



RESEARCH ARTICLE

The Effect of Training, Organizational Culture on Employee Performance with Competence as Intervening

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ABSTRACT

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The higher the level of competition in the cement industry, it is necessary for the company's efforts to survive by carrying out internal strategies in the form of improving employee performance. Organizational culture is found to be one of the factors that can affect employee performance. The purpose of this study is to examine the effect of training and organizational culture on employee performance with competence as intervening variables. The novelty in this research is that no previous research has been found that discusses the effect of training and organizational culture on employee performance with the competence as intervening employees of the employees at a cement industry company in Indonesia. The population in this study were employees of cement industry companies in Indonesia. From a total population of 329 people with the characteristics of being organic employees and having gone through three years of service, the number of samples taken is 101 people. Structural Equation Modeling was used to test the statistical significance of the path coefficients. The research findings explain that training has positive and significant predicts on competence but training has negative and not significant predicts on employee performance. Organizational culture has positive and significant predicts on competence also employee performance. Competence has a positive and significant predicts on employee performance.

1. INTRODUCTION

In the ever-changing and dynamic contemporary workplace, the effectiveness of employees stands as a crucial element influencing the prosperity and competitiveness of organizations. Companies across industries acknowledge the pivotal contribution of employees in attaining objectives, satisfying customers, and staying competitive in the dynamic business landscape. Consequently, comprehending, evaluating, and improving employee performance have emerged as focal points in the realms of human resource management and organizational studies. Employees are expected to actively participate in company operations, signifying their role as overseers of company activities (Aziez, 2022).

Employee performance fundamentally encompasses mental attitudes and behaviors that consistently embrace the notion that the tasks accomplished today should exceed the quality of prior assignments, and the existing work standards should continuously improve for future endeavors.

(Silitonga, 2023). Competent employees have the ability to offer valuable perspectives, solve complex problems, and tackle new challenges with confidence (Susanto et al., 2023).

Being the primary commodity in infrastructure development, such as buildings, roads, and bridges, cement plays a crucial role, making employee performance encompass a wide range of skills, behaviors, and accomplishments that contribute to the success of the company in the dynamic and competitive cement industry. In employee performance, there are so many factors that influence it, like Training, Organizational Culture and Competence.

This research aims to explore and assess the influence of Training and Organizational Culture on employee performance in a cement company, with a detailed examination of how Competence factors intervene in these connections. The objective is to comprehend the individual and collective effects of these factors on employee performance and whether Competence plays a significant role in the relationships among these variables. By understanding these factors, the study seeks to provide valuable insights for organizations and strive to foster a high-performing workforce.

The study of Lee et al. (2023) showed that training shows a positive effect on employee performance. This statement was also supported by a journal from Freitas (2023) where he found that training has a positive impact on employee performance. The study by Fidyah and Setiawati (2020) showed that Organizational Culture has a positive and significant effect on employee performance. Research conducted by Hamam (2023) states the same thing. The journal states that Organizational Culture (through employee engagement) was found that the compatibility between personal values and company values will improve employee performance.

Meanwhile, research conducted by Marnisah et al. (2022) states that Competence affects employee performance. Research conducted by Nurasniar (2021) found that competence has a positive and significant impact on employee performance. Based on the discussion from the previous journal, we gather that there are not many journals discussing the effect of training, organizational culture on employee performance with competence as intervening. Hence, it is crucial to recognize these factors as a foundation for implementing positive policies aimed at enhancing employee work performance. Additionally, we found out that a limited number of journals discussing employee performance within the cement industry, thus we try to offer a new perspective of the cement industry. How does training, Organizational Culture and Competence affect Employee Performance? To identify how these items affect employee performance.

2. LITERATURE REVIEW

2.1 Training

“Employee training is a planned activity which focuses on increasing and enlarging the capabilities, improving the technical and conceptual skills of employees so that they can possess the necessary abilities to handle complex situations and better perform their job (Isah, 2023)”. Training is one of the organization's efforts to improve the quality of its human resources. According to Wardhana and Muslichah (2021), training is a process of increasing employee mastery of skills for certain jobs and those currently being carried out. Ivancevich (2018) also revealed that training is a process to change the work behavior of an employee or group of employees in an effort to systematically improve organizational performance. Thus, effective training will be able to improve employee performance. The goal of training is to improve individual and collective performance within an organization. Training programs can cover a wide range of topics, including job-specific skills, industry knowledge, leadership development, communication skills, and other relevant competencies. Research conducted by Wardhana and Muslichah (2021) also confirms that appropriate training according to tasks and work is known to be able to improve employee performance. Mohd Shahidan Lee et al. (2023) concluded that training has a positive relationship and influence on employee performance. This is also consistent with research carried out by Freitas (2023), Dwigita and Muslikh (2023),

Hamam (2023). This was also expressed by Younas et al. (2018) who stated that training would have a positive influence on employee performance for the better. Based on the prior literature, the hypotheses are constructed as follows:

H1: Training positively predicts employee performance

2.2 Organizational culture

Organizational culture refers to the shared values, beliefs, attitudes, and behaviors that define the interactions and collaboration among individuals within an organization. Organizational culture consists of the values and norms adopted and implemented by an organization, and these are linked to the environment in which the organization carries out its activities (Saiful, 2018). It encompasses the unwritten rules, norms, and the overall work environment that influence the way employees do their tasks, collaborate with colleagues, and contribute to the organization's goals. The organizational culture holds significant importance in influencing the conduct and productivity of individuals in the workplace. This culture acts as a framework for employees, offering guidance in regulating their behavior and activities (Hamam, 2023). Consequently, employees find themselves immersed in this culture, which significantly influences their daily experiences. As a result, organizational culture becomes influential in shaping both collective and individual performance within the organization (Marnisah, et al, 2022). Some previous research revealed that Organizational Culture affects Employee Performance. Fidyah and Setiawati (2019), Purwadi et al. (2020), and Anam and Suyoto (2021) states that Organizational Culture has a positive effect on Employee Performance. Based on the prior literature, the hypotheses are constructed as follows:

H2: Organizational Culture positively predicts employee performance

2.3 Competence

Effective training can help build a more conducive learning environment for the world of work and train employees to face challenges more easily and on time and have reliable competencies. According to Susilowati et al. (2022), to achieve competency, an organization needs to provide training. Training for employees is the main element in building good work skills, understanding or mastering and having loyalty to their work, so that they are able to fulfill competencies in achieving organizational goals. Cik et al. (2021) stated that training is a factor that can increase employee competence. So training must be carried out well in order to have a positive effect on employee competence. Susilowati et al. (2022) also revealed that training has a positive influence on employee competency. This is in line with research conducted by Pramono and Prahlawan (2022) concluding that training has a positive effect on competence. Warna (2020) stated that training has a positive and significant effect on employee competence, where the implementation of training can make employees have better competence. Based on the prior literature, the hypotheses are constructed as follows:

H3: Training positively predicts Competence

2.4 Training and competence

Fundamentally, organizational culture is shaped by aspects of an individual's values and beliefs. A positive organizational culture is recognized for fostering an atmosphere that motivates employees to enhance their competencies (Ariawan et al., 2022). A strong organizational culture always emphasizes the importance of competency to achieve company goals (Indriyati et al., 2021). Research conducted by Hamzah et al. (2013) states that organizational culture has a significant influence on employee competence.

Indriyati et al. (2021) stated that good organizational culture is known to have a positive relationship in increasing employee competence. Violinda and Jian (2016); Indriyati et al. (2021) state that

organizational culture is a factor that can support and develop people with the abilities and competencies needed to complete work. Previous research conducted by Handoyo et al. (2019) revealed that organizational culture is one of the main factors that contribute to professional competence, where the better the organizational culture, the more significant the contribution to competence. The same thing was also expressed by M Basa and Indrawan (2023) and Morelli & Wang (2020) that Organizational Culture has a positive and significant effect on Competence.

An organizational culture that lacks support or tends to be traditional may impede the development of employee competence. When the organizational culture is characterized by distrust, office politics, or resistance to change, employees may hesitate to take risks in acquiring new competencies (Ariawan et al., 2023). Based on the prior literature, the hypotheses are constructed as follows:

H4: Organizational Culture positively predicts Competence

2.5 Competence and employee performance

Competency is the ability or ability to utilize work knowledge and skills to achieve optimal performance. Competence is one of the factors that supports improving employee performance. The better the competencies possessed by employees, the better the performance of the employees produced. According to Noe (2002); Rohmat et al. (2022) stated that employee competency that does not match company expectations can reduce employee performance. Research conducted by Susanto et al. (2021) and Mulyati (2019) concluded that there is a positive and significant influence between employee competence and performance. This shows that high employee competence can provide an increase in their work results. The same thing was also expressed by Fauzi (2019), Krisnawati and Bagia (2021), Eriani et al. (2023) who stated that competence has a significant effect on improving employee performance. Competence refers to the combination of skills, knowledge, abilities, and attitudes that an individual possesses and utilizes in carrying out their work tasks within an organization. Competent employees demonstrate proficiency in their assigned roles and contribute effectively to the overall goals and success of the organization. Competence is a crucial factor in determining an employee's capability to meet job expectations and contribute positively to the organization's performance. Based on the prior literature, the hypotheses are constructed as follows:

H5: Competence positively predicts employee performance

2.6 Competence as mediating of training and employee performance

In essence, the performance of the entire organization depends on the competence of its employees. To emphasize that employees must obtain all the required competencies, organizations or companies must develop appropriate training programs. Research conducted by Winoto et al (2023) suggests that the existence of known competencies will increase the effectiveness of training for employees so that they are able to achieve the expected employee performance. This is in line with research conducted by Suhartono (2017), which stated that competency-related training can improve employee performance. Apart from that, Setiawan and Nafilah (2022) also stated that training is the most important element for increasing competence, which can influence the effectiveness of employee performance. Astarina et al (2022) revealed that training is able to link the influence of competence with employee performance. Furthermore, research conducted by Anggreni and Ardana (2019) concluded that there is a positive and significant role of competence in mediating the influence of training on the effectiveness of employee performance. Apart from that, research conducted by Oktaviana and Hendriani (2017) also revealed that competence is said to be able to act as a mediating factor in the relationship between training and employee performance. Based on the prior literature, the hypotheses are constructed as follows:

H6: Training positively predicts employee performance, intervening by competence

2.7 Competence as mediating of organizational culture and employee performance

Factors that can influence the decline in employee performance effectiveness include low employee competence (Danila and Riwukore, 2019) and a weak organizational culture among employees (Komara, 2019). Research conducted by Marnisah et al (2022) explains that competence and organizational culture have a strong connection to improving employee performance. Dunan et al (2020) and Farisi (2022) stated that organizational culture and competency together have a positive and significant effect on employee performance, where the higher the contribution of organizational culture and competency, the better the employee performance. This is in line with research conducted by Basa and Indrawan (2023) which states that competency variables can mediate the relationship between organizational culture variables and employee performance. If organizational culture improves, competence also increases, and employee performance effectiveness will be achieved. Furthermore, if organizational culture declines, competence will also decline, then employee performance will also decline. Nirman and Muslichah (2021) stated that competence employees will influence organizational culture, which can have an impact on improving employee performance so that organizational targets will be achieved. Based on theory, prior research and conceptual frameworks, the research model can be displayed as follows:

H7: Organizational Culture positively predicts employee performance, intervening by competence

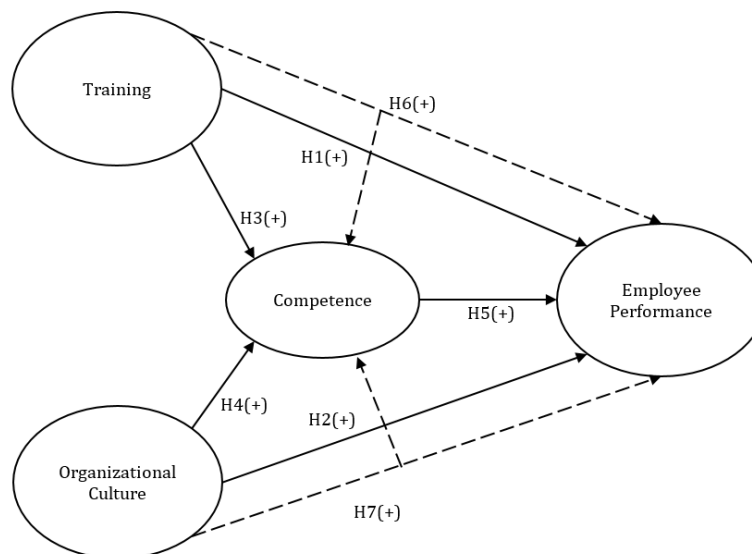


Figure 1: Conceptual model framework

Source: processed in research

3. METHODOLOGY OF RESEARCH

3.1 Measures

This research is a type of quantitative descriptive research, where data will be collected and analyzed quantitatively to address the research questions. The population used in this research are employees from one of the cement companies, where the target population is 400 employees. The research sample will be taken using a random sampling method from the existing employee population. In this research, a minimum of 100 people will be taken as a research sample according to the sample requirements

Table 1: Dimensions and indicators of variables			
Variabel	Measurement Scale	Dimensions	Indicators
Training Ginting et al on Khan (2023) state that training are various businesses carried out by the company with the aim of improving employee performance and carried out through repairs mindset, change behavior, improvement insight, knowledge and skills.	Likert Scale	Opportunity to attend training Suitability training & development with need Time period training Implication training & development Award shaped education and training	1. I receive internal training periodically. 2. I got the same opportunity to take part in the training program. 3. I can apply the results of the training at work. 4. I received training that suited my needs. 5. I always attend training or equip myself with new lessons. 6. I received an award in the form of the opportunity to take part in training at home or abroad.
Organizational Culture Marnisah et al. (2022) instructed that the measurement of organizational culture variables uses dimensions and indicators, namely result orientation, teamwork orientation, aggressiveness, and stability.	Likert Scale	Result Orientation Teamwork Orientation Aggressiveness Stability	1. I always work fast to get the best results 2. Organizations look at work results more than work processes 3. I pay attention to every detail of the work 4. I always cooperate with colleagues in completing work 5. Organizations pay attention to and encourage teamwork 6. I'm always passionate about getting work done 7. Organizations always encourage employees to have a better mindset 8. When there is a change in the organization, everything is planned 9. The granting of rights is timely after the implementation of obligations
Competence Competence is defined as a blend encompassing duties, abilities, attitudes, and understanding of an organization's workforce to execute assigned tasks effectively as designated by the organization (Pramono and Prahiawan, 2022). According to Marnisah et al. (2022), the competence that employee must have includes Achievement, Leadership and Thinking Ability, also Ability to Serve, to Manage and to be Mature.	Likert Scale	Achievement Ability Ability to serve Leadership ability Ability to manage Thinking Ability Ability to be mature	1. Work according to the standard operating procedures that have been set 2. Gather information related to the task being done 3. Fixing community service problems quickly 4. Listen and observe what the community needs 5. Able to convince co-workers and leaders 6. Able to build and maintain partnership relationships with other parties 7. Able to provide intensive direction 8. Able to empower co-workers 9. Be able to describe complex tasks in systematically organized sections 10. Learn from mistakes, analyze self-performance and improve performance 11. Demonstrate a proactive adjustment effort
Employee Performance In this research, to measure employee performance,	Likert Scale	Effectiveness Responsibility	1. Organizational goals achieved 2. Work efficiently 3. Work according to organizational guidelines and assigned tasks

<p>researchers used an instrument developed from the indicators proposed by Marnisah et al. (2022) where the dimensions are Effectiveness, Responsibility, Discipline and Initiative.</p>		<p>Discipline Initiative</p>	<p>4. Responsible for completing tasks according to standards 5. Always obey the organization's rules and code of ethics 6. Work consciously and obey orders from superiors 7. Organizations and superiors provide space for innovation and creativity to achieve organizational goals 8. Working with visionaries</p>
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3.2 Population and sampling

In this study, data gathered by doing a questionnaire as a data collection method. Researchers used stratified sampling, providing flexibility in reaching a sample population through a quota system. Questionnaire will be driven by evidence of the existence of the characteristics and populations of interest. Furthermore, non-proportional quota sampling was utilized, allowing for a method with minimal constraints on the minimum number of sample units in each group. "Stratified sampling is used when the population from which the sample will be obtained from the group does not have a homogeneous and widely used set of stratified sampling techniques to represent a strong sample (Vehovar et al., 2016)". In this research, a minimum of 40 people will be taken as a research sample according to the sample/research subject requirements.

The questionnaire employs a Likert scale for measurements. The utilization of the Likert scale is preferred due to its perceived ease in interpreting the collected data. A higher score indicates an attitude of a higher level or intensity compared to a lower score (Bertran, 2007).

3.3 Research method

This study uses quantitative methods to analyze the effect of training and organizational culture on employee performance through competence. The data in this study were obtained from primary data. Data was collected using a survey through the distribution of questionnaires. The data collection technique was done by stratified sampling. A total of 101 samples were used to test five (5) established hypotheses. All items were measured using a Likert scale of 1 (strongly disagree) to 5 (strongly agree). The model used in this research is Structural Equation Modeling (SEM) using SmartPLS 4.1.0.0 in the data processing.

4. RESULTS AND DISCUSSION

4.1 Outer model evaluation

In testing, the outer model aims to see the validity and reliability of a model. The analysis of this test will be seen from the influence of Factor Loading, Average Variance Extracted (AVE), and Discriminant Validity, as well as composite reliability.

a) Construct validity test

Factor loading is the initial stage in testing the validity of a model, the condition for factor loading is that it must be > 0.6 so that the indicator is said to be valid. If it is not valid, it must be removed from the model.

To find out the outer analysis of this research model in Figure 2. Figure 2 shows that in the latent training variable, there are 3 (three) indicators that must be removed from the model because the factor loading value is <0.6.

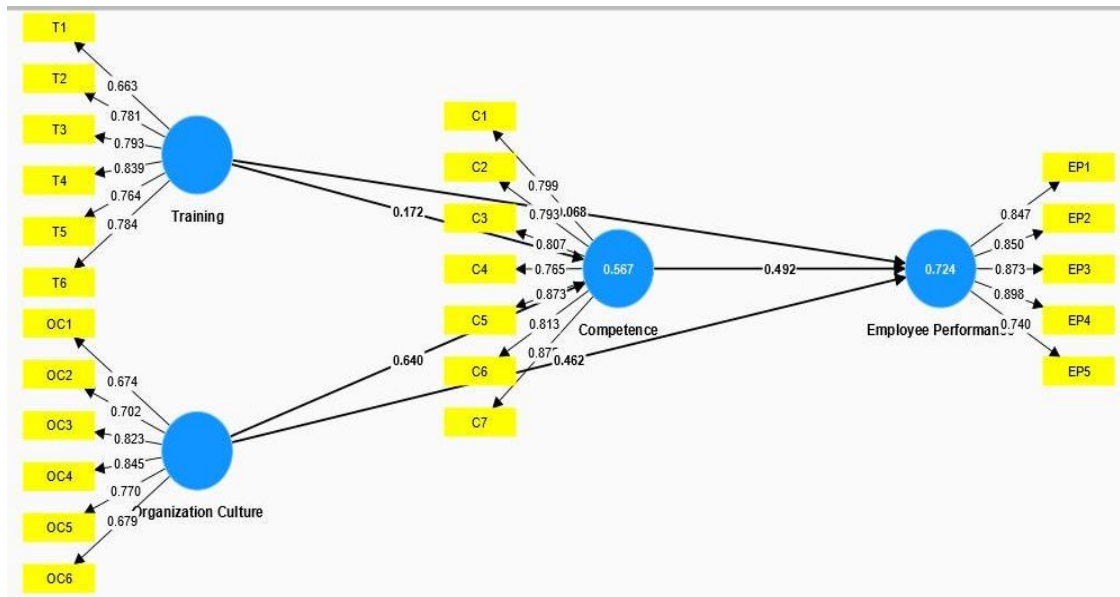


Figure 2: PLS Algorithm output results

Because there are 3 (three) indicators removed from the model, a new influence model will be formed to do the following analysis using Bootstrapping.

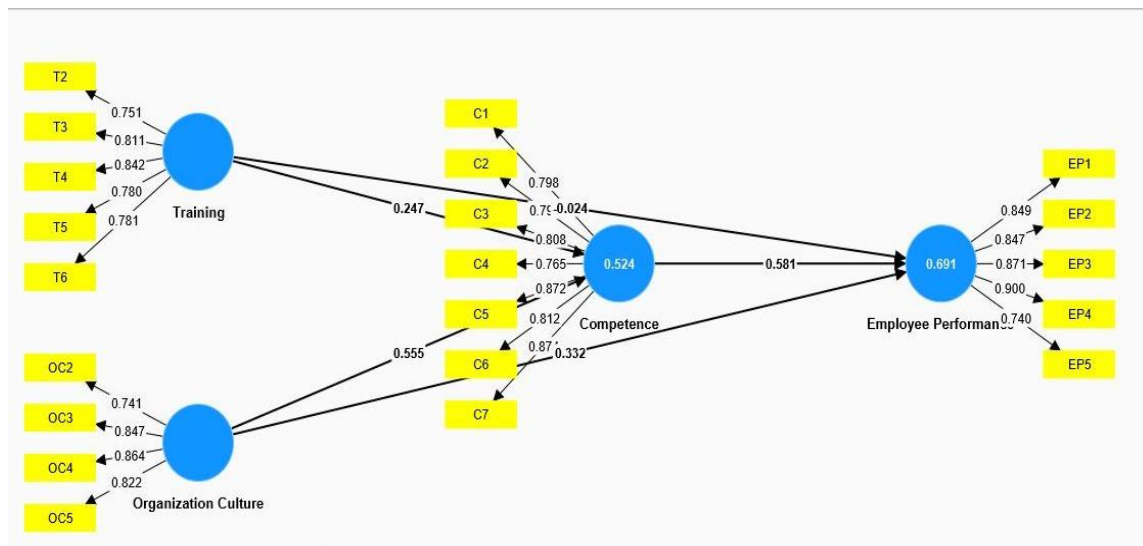


Figure 3: Bootstrapping output results

b) Inner model evaluation

The next step is to test the validity and reliability in Table 2. From Table 2, the Cronbach's Alpha value for each variable has a value > 0.6, so that it can be concluded that the indicator is consistent in measuring the construct. The AVE value is used to show how much variance the indicator contains in the construct. As a result, it can be seen that the AVE value of each variable has a value > 0.5. The Composite Reliability value has a value of > 0.7 so that it can be stated that there is no problem of unidimensionality of the effect of training and organizational culture on employee performance with competence and as the impact of intervening.

Table 2: Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Competence	0.918	0.920	0.934	0.670
Employee Performance	0.897	0.903	0.925	0.711
Organization Culture	0.836	0.840	0.891	0.672
Training	0.856	0.876	0.895	0.630

Source: Smart PLS Output, 2024

c) Hypothesis evaluation

There are five hypothesis testing in this study, the results of which can be seen in Table

Table 3: Significance test

	Original sample	Sample mean (M)	Standard deviation	T statistics (O)	P values
Competence -> Employee Performance	0.581	0.587	0.095	6.128	0.000
Organization Culture -> Competence	0.555	0.552	0.108	5.123	0.000
Organization Culture -> Employee Performance	0.332	0.327	0.097	3.429	0.000
Training -> Competence	0.247	0.261	0.099	2.485	0.006
Training -> Employee Performance	-0.024	-0.020	0.068	0.352	0.362

Source: Smart PLS Output, 2024

Hypothesis testing 1

H1: Training has a negative and not significant effect on employee performance

The estimated parameter of the effect of training on employee performance is -0.024. The T Statistics value is 0.352 < 1.967, and the P-Value is 0.362 > 0.05, so the hypothesis is rejected, and it can be concluded that training has a negative and not significant effect on employee performance. Thus, hypothesis 1 is not supported.

Hypothesis testing 2

H2: Organizational culture has a positive and significant effect on employee performance

The estimated parameter of the effect of organizational culture on employee performance is 0.332. The T Statistics value is 3.429 > 1.967, and the P-Value is 0.000 < 0.05, so the hypothesis is accepted, and it can be concluded that organizational culture has a positive and significant effect on employee performance. Thus hypothesis 2 is supported.

Hypothesis testing 3

H3: Training has a positive and significant effect on competence

The estimated parameter of the effect of training on competence is 0.247. The T Statistics value is 2.485 > 1.967, and the P-Value is 0.006 < 0.05, so the hypothesis is accepted, and it can be concluded that training has a positive and significant effect on competence. Thus hypothesis 3 is supported.

Hypothesis testing 4

H4: Organizational culture has a positive and significant effect on competence

The estimated parameter of the effect of organizational culture on competence is 0.555. The T Statistics value is 5.123 > 1.967, and the P-Value is 0.000 < 0.05, so the hypothesis is accepted, and it can be concluded that organizational culture has a positive and significant effect on competence. Thus hypothesis 4 is supported.

Hypothesis testing 5

H5: Competence has a positive and significant effect on employee performance

The estimated parameter of the effect of competence on employee performance is 0.581. The T Statistics value is 6.128 > 1.967, and the P-Value is 0.000 < 0.05, so the hypothesis is accepted, and it can be concluded that competence has a positive and significant effect on employee performance.

Thus, hypothesis 5 is supported. 4.2 Intervening Test Results

Table 4 shows the effect of training on employee performance through competence shown by the original sample value of 0.143 with a positive sign. Because the value of t statistic (2.114) > t table (1.960) and p-value (0.017) < sig (0.05), then this result shows that there is an indirect effect of training on employee performance through competence as an intervening variable. Thus the competence can mediate training on the performance of the employees in the cement industry.

The effect of organizational culture on employee performance through competence is indicated by the original sample value of 0.322 with a positive sign because the value of t statistic (4.111) > t table (1.960) and p-value (0.017) < sig (0.05) then these results indicate that there is an indirect effect of organizational culture on employee performance through competence as an intervening variable, thus, competence can mediate the effect of organizational culture on improving the performance of employees in the cement industry.

Table 4: Significance test

Specific indirect effects

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organization Culture -> Competence -> Employee Performance	0.322	0.322	0.078	4.111	0.000
Training -> Competence -> Employee Performance	0.143	0.154	0.068	2.114	0.017

Source: Smart PLS Output, 2024

CONCLUSION

Based on hypothesis testing by statistical means on the effect of each independent variable on the dependent variable, the conclusions are as follows:

1. Training has a negative and not significant predicts on employee performance. From these conclusions, the T Statistics value is 0.352 1,967 or the P-Value is 0.362 0.05. This means that the predicts of training have no impact on improving employee performance.
2. Organizational culture has positive and significant predicts on employee performance, from these conclusions, based on the statistical T value of 3.429 1.967 or the P-Value of 0.000 0.05. This means that the provision of organizational culture will have an impact on increasing employee competence.
3. Training has positive and significant predicts on competence. From this conclusion, the T Statistics value is 2.485 1.967, or the P-Value is 0.006 0.05. This means that the provision of training has an impact on increasing employee competence.
4. Organizational culture has a positive and significant predicts on competence. From these conclusions, the T Statistics value is 5.123 1.967, or the P-Value is 0.000 0.05. This means that the organizational culture is increasing, and the employee competence is getting better.
5. Commitment has positive and significant predicts on employee performance. From these conclusions, the T Statistics value is 6.128 1.967, or the P-Value is 0.000 0.05. This means that the higher the employee's commitment guarantees employee performance.

6. Thus, the commitment can mediate training on the performance of the employees in the cement industry.
7. Thus, the commitment can mediate organizational culture on the performance of the employees in the cement industry.

Authors' contributions

FAGS conceptualized the study, managed the research project, led the data collection process, coordinated the collaboration among the authors, preparing and overview the manuscript submission process, also contributed to the manuscript's structure and presentation.

PK contributed to the literature review, also assisted in data collection, drafting the manuscript and provided critical revisions and helped refine the manuscript.

RDPS contributed to the study design, designed the methodology, assisted in data collection, performed the statistical analysis, interpreted the results, and also helped in finalizing the manuscript.

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