

**EFFECT OF TRAINING AND AFFECTIVE COMMITMENT ON
EMPLOYEE PERFORMANCE THROUGH SELF EFFICACY AS
INTERVENING VARIABLE
(STUDY AT PT. TELEKOMUNIKASI INDONESIA TBK WITEL
SEMARANG)**

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Abstract: The purpose of this study was to analyze and obtain evidence of the effect of training and affective commitment on employee performance through self-efficacy as an intervening variable (study on employees of PT. Telekomunikasi Indonesia Tbk Witel Semarang). The population of this study were all permanent employees of PT. Telekomunikasi Indonesia Tbk Witel Semarang and sampling using the saturated technique or the census technique amounted to 120 samples. Collecting data using a questionnaire with the criteria that the respondent has become a permanent employee. The data processing and analysis uses SEM modeling equations with the AMOS program. The results of this study indicate that training has a positive and significant effect on employee performance, affective commitment has no and significant effect on employee performance, training has a positive and significant effect on self-efficacy, affective commitment has a significant and positive effect on self-efficacy, and self-efficacy has an effect on employee performance.

Keywords: *Training; Affective Commitment; Self Efficacy; Employee performance*

INTRODUCING

The development of new technologies that are increasingly advanced and leading the company into a complex and competitive environment. In the era of rapid high-tech change, all indicators show that the movement of technological innovation will continue to increase in the future. Not only that, the increasingly fierce competition also requires each company to be able to meet the challenges of globalization, specifically the competition for competent human resources in their respective fields. Competence of human resources is very necessary if the company wants its existence to be maintained in the midst of increasingly fierce competition. In addition, companies must prepare themselves so that they do not encounter various obstacles that can create obstacles to their productivity when facing other companies during the current industrial revolution era. For this reason, human resources in each company must be able to develop actively on the potential of each individual, especially for companies that require the application of maximum human resources. The role of employee performance is very important to determine the success or failure of a company,

understanding related to the factors to provide improvements to the results of employee performance itself can be a determining material and a very basic matter.

One of the factors that can improve employee performance results is that the company needs to improve the ability of employee resources both in terms of skills and in terms of knowledge on a regular basis. Improvement in knowledge can be done through education (Morris & Lim, 2006) while improvement in skills can be through the implementation of skills improvement programs (up-skilling), skills renewal (reskilling), and training (B., Demangeon, & Low, 2006). Thus, one of the preparations of human resources in a company in facing the industrial revolution is through training programs. Every company understands the importance of training used as an aspect to improve the performance of its employees (Saeed et al., 2013). According to Armstrong (Armstrong, 1995 in Motlokoa, 2018) employee training in the company is learning and the need for opportunities to learn, develop, and train to be able to improve the performance of a person, team or company. Training programs play an important role in shaping the human strengths available for the present and future needs of the company (Mohanraj & Nadu, 2017). Employees can only be satisfied when they feel themselves competent to do their jobs, which is achieved through better training programs (Imran, 2013).

There are seven main points of the training program, one of which is to improve performance and improve employee skills. This research takes the subject of companies in the telecommunications sector, namely, PT Telekomunikasi Indonesia. PT Telekomunikasi Indonesia (Persero) is one of the other SOEs whose shares are currently owned by the Government of Indonesia (51.19%) and by the public (48.81%). Most of its ownership in public shares (45.58%) is owned by foreign investors, and the remaining (3.23%) is owned by domestic investors. Quoted from the daily Thoughts of the People (2016), the action network caring for SOEs demands an increase in the performance of PT Telekomunikasi Indonesia (Persero) Tbk because recently the performance of PT Telekomunikasi Indonesia Tbk has decreased. Then quoted from CNBC Indonesia (2020) PT Telekomunikasi Indonesia Tbk posted a decline in performance both on the top line and bottom line throughout the first half of 2020. Mangkunegara (2015) explained that the decline in employee performance was caused by several factors, one of which was in terms of training. provided by the company. PT. Telecommunications has conducted various training and education in order to continuously improve the performance of its employees from all sides. PT Telekomunikasi Indonesia Tbk has always managed to record a positive performance in the increasingly fierce competition in the telecommunications industry. To survive and compete competitively, companies must be able to innovate, improve capabilities and competitive advantage not only from natural resources and labor. To measure employee performance, PT Telekomunikasi Indonesia uses Competency Based Human Resources Management (CBHRM).

LITERATURE REVIEW AND HYPOTHESIS RELATIONSHIP

Employee performance

Harsuko (2000 in Trilolita & Ardi, 2017) argues that employee performance is the extent to which an individual plays a role in the implementation of the company's strategy, either in achieving certain goals related to the individual's role or in demonstrating the ability to claim benefits for the company. Employee performance is measured according to performance

standards set by the company. There are many steps that can be considered when measuring performance, such as the use of metrics of productivity, efficiency, effectiveness, quality, and profitability (Ahuja, 1992 in Nassazi, 2013).

Training

Training can be interpreted as a form of learning activity that leads to the acquisition of knowledge and specific competencies for a specific job or task (Cole, 2002, in Kelly et al., 2014). Training is a key element to improve company performance through increasing the level of individual competence. This means that the training will help employees to master the knowledge, skills, behaviors, sense of self-esteem and confidence that they can do efficiently to improve organizational performance.

Affective Commitment

According to Meyer and Allen (2009, in Albrecht et al., 2017) affective commitment, namely, the existence of emotional attachment, identification, and employee participation in the organization. Organizational members who are able to commit to the organization will always be passionate about working for the organization because they want to. Members who make commitments on an emotional level will remain in the organization because they believe that their working relationship is consistent with the goals and values of the organization.

Self Efficacy

Self efficacy according to Alwisol (2004) is a self-assessment, whether it can do good or bad actions, right or wrong, can do or cannot do what is required. Self-efficacy is an excessive belief in one's own success (Bandura, 1994). Bandura believes that beliefs about personal effectiveness influence individuals' personal choices, including their quality of performance, flexibility, and level of motivation. Self-efficacy relates to people's beliefs about their ability to influence events in their lives.

Relationship Between Each Variable and Hypothesis Development

The Effect of Training on Employee Performance

Research results from Farooq. M, & Aslam. M. K (in Imran, 2013) study describes the positive value relationship between training and employee performance as $r = .233$. So it can be concluded from these findings that it is not necessarily for the company to get higher returns without the use of competent human resources and this can happen, if the company can meet the needs of employees related to the work done at the right time. Training is the most effective and efficient way to be able to recognize the needs of employees who are not yet competent for training, it is hoped that it can increase competence so that individuals can work according to the assigned tasks and in accordance with their respective responsibilities. Therefore, the urgency of training for organizations to be able to increase employee potential by providing high-quality training (Tai, 2006).

H1: Training has a positive effect on employee performance.

The Effect of Affective Commitment on Employee Performance

In research conducted by Naveed (Ahmad, 2014) argues that employees who feel satisfaction at work are employees who can provide development of high affective commitment for the company. Marthis and Jackson (Troena & Setiawan, 2012) mean that employee commitment is measured by the extent to which employees can stay with the company and can seriously consider the goals of the company. Various researchers generally conclude that there is a positive relationship between affective commitment and employee performance (Chen & Francesco, 2003).

H2: Affective commitment has a positive effect on employee performance.

The effect of Training on Self Efficacy

Employees who are successful in training and have a high level of confidence in their own abilities are more likely to have more positive preparation and expectations for training, that is, to be more motivated to seek training opportunities, and to learn the content of the training programs they are participating in. Mohanraj's research (Mohanraj & Nadu, 2017) provides evidence that training has an impact on employee self-efficacy. Therefore, it can be concluded that better training can increase employees' confidence in their own self-efficacy. There are other findings that show that trainees with high self-efficacy will be more successful in training than participants with low self-efficacy (Gist, 2009).

H3: Training has a positive effect on self-efficacy.

The effect of Affective Commitment on self efficacy

The development of commitment involves identifying the organization, and internalizing the values of the organization (Mguqulwa, 2008). It states that individuals who are effectively committed to an organization are characterized by a high level of participation in the organization and commitment to its goals. Activities that tend to result in better job performance. Hamid Saremi's research (Rezeghi, 2015) shows that employees who have higher affective organizational commitment and self-efficacy have higher job satisfaction. Meta-analytic evidence has shown, for example, that work autonomy, job feedback, supervisor support and self-efficacy are strongly related to engagement, and that engagement is strongly related to affective commitment (Christian et al. al., 2011, in Albrecht, 2011). Marty, Albrecht, & Personality, 2017).

H4: Affective commitment has a positive effect on self-efficacy.

The effect of Self Efficacy on Employee Performance

Success in the world of work is closely related to self-efficacy (Bandura, 1994) where higher self-efficacy tends to produce good results, ranging from greater job satisfaction and employee performance. In Tai's research (2006) shows that self-efficacy has an effect on employee performance. To increase self-efficacy in employees, managers must clearly explain the importance of self-efficacy in the training process before participating in other training. In addition, research has shown that people with high self-efficacy tend to perform better than people with low self-efficacy (Gist, 2009).

H5: Self efficacy has a positive effect on employee performance.

RESEARCH METHODOLOGY

This research uses quantitative research which is a systematic empirical investigation of observable phenomena through statistical, mathematical, or computational techniques. (Given, 2008). Sources of data used in this study are primary data and secondary data. In this study the population is permanent employees of PT. Telekomunikasi Indonesia Tbk Witel Semarang and sampling in this study used the saturation technique or the census technique where all members of the population were used as samples (Sugiyono, 2008) which amounted to 120 employees.

RESULTS AND DISCUSSION

The estimated parameter of testing the effect of training on employee performance shows a CR value of 2.451 and a P value of 0.014. It is known that if the CR value is greater than ± 1.96 and the P value is less than 0.05, then both values are eligible to accept hypothesis 1. So it can be concluded, hypothesis 1 (H1) states that training is significant and has a positive effect on employee performance. hypothesis 1 is accepted. This is in accordance with research conducted by Farooq. M, & Aslam. M. K (2013) study describes a positive correlation between training and employee performance as $r=0.233$. From these findings it can be predicted that it is impossible for the company to get higher returns without the best utilization of its human resources and that can only happen when the company is able to meet the needs of employees related to work in a timely manner. Training is a form of identifying the needs of employees who are lacking and then building the level of competence needed so that employees can work better to achieve company goals. Training will play an important role in increasing the adaptability and flexibility of workers which they find increasingly important. Thus, it is important for organizations to maintain the necessary competencies in their employees through adequate training (Tai, W.T, 2006).

Estimation of testing the effect of affective commitment on employee performance shows a CR value of 0.391 and a P value of 0.695. It is known that if the CR value is less than ± 1.96 and the P value is greater than 0.05, then both values do not meet the requirements to accept hypothesis 2. So it can be concluded, hypothesis 2 (H2) is rejected because it gives the result that affective commitment is not significant. affect employee performance. This is not in accordance with the research conducted by Ahmad (2014). It can be explained as follows, the affective commitment that exists in employees is not always able to affect employee performance because employees assume that the responsibility for each assigned task is in accordance with their respective proportions so that employees consider tasks that are outside their responsibility not to be part of the responsibility. must be resolved. This shows that the affective commitment of the employees is not so high, so that the effect on employee performance becomes less strong or makes it insignificant. Marthis and Jackson (2012) mean that employee commitment is measured by the extent to which employees can stay with the company and can seriously consider the goals of the company. In the research that has been done, the existing organizational commitment requires employees not to complain about what is happening in the organization.

Estimation of testing the effect of training on self-efficacy shows a CR value of 2.632 and a P value of 0.008. It is known that if the CR value is greater than ± 1.96 and the P value is less than 0.05, then both values are eligible to accept hypothesis 3. So it can be concluded,

hypothesis 3 (H3) states that training is significant and has a positive effect on self-efficacy. hypothesis 3 is accepted. This is in accordance with research conducted by Mohanraj (Mohanraj & Nadu, 2017) proving that training has an impact on employee self-efficacy. Therefore, it is concluded that better training can increase employees' confidence in their own self-efficacy. To succeed in training, employees with high confidence in their abilities are more likely to be more prepared and have positive expectations about training, i.e., to be more motivated to seek training opportunities and learn about the content of the training programs they attend.

Estimation of testing the effect of affective commitment on employee self-efficacy shows a CR value of 2.289 and a P value of 0.022. It is known that if the CR value is greater than ± 1.96 and the P value is less than 0.05, then both values are eligible to accept hypothesis 4. So it can be concluded, hypothesis 4 (H4) states that affective commitment is significant and has a positive effect on self-efficacy. then hypothesis 4 is accepted. This is in accordance with research conducted by Hamid Saremi (Rezeghi, 2015) which shows that employees who have higher affective organizational commitment and self-efficacy have higher job satisfaction. Meta-analytic evidence has shown, for example, that work autonomy, employee feedback, supervisor support and self-efficacy are strongly related to engagement, and that engagement is strongly related to affective commitment and turnover intention (Christian et al. al., 2011; Halbesleben, 2010 in Albrecht, Marty, Albrecht, & Personality, 2017).

Estimation of testing the effect of self efficacy on employee performance shows a CR value of 2.611 and a P value of 0.009. It is known that if the CR value is greater than ± 1.96 and the P value is less than 0.05, then both values are eligible to accept hypothesis 5. So it can be concluded, hypothesis 5 (H5) states that self-efficacy is significant and has a positive effect on employee performance. hypothesis 5 is accepted. In Tai's research (2006), it shows that there is an influence of self-efficacy on employee performance. To increase employee self-efficacy, learn self-efficacy, and training motivation, managers must clearly explain the importance of self-efficacy during training before they take part in other training. In addition, there are research findings showing that individuals who have high self-efficacy tend to perform better than individuals with low self-efficacy (Gist, 2009).

CONCLUSION

The results of this study prove that training has a positive and significant effect on employee performance, so H1 is accepted. The results of this study prove that affective commitment has no effect on employee performance, so H2 is rejected. The results of this study prove that training has a positive and significant effect on self-efficacy, H3 is accepted. The results of this study prove that affective commitment has an effect and is significant on self-efficacy, H4 is accepted. The results of this study prove that self-efficacy affects employee performance, H5 is accepted.

Theoretical Implications

From a theoretical point of view, the validation of the results of the research as well as the practical implications that have been described previously in this research has explored various factors that support employee performance including training, affective commitment, and self-efficacy. The research in question has very significant implications for being able to support research towards HR to develop which can then be used as consideration for various

existing factors that can encourage employee performance. So employees are able to continue to make improvements to organizational commitment so that they continue to accept everything that happens in the organization.

Research Limitations

In this study, there are limitations and obstacles that occur, namely, the return of questionnaires is very long because during the pandemic the company implemented work from home, alternating work shift arrangements, and routine vaccines for all employees in turn so that the total time for returning the questionnaires took longer.

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