



## Aspects of improving employee performance

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### ABSTRACT

Management can only succeed if it has resources, especially human resources. Therefore, employees are a key factor in making a real contribution to the sustainable success of the organization. Therefore, only employees who perform optimally can achieve such success. Therefore, various aspects need to be improved to maximize employee performance. This study aims to analyze how these aspects can improve employee performance. This research uses an associative quantitative approach based on PLS-SEM. The results showed that training effectiveness has a positive impact on organizational commitment and a significant positive impact on employee performance. However, training effectiveness has no effect on employee performance. However, organizational commitment indirectly and optimally can be a driver to improve employee performance. To be able to improve employee performance can be done by increasing organizational commitment from the existence of a research gap organizational commitment can close the gap so that training effectiveness through organizational commitment can contribute to employee performance.

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## INTRODUCTION

The organization is a static collection of individuals as an environmental system, in which there are environmental subsystems that are interconnected and related and directly function to plan what goals will be achieved (Ruiz-Palomo et al., 2020). To carry out an easy, efficient, and effective organization, what is very valuable and very much needed by the organization and aspects of the need is qualified employees. (Ma & Jiang, 2018). Humans are a source of strength that is used to move and synergize other individuals so that they can achieve organizational goals (García-Rodríguez et al., 2020). In the business field competition, the system is largely dependent on the employees it has. Therefore, the organizational system justifies that the employees it has have insight and expertise in the task of automatically achieving organizational goals. Employees who have insight and expertise are important assets in supporting the system so that they can maintain the competitive strength of an institutional system. (Ly, 2023).

Human resources determine the success of an organization in achieving its goals. Every business that is run always requires entrepreneurs to be able to try and try to survive the

competition and changes that will occur. Every company that runs a business does not escape the attention of human resource management that seeks it. Problems related to human resources are decisive for the company's business and success in achieving goals because goals will be achieved if employees carry out their work properly (Žerebecki & Oprea, 2022).

Performance is a real behavior displayed by everyone because employees produce work performance under their role in the company. Performance can be influenced by various factors, both internal factors and environmental factors, both directly and indirectly. Performance is the success of a person in carrying out tasks and work results that can be achieved by a person or group of people in an organization by their respective authorities and responsibilities (Mayasari, 2022). In such a way, each worker needs to identify exactly what is his key responsibility, and what kind of expertise he must achieve and be able to measure himself properly with indicators of success (Kustiawan et al., 2022; Wahyudi et al., 2022).

Factors that can improve employee performance are by providing appropriate training for their job needs. Training is a way of learning that links acquisitions, abilities, designs, rules, or actions to improve employee abilities (Simamora, 2019: 273). According to Article 1 Paragraph 9 of Law No. 13 of 2003 on Manpower, job training is all activities to provide, obtain, improve, and develop work competencies (Presiden Republik Indonesia, 2003). Training is one of the pieces of equipment that can familiarize performance and profession with the skills, skills or skills and abilities of each employee and efforts to improve the ability of employees to identify activities to special professions for those related to their work (Haryadi et al., 2021).

Another effort, so that performance can increase, is by upholding the organizational commitment of employees. Organizational commitment is conceptualized as the strength of individual identification with and involvement in a particular organization. Individuals with high organizational commitment tend to believe in the values of the organization and follow its goals. The relationship between organizational commitment and knowledge-sharing, studies find a positive effect of organizational commitment on knowledge-sharing among employees (Ryu & Moon, 2019). Komitmen organisasi bisa didefinisikan selaku bagian ikatan pribadi seseorang memandang dirinya sendiri dalam kariernya dalam instansi itu sendiri (Ahmed et al., 2023). Organizational commitment is very meaningful because the institution wants employees who commit, a large institution so that the institution can then survive and improve the services and services it produces (Linggiello et al., 2021). Organizational commitment can be defined as an employee's adherence to the institution as well as the process of achieving goals sustainably. (Kurniasari et al., 2018).

Kencana Hospital's Human Resources Performance gradually and continuously develops to improve quality and professionalism in providing health services. The quality of Kencana Hospital's human resources can be seen from the target and realization of improving the quality of its employees through formal and non-formal education and educational qualifications as well as from its performance assessment. Kencana Hospital Serang City often found missile medical record documents. This can be seen when searching for a patient's medical record number in the filling room, many medical record documents are misplaced or not found/lost on the medical record storage rack, so they can hinder the course of patient services in the hospital. the results of the performance assessment for 5 years from 2021 have decreased. In the good assessment criteria or there is a dramatic decrease. For a sufficient assessment between the value of 36.77% from 2017 th, there was an increase to 38.46%. For poor grades, there was an increase in 2017 of 5.88% people increasing to 7.07 people in 2020.

From the description of the background of the problem, the business phenomena the author describes there are problems, among others, employees of the Serang City Kencana Hospital, among others, are indicated by the lack of professionalism of employees in carrying out activities at work, there are still employees who are not on time at work so that the implementation of employee duties is disrupted, lack of passion and employee morale decreases so that the tugs

are not carried out properly, from the results of the performance appraisal after being evaluated there are still sufficient values and even some are less.

This study aims to test and analyze and examine in improving employee performance, including training effectiveness variables and organizational commitment, exploring conceptual models, solving research gaps at Kencana Hospital Serang City. The associative descriptive quantitative approach method has been used by researchers to find solutions to the gaps in this problem. The results of this study are expected to provide input to the Kencana Hospital Management of Serang City in improving employee performance with training effectiveness and preventive work discipline through organizational commitment. For researchers, the results of this study will certainly enrich the repertoire of knowledge related to human resource management related to employee performance with the effectiveness of training and preventive work discipline through organizational commitment.

## RESEARCH METHOD

This research uses quantitative methods with a PLS-SEM-based causality approach. This research was conducted at Kencana Hospital, Serang City. A total of 509 population, so the sample used was 150 respondents with a random sampling technique by multiplying the indicator, among others, 15 times 8. According to Kock, (2018) for research using SEM based on SmartPLS, the sample ranges from 100 - 200 respondents multiplied by indicators. The data collection method is a questionnaire with a 1 - 5 point Likert scale distributed directly by the researcher to respondents. The statement items used were adapted from various studies; training effectiveness using 5 statement items (Haryadi et al., 2021; Jaworski et al., 2018) and Employee Performance is 5 statement items (Alfarizi et al., 2022; Haryadi et al., 2022), then organizational commitment 5 items (Gunawan et al., 2022; Haryadi, 2022; Rahmatullah et al., 2022). Tools for processing data with the help of SmartPLS software version 4 (Ringle et al., 2022). The tests carried out are Discriminant Validity by looking at the loading factor, Cronbach's alpha, composite reliability, AVE, and R-Squares. In addition, the bootstrap technique is used to see the effect, both directly and indirectly (Hair et al., 2017). The hypothesis of this study is as follows: H<sub>1</sub>: Training effectiveness affects employee performance, H<sub>2</sub>: Training effectiveness affects organizational commitment, H<sub>3</sub>: Organizational commitment affects employee performance

## RESULTS AND DISCUSSIONS

The measurement model set to verify the scale of the employee performance variable which is the dependent variable consists of 5 items, and the variables that influence it are 5 items of training effectiveness, and 5 items of organizational commitment. Validity testing uses Discriminant Validity, where the value can be seen from the cross-loading value, while reliability testing can be seen from two tests, namely Cronbach's alpha and composite reliability. The following outer loading test results can be seen in model 1 below:

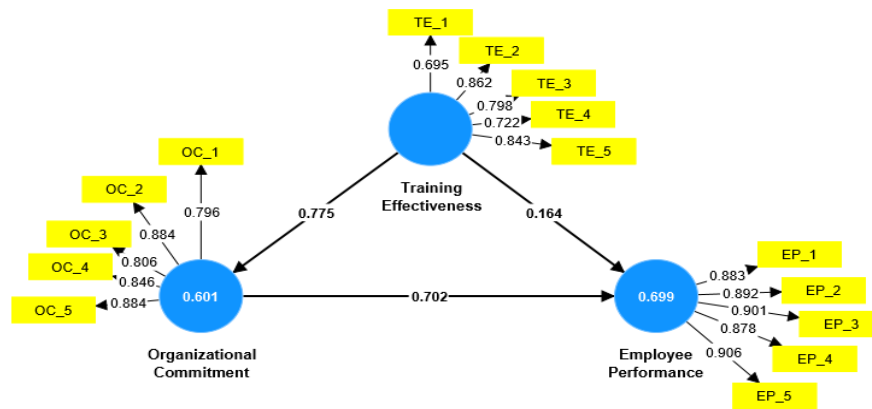


Figure 1 Outer Model Research

The results of this study indicate that in the outer model test, there are indicators that do not meet the validity criteria, namely the training effectiveness variable, namely the indicator (TE\_1) has a value of <0.70. the author eliminates the indicator of the training effectiveness variable on (TE\_1) then the author tests again. Likewise, the outer model test to see the outer loading value can be seen in the model below:

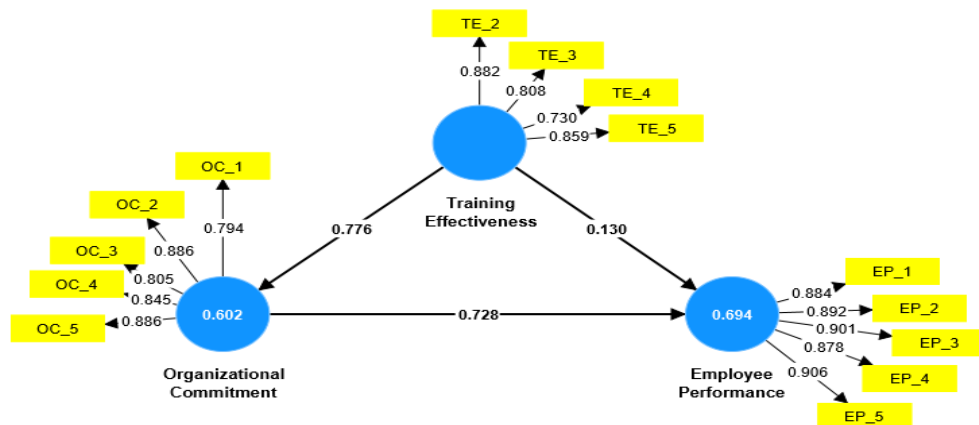


Figure 2 Outer Model Research

From model 2 above, from all variables, each indicator has a loading factor value > 0.70, it can be concluded that the validity test has been fulfilled. The following cross-loading and composite reliability values can be seen in table 1 as follows:

Table 1. Outer model and inner model

Variable/Indicator	Cross Loadings			Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	OC	TE				
<i>Employee Performance (EP)</i>				0.936	0.951	0.796	
EP_1	0,884	0,769	0,674				
EP_2	0,892	0,706	0,565				
EP_3	0,901	0,706	0,599				
EP_4	0,878	0,787	0,665				
EP_5	0,906	0,721	0,587				
<i>Organizational Commitment (OC)</i>				0.898	0.899	0.712	0.602

OC_1	0,631	0,794	0,672				
OC_2	0,638	0,886	0,686				
OC_3	0,726	0,805	0,630				
OC_4	0,846	0,845	0,605				
OC_5	0,638	0,886	0,686				
Training Effectiveness (TE)				0.837	0.892	0.675	0.694
TE_2	0,618	0,650	0,882				
TE_3	0,572	0,604	0,808				
TE_4	0,509	0,729	0,730				
TE_5	0,580	0,550	0,859				

Table 1 shows that the Discriminant Validity value in the cross-loading column meets the Discriminant Validity criteria. Discriminant validity is characterized by different construct values that are not highly correlated (Rasoolimanesh, 2022). Furthermore, the reliability test can be seen from Cronbach's alpha and composite reliability tests that the rule of thumb for testing reliability is that the value must be more than 0.70 (Yusoff et al., 2020). Table 1 shows that all variables meet the reliability criteria, where Cronbach's alpha values range from 0.837 - 0.936 and composite reliability ranges from 0.892 - 0.951. Then, the Average Variance Extracted (AVE) value must be greater than 0.50 (Henseler et al., 2016). Table 1 in the AVE column shows that this is the recommended value. Furthermore, the R-squared shows the contribution of the variables affecting the dependent variable. Hair et al. (2019) explain the criteria of R-square where 0.75 can be said to show substantial, 0.50 moderate, and 0.25 weak. Table 1 in the R-square column shows that two variables (OC and EP) are said to be moderate. The relationship between variables is shown in Figure 3.

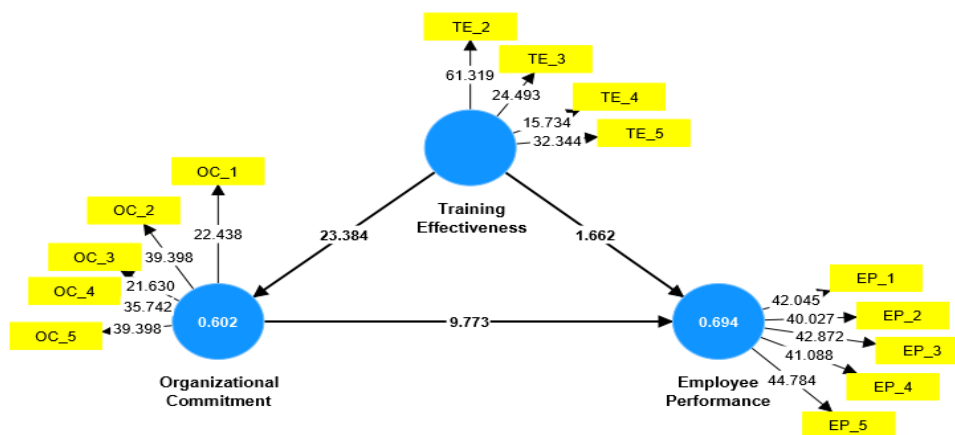


Figure 3 Bootstrapping Effect

Figure 3 illustrates the research model used in this study. It provides a view that illustrates the relationship between each of the research variables. Furthermore, the results are presented in Table 2 to determine the correlation and influence of each relationship, both directly and indirectly.

Table 2. Bootstrapping

	Coefisient	T value	P values	Result
<i>Direct Effect</i>				
TE → EP	0.130	1.662	0.097	Rejected
TE → OC	0.776	23.384	0.000	Accepted
OC → EP	0.728	9.773	0.000	Accepted
<i>Indirect Effect</i>				
TE → OC → EP	0.565	8.900	0.000	Accepted

Table 2 shows the relationship or hypothesis in this study, where of all the hypotheses proposed explains that one hypothesis is rejected, namely, there is no significant effect of training effects on employee performance ( $\beta = 0.130$ ,  $t$  value = 1.662,  $p = > 0.05$ ). Training effectiveness has a positive and significant effect on organizational commitment ( $\beta = 0.776$ ,  $t$  value = 23.384,  $p = < 0.05$ ). Furthermore, organizational commitment has a positive and significant effect on employee performance ( $\beta = 0.728$ ,  $t = 9.773$ ,  $p$ -value =  $< 0.05$ ). The mediation test states that organizational commitment positively and significantly mediates the effectiveness of training on employee performance ( $\beta = 0.565$ ,  $t$  value = 8.900,  $p = < 0.05$ ).

The training given to employees in general does not go directly to their work so it is mediocre, automatically it will result in the same result having no benefits, as well as those who get training are not all employees. Until not all employees can feel the impact training is not meaningful in the sense that management is in vain providing training to employees (Hendri, 2019). It could be argued that the training was ineffective and therefore had no significant effect on employee performance (Gultom *et al.*, 2019). However, consistent training and then committed employees can support improvements in employee performance. Employees must be embedded with high organizational commitment. Organizational commitment is conceptualized as the strength of an individual's identification with and involvement in a particular organization. Individuals with high organizational commitment tend to believe in the values of the organization and follow its goals. The relationship between organizational commitment and knowledge-sharing, studies found a positive effect of organizational commitment on knowledge-sharing among employees (Ryu & Moon, 2019).

## CONCLUSION

From the research results, the author concludes that if management wants to provide effective training, the training provided should not be general in nature but training that is directly given to employees and to the needs of their work so that employees can complete work effectively and on time. In addition, to be able to improve employee performance, among others, by building high organizational commitment so that the employee's work enthusiasm is embedded in the heart, the employee's sense of responsibility is very large. Limitations in this study include only examining three variables including training effectiveness, organizational commitment and employee performance. For future research, it is expected to add research variables including internal communication, job satisfaction, transformational leadership that will be able to contribute to employee performance, so that employee performance can be even better.

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