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Submission date: 16-Dec-2023 08:08AM (UTC+0700)

Submission ID: 2260357600

File name: Training,_Work_Ability_and_employees_performance.pdf (381.42K)

Word count: 4761

Character count: 25869



ORIGINAL ARTICLE

Training, Work Ability and employees' performance: The mediating role of Organizational Commitment

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ABSTRACT

This type of research is associative research with a quantitative approach. This research sample uses 43 permanent employees PT. Nutrifood Indonesia Medan Branch. Data analysis technique using SEMPLS 3.0. The results of this study indicate that Training has a significant positive effect on employee performance. Work ability has a significant positive effect on employee performance. Organizational commitment has a significant positive effect on employee performance. Training has a significant positive effect on organizational commitment. Work ability has a significant positive effect on organizational commitment. Organizational commitment can mediate the effect of training on employee performance. Organizational commitment can mediate the effect of work ability on employee performance. The results of this study can later assist companies in developing and improving employee performance. The more employee performance increases, the better the achievement of company goals.

Keywords: Training, Work Ability, Organizational Commitment, Employee Performance

DOI: <https://doi.org/10.30596/ijbe.v4i2.13705>

JEL Classification: D22, D23, O15

Cite this article as:

Prayogi, M. A., & Annisa, D. (2023). Training, Work Ability and employees' performance: The mediating role of Organizational Commitment. *International Journal of Business Economics (IJBE)*, 4(2), 112-122.



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INTRODUCTION

Employees are the most important asset for a company. Without the existence of employees, company activities cannot run as they should. In order for employees to work well, good human resource management is needed. Human resource management is a planning, organizing, coordinating, implementing and supervising the procurement, development, remuneration, integration, maintenance and segregation of workforce in order to achieve organization goals. A company can operate well if the performance of its employees is also good. "Performance is the result or success rate of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work performance standards (Zainal, et al, 2018). According to Sutrisno, (2017) employee performance indicators, namely: a) quality, b) quantity, c) timeliness, d) Cost Effectiveness, e) Need For Supervision, f) Interpersonal impact. One important point that supports employee performance is training. This is in accordance with the theory which says that the purpose of training is to improve performance and in turn will increase competitiveness (Lestari, 2018). Training is an activity of a company that intends to be able to improve and develop attitudes, behavior, skills and knowledge of employees, in accordance with the wishes of the company concerned (Siagian, 2014). Training indicators include: a) training content, b) training methods, c) attitude and skills of the instructor, d) length of training (Suparyadi, 2015). The existence of continuous training has a positive impact and can increase self-development and insight for employees so they can work better to achieve what is the goal of the company (Wahyudi, et. al, 2018; Yimam, 2022; Lakshmi & Hymavathi, 2022); Sherifah, et. al, 2022); Ampadu et.al, 2022); Amha & Brahane, 2020). Research conducted by (Pramono & Prahawan, 2022; Ani, et. al, 2022) that the training conducted by the company has no significant effect on the performance of an employee. This could happen due to the many job demands, work stress and so on that can hinder the performance of an employee.

Work ability is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time (Hasibuan, 2016). Ability is an individual capacity to do various tasks in a job (Robbins & Timothy, 2015). Indicators of work ability are: a) understanding the scope of the task, b) understanding the leader's orders, c) Overcoming obstacles at work, d) adept at work, e) skilled at work, f) has sufficient stamina (Robbins, 2012). Another factor that can affect employee performance is organizational commitment. This is in accordance with the opinion which states that the outcomes of organizational commitment are high performance, low employee turnover and low absenteeism (Luthans, 2011). Organizational commitment as a level where individuals identify and are involved with their organization and/or do not want to leave it (Fahmi, 2016). Organizational commitment or employee loyalty is the degree to which employees identify with the organization and want to continue to actively participate in it (Arifin, 2017). Good work ability will affect the performance of an employee in the company where he works, ability is an important factor in achieving the goals of a company (Rano & Kadir, 2022 ; Kurniawati & Mujanah, 2021; Efawati, 2020; Hastari et.al, 2021; Yusran et.al, 2021; Kartika & Widhiandono, 2022; Tambunan et.al, 2022). Poor work ability will have an impact on the performance of an employee, this can result in not achieving the goals that have been set (Husain et.al, 2022; Husain et.al, 2022).

METHOD

Associative research using a quantitative approach which aims to explain the effect of the independent variables on the dependent variable. According to Sugiyono

(2016). Associative research is research that aims to find out how the influence or also the relationship between two or more variables. This research was conducted at PT. Nutrifood Indonesia Medan Branch. The data obtained based on the results of the questionnaire submitted to employees of PT. Nutrifood Indonesia Medan Branch. The population used in this study were employees of PT. Nutrifood Indonesia Medan Branch. The sample in this study were employees of PT. Nutrifood Indonesia Medan Branch that meets the sample criteria. The data collection technique used by researchers is a method by using a questionnaire/questionnaire. The data analysis technique used in this study is path analysis, hypothesis testing, and determination testing using SEMPLS 3.0.

RESULTS AND DISCUSSION

Table 1. Average Variance Extracted Results

	AVE
Work ability	0.528
Employee performance	0.614
Work training	0.545
Organizational commitment	0.565

Based on the results in table 1 above, the Average Variance Extracted test shows that the variable work ability is reliable, because the AVE value of work discipline is $0.528 > 0.5$. Employee performance variable is reliable, because the AVE value of work ability is $0.614 > 0.5$. The Job Training variable is reliable, because the AVE value of employee performance is $0.545 > 0.5$, then the organizational commitment variable is reliable, because the AVE value of job training is $0.565 > 0.5$.

Table 2. Cross Loading

	Organizational Commitment (Z)	Workability (X2)	Training (X1)	Performance (Y)
X1.1	0.653	0.548	0.641	0.705
X1.2	0.605	0.705	0.710	0.700
X1.3	0.621	0.614	0.640	0.619
X1.4	0.562	0.716	0.737	0.608
X1.5	0.648	0.761	0.772	0.701
X1.6	0.585	0.736	0.751	0.745
X1.7	0.676	0.602	0.744	0.682
X1.8	0.611	0.619	0.655	0.655
X2.1	0.502	0.794	0.621	0.570
X2.2	0.609	0.705	0.562	0.688
X2.3	0.664	0.765	0.648	0.551
X2.4	0.658	0.718	0.585	0.502
X2.5	0.649	0.776	0.676	0.509
X2.6	0.653	0.740	0.611	0.537
X2.7	0.548	0.769	0.485	0.658

	Organizational Commitment (Z)	Workability (X2)	Training (X1)	Performance (Y)
X2.8	0.624	0.786	0.565	0.570
X2.9	0.747	0.708	0.771	0.655
X2.10	0.746	0.765	0.716	0.640
X2.11	0.578	0.706	0.424	0.233
X2.12	0.470	0.633	0.569	0.248
Y1	0.617	0.502	0.560	0.640
Y2	0.773	0.589	0.694	0.787
Y3	0.706	0.553	0.717	0.757
Y4	0.740	0.700	0.750	0.815
Y5	0.760	0.570	0.785	0.800
Y6	0.730	0.688	0.711	0.735
Y7	0.513	0.551	0.545	0.593
Y8	0.627	0.502	0.565	0.653
Z. 1	0.711	0.658	0.562	0.736
Z. 2	0.748	0.515	0.530	0.522
Z. 4	0.773	0.555	0.272	0.749
Z. 5	0.718	0.437	0.416	0.416
Z. 6	0.777	0.233	0.481	0.488

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Based on the data presented in table 2 above, it can be seen that each indicator on the research variable has a higher cross loading value on the variable it forms compared to the cross loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

Table 3. Composite Reliability Results

	<i>Composite Reliability</i>
Work ability	0.897
Employee performance	0.901
Work training	0.886
Organizational commitment	0.884

Based on table 3 above, the conclusion of the composite reliability test is: the variable is reliable work ability, because the composite reliability value of work discipline is $0.897 > 0.6$. The variable employee performance is reliable, because the composite reliability value of work ability is $0.901 > 0.6$, then the job training variable is reliable, because the composite reliability value of employee performance is $0.886 > 0.6$, and the organizational commitment variable is reliable, because the composite reliability value of job training is $0.884 > 0.6$.

Table 4. Structural Model Analysis (Inner Model) R-Square

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Performance	0.705	0.695
Organizational commitment	0.507	0.496

The conclusion from table 4 above is to test the R-Square value for performance, the R-Square Adjusted for the path model that uses the intervening variable is 0.507. This means that the variable ability of job training and work ability with organizational commitment in explaining performance is 50.7%. Thus, the model is classified as moderate (moderate). While the R-Square test on employee performance is R-Square Adjusted for path models that use intervening variables is 0.705. This means that the variable job training and organizational commitment to performance in explaining employee performance is 70.5%. Thus, the model is classified as moderate (moderate).

Table 5. F-Square

	Work ability	Employee performance	Training	Organizational commitment
Work ability		0.301		0.347
Employee performance				
Training		0.394		0.323
Commitment organization		0.211		

The conclusion from table 5 of the F-Square test is that the work ability variable on employee performance has a value of $F^2 = 0.301$. Then there is a large effect of exogenous variables on endogenous variables. The work ability variable for Organization Citizen Behavior has a value of $F^2 = 0.347$. Then there is a large effect of exogenous variables on endogenous variables. Job training variable on employee performance has a value of $F^2 = 0.394$. So there is a small effect of exogenous variables on endogenous variables. The job training variable for Organization Citizen Behavior has a value of $F^2 = 0.323$. Then there is a large effect of exogenous variables on endogenous variables.

Table 6. Direct Effects

	Original Samples (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P-Value
Employability → Employee Performance	0.735	0.771	0.261	14,375	0.000
Employability → Organizational commitment	0.210	0.289	0.450	6,673	0.000
Training → Employee Performance	0.252	0.260	0.160	9,347	0.000
Job Training → Organizational	0.287	0.297	0.137	6,311	0.000

	Original Samples (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P-Value
commitment Organizational Commitment → Employee Performance	0.262	0.275	0.119	7,553	0.000

The conclusions from table 6 above are the direct effect values: the work ability variable on employee performance has a path coefficient value of 0.735 and a P-Value of 0.005 (<0.05), meaning that it has a positive and significant influence, the work ability variable on organizational commitment has a coefficient value path 0.210 and P-Value 0.000 (<0.05), meaning that it has a positive and significant effect, training variable on employee performance has a path coefficient value of 0.252 and P-Value 0.000 (<0.05), meaning that it has a positive and significant influence, training variable work on organizational commitment has a path coefficient value of 0.284 and a P-value of 0.000 (<0.05), meaning that it has a positive and significant influence, the organizational commitment variable on employee performance has a path coefficient value of 0.262 and P-Value 0.000 (<0.05), meaning that it has a positive and significant effect.

Table 7. Indirect Effects

	Original Samples (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P-Value
Job Training→ Organizational Commitment →Employee Performance	0.201	0.198	0.097	2,314	0.005
Employability→ Organizational Commitment →Employee Performance	0.180	0.098	0.056	2010	0.031

The conclusion from table 7 above is that the indirect effect value in the table above is: the indirect effect of the training variable on employee performance through organizational commitment is 0.201 with a P-Value of 0.005 <0.05 , organizational commitment can mediate the effect of job training on employee performance, while the influence indirectly variable work ability on employee performance through organizational commitment is 0.180 with P-Value 0.031 <0.05 , then organizational commitment mediates the effect of work climate on employee performance.

Discussion

The direct effect hypothesis concludes that training has a significant effect on work discipline. This is clearly seen by the results of the direct effect coefficient of 0.735 and P-Value of 0.000 (<0.05). Shows that there is an influence between training on the performance of employees of PT. Nutrifood Indonesia Medan Branch. One of the objectives of training is to improve employee performance. In addition, training also aims to increase the knowledge, skills and attitudes of employees as well as improve the quality and productivity of the organization as a whole, in other words the purpose of the training is to improve performance and in turn increase competitiveness.(Busro, 2018). This has

been proven through research conducted by (Elizar, & Tanjung, 2018; Marjaya, & Pasaribu, 2019; Mujiatun, 2015; Prayogi & Nursidin, 2018; Siswadi, 2016; Yusnandar, Nefri, & Siregar, 2020; Astuti, 2018); Usman, Rambe & Jufrizen, 2020) research results show that training has an effect on employee performance.

The direct effect hypothesis concludes that work ability has a significant effect on performance. This is clearly seen by the results of the direct effect coefficient of 0.210 and P-Value of 0.000 (< 0.05). Shows that there is influence between work ability on the performance of employees of PT. Nutrifood Indonesia Medan Branch. The work ability possessed by employees will certainly affect employee performance. The factors that affect performance are ability and motivation. Ability here includes intelligence and work ability. It is very clear that the relationship between work ability will definitely result in good performance. (Mankunegara, 2017). This has been proven through research conducted by (Jufrizen, 2017; Mailisa, et.al, 2016) the results of the study show that ability affects employee performance.

The direct effect hypothesis concludes that job training has a significant effect on organizational commitment. This is clearly seen by the results of the direct effect coefficient of 0.252 and P-Value of 0.000 (< 0.05). Shows that there is an influence between job training on the organizational commitment of PT. Nutrifood Indonesia Medan Branch. According to (Sopiah, 2008). Training is a systematic process of developing the knowledge, skills and abilities essential to do a job effectively. To foster organizational commitment, what is needed is the existence of trust from employees in their organization, their leaders, and trust in colleagues and the work itself. Trust in the organization is interpreted as a reflection of the value felt by the individual that he has the ability and confidence to do a job within the organization. Research result (Mujiatun, 2015; Kautsaryda & Prabowo, 2014) shows that training has an effect on organizational commitment.

The direct effect hypothesis concludes that work ability has a significant effect on organizational commitment. This is clearly seen by the results of the direct effect coefficient of 0.287 and P-Value of 0.000 (< 0.05). Shows that there is influence between work ability on organizational commitment of PT. Nutrifood Indonesia Medan Branch. Ability is a trait that is born or learned that allows someone who can complete his work, both mentally and physically, which means that work ability is possessed from birth to be able to increase organizational commitment (Busro, 2018). Research results (Sembiring & Tanjung, 2021) work ability influences organizational commitment.

The direct effect hypothesis concludes that organizational commitment has no significant effect on employee performance. This is clearly seen by the results of the direct effect coefficient of 0.262 and P-Value of 0.000 (< 0.05). Shows that there is influence between organizational commitment to the performance of employees of PT. Nutrifood Indonesia Medan Branch. Employee commitment to the organization is a behavioral dimension that can be used to measure and evaluate the strength of employees in surviving and carrying out their duties and obligations to the organization. Commitment is seen as a value orientation towards the organization that shows individuals think highly of and prioritize their work and organization. Individuals will try to give all the effort they have in order to help the organization achieve its goals. Research result (Krisnawati & Suartana, 2017); Muis, Jufrizen, & Fahmi, 2018) shows that organizational commitment affects performance.

The indirect effect hypothesis concludes that organizational commitment does not mediate the effect of job training on performance. This can be seen from the indirect effect

¹² coefficient value of 0.201 and the P-Value of 0.000 (<0.05). Shows that the influence of job training on employee performance mediated by organizational commitment is supported. High performance can only be achieved if all employees and management apply training and have good work skills and are committed to the organization. Therefore training, work ability and organizational commitment are elements that are absolutely encouraged and realized in the implementation of daily activities the results of research conducted by (Nugraha, 2017), (Hendrawa & Wahyuni, 2016) show that organizational commitment mediate job training on employee performance.

The indirect effect hypothesis concludes that organizational commitment does not mediate the effect of work ability on performance. This can be seen from the coefficient value the indirect effect is 0.180 and the P-Value is 0.031 (<0.05). Shows that the effect of work ability ³⁶ on employee performance mediated by organizational commitment is supported. Based on the results of hypothesis testing, it can be seen that the P-Value is >0.05 . Therefore in achieving better employee performance to maintain or further improve the application of better work skills and must be mediated by organizational commitment. Management must be able to try to improve employee performance in various ways, one of which is by instilling employee commitment to the organization. Low commitment in an organization shows the lack of responsibility of an employee in carrying out his work. Commitments are becoming increasingly difficult to implement considering the number of companies that use a contract system for their employees. Commitment is the relationship between an individual and his organization, so it is quite difficult to expect strong commitment in this condition. The ⁴⁴ results of research conducted by (Nugraha, 2017), (Hendrawa & Wahyuni, 2016) show that organizational commitment mediates the influence of work ability on employee performance.

CONCLUSION

⁴⁹ The conclusion from the research that has been done is that training has a ⁴⁷ significant positive effect on employee performance. The better the job training available, the better the employee performance will be. Work ability has a significant positive effect on employee performance. The higher the employee's ability level, the higher the employee's performance level. Organizational commitment has a significant positive effect on employee performance. The higher the ⁴ organizational commitment to the higher the level of employee performance. Training has a significant positive effect on organizational commitment. The better ⁴ the available job training, the higher the organizational commitment. Work ability has a significant positive effect on organizational commitment. The higher the level of work ability, the higher the organizational commitment. Organizational commitment can mediate the effect of training on employee performance. The higher the organizational commitment, the higher the level of employee performance. Organizational commitment can mediate the influence of work ability on employee performance. The higher the organizational commitment, the higher the level of employee performance.

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Vol 4. Issue 2, March 2023, pp 112-122

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