jurnal Ilmiah Administrasi Publik*, Vol. 14 No. 1, 565-577.
- Ghozali, Imam. 2013. *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi*. Semarang: Badan Penerbit Universitas Diponegoro.
- Mahendra, A. M. dan Ramantha, I. W. (2018). *Jurnal Ilmiah Akutansi dan Bisnis*, Vol. 13, No. 1, 65-73.
- Mehran, N, Shahraam. S, Hossein. S. (2012). "Relationship between Communication Skills and Effectiveness". *Intl. j. Basic. Sci. Appl. Res.* Vol. 1 No. 4, 101-106.
- Winardi. (2012). *Manajemen Sumber Daya Manusia*, Edisi Ketiga, Penerbit: Rineka Cipta, Jakarta.
- Yuniarti, Eka Pratiwi., Bambang Swasto Sunuharyo dan Hamidah Nayati Utami (2013), *Pengaruh On The Job Training & Off The Job Training Terhadap Kinerja Karyawan*. Malang: Fakultas Ilmu Administrasi, Universitas Brawijaya. Vol. 4 No. 2, 31-45.