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## Training Mediated by Organizational Culture and Moderated by Organizational Commitment and Leadership as Control Variables

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**Abstract:** The purpose of this research article is to find out whether there is an influence between variables in this study. This study used a quantitative research approach. The population consisted of 65 supervisors, whose online questionnaire was distributed to several manufacturing companies in Jababeka in January – February 2024, resulting in 65 responses. The sample size remains 65 supervisors. The collected data was analyzed through multiple regression analysis using SEM PLS series 4. Before conducting data analysis, several tests were carried out to determine the significance between variables both individually and simultaneously. Leadership is more instrumental in shaping organizational commitment than training. Therefore, companies need to pay attention to leadership development as one of the strategies to increase the level of employee commitment to the organization.

**Keywords:** Training, Organizational Culture, Organizational Commitment, Leadership

### INTRODUCTION

In the electronics manufacturing industry in Jababeka, the same phenomenon occurs as in the manufacturing industry in general, but with some special contexts and challenges. Jababeka, as a famous industrial area in Indonesia, attracts many electronic manufacturing companies operating there. However, employee training in this industry is often faced with a number of unique problems. The phenomenon faced in the context of training in various organizations is the complexity of the interaction between organizational culture, organizational commitment, and leadership (Bhardwaj, 2022). In many cases, training is a crucial aspect in developing employee potential, improving performance, and strengthening the overall organizational culture (Young, 2017). However, there are a number of problems and gaps that often arise in the implementation of training, which can affect its effectiveness.

One of the main problems in the electronics manufacturing industry in Jababeka is the

speed of technological change. Technology in this industry is evolving rapidly, requiring employees to constantly keep up with the latest developments (Ramadan et al., 2023). Proper training is crucial in keeping employees skilled and relevant to industry demands (Uwain et al., 2023). In addition, another problem is that organizational culture that does not support learning and development can hinder the effectiveness of training (Kanwal, 2017). If organizational culture tends to emphasize quick problem solving rather than learning from failure, training initiatives may not be well valued by employees (Yaqoot et al., 2020).

Challenges in managing a diverse work culture. Employees in the electronics manufacturing industry may come from different cultural backgrounds, either in terms of language, values, or perspectives (Gan, 2015). Ensuring that training reflects the needs and diversity of employees is key to achieving effectiveness (Singh, 2022). An organization's commitment to training is also important in this industry. In the fierce global competition, companies in Jababeka need to ensure that they invest sufficient resources in the development of their employees. This includes adequate budget allocation for training and development, as well as strong support from upper management (Yang & Jeong, 2020).

The role of leadership is also very significant in the electronics manufacturing industry. Effective leadership not only ensures that training programs are well organized, but also creates a culture that supports learning and innovation (Arumugam et al., 2022). Visionary and committed leaders can inspire employees to continue learning and growing, thus strengthening the company's competitiveness (Lamu, 2023). Through mediation, organizational culture remains an important factor. An organizational culture that encourages learning, collaboration, and innovation will facilitate training effectiveness. However, keep in mind that every organization has a unique culture, and the training approach must be tailored to the specific context of the electronics manufacturing industry in Jababeka.

Commitment and support from organizational leadership is also a key factor in training success. Without support from leadership, training initiatives tend to lose momentum and not achieve expected results (Meyer & Strevens, 2022). Strong and committed leadership not only provides resources for training, but also reinforces the message that learning is a priority (Moore & Hanson, 2022). One of the new or unique is the recognition of the mediating role of organizational culture in training effectiveness, as well as the recognition that organizational commitment and leadership serve as control variables that can moderate the relationship between organizational culture and training outcomes. This suggests that in developing a successful training program, it is important not only to consider aspects of organizational culture, but also to take into account organizational commitment and leadership support as moderation variables (Yaqoot et al., 2020).

Thus, to overcome existing problems and gaps, it is necessary to have a holistic approach that considers all these elements simultaneously (Burukina & Yandovsky, 2014). This includes building a culture that supports learning and development, increasing organizational commitment to training, and ensuring active support from leaders (Riyanto et al., 2023). With this approach, organizations can improve the effectiveness of training and achieve better results in employee development and achievement of organizational goals. The purpose of this research article is to find out whether there is an influence between variables in this study.

According to (Groover, 2020) Manufacturing is an economic activity that involves a series of stages from product planning to distribution, with the aim of producing consumer goods or industrial products. In this process, raw materials or raw materials are converted into finished products through various predefined production techniques. Describe manufacturing as the core of the production sector, where products are produced in large volumes and uniformly using established technologies and product-processes (Dor & Runciman, 2022). This is in contrast to small-scale or diversified production, which is usually more flexible and caters to more specific demands. Manufacturing has an important role in a country's economy because in addition to creating many jobs, it is also a driver of economic growth through

technological innovation, increased production efficiency, and market expansion (Prayogi et al., 2023). In the modern era, manufacturing is increasingly closely linked to technologies such as robotics, automation, and digital manufacturing, allowing production processes to become more efficient, fast, and controlled. However, the manufacturing industry is also faced with complex challenges, including global competition, changes in market demand, and environmental issues (Beladi et al., 2016).

### **Training on Organizational Culture**

According to (Pramudyo, 2023) training is a learning process carried out to expand one's knowledge, skills, and competencies. training is one of the strategies to maintain competitiveness and encourage economic growth through technological innovation, increased production efficiency, and market expansion (Yunitasari et al., 2023). Training can also help expand employee knowledge and skills, as well as strengthen organizational performance (Sutirta, 2023). Organizational culture refers to the set of values, beliefs, and behaviors that characterize an organization. This includes how members of the organization interact, decision making, communication, and how work is done (Islahudin et al., 2023). Organizational culture also includes norms, rules, and expectations that affect how organizational members behave and work together, organizational culture can play an important role in determining organizational performance, job satisfaction, as well as employee engagement (Hufron et al., 2022).

The relationship with the topic in this article training as an independent variable is related to the variable of organizational culture moderation with previous research as follows from (Yusnandar et al., 2020) with the results of the study stating that there is an influence between two variables where training with organizational culture moderation of government-owned hospitals in Medan. The results of further research on related topics stated that there is an influence on these two variables, namely training and organizational culture through rewards (Luthfiana, 2023). With two previous studies that are representative, the hypotheses in this article are as follows:

H1 : It is suspected that there is a significant and positive influence between Training and Organizational Culture as a moderation variable.

### **Training on Organizational Commitment**

According to (Dzakwantoro et al., 2023) organizational commitment is a psychological relationship formed between employees and the organization, which affects the level of care, identification, and intention of employees to align their values with organizational values, organizational commitment consists of three main dimensions, namely energy, normative, and continuation. Organizational commitment can be divided into affective commitment, which is a psychological bond formed between employees and the organization, which affects the level of care, identification, and intention of employees to align their values with the values of the organization.

Previous research related to the Training variable with the Organizational Commitment Variable from the results of the proprietary study (Kartiani et al., 2020) stated that nurse performance is directly influenced by training and skills without the influence of organizational commitment, while in different research models, organizational commitment can act as a variable that moderates the relationship between training and nurse performance. Training has a positive and significant influence on competence. Training has a positive, but not significant, influence on employee performance. Competency has a positive and significant influence on employee performance, while commitment has a positive, but not significant, influence on employee performance (Kartiani et al., 2020). So the hypothesis in this article is as follows:

H2: It is suspected that there is a significant and positive influence between Training and Organizational Commitment as an intervening variable.

### Leadership with Organizational Commitment

Leadership is a person's ability to influence, direct, and manage people or groups in achieving certain goals. This definition can be found in the article (Moore & Hanson, 2022). Leadership can be interpreted as a person's ability to influence, direct, and manage people or groups in achieving certain goals (Park et al., 2022). Previous studies related to Leadership with Organizational Commitment began from the results of research from (Rahmatullah et al., 2022) stated that organizational commitment can be a mediator between organizational culture and transformational leadership in partial mediation.

The results of another study from (Alamanda et al., 2022) stated that leadership style can affect the increase in organizational commitment. From two previous studies that support the hypothesis in this article as follows:

H3: It is suspected that there is a significant influence between the Leadership variable and the Organizational Commitment variable as an intervening variable.

The following is the frame of mind in this study:

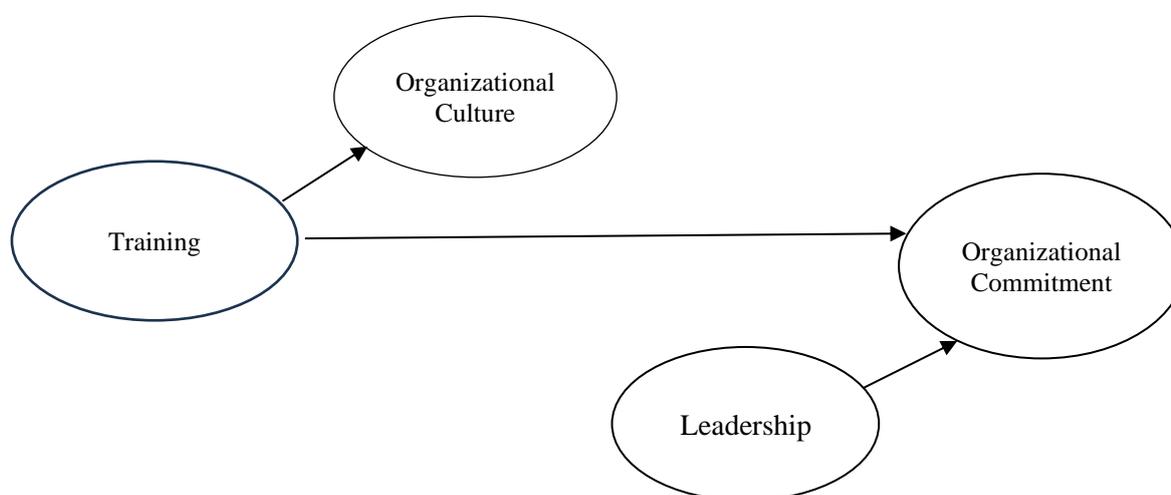


Figure 1. Research Framework

### METHOD

This study used a quantitative research approach. The population consisted of 65 supervisors, whose online questionnaire was distributed to several manufacturing companies in Jababeka in January – February 2024, resulting in 65 responses. The sample size remains 65 supervisors. The selection of respondents was carried out through the random sampling method, as explained by Sugiyono (2016). In this approach, known as simple random sampling, sample members are selected from a population at random regardless of the strata present in that population.

The data used in this study were obtained from primary sources. Data collection was conducted using questionnaires designed based on the theoretical framework and concepts outlined in the literature review section. The questionnaire used a Likert scale, where a value of 5 indicates very strong approval, 4 indicates approval, 3 indicates disapproval, 2 indicates strong disagreement, and 1 indicates very strong disagreement. Furthermore, the collected data were analyzed through multiple regression analysis using SEM PLS series 4. Before conducting data analysis, several tests were carried out to determine the significance between variables both individually and simultaneously.

### RESULT AND DISCUSSION

Respondents obtained from several manufacturing companies in Jababeka by distributing questionnaires to supervisors in the company with the number of answers back 65 respondents,

then processing data to produce a result that was analyzed using SEM PLS series 4. After obtaining information about the frequency distribution and respondent profile, the data is then processed using the SmartPLS 4.0 program from the data that has been collected. The SmartPLS output result for the loading factor gives the following result:

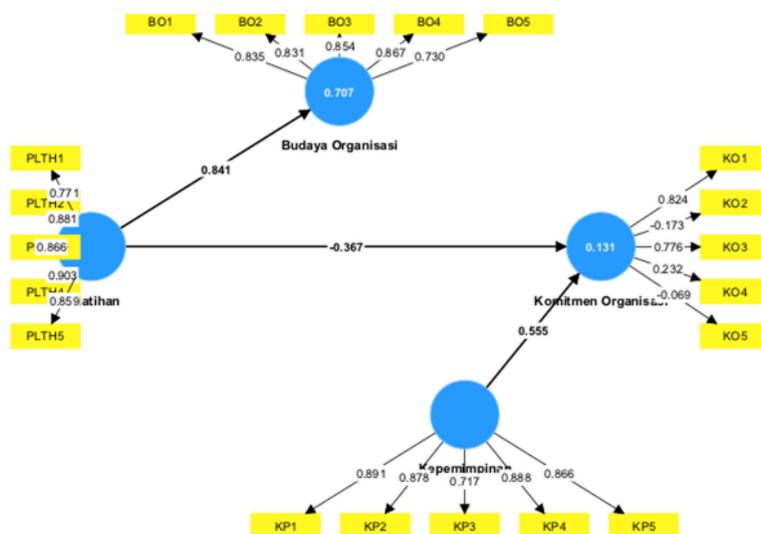


Figure 2. Result SmartPLS (Loading Factors)

The Values of the loading factor has been qualified, that is, the value of the loading factor is greater than 0.5. A reflective indicator is considered valid if it has a loading factor above 0.5 on the construct in question based on its substantial content taking into account the significance of the weight ( $t = 1.96$ ). The loading factor values for the Training variable, Organizational Culture variable, Leadership variable and Organizational Commitment variable have higher loading factor values compared to other construct loading factors because the value based on the discriminant validity evaluation is greater than 0.5. Thus, based on the table, it can be seen that the correlation values between indicators and their constructs are all greater than the correlation values between other indicators and constructs, so all indicators can be considered valid.

Uji Average Variance Extrated (AVE)

In good measurement testing, in the AVE test, each indicator has a value of  $> 0.5$ , so the value is considered valid. Here are the results of AVE values in this study:

**Tabel 1. AVE Test**

	Average Variance Extrated (AVE)	Hasil
Training	0.735	Valid
Organization Commitment	0.274	Not Valid
Organizational Culture	0.680	Valid
Leadership	0.724	Valid

Source: Processed Data, 2024

From the data listed in Table 1, the AVE values of all variables are  $> 0.5$ . This finding shows that each variable has a good level of discriminant validity, only one variable is below  $> 0.5$ .

Reliability Test

Reliability tests are carried out to show the level of accuracy, consistency, and accuracy of instruments in measuring constructs. In the use of SmartPLS 4.0 instruments, to measure the reliability of a construct, it is recommended to use Composite Reliability and Cronbach Alpha indicators.

**Tabel 2. Cronbach Alpha**

	Cronbach's Alpha	Hasil
Training	0.909	Reliable
Organization	0.572	Not Reliable
Commitment		
Organizational	0.822	Reliable
Culture		
Leadership	0.911	Reliable

Source: Data Hasil Olahan, 2024

Based on Table 3., the Alpha Cronbach values of all variables are > 0.6. These results show that all research variables have met the requirements. Therefore, it can be stated that each variable has a high degree of reliability.

### Composite Reability

A variable is considered reliable if its Composite Reliability is >0.7 in confirmatory research, while values between 0.6 to 0.7 are still acceptable in exploratory research (Ghozali, 2021).

**Tabel 3. Composite Reability**

	Cronbach's Alpha	Hasil
Training	0.932	Reliable
Organization	0.410	Not Reliable
Commitment		
Organizational	0.893	Reliable
Culture		
Leadership	0.929	Reliable

Source: Processed Data, 2024

From Table 3, it can be seen that the Composite Reliability value for each variable in this study is 0.6. This value indicates that all variables meet the Composite Reliability standard, and the conclusion is that all variables have a good level of reliability, there is one unrealistic variable.

### Analisis Uji Inner Model

#### R-Square

According to Ghozali (2014), R-Square values < 0.70, < 0.50, < 0.25 indicate strong, medium, and weak models respectively. The greater the value, the better the model's predictions in explaining variations.

**Tabel 4. R-Square**

	R-Square
Organizational Culture	0.707
Organizational Commitment	0.131

Source: Processed Data, 2024

In this study, researchers used four variables, namely training, Organizational Commitment, Organizational Culture and Work Leadership Variables. Based on Table 4, it can be seen that the R-Square value for the Organizational Culture variable is 0.707, which indicates that the effect of the Training Variable on Organizational Culture is 0.707 (strong influence). The R-Square value is 0.133 for Training with Organizational Commitment, while for the relationship between the Training and Organizational Culture variables is 70.7% (strong).

### Hypothesis Testing

The hypothesis for an alpha value is 5%, with the t-statistic using a value of 1.96. The criterion for accepting or rejecting a hypothesis is if the t-statistic > 1.96, with a P-Value

value < 0.05. Here are the results of hypothesis testing in this study:

**Tabel 5. Hypothesis Testing**

Hipotesis	P	Hasil
	-Value	
Pelatihan → Budaya Organisasi	0.856	Signifikan
Pelatihan → Komitmen Organisasi	0.367	Tidak Signifikan
Kepemimpinan → Komitmen Organisasi	0.555	Signifikan

Source: Processed Data, 2024

### The Effect of Training on Organizational Culture

Research on employees of the Johar Baru District Health Center revealed that organizational culture, training, and organizational commitment have a significant positive effect on employee performance (Suryadi & Aima, 2019). The results of research from (Pratama et al., 2020) stated that organizational culture and training were found to have a positive and significant influence on employee performance, with organizational culture improving relationships between employees and training needing to be adjusted to the field of work.

Based on SEM statistical analysis, it was found that the training variable with the Organizational Culture moderation variable loading factor amounted to 0.856. State that training is necessary for employees by paying attention to the organizational culture that exists within the company or adjusting to the organizational culture.

### The Effect of Training with Organizational Commitment

Training has no significant effect on organizational commitment in manufacturing companies. However, one study from the Livestock Training Center in Batu, Indonesia, found that the effect of training on organizational commitment was not significant (Jami'iaturochmah et al., 2019). Based on SEM statistical analysis, it was found that the training variable with the organizational commitment variable was not significant with a loading factor of -0.367. Stating that the training in the results of this study that the company has no commitment to employees, especially supervisor level in carrying out training to improve themselves.

### Leadership Influence with Organizational Commitment

A study found that authentic leadership (AL) has a positive and significant relationship with organizational commitment (OC), and OC partially mediates the relationship between AL and organizational trust (OT) (Aruoren & TARURHOR, 2023). Research on Grand Mode Makassar employees found a positive and significant influence of leadership on organizational commitment, as well as a positive and significant influence of organizational culture on organizational commitment (Yasin et al., 2023).

Based on SEM statistical analysis, it was found that the Leadership variable with the organizational commitment variable was significant and positive with a loading factor of 0.555. Stating that leadership from supervisor level to manager in manufacturing companies in Jababeka has a commitment in the organization to working employees.

### Discussion

Only the influence of leadership on organizational commitment was statistically significant, while the effect of training on organizational culture and organizational commitment was not significant. This points to the need for further research to understand the factors influencing the relationship between training, leadership, and organizational commitment in a more specific context.

## CONCLUSION

The conclusion of this analysis is that leadership plays a more important role in shaping organizational commitment than training. Therefore, companies need to pay attention to leadership development as one of the strategies to increase the level of employee commitment to the organization.

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