

The Effect of Organizational Commitment, Employee Engagement and Training on Employee Performance of Energy Supply Chain Company

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Abstract:

This study's goal is to investigate the effects of employee training and engagement on workers' performance, with organizational commitment acting as a bridging variable. Data for this study was gathered quantitatively from employees in one of supply chain company in Indonesia. Employing a probability sampling approach as a sample technique. Path analysis was employed as a data analysis approach in this study with the use of the analytic program SPSS. The study's findings include a significant positive relationship between employee engagement and organizational commitment, a significant positive relationship between employee engagement and training, a significant positive relationship between employee engagement and employee performance. Training has a very favorable impact on staff performance. Organizational commitment has an impact on employees' performance. Organizational commitment, training, and employee engagement all have an impact on employee performance. This study is anticipated to be utilized as a resource for thought, the sharing of concepts, and the introduction of alternative solutions to issues in businesses pertaining to employee engagement and training that are beneficial in enhancing It is anticipated that this will enhance worker performance and eventually aid in the accomplishment of corporate objectives.

Keywords: employee training, engagement, performance, commitment, employee

Introduction

Currently, Indonesia is entering the Industrial Revolution 4.0 or the fourth generation industry. The Industrial Revolution 4.0 started with the Internet Revolution, which has been ongoing since the 1990s. But during the early years of the Internet's development, few people knew that its effects would develop so quickly. Therefore, the government prepared the Industry 4.0 roadmap with the help of several parties. With this roadmap, the government hopes to increase competition among domestic industries in the global arena ahead of the industrial revolution 4.0. The Director General of Training and Productivity Development of the Ministry of Manpower said, in the field of

employment, the Industrial Revolution 4.0 brings various impacts and challenges that must be faced. Because of this, until now the government continues to prepare the Indonesian workforce to be able to adapt, be competitive, and survive in the midst of changes in the world of work (Albrecht, 2010). For this reason, he emphasized, in the current global era of the Industrial Revolution 4.0, competent and highly competitive human resources (HR) are an absolute requirement to be able to face increasingly fierce global competition.

Preparing human resources to welcome Industry 4.0 is very important to be considered in any business. In an effort to prepare human resources to welcome the Industrial Revolution 4.0, some companies are trying to support suppliers who have inventive or industrial technology to synergize with training institutions to help the government prepare human resources capable of accommodating the industry of the 1940s. Improving the quality of human resources is very important, especially since Indonesia still lacks the utilization of technology. According to previous researcher the performance of an employee is something that is done or not, which affects how much they contribute to the organization including the quantity of output, the quality of output, the time period of output, attendance at work and the cooperative attitude they have (Idrus, 2023). individual employee performance can be improved through three important factors, the first is the level of effort devoted, how employees provide motivational efforts, work ethics, attendance and also the design of tasks owned by an employee. Second, individual abilities in the form of talents, interests and personality factors.

One form of maintenance so that each employee has good performance is to motivate and make them feel attached to the company, either to the values adopted or to the environment and work processes that exist in the company or agency. The contribution of employees to an organization will determine the progress or decline of an organization. Employee contributions to the organization will be important if they are carried out with effective actions and behave correctly. Every employee needs to know exactly what his main responsibility is, what kind of performance he must achieve and be able to measure himself according to his success indicators. There are many things that are of concern to management to encourage employee performance including in relation to employee engagement, training and organizational commitment (Allen & Meyer, 1991).

Based on the results of a pre-survey conducted by the author at the research location through brief interviews with HRD and employees in the Human Capital & General Services, Strategic Marketing, Strategic Planning & Business Development, and Finance & Support Auditor sections, each employee appears to have high employee engagement. This is evident from employees often forgetting time at work, employees feel very enthusiastic about coming to work and employees also feel one with work. The results of previous research state that there is a strong correlation between employee engagement and company performance. Companies with a high employee engagement index (65% and above), always managed to exceed the stock exchange index and produce a return for shareholders 22% higher than the average. Conversely, companies with lower employee engagement indices (45% and below) generated 28% lower than average returns for shareholders. The research also found how organizations make a difference and gain competitive advantage through their people. This can be seen in the presence of high levels of employee engagement such as increased retention and productivity, resulting in low turnover rates, large talent pools and good business performance. Training is a very important step because it is considered capable of growing and developing the knowledge and skills of employees who will later work in a company. This training aims to improve mastery of various skills and therefore techniques for the implementation of specific and routine work. In another sense, training is intended to prepare employees to do current jobs (Rahayu et al., 2018).

Another indicator that can improve employee performance is organizational commitment. Employees with high commitment are expected to be able to produce optimal performance and commitment is one of the important instruments to improve organizational performance (Amstrong, 1994). Through research by previous researcher proving that organizational commitment has a positive effect on employee performance. In addition, previous researcher also found a positive influence between organizational commitment as an employee's attitude to be loyal to the company and keep working as well as possible. Commitment is divided into affective commitment, which is the emotional desire of employees to adapt to existing values in order to remain in the organization. Normative commitment is a sense of moral responsibility to stay in the organization. Furthermore, continuance commitment is the fear of losing something that has been obtained so far in the organization. Some of the results of previous research conducted by previous researcher show that of the three dimensions of commitment that most influence is normative commitment. High levels of commitment and employee performance can be encouraged through employee engagement and training (Tannady et al., 2019). Employees who have high performance are certainly influenced by various factors, these factors are the sense of employee attachment to their work and their

organization or the training provided by the company to its employees or the sense of employee commitment to their organization. This study aims to determine and analyze the effect of employee engagement, training, and organizational commitment on employee performance.

Literature Review

Kahn in Albrecht is one of the experts who put forward the theory of engagement, describing employee engagement as being fully physically, cognitively and emotionally connected with their work roles. Employee engagement is employees who are fully connected physically, cognitively, and emotionally with their work roles. Employee Engagement refers to the level of involvement, commitment, and motivation employees have towards their work and organization (Ghafoor et al., 2011). It involves aspects such as strong relationships between employees and management, understanding and identification with company values, and high job satisfaction. Actively engaged employees tend to have higher attendance rates, better productivity levels, and contribute proactively to the company's success. Through effective communication, participation in decision-making, recognition of their contributions, and opportunities for development and growth, companies can increase employee engagement levels, create a positive work environment, and achieve better results overall. The most commonly cited definition of engagement is that of Schaufeli et al. in Albrecht, who define engagement as, -a positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption. In this sense, engagement is a positive and happy state of mind about work, which is characterized by vigor, dedication, and absorption. Based on the above explanation, it can be concluded that employee engagement is an employee who is fully immersed in his work and organization that is connected both physically, emotionally and cognitively (Idrus et al., 2015).

The process of providing new or existing employees with the knowledge they need to do their jobs, while education and training are important factors for resource development. and training not only increases knowledge but also improves work skills to increase labor productivity. Training is an activity that aims to prepare employees who take part in training with the knowledge and skills needed for their current job. Training is an effort to improve the knowledge and skills of employees so that they can apply them in their work. Corporate training is the process by which employees are provided with specialized training to improve their knowledge, skills and abilities in the context of their work. Corporate training aims to improve individual and team performance, introduce best practices, and ensure that employees have a solid understanding of company policies and procedures. Training can cover a wide range of areas, including technical training, leadership, communication, interpersonal skills, as well as personal development training. Through effective training, companies can ensure employees have the knowledge and skills necessary to succeed in their jobs, increase job satisfaction, and create a productive and sustainable work environment (Khan et al., 2010).

Commitment is the level at which employees strongly believe in and accept the goals of the organization so that in the end the employee wants to stay. It also refers to how the organization develops goals or responds to the needs that exist in an organization, of course, depending on the vision and mission of the organization. Meanwhile, previous researcher formulated the definition of organizational commitment as a psychological construct that characterizes the relationship between organizational members and their organization and has implications for individual decisions. to maintain their membership in the organization (Gabriella & Tannady, 2019). Organizational commitment refers to the level of attachment and loyalty employees have towards the organization they work for. This includes their willingness to invest emotionally and psychologically in achieving organizational goals, as well as maintaining a long-term relationship with the company. Organizational commitment can be divided into three main components: affective commitment, continuance commitment, and normative commitment. Affective commitment is related to employees' positive feelings and their emotional ties to the organization. Continuance commitment relates to employees' perceptions of the costs associated with leaving the organization, including the investment of time, effort, and resources they have given. Meanwhile, normative commitment reflects a sense of moral responsibility and norms that bind employees to remain loyal to the organization. High levels of organizational commitment are associated with improved performance, better employee retention, and a more positive work culture (Yuliana & Tannady, 2019).

Performance is the result of employee work as measured by the quality and quantity of employees. According to previous researcher, an employee's performance is something that is done or not, which affects how much they contribute to the organization including quantity of output, quality of output, time period of output, attendance at work and their cooperative attitude. Another definition in relation to performance is also quoted by

previous researcher where performance is the result of a person's work in carrying out the tasks entrusted to him on the basis of experience, seriousness and time (Meisarah et al., 2023). Meanwhile, previous researcher in his book states that action can be interpreted as a systematic process of expanding the activities of an organization through the development of individual or group activities. Employee performance refers to an individual's ability, productivity, and contribution to organizational goals and outcomes. Good performance from employees is key to achieving organizational success. Factors that influence employee performance include competence, motivation, work environment, and management support. Employees who have the right competencies, both in technical knowledge and skills required for their jobs, tend to have higher performance. Motivation also plays an important role in employee performance. Employees who are motivated, have clear goals, and feel engaged with their work, tend to perform better (Meisarah et al., 2023). A positive work environment, including effective communication, teamwork, and coworker and management support, also has an impact on employee performance. Employees who feel supported and have good relationships with coworkers and superiors are more motivated to achieve good results. In addition, effective performance management also contributes to employee performance. Clear goal setting, constructive feedback, recognition of achievements, and development and training opportunities provided by management, can help improve employee performance (Tannady et al., 2020).

The psychological state of employees has a significant role in influencing their performance. One important factor is the level of stress experienced by employees. Excessive stress can impair an employee's concentration, motivation and ability to complete tasks effectively (Khan et al., 2010). Low social support, lack of control over work, or constant pressure can increase employees' stress levels, which in turn can decrease their performance. In addition to stress, fatigue is also an important factor in employees' psychological state. Prolonged physical and mental fatigue can reduce employees' energy, creativity and focus. Lack of adequate rest, excessive workload, or lack of free time can exacerbate the fatigue experienced by employees. Prolonged fatigue can lead to a decrease in productivity and quality of work. In addition, job satisfaction is also an important aspect in the psychological state of employees. When employees are dissatisfied with their jobs, they tend to be less motivated and less eager to complete their tasks. Lack of recognition, lack of career development opportunities, or a mismatch of personal values with company culture can be factors that affect employee job satisfaction. Low job satisfaction can negatively impact employee performance, retention and engagement (Macey et al., 2009).

Methodology

This research uses a quantitative approach with an associative research type. This research was conducted at one of the state-owned companies that focus on energy supply chain. This study used a sampling technique using probability sampling techniques and obtained 76 respondents. The data collection technique in this study used a questionnaire that was distributed directly. The questionnaire items in this study were previously tested for validity and reliability and it was found that all items used in this study were declared valid and reliable with a Cronbach's alpha value greater than 0.700. The data analysis technique in this study used path analysis with the help of SPSS as an analysis tool.

Results

Based on the results of the analysis, it can be seen that one relationship is categorized as very weak, one relationship is categorized as quite strong, namely the relationship between Employee Engagement (X1) and Training (X2). Four relationships are categorized as strong, namely (1) Employee Engagement (X1) with Organizational Commitment (Y), (2) Employee Engagement (X1) Employee Performance (Z), (3) Training (X2) with Organizational Commitment (Y), and (4) Training (X2) with Employee Performance (Z). One relationship is categorized as very strong, namely Organizational Commitment (Y) with Employee Performance (Z). The significance value of all relationships is below 0.05 above 0.000, meaning that all correlations are significant.

Based on the results of the above analysis, the first path analysis model is obtained with a coefficient of determination (r^2) of 0.588 (58.8%). The adjusted R Square value of 0.576 (57.6%) shows that the combined effect of Employee Engagement, Training on Organizational Commitment is 57.6%, while the remaining 0.424 or 42.4% (100-57.6%) is the possibility that there are other aspects that have an influence on the Organizational Commitment variable such as other variables outside this model. Based on the results of the second analysis, the second path analysis model is obtained with a coefficient of determination (r^2) value of 0.824 (82.4%). The adjusted R Square value of 0.816 (81.6%) indicates that the combined effect of Employee Engagement, Training

on Organizational Commitment on Employee Performance is 81.6%, while the remaining 0.184 or 18.4% (100-81.6%) is the possibility that there are other aspects that have an influence on the Employee Performance variable such as other variables outside this model.

The first ANOVA result generated, obtained an F-count of 49.315 with a probability of 0.000. F-table with a significance of 0.05 (5%) degree of freedom (df) for $df_1 = 2$, $df_2 = 72 - 2 = 70$. F table is obtained at 3.128. The result is $F - \text{count} (49.315) > F - \text{table} (3.128)$ and with this result, H_a is accepted. This means that the variables of Employee Engagement and Training simultaneously have a significant effect on Organizational Commitment. The second ANOVA result generated, the F-count result is 105.777 with a probability of 0.000. Ftable with a significant level of 0.05, degree of freedom (df) for $df_1 = 3$, $df_2 = 72 - 3 = 69$. F table is obtained at 3.128. The result is $F - \text{count} (105.777) > F - \text{table} (3.128)$ and with this result, H_a is accepted. This means that the variables of Employee Engagement, Training and Organizational Commitment simultaneously have a significant effect on Employee Performance.

The results of the first structure t-test obtained, the t-count value is 4.909 with a probability of 0.000 t-table with a significance level of 0.05 and degree of freedom (df) for $df = n - 2$ or $72 - 2 = 70$ produces a t table of 1.994. The result is $t - \text{count} (4.909) > t - \text{table} (1.994)$. So it can be concluded that H_a is accepted. This means that there is a direct influence between the Employee Engagement variable on Organizational Commitment. The t-test results of the first structure are also obtained, the t-count value is 4.534 with a significance of 0.000. t-table with a significance level of 0.05 and degree of freedom (df) for $df = n - 2$ or $72 - 2 = 70$, the t-table is 1.994. The result is $t - \text{count} (4.534) > t - \text{table} (1.944)$ and the significance level is $0.000 < 0.05$. So it can be concluded that h_a is accepted. This means that training on organizational commitment has a direct / partial effect.

Based on the t-test on the second structure, the t-count value is 1.938 with a probability of 0.057 t-table with a significance level of 0.05 and degree of freedom (df) for $df = n - 2$ or $72 - 2 = 70$ results in a t table of 1.994. The result is $t - \text{count} (1.938) > t - \text{table} (1.994)$ and a significance level of $0.057 < 0.05$. So it can be concluded that H_a is accepted. This means that there is a direct influence between the Employee Engagement variable and Organizational Commitment on Employee Performance. The test results on the second structure also obtained a t-count value of 2.811 with a probability of 0.006. t-table with a significance level of 0.05 and degree of freedom (df) for $df = n - 2$ or $72 - 2 = 70$, the t-table is 1.994. The result is $t - \text{count} 2.811 > t - \text{table} 1.994$. So it can be concluded that H_a is accepted. This means that there is a direct influence between the Training variable on employee performance. The t-table with a significance level of 0.05 and degree of freedom (df) for $df = n - 2$ or $72 - 2 = 70$, the t-table is 1.994. The result is $t - \text{count} 8.360 > 1.994$. So it can be concluded, H_a is accepted. This means that the Organizational Commitment variable on Employee Performance has a direct effect.

The calculation results obtained a t-count value of 2.1148582611 greater than the t-table with a significance level of 0.05, which is 0.67801. So it can be concluded that there is a mediating influence between organizational commitment in mediating the relationship between employee engagement and employee performance. The results of further calculations obtained a t-count value of 2.9771913177 greater than the t-table with a significance level of 0.05, which is equal to 0.67801. So it can be concluded that there is a mediating effect of organizational commitment in mediating the relationship between training on employee performance.

It is known that the direct effect value is 0.114 and the indirect effect is 2.114, which means that the indirect effect value is greater than the direct effect. These results indicate that indirectly employee engagement through organizational commitment has an influence on performance. It is known that the direct effect value is 0.244 and the indirect effect is 2.977, which means that the value of the indirect effect is greater than the direct effect. These results indicate that indirectly training through through organizational commitment has an influence on employee performance.

Discussion

The results of the first test have similarities with previous research conducted by previous researcher stating that, frontline employees who have high job attachment and organizational attachment will have high levels of affective commitment and normative commitment. On the other hand, high employee engagement can meaningfully affect employee continuous commitment. Previous researcher suggest that training and development has a positive relationship with organizational commitment, especially affective and normative commitment, although in continuous commitment it does not have a significant impact. This research is also supported by other research written by previous researcher where in this study the author found that training has a positive and significant

impact on employee commitment in the organization. However, research conducted by previous researcher which states that the majority of respondents who are the subjects of their research state that there is no influence between training and development on organizational commitment. Employee Engagement has a significant influence on employee performance. When employees are emotionally engaged and committed to their jobs and organizations, they tend to be more motivated, dedicated, and productive. Employees who feel connected to the company's goals and values will be more passionate about achieving good results. In addition, employee engagement also contributes to higher attendance rates, effective teamwork, and high loyalty to the organization. Actively engaged employees are more likely to contribute to increasing innovation, improving work quality, and providing positive customer experiences. Through training, employees can develop and improve knowledge, skills and competencies relevant to their jobs. Training helps employees understand their tasks better, improving efficiency and productivity in carrying out daily work. In addition, training also provides an opportunity for employees to gain a deeper understanding of changes in the industry and technology related to their work. With proper training, employees can improve the quality of their work, increase expertise in specific areas and adopt best practices. This has a positive impact on employees' job satisfaction levels, confidence and motivation. In addition, training also helps employees in their career development, increasing promotion opportunities and expanding their range of responsibilities.

The results of the second test have similarities with previous research conducted by research conducted by previous researcher found that, all identified factors are predictors of employee engagement (R^2 0.672), variables that have a major influence on working relationships, teams and coworkers. Employee engagement has a significant impact on employee performance (R^2 0.597). Research conducted by previous researcher showed a significant relationship between transformational leadership, employee engagement practices and employee performance. The results also support the mediation of psychological ownership in the relationship of these variables. Research conducted by previous researcher shows that the three dimensions of employee engagement consisting of vigor, dedication and absorption partially and simultaneously have a positive and significant effect on employee performance. In testing the second structure also has similarities with research conducted by previous researcher which aims to identify whether there is an influence between training and employee performance at 5-star hotels in Jordan. This study itself concluded that overall the results of the study showed that training and development had a significant positive effect. Similar results were also presented by previous researcher who had the result that employees agreed that training and development had a significant influence on their performance. Another study was also written by previous researcher who examined whether there was a relationship between training and development on performance in state-owned enterprises in Kenya, and the results of this study also showed a positive influence between training and development on the performance of state-owned enterprises in Kenya. Employee engagement and training have a significant influence on organizational commitment. Employee engagement creates a strong emotional and motivational bond between employees and the organization. When employees are actively engaged in their work, they tend to feel bonded and have a high attachment to the organization's vision, mission, and goals. This creates a deep affective commitment. Meanwhile, training provides an opportunity for employees to develop the knowledge, skills and competencies needed to achieve organizational goals. Training helps improve employees' qualifications and provides them with the necessary tools to be more effective and successful in their roles. When employees feel supported and empowered through training, they are more likely to have an ongoing commitment to the organization.

The test results on the effect of organizational commitment on employee performance have similarities with research conducted by research conducted by previous researcher aims to analyze whether there is an effect of organizational commitment on employee performance. And the results of this study indicate that job performance appears as a determinant of organizational commitment, so it can be concluded that there is an influence between organizational commitment and employee performance at one of private bank. Further research was conducted by previous researcher which also discusses related to analyzing the relationship between organizational commitment and employee performance. And the result of this study, which uses Mayer and Allen's theoretical basis, is that there is a significant positive effect between organizational commitment and employee performance. Another study from previous researcher which discusses related to analyzing the relationship between organizational commitment and employee performance. The results showed that the dimensions of organizational commitment independently and jointly affect employee performance at the bank. This means that employees are willing to devote and stay at the bank to complete job goals because they have the same goals and values in the organization.

Conclusion

The following conclusions can be drawn from the analysis and discussion of the relationship between organizational commitment and employee performance through employee engagement and training; employee engagement has a positive and significant impact on organizational commitment; training also has a positive and significant impact on organizational commitment; organizational commitment is positively and significantly impacted by employee involvement and training; worker performance is significantly impacted by employee engagement. Training significantly and favorably affects employee performance. Employee performance is positively and significantly impacted by organizational commitment. Employee performance is positively and significantly impacted by employee engagement, training, and organizational commitment.

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