



Efforts to Improve Employee Performance Through Training, Competence, Work Environment and Organizational Commitment at Public Health Centers in Banyuwangi

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ABSTRACT

The purpose of this study was to determine the effect of training, competence, work environment and employee commitment on employee performance at the Puskesmas in Banyuwangi Regency. The number of samples in this study were 1,670 employees of Public Health Centers in Banyuwangi Regency. The number of samples was taken as much as 10% of the population so that 167 respondents were obtained. Data analysis using Structural Equation Model (SEM) using WarpPLS 6.0. The results of data analysis show that training has a significant effect on employee performance. The competence variable has a significant effect on employee performance. The work environment variable has a significant effect on employee performance. The employee commitment variable has a significant effect on the performance of the Banyuwangi District Health Center employees.

Keywords: training; employee competence; work environment; employee commitment; employee performance.

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I. INTRODUCTION

The central role of human resources (HR) is needed by every organization, and their contribution in playing various functions will certainly affect the performance of a person or organization. Various problems regarding human resources have occurred since the division of tasks by a group of people to pursue a vision, since then the problem of human resources has existed. The strategic role of human resources is needed for governance which aims to set the direction of the organization and of course becomes the foundation for organizational progress (Tanady, 2017). Human resource management is the process of managing a group of people in an organization through various techniques and approaches with the ultimate goal of developing the ability of workers to achieve the organization's vision through a set of missions and work programs that have been set (Azhad et al., 2015). From these definitions, it can be concluded that human resource management (HRM) is the process of managing human resources to meet needs within the organization through various techniques in order to become qualified human resources to achieve organizational goals. In general, the goals of the organization are to achieve or realize the shared desires or ideals of each member of the organization, gain mutual benefits and income, overcome limited independence and personal ability to achieve common goals (Nurul Qomariah, 2020). The achievement of organizational goals can only be obtained if the performance of its employees is achieved in accordance with personal and organizational goals. Therefore, it is important for an organization to pay attention to the performance that has been achieved by its employees.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2016). Meanwhile (Handoko, 2015) said that performance is an abbreviation of work energy kinetics whose equivalent in English is performance, which is often Indonesianized as the word performance. (M. S. P. Hasibuan, 2016) states that performance is a work achieved by a person in carrying out his duties on skills, efforts and opportunities. Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Performance is a combination of three important factors, namely the ability and interest of a worker, ability and acceptance of the explanation of task delegation and the role and level of worker motivation. If the performance of each individual or employee is good, it is expected that the company's performance will be good too. According to (Stephen P. Robbins & Coulter, 2010), employee performance is the result of work both

in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. (Simamora, 2012) says that employee performance is an effort to achieve that the organization functions effectively and in accordance with organizational goals, then the organization must have good employee performance, namely by carrying out its duties in a reliable way. Meanwhile (Rivai & Mulyadi, 2012) states that performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with responsibilities with results as expected. Performance is the result obtained by an employee during a certain period (Azhad et al., 2015). There are many efforts to increase employee performance in an organization. It is important for the organization to improve employee performance so that organizational performance can also increase. Training, competence, work environment and employee commitment are factors that are allegedly able to improve employee performance.

According to (Widodo, 2015), training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their fields. Training is a learning process that allows employees to carry out their current work according to standards. Meanwhile, according to (Sinambela, 2011), education and training is one of the important factors in the development of human resources. Education and training not only increase knowledge, but also improve work skills so as to increase work productivity. Based on the two definitions of training, according to several experts, it can be concluded that training has the aim of improving the ability of employees which consists of several types of indicators, namely skills, knowledge, and psychomotor to help achieve the goals of a job or organization. Employees who receive training programs will usually be skilled in completing tasks assigned by their superiors. There have been many studies on the relationship between fatigue and performance. Several studies linking training with performance include: (Graha, 2005)(Novitasari et al., 2012), (Baharuddin et al., 2013), (Maslichan & Sekolah, 2013), (Wiguna, 2015), (Trijanuar, 2016), (Sulistyo et al., 2016), (Julianry et al., 2017), (Slameto et al., 2017), (Kahpi et al., 2017), (Gala et al., 2017), (Husnah et al., 2018), (Mustikawati & Qomariah, 2020).

Improved performance is inseparable from the ability of employees to carry out their duties and functions. (Wibowo, 2012) argues that competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude required by the job. Competence also shows the characteristics of knowledge and skills possessed or required by each individual that enable them to perform their duties and responsibilities effectively and raise professional quality standards in their work (Hutapea, 2008). Etymologically competence is defined as the ability needed to do or to do or carry out work based on knowledge, skills and work attitudes. Employees who have the skills and knowledge as well as good work attitudes will be able to improve performance in the organization. Research which states that competence can improve performance is carried out by: (Sujana, 2012), (Ataunur & Ariyanto, 2015), (Mananeke et al., 2014), (Kapahang et al., 2014a), (Pinca, 2015), (Rande, 2016), (Sulistyo et al., 2016), (Setiawati, 2017), (Prahawan et al., 2017), (Rahim et al., 2017), (Sholehatusya'diah, 2017), (Abdi & Wahid, 2017), (Friolina et al., 2017), (Basalamah, 2017), (Yamin & Ishak, 2018), (Mukhtar, 2018), (Bahri et al., 2018), (Widyanto & Mersa, 2018), (Herawati & Mahfudnurnajamuddin, 2018), (Manik & Syafrina, 2018), (Junjuran & Suwanda, 2019), (Syahrial et al., 2019), (Pujiarti, 2019), (Amdani et al., 2019), (Nyoto et al., 2020), (Wasiman, 2020), (Indiyaningsih et al., 2020), (Mustikawati & Qomariah, 2020). (Wahyudi et al., 2022), (Rusmayanti et al., 2022). Meanwhile, research which states that competence has no effect on performance is carried out by: (Bahri et al., 2018), (Bahri et al., 2018), (Adam & Kamase, 2019), (Wongso et al., 2020), (Chandra et al., 2020), (Utomo et al., 2019), (Kurniawan et al., 2021).

The work environment is an activity environment where employees do work that can affect the achievement of organizational goals and create comfort in carrying out their duties (Sedarmayanti, 2017). Many factors can affect the work environment of employees. According to (Afandi, 2018) the work environment is something that exists in the workers' environment that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and whether or not work equipment is adequate. The work environment can be interpreted as the entire tooling faced, the surrounding environment in which a person works, the method of work, as the influence of his work both as individuals and as a group (Sutrisno, 2015b). (Nitisemito, 2014) explained that the factors that affect the work environment are color, cleanliness, air exchange, lighting, security, and noise. The benefits of the work environment are the ability to create work passion, so that work productivity increases. Meanwhile, the benefit of working with motivated people is that the work can be done properly. This means that the work can be completed according to the correct standard and within the specified time scale. Performance will be monitored by the individual concerned and does not require too much supervision, as well as high morale. The relationship between work environment and performance is very important to note. A comfortable work environment will motivate employees to work even harder. Research on the work environment and performance with positive results was carried out by: (Novitasari et al., 2012), (Kapahang et al., 2014b), (Indris & Primiana, 2015), (Aktarina, 2015), (Marhayani et al., 2019), (Iskandar & Juhana, 2014), (Pioh & Tawas, 2016), (Sugiyatmi et al., 2016), (Soetikno, 2017), (Hafifi et al., 2018), (Priyono et al., 2018), (Bentar et al., 2017), (Fachreza et al., 2014), (Husnah et al., 2018), (Feel et al., 2018), (Firdaus et al., 2017), (Siregar et al., 2020), (Ardianti et al., 2018), (Susanti, 2017),

(Suwondo & Sutanto, 2015), (Komaling et al., 2016), (Rozalena et al., 2018), (Abdi & Wahid, 2017), (Dessy et al., 2018), (Kurniawati & Tobing, 2019), (E. A. Hasibuan & Afrizal, 2019), (Adha et al., 2019), (Anggitaningsih & Handriyono, 2019), (Kurniawati & Tobing, 2019), (Yohana et al., 2020), (Utomo et al., 2019), (Nurul Qomariah et al., 2020), (Nurul Qomariah et al., 2021), (Wahyudi et al., 2022). While the research which states that the work environment has no effect on performance is carried out by: (Setiawan et al., 2022).

Work is an obligation and a need, employees in carrying out their duties and functions must have a sense of belonging to all the facilities and responsibilities that exist in the workplace. According to (Kreitner & Angelo, 2014), organizational commitment is an agreement to do something for oneself, other individuals, groups or organizations. According to (Luthans, 2014), organizational commitment consists of three factors, namely: a strong desire to remain a member of the organization, a great willingness to strive for the organization and a strong belief in and acceptance of the values and goals of the organization. (Stephen P. Robbins & Coulter, 2010) defines organizational commitment as a state of employees siding with a particular company and its goals, and intends to maintain membership in the company. In other words, organizational commitment is related to the high desire of employees to share and sacrifice for the company. Organizational commitment is a valuable thing for the entire organization, and not just for the job, nor for the work group. Employee commitment itself is relative to the individual in identifying his involvement in the organization itself (S.P Robbins & Judge, 2011). Organizations that are committed to carrying out all obligations within the company will have an impact on employee performance. Study(Pratama, 2018) states that organizational commitment has an impact on employee performance. While research (Handayani, 2008), (Bodroastuti & Tirtono, 2019) states that organizational commitment has no effect on employee performance.

Puskesmas is one of the health facilities that provides first-level health services that have an important role in the National Health System (SKN), especially the sub-system of health efforts. According to the Regulation of the Minister of Health of the Republic of Indonesia Number 43 of 2019, Public Health Centers are health service facilities that carry out public health efforts and first-level individual health efforts, by prioritizing promotive and preventive efforts, rather than curative efforts to achieve the highest public health status in their working areas. . Thus, the puskesmas becomes the leading health facility in health service efforts that prioritize prevention efforts over treatment efforts in accordance with the paradigm of implementing a health system, namely prevention is better than cure. In carrying out their duties, Puskesmas implement health programs in the field of prevention and treatment with predetermined targets. To measure the performance of the Puskesmas, the Banyuwangi District Health Office carries out a performance assessment of the Puskesmas which is carried out at the end of each year based on the Guidebook for Performance Assessment of the Health Center in East Java Province. The Puskesmas performance assessment is a collection of employee performance appraisals in each program unit at the Puskesmas according to the operational definition and target performance indicators that have been set. The results of the performance assessment of the Puskesmas in Banyuwangi Regency in 2018 to 2020 cumulatively there has been a decline in the performance of the Puskesmas in Banyuwangi Regency. The results of the performance assessment of puskesmas in Banyuwangi Regency in the last 3 years are presented in Table 1.

Table 1. Average Quality Score of Health Center Performance Assessment in 2018-2020

Year	Good result ≥ 91	Enough results 80.01 - 90.99	Less result ≤ 80	Average value
2018	2	15	28	73, 87
2019	0	7	38	72, 50
2020	0	7	38	71, 12

Source of data: District Health Office. Banyuwangi. (2021)

The results of the aggregation in Table 1, it can be concluded that there was a decrease in the performance of the Puskesmas in Banyuwangi from 2018 to 2020. This is of course not in line with the Health Office program in maintaining and improving the quality of services at the Puskesmas in Banyuwangi Regency. Based on the problems that occur at the Puskesmas in Banyuwangi Regency, theories related to training, competence, work environment and organizational commitment as well as performance as well as research results that are still inconsistency, the question in this study is how to improve the performance of Puskesmas employees in Banyuwangi based on training, competence, work environment and organizational commitment. While the purpose of this study was to determine and analyze the effect of training, competence, work environment and organizational commitment on the performance of Public Health Center employees in Banyuwangi Regency.

II. RESEARCH METHODS

In this study, the research method used is a quantitative research method. Quantitative research method is a research method based on the philosophy of positivism, used to examine certain populations or samples, techniques, sampling is generally done randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing hypotheses that have been established. determined (Sugiyono, 2017). The population in this study were Public Health Center employees throughout Banyuwangi Regency as many as 1,670 employees consisting of 1,336 health workers and 334 supporting staff spread over 45 Puskesmas. According to (Arikunto, 2016), if the subject is less than 100 people, all of them should be taken, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more. Based on Arikunto's opinion, in this study using 10% of the population and obtained 167 respondents. The distribution of respondents was divided into 2 (two) groups, namely 33 respondents from non-medical and 134 respondents from health workers. This study uses 2 (two) kinds of variables, namely the independent variable consisting of: training (X1), competence (X2), work environment (X3) and organizational commitment (X4). While the dependent variable is employee performance. The data analysis technique used descriptive analysis and inductive analysis. Descriptive analysis is used to describe respondents and research variables. While the inductive analysis is in the form of validity and reliability testing and research hypothesis testing. The research hypothesis test was carried out using SEM with Warp PLS.

III. RESULTS AND DISCUSSION

Descriptive Analysis Results

The results of statistical calculations show that from 167 respondents, 37.1% or 62 consist of male respondents and 62.9% or 105 consist of female respondents, which means that the number of female respondents is more than male respondents. Based on the educational criteria, the results of the descriptive analysis calculation show that the respondent has a master's education qualification of 0.6% or 1 person, the respondent has an undergraduate education qualification of 26.3% or 44 people, the respondent has a D3 education qualification of 73.1% or as many as 122 people. Based on the professional data of the respondents, information was obtained that the respondents according to the type of non-medical staff were 33 people or 20%, the number of respondents for the type of doctor/dentist staff were 9 people or 5.3% of the respondents, the number of respondents for the type of nursing staff was 37 people or 22.2%, the number of respondents for the type of midwifery workforce is 61 people or 36.6%. The number of respondents in the type of laboratory analyst workforce is 9 people or 5.3%. The number of respondents in the type of health care as many as 9 people or 5.3%. And the number of respondents in the type of pharmaceutical technical personnel as many as 9 people or 5.3%.

Results of Validity Test and Reliability Test

This validity test shows the suitability of each indicator with the theories used to define a construct (Ghozali, 2014). The validation test in this study was used to test discriminant validity. To test the discriminant validity using the ratio of the roots of the AVE with the correlation between variables. The construct AVE value should be higher than the correlation between latent variables (Solihin & Ratmono, 2013). The results of WarpPLS 6.0 for the discriminant validity test are presented in Table 2. The results of the WarpPLS 6.0 calculation in Table 2, it can be obtained information that the AVE root value of the same variable is higher than the AVE root value in different variables. This shows that the discriminant validity test criteria have been met. Thus, the instrument used in this study has met all the provisions of the validity test.

Table 2. Comparison of Roots of AVE and Correlation between Variables

	X1	X2	X3	X4	Y
X1	0,8756	0,1368	0,1253	0,11167	0,1531
X2	0,1388	0,7567	0,1224	0,1454	0,1685
X3	0,1336	0,0913	0,7440	0,1640	0,1246
X4	0,1640	0,1368	0,1253	0,7874	0,1534
Y	0,1388	0,7846	0,1224	0,1454	0,7640

Reliability testing is carried out with the aim of ensuring that the research instrument used can provide a consistent measurement of the concept without any bias. The results of the WarpPLS 6.0 data processing are presented in Table 3. The basis used in the reliability test is the value of Cronbach's alpha coefficients above 0.7. The results in Table 3 show that the questionnaire instrument in this study has met the requirements of the reliability test.

Table 3. Reliability Test Results

Variable	Alpha Coefficient	Comparison	Information
Training (X1)	0.852	0.7	Reliable
Competence (X2)	0.778	0.7	Reliable
Work Environment (X3)	0.755	0.7	Reliable
Organization Commitment (X4)	0.789	0.7	Reliable
Employee Performance (Y)	0.741	0.7	Reliable

Path Coefficient Calculation

This section describes each path in the model section using path analysis. Each path tested shows the direct effect of employee training variables (X1) and employee competence (X2), work environment (X3) and employee commitment (X4) on employee performance (Y) at the Public Health Center in Banyuwangi Regency. By knowing whether or not each path is significant, it will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. The path coefficient values in this study are presented in Table 4.

Table 4. Path Coefficient Calculation Results

Correlation	Path Coefficient	P Values	Information
X1 → Y	0.346	0.001	Significant
X2 → Y	0.171	0.012	Significant
X3 → Y	0.214	0.002	Significant
X4 → Y	0.263	0.001	Significant

The results of testing the effect of employee training variables (X1) on employee performance (Y) obtained a Path coefficient value of 0.346 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05) then H0 is rejected, thus there is a significant effect of employee training (X1) on employee performance (Y). The results of testing the effect of employee competency variables (X2) on employee performance (Y) obtained a Path coefficient value of 0.171 with an -value of 0.012. Because the value of -value is smaller than (0.012 < 0.05), then H0 is rejected, thus there is a significant effect of employee competence (X2) on employee performance (Y). The results of testing the effect of the work environment variable (X3) on employee performance (Y) obtained a Path coefficient value of 0.214 with an -value of 0.002. Because the -value is smaller than (0.002 < 0.05) then H0 is rejected, thus there is a significant effect of the work environment (X3) on employee performance (Y). The results of testing the influence of organizational commitment variable (X4) on employee performance (Y) obtained the Path coefficient value of 0.263 with p-value of 0.001. Because the p-value is smaller than (0.001 < 0.05), then H0 is rejected, thus there is a significant effect of organizational commitment (X4) on employee performance (Y).

IV. Discussion

The Effect of Employee Training on Employee Performance.

The first hypothesis states that employee training has an effect on employee performance. After testing and analyzing the data, the results showed that employee training had a significant effect on the performance of Puskesmas employees in Banyuwangi Regency, so that the first hypothesis was proven true or H1 was accepted. This could be due to aspects related to employee training that have been able to create employee performance. Aspects of employee training include: Motives, traits, self-concept, knowledge and skills.

According to (Sutrisno, 2015a), training contains aspects of knowledge, skills, (expertise) and abilities or personality characteristics that affect performance. Considering that this research is motivated by problems regarding the achievement of performance realization which is more or less caused by the employee training factor that is not in accordance with the field of work. However, the results of this study prove that even with such conditions, employee training has a significant effect on performance. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities with previous research conducted (Mustikawati & Qomariah, 2020) which stated that training had an impact on employee performance.

The Effect of Employee Competence on Employee Performance.

The second hypothesis in this study states that employee competence has an effect on employee performance. After testing and analyzing the data, the results showed that employee competence had a

significant effect on the performance of Puskesmas employees in Banyuwangi Regency, thus the second hypothesis was proven true or H2 was accepted. This could be due to aspects related to employee competence that have been able to increase the work productivity of Puskesmas employees in Banyuwangi Regency. Hutapea (2008) states that employee competence is the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of the work itself. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities in results with previous research conducted by: (Chandra et al., 2020), (Mustikawati & Qomariah, 2020), (Utomo et al., 2019), (Kurniawan et al., 2021), (Manik & Syafrina, 2018), (Indiyansih et al., 2020) states that there is a significant influence between employee competence on employee performance.

Effect Of Work Environment On Employee Performance

The third hypothesis in this study states that the work environment affects employee performance. After testing and analyzing the data, the results showed that the work environment had a significant effect on the performance of Puskesmas employees in Banyuwangi Regency, thus the third hypothesis was proven true or H3 was accepted. This could be due to aspects related to the work environment that have been able to improve the performance of Puskesmas employees in Banyuwangi Regency. The work environment is planning that focuses on work and identifying career paths that provide logical progress over people among jobs in the organization (Mathis et al., 2015). The work environment is the process by which the company selects career goals and career paths in achieving career plans (Rivai, 2009). The work environment is an activity or effort to describe an employee's career path and identify things that can be done to achieve certain career goals (Mu'ah, 2002). The focus of the work environment is to create work enthusiasm to achieve the realization target in the main tasks and functions of a particular field of work. Of course, it is one of the drivers of Puskesmas employees in Banyuwangi Regency to improve their performance. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities in results with previous research conducted by: (Utomo et al., 2019), (Nurul Qomariah et al., 2020), (N. Qomariah et al., 2020), (Priyono et al., 2018), (Ardianti et al., 2018), (Husnah et al., 2018), (Bentar et al., 2017), (Feel et al., 2018), (Adha et al., 2019) states that there is a significant influence between the work environment on employee performance.

The Effect of Organizational Commitment on Employee Performance.

The fourth hypothesis states that organizational commitment affects employee performance. After testing and analyzing the data, the results showed that organizational commitment had a significant effect on the performance of Puskesmas employees in Banyuwangi Regency, thus the fourth hypothesis was proven true or H4 was accepted. This could be due to aspects of organizational commitment related to the performance of Puskesmas employees in Banyuwangi Regency.

The results of this study are in accordance with supporting theories, while in this study there are significant similarities with previous research conducted by (Pratama, 2018) stating that organizational commitment has an impact on employee performance. While research (Handayani, 2008), (Bodroastuti & Tirtono, 2019) states that organizational commitment has no effect on employee performance.

V. CONCLUSIONS AND RECOMMENDATIONS

Based on the research findings that have been described in the previous chapter, the conclusions in this study are as follows: 1) The test results prove that employee training has a positive and significant effect on employee performance. These results successfully answered previous research which stated that employee training had an effect on employee performance; 2) The test results prove that employee competence has a positive and significant effect on employee performance. This result is successful in answering previous research which states that employee competence has an effect on employee performance; 3) The test results prove that the work environment has a positive and significant effect on employee performance. This result is successful in answering previous research which states that the work environment influences employee performance; 4) The test results prove employee commitment, has a positive and significant effect on employee performance. This result succeeded in answering previous research which stated that employee commitment had a significant effect on performance.

The suggestions that can be given based on the results of the study are as follows: 1) Based on the results of testing the independent variable that has the strongest influence on the employee commitment variable (Z) and employee performance is the employee training variable (X1) so that the Banyuwangi Regency government through the Health Office needs to continue to strive to provide training for medical and non-medical personnel to have a commitment to the organization so that it has an impact on employee performance; 2) Weak variables in influencing employee commitment and performance are employee competence and work environment. Regarding the competence of employees, both medical and non-medical, it is necessary to increase through training and increase the level of education from D3 to Undergraduate. In addition to the work

environment variable, the head of the health center and the Banyuwangi district health office must pay attention to the feasibility of the employee's work environment in terms of cleanliness, tidiness, air circulation and lighting. So that it creates a feeling of comfort and comfort for employees at work; 3) There needs to be an evaluation of the competence of employees with the positions they are assigned. So that employees are able to maximize their competencies in the field of work that are in accordance with their competencies; 4) For future research, it is recommended to consider other factors that also influence employee commitment and employee performance such as leadership, job satisfaction and work discipline; 5) Further research can also expand the research orientation to a larger scope of organization or a wider population.

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