

The Effect Of Training And Competence On Employee Performance At Xyz Health Foundation

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Abstract.

Background: This study aims to find out an overview of employee training, competencies, and performance at the XYZ Health Foundation. In addition, this study aims to determine the influence of each variable that can affect Employee Performance at the XYZ Health Foundation, namely training and competence. Research sample The sample to be taken in this study includes male and female employees at the XYZ Health Foundation with a total of 106 employees using purposive sampling techniques. Method: The analysis method used is a quantitative method with descriptive and verifiable/causative analysis. The instrument test was carried out with a validity test consisting of convergent validity and discriminant validity. In addition, a reliability test was carried out using a composite reliability approach. Data analysis was carried out using the Partial Least Square – Structural Equation Modeling (PLS-SEM) approach which will be processed with the help of Smart PLS 4.0 software. Results and Conclusions: The results of the study show that training has a positive influence on employee performance and competence also has a significant effect on employee performance. Training and competency simultaneously have a significant effect on employee performance at the XYZ Health Foundation. Effective training is able to support competency development, which ultimately contributes to improving overall employee performance.

Keywords: Training; Competence; Employee Performance; XYZ Health Foundation, PLS-SEM and HR.

I. INTRODUCTION

The high level of employee performance is a crucial factor for **the XYZ Health Foundation** in providing the best health services to employees and retirees of **PT. XYZ**. Employee performance directly affects service quality, participant satisfaction, and institutional image. Internal reports show that even though the performance target is set at a minimum of 98, around 50% of customer service employees still do not reach that number. In an era of globalization and increasingly fierce competition, healthcare organizations are required to improve the quality of services and employee performance. One way to achieve this goal is through employee training and competency development. In the context of healthcare, proper training can contribute to improving the quality of patient care and customer satisfaction. A study by Khan et al. (2020) showed that structured and ongoing training significantly improves employee performance.

Competence, on the other hand, includes the abilities and knowledge required to carry out certain tasks. High competence is expected to increase productivity and work efficiency. In order to support the sustainability of the XYZ Health Foundation, it is important to evaluate how training and competency development can be integrated into human resource management strategies. Thus, the foundation can formulate more effective and relevant training programs, which will ultimately improve the quality of health services provided to the community. **The XYZ Health Foundation** has an expectation of employee performance values of at least 98% of the 100% scale, but employee performance data based on **PT. XYZ** shows that there is a 0.50% increase in performance from 2023 to 2024. However, 50% of employees still perform below those expectations. Bad and Very Bad performance are still the focus of the **Senior Leaders** of the XYZ Health Foundation as stated in Table 1.

Table 1.1. Employee Performance Value Health Foundation XYZ Year 2023 and 2024

Performance Value	2023	%	2024	%
Very Bad	5	4,76%	2	1,90%
Bad	57	54,29%	50	47,62%
Good	28	26,67%	26	24,76%
Excellent	15	14,29%	27	25,71%
Total Employees	105	100,00%	105	100,00%
Average (%)	97,01%		97,49%	

Training is a short-term educational process that is structured and organized with the aim of forming and equipping employees to improve employee performance according to the expectations of the company. In addition, training also aims to increase employee knowledge, which in turn has an impact on better performance Susanti *et al* (2018). Therefore, an evaluation is carried out on the value of employee training Health Foundation XYZ in the period of 2023 – 2024 with the following details:

Table 2. The Value of XYZ Foundation Employee Training in 2023 and 2024

Training Value (P)	2023	%	2024	%
Very Bad (5)	1	0,95%	3	2,86%
Bad (4)	26	24,76%	21	20,00%
Good (3)	78	74,29%	81	77,14%
Excellent (1-2)	0	0,00%	0	0,00%
Total Employees	105	100,00%	105	100,00%

Based on the table of the results of the recapitulation of the training targets carried out by **the XYZ Health Foundation** in 2023 and 2024, it shows that the level of training has not reached the company's target. Thus, this study aims to provide deeper insight into how training and competency for employees of **the XYZ Health Foundation** can be optimized. Evaluation of employee performance training is very important, so that it can be known how the competencies of employees can subsequently affect employee performance results. By understanding the relationship between training, competence, and employee performance, it is hoped that the foundation can formulate a more effective human resource development strategy.

THEORETICAL FOUNDATION

Based on the views of experts, human resource management can be summed up as a series of organizational policies and activities designed to manage the workforce. The focus is on maintaining relationships between employees, resolving employment problems, providing training, conducting evaluations, improving competencies, and ensuring health, occupational safety, and justice for employees.

The Effect of Training on Employee Performance – Effective training can improve individual competencies, improve the way of working, and encourage the achievement of organizational targets. Hasibuan (2017) stated that the training provided to employees aims to improve work ability and efficiency in carrying out tasks. Various empirical studies also show that training has a positive relationship with performance. Employees who receive training tend to have a better understanding of their work, as well as be better able to adapt to changes in the work environment. Thus, it can be concluded that training plays a strategic role in improving employee performance. An organization's investment in an ongoing training program will have a direct impact on improving productivity, quality of work, and achieving organizational goals.

H1: Training has a significant impact on the performance of XYZ Health Foundation employees

Effect of Competency on Employee Performance – One of the main determinants of performance is a person's ability which is based on adequate intelligence, skills, and physical condition, all of which are reflected in his or her competence. (Mangkunegara 2017). Empirical studies show that competence has a positive and significant relationship to performance. Employees who have high competence tend to be better

able to complete work with good quality, complete tasks on time, and adapt to organizational dynamics. Therefore, improving employee competencies through training, self-development, and continuous learning is an important strategy for organizations in creating a high-performing workforce.

H2: Competence has a significant effect on the performance of XYZ Health Foundation employees

The simultaneous effect of training and competencies on employee performance – When effective training is provided and individual competencies are adequate, they will reinforce each other in encouraging optimal performance achievement. Robbins and Judge (2023) emphasized that the quality of human resources improves significantly if training is tailored to work needs and supported by strong competencies. Thus, training and competencies developed simultaneously can make a tangible contribution to improving employee productivity and quality of work within an organization.

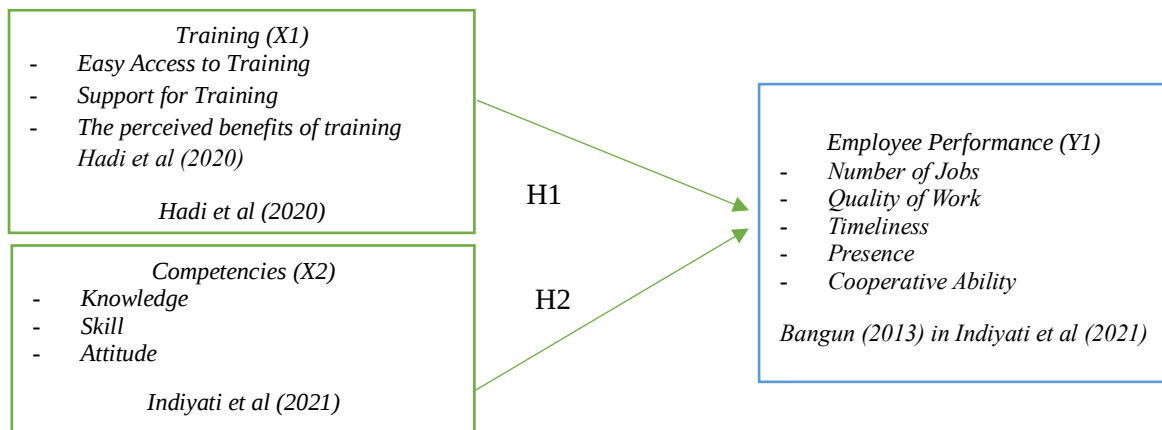


Fig 1. Research Model

II. METHODS

Population size in this study is male and female employees at **XYZ Health Foundation** with a total of 157 employees. The sampling technique in this study uses the purposive sampling technique. Purposive sampling as a sample aims to determine the sample based on the consideration of several specific criteria or special criteria so that they are included in the criteria.

Table 3.1. Research Characteristics

Yes	Research Characteristics	Type
1	Based on the Method Used	Quantitative
2	By Purpose	Descriptive, Causal
3	By investigation type	Causal
4	Based on Researcher Involvement	Not Intervening in data
5	Based on Unit of Analysis	Individual
6	By Implementation time	Cross-section

Table 3. 2. Variable Operationalization

Variable	Dimension	Indicators	Scale	Yes
Training (Xi) Hadi et al (2020)	<i>Easy access to training</i>	Organisational policy on the amount and type of training	Ordinal	1
		Organizations provide access to training	Ordinal	2
		The amount and type of training is appropriate	Ordinal	3
	<i>Support for Training</i>	Manager/Leader Support	Ordinal	4,5,6,7
		Ease of communication related to training	Ordinal	8
		Easy training procedure	Ordinal	9
	<i>The perceived benefits of training</i>	Personal benefits	Ordinal	10,11,12,13
		Benefits of the job	Ordinal	14,15,16, 17,18
		Career benefits	Ordinal	19,20,21
Competence (X2) Edison et al. in Indiyati et al (2021)	Knowledge	Knowledge that supports the job	Ordinal	22
		Knowledge gained from formal Education	Ordinal	23
		Knowledge gained from training	Ordinal	24
		Ability to master procedures related to the work completion process	Ordinal	25
	Skill	Technical expertise in accordance with the field of work	Ordinal	26

Performance of Employees (Y) Bangun (2013) in Indiyati et al (2021)	Attitude	Ability to identify existing markets	Ordinal	27
		Ability to find solutions to problems faced quickly	Ordinal	28
		Upholding organizational ethics	Ordinal	29
		Courtesy in carrying out the job	Ordinal	30
		Ability to deal with problems wisely	Ordinal	31
	Number of Jobs	Ability to work according to assigned targets	Ordinal	32
		Ability to complete work with applicable procedures	Ordinal	33
	Quality of Work	Ability to complete work completely	Ordinal	34
		Ability to get the job done meticulously	Ordinal	35
		Ability to minimize the number of errors	Ordinal	36
	Timeliness	Ability to complete work within a predetermined period of time	Ordinal	37
		Ability to make decisions correctly	Ordinal	38
	Presence	Punctuality of attendance	Ordinal	39
		Punctuality of return	Ordinal	40
	Cooperative Ability	Ability to work together in the same division	Ordinal	41
		Ability to work together across divisions	Ordinal	42
		Willingness to respect the opinions of others	Ordinal	43

Data collection methods. The data collection technique was carried out with primary data collected through questionnaires, with ordinal scales using the likert scale approach as follows:

Statement	Scale
Strongly Agree (SS)	5
Agree (S)	4
Disagree (KS)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

Source: (Scott, 2022)

Data analysis methods. This study uses a quantitative method with a descriptive and verifiable/causality approach. Descriptive analysis was processed by the continuum line method. A verifiable analysis was processed on the data collected through the distribution of a questionnaire using the Likert scale, and analyzed using the Partial Least Square – Structural Equation Modeling (PLS-SEM) technique. In the use of the SEM-PLS technique, testing research instruments is also known as the *outer model*. This *outer model* was tested with 2 types of tests, namely validity (*convergent validity* and *discriminant validity*) and reliability (*construct reliability* and *composite reliability*). Meanwhile, the test for verifiable analysis in SEM-PLS is referred to as the *inner model* which consists of multicollinearity, determination coefficient, and predictive relevance, path coefficient, and bootstrapping (hypothesis) testing. This study proposes 3 hypotheses, namely, first, training has a positive effect on the performance of employees of the XYZ Health Foundation; second, competence has a positive effect on the performance of employees of the XYZ Health Foundation; third, training and competency simultaneously have a positive effect on the performance of employees of the XYZ Health Foundation

III. RESULT AND DISCUSSION

Descriptive Analysis of Respondents' Responses to Variable X₁

The X₁ variable or **Training** in this study as a whole involves 21 statement items, which are divided into 3 main indicators, namely ease of access to training, training support, and training benefits, to be filled in by respondents according to the conditions experienced. Through data analysis, the average respondents' answers to the 21 questionnaire items were 3.968 or 79.35% (**Figure 4.2**). This data is then visualized and interpreted further as follows.

1,00	1,81	2,61	3,42	4,23	5,00	Interval Mean
	Very Less Effective/ Very Less Competent/ Very Less	Less Effective/ Less Competent/ Less	Quite Effective/Quite Competent/ Enough	Effective/ Competent / Good	Very Effective/ Very Competent/ Very Good	
20%	36%	52%	68%	84%	100%	Percentage Interval

Fig 4.2. Training Variable Score Continuum Line (X₁)

Source: Processed Data (2025)

The training variable (X_1) in this study was measured through three main dimensions, namely: (1) *Ease of Access to Training*, (2) *Training Support*, and (3) *Training Benefits*, which consisted of a total of 21 statements. Each item was evaluated using a five-point Likert scale, ranging from *Strongly Agree (STS)* to *Strongly Agree (SS)*. Overall, the results of the analysis showed that the training at the **XYZ Health Foundation** was in the "Effective" category, with a mean score of 3.968, an achievement percentage of 79.35%, and a standard deviation of 0.940. This achievement indicates that most of the respondents consider that the training organized by the organization (**XYZ Health Foundation**) has gone well and provides relevant benefits to the implementation of tasks and the respondents' self-development.

a. Ease of Access Training

The first dimension, *Ease of Access to Training*, reflects how easily respondents obtain information and understand organizational policies related to training. There are three main indicators in this dimension, namely: organizational policies related to employee training ($X_{1.1}$), information about training in the coming year ($X_{1.2}$), and adequacy of information about training programs ($X_{1.3}$). Overall, this dimension obtained an average score of 4.047 with an achievement percentage of 80.94%, which falls into the "Effective" category. The highest score was found in the $X_{1.3}$ indicator, which was 4.142 (82.83%), which showed that respondents felt that they received adequate training information from the organization. Meanwhile, the lowest value was on the $X_{1.1}$ indicator, which was 3.991 (79.82%), although it was still in the same category. This shows that a small percentage of respondents still feel that the organization's training policy can be communicated more clearly. These findings generally indicate that they have a good training information dissemination system, as well as internal policies that support information disclosure for **XYZ Health Foundation** employees. Easy access to training information allows employees to prepare for training more optimally and align it with their respective career development needs.

b. Training Support

The second dimension, *Training Support*, aims to measure the extent to which the employer plays an active role in supporting the training program that respondents follow. This dimension consists of six indicators, ranging from $X_{1.4}$ to $X_{1.9}$, that evaluate the form of support of superiors, either directly through training participation and indirectly through policy and communication. Overall, this dimension obtained an average score of 3.922 with an achievement percentage of 78.44%, which is included in the "Effective" category. The highest score was obtained on the $X_{1.6}$ indicator, which was 4.142 (82.83%), which reflected that respondents felt that their superiors showed high enthusiasm in supporting employee involvement in training. Meanwhile, the lowest scores were found in the $X_{1.5}$ (3.752 or 75.04%) and $X_{1.7}$ (3.761 or 75.22%) indicators, which showed that not all respondents felt any concrete follow-up such as special work assignments or direct guidance after training. These findings indicate that in general, superiors within the **XYZ Health Foundation** have provided quite good support in the training process, especially in the form of motivation and participation. However, it is necessary to strengthen strategic support aspects such as post-training project allocation and increasing the frequency of mentoring, so that training results can be more internalized in employees' daily work practices. This effort is important to ensure that the training provided truly impacts long-term skills development and performance improvement.

c. Training Benefits

The third dimension, *Training Benefits*, aims to evaluate the real impact of training on the improvement of technical skills, the quality of employment relationships, and the potential for career development of respondents within the **XYZ Health Foundation**. This dimension includes eleven indicators ($X_{1.10}$ to $X_{1.21}$), with an average score of 3.971 and an achievement percentage of 79.41%, which falls into the "Effective" category. The indicator with the highest score was $X_{1.20}$, which was 4.124 or 82.48%, which confirmed that the training provided respondents with a better understanding of the career path they could choose. These findings suggest that training has contributed to increasing clarity of employee career direction. Meanwhile, the indicator with the lowest value was $X_{1.10}$, which was 3.805 or 76.11%, which indicates that training can still be improved in terms of direct effectiveness on the implementation of employees' main tasks. In general, the results of the analysis show that training not only impacts the development of job skills, but also improves other important aspects, such as a sense of appreciation by

colleagues (X_{1.12}), interpersonal relationships (X_{1.13} and X_{1.18}), and opportunities for promotion and salary increases (X_{1.15} and X_{1.16}). In addition, training also plays a role in strengthening relationships with superiors (X_{1.17}) and facilitating the exploration of alternative careers (X_{1.19}) and the achievement of personal career goals (X_{1.21}).

Thus, the training provided by the **XYZ Health Foundation** has provided quite comprehensive benefits, including technical competency improvement, psychosocial support, and professional advancement. In the future, organizations can consider improving training content that is more specific to work demands so that its impact on the effectiveness of the implementation of the main tasks will be more optimal. Overall, the training variable received a very positive assessment from the respondents, both in terms of access, support, and benefits. The dimension with the highest achievement is *Ease of Access to Training*, followed by *Training Benefits*, and then *Training Support*. These findings show that the **XYZ Health Foundation** has implemented a comprehensive and accessible training system for employees. However, the aspect of post-training follow-up and the provision of more personal guidance by superiors still needs to be improved so that training can have a real impact on improving employee performance in a sustainable manner. From a managerial perspective, these results provide a strategic foothold in maintaining and improving the quality of training programs. The next focus needs to be directed to strengthening post-training strategies, monitoring the implementation of training results on the job, and the active involvement of superiors as facilitators in employee competency development. This will contribute to the achievement of organizational goals through the optimization of individual potential and productivity in the work environment of the **XYZ Health Foundation**.

4.3.1.2 Descriptive Analysis of Respondents' Responses to Variable X₂

The X₂ variable or **Competency** in this study as a whole involves 10 statement items, which are divided into 3 main indicators, namely knowledge, expertise, and attitude, to be filled in by the respondents according to the conditions experienced. Through data analysis, the average respondents' answers to 10 questionnaire items were obtained at 4,250 or 84.99% (**figure 4.3**). This data is then visualized and interpreted further as follows.

1,00	1,81	2,61	3,42	4,23	5,00	Interval Mean
	Very Less Effective/ Very Less Competent/ Very Less	Less Effective/ Less Competent/ Less	Quite Effective/Quite Competent/ Enough	Effective/ Competent / Good	Very Effective/ Very Competent/ Very Good	
20%	36%	52%	68%	84%	100%	Percentage Interval

Fig 4.3. Competency Variable Score Continuum Line (X₂)

Source: Processed Data (2025)

The competency variable (X₂) in this study was measured through three main dimensions, namely: (1) Knowledge, (2) Skill, and (3) Attitude. Each dimension reflects the important aspects that shape an employee's competence in a professional context at the **XYZ Health Foundation** in the city of Bandung. Overall, there are 10 statements representing this variable, which are evaluated using a five-point Likert scale, ranging from Strongly Disagree (STS) to Strongly Agree (SS). The results of the analysis showed that the competency variable was in the "Very Competent" category, with an average score of 4.250, an achievement percentage of 84.99%, and a standard deviation of 0.726. These findings indicate that most respondents consider that they have a high level of competence in carrying out job duties and responsibilities.

a. Knowledge

The Knowledge dimension in the competency variable reflects the fundamental aspects that underlie the ability of employees to carry out organizational tasks effectively. This dimension is measured through four main indicators, namely: adequate work experience (X_{2.1}), knowledge from formal education (X_{2.2}), knowledge from internal training (X_{2.3}), and mastery of work procedures (X_{2.4}). Based on the results of data processing, this dimension obtained an average score of 4.221 and an achievement percentage of 84.42%, which was overall categorized as "Very Competent". The indicator with the highest achievement is X_{2.4}, namely "I master work procedures related to the work completion process", with an average score of 4.327

and a percentage of 86.55%. These findings show that respondents have a high level of understanding of the workflows and stages of work that must be carried out in their respective work units. Mastery of work procedures is an important foundation in ensuring the efficiency and consistency of task execution, as well as minimizing the risk of operational errors. Furthermore, the X_{2.3} indicator, namely "The knowledge I have is obtained from trainings organized by the company", also shows very high achievements, with a score of 4.319 and a percentage of 86.37%.

This indicates that the internal training organized by the XYZ Health Foundation has succeeded in making a significant contribution in expanding the knowledge and work knowledge of the respondents. Respondents feel that the training provided is relevant and applicable to their daily work needs. The X_{2.2} indicator ("The knowledge I have is obtained from formal education") obtained a score of 4,124 (82.48%) and X_{2.1} ("I have sufficient experience in supporting the assigned work") obtained a score of 4,115 (82.30%). Although slightly lower than the previous two indicators, they remain in the "Highly Competent" category. This value reflects that both the formal educational background and the work experience that the respondents have had are essential sources of knowledge and support the implementation of tasks well. Overall, the results in this dimension show that respondents' work knowledge comes from a complementary combination of practical experience, internal training, and formal education. These three sources play an important role in shaping respondents' conceptual and technical understanding of their respective fields of work. With a good mastery of knowledge, respondents are better able to navigate the demands of work effectively, adapt to change, and support the achievement of organizational goals.

b. Skill

The Expertise Dimension is an important aspect of competence that describes the extent to which respondents are able to apply technical and cognitive skills in solving work problems. This dimension is measured through three main indicators, namely: the suitability of technical expertise with the field of work (X_{2.5}), the ability to identify problems (X_{2.6}), and the ability to find solutions to the problems faced (X_{2.7}). The results of the analysis showed that this dimension obtained an average score of 4,260 with an achievement percentage of 63.89%, which is included in the category of "Quite Competent". The indicator with the highest score was X_{2.6}, which is "I was able to identify problems arising from the work being handled", with a score of 4,327 and a percentage of 86.55%. These results reflect that respondents have excellent skills in detecting and understanding problems that arise in the implementation of tasks. Problem identification skills are a crucial initial stage in the process of effective problem-solving in the work environment. Furthermore, the X_{2.5} indicator, namely "The technical skills I have are in accordance with the current field of work", obtained a score of 4.292 and a percentage of 85.84%. These findings show that respondents feel that their technical background is in line with the demands of their job.

This conformity is important so that employees can carry out their work functions optimally without having to experience lag or competency gaps. The last indicator in this dimension is X_{2.7}, which is "I am able to find a solution to the problem at hand quickly", which obtained a score of 4.159 and a percentage of 83.19%. Despite having the lowest score among the three indicators of expertise, it remains in the "Competent" category. This shows that respondents are generally able to make decisions and solve work problems quickly, although there is still room for increased speed and effectiveness in decision-making. Overall, although each indicator in the Expertise dimension showed a high score, even being in the "Competent" to "Highly Competent" category, the aggregate of these dimensions was statistically recorded to be in the "Quite Competent" category. This is likely due to a more widespread distribution of answers, thus affecting the overall percentage score despite the high average score. This variation is also reflected in a relatively larger standard deviation than other dimensions, which indicates a difference in respondents' perception of the skill indicator. Thus, even though the respondents' technical expertise, analytical skills, and problem solving are relatively good, organizations still need to further evaluate the distribution of technical competencies individually, as well as develop a training strategy that is reinforcement so that the overall achievement of the expertise dimension can be more evenly and collectively increased.

c. Attitude

The Attitude Dimension is an important part of the competency variable that reflects the professional behavior, integrity, and interpersonal skills of employees in carrying out their duties. In this study, the dimension of attitude was measured through three main indicators, namely: upholding company ethics (X2.8), being polite in acting (X2.9), and being able to deal with problems wisely (X2.10). Overall, this dimension obtained an average score of 4.277 with an achievement percentage of 85.55%, which is classified as "Highly Competent". The two indicators, namely X2.9 and X2.10, each obtained the highest score of 4.345 with a percentage of 86.90%. The X2.9 indicator which states that respondents "always be polite in their actions" shows that good manners have become a work culture that is upheld by the majority of respondents. Likewise, the X2.10 indicator, which is "able to face every problem wisely", which reflects that respondents have the ability to manage emotions, think rationally, and make decisions with consideration in responding to various problems in the workplace. The X2.8 indicator, namely "upholding corporate ethics", obtained a score of 4.142 and an achievement percentage of 82.83%, which is also in the "Competent" category high. These findings show that respondents are aware of the importance of work ethics, and are committed to carrying out their duties in accordance with the values and norms set by **the XYZ Health Foundation**.

Although slightly lower than the other two indicators, this achievement still indicates that organizational values have been well embedded in employees. Overall, the Attitude dimension showed the most consistent and stable performance among all competency dimensions, with relatively balanced and high indicator values. This indicates that aspects of professional attitude, both in the form of politeness, work ethics, and wisdom in acting, have become an integral part of the competence of employees of **the XYZ Health Foundation**. These findings provide a positive signal that the organization has succeeded in building a healthy work culture, based on moral values and professionalism. Nevertheless, strengthening attitudes is still needed on an ongoing basis, especially in the context of changing work environments and evolving ethical challenges. Interventions in the form of training in organizational values, increasing ethical awareness, and modeling behavior from leaders will be effective strategies to maintain and strengthen a work culture of high integrity. Overall, the Competency variable (X2) showed excellent achievement based on the respondents' assessment.

The three dimensions of competency (knowledge, expertise, and attitude) received high scores and the majority were in the "Highly Competent" category. The attitude and knowledge dimension shows excellent performance, while the expertise dimension requires special attention even though the average score per indicator remains high. These findings confirm that respondents feel that they have adequate capacity to understand work, master procedures, have good work ethics, and are able to solve problems. Nevertheless, it is important for organizations to continue to strengthen the expertise aspect by providing more targeted technical training and wider practical opportunities to improve employees' readiness to face job challenges. Meanwhile, from a managerial perspective, these results can be used as a basis for maintaining and expanding the competency development strategy at **the XYZ Health Foundation**. Improving technical competencies through continuous training, *coaching programs*, and strengthening *learning by doing* can be maximized. In addition, maintaining an organizational culture that supports ethical values and professional attitudes is also an important priority to ensure optimal employee performance in the long term.

Descriptive Analysis of Respondents' Responses to Variable Y

The Y variable or Performance in this study as a whole involves 12 statement items, which are divided into 5 main indicators, namely the number of work, quality of work, punctuality, attendance, and ability to cooperate, to be filled in by respondents according to the conditions experienced. Through data analysis, the average respondents' answers to the 12 questionnaire items were 3.942 or 78.83% (**figure 4.4**). This data is then visualized and interpreted further as follows.

1,00	1,81	2,61	3,42	4,23	5,00	Interval Mean
	Very Less Effective/ Very Less Competent/ Very Less	Less Effective/ Less Competent/ Less	Quite Effective/Quite Competent/ Enough	Effective/ Competent / Good	Very Effective/ Very Competent/ Very Good	
20%	36%	52%	68%	84%	100%	Percentage Interval

Fig 4.4. Competency Variable Score Continuum Line (X2)

Source: Processed Data (2025)

The variables of employee performance in this study are measured through five main dimensions, namely: (1) Number of Jobs, (2) Quality of Work, (3) Punctuality, (4) Attendance, and (5) Cooperative Ability. The five dimensions were developed into a total of 12 statements (Y.1 to Y.12) that respondents answered using a five-point Likert scale, from "Strongly Disagree" to "Strongly Agree". Based on the results of the analysis, an overall mean score of 3.942 was obtained, with an achievement percentage of 78.83%, which is included in the "Good" category, and with a standard deviation of 1.011. This shows that respondents assess that the performance of employees within **the XYZ Health Foundation** has been at a satisfactory level and meets the expectations of the organization.

a. Number of Jobs

The first dimension of the employee performance variable is the Number of Jobs, which focuses on the aspect of the quantity of tasks that employees have successfully completed in a given period. This dimension consists of two main indicators, namely: the ability to complete the work in accordance with the set target (Y.1), and the ability to complete the work in accordance with the applicable procedures (Y.2). Both indicators are designed to measure the effectiveness and efficiency of employees in completing the volume of work according to organizational expectations. Based on the results of data analysis, the Number of Jobs dimension obtained an average score of 3.982 with an achievement percentage of 79.65%, which is generally categorized as "Good". This shows that collectively, employees of XYZ Health Foundation are considered able to carry out the workload given to them with adequate performance. In more detail, the Y.1 indicator obtained the highest score in this dimension, which was 4.062 with a percentage of 81.24%, indicating that the majority of respondents felt that they were able to complete the assigned work on time and in accordance with the set targets.

This achievement reflects the existence of effective time management and resource allocation among employees, as well as the ability of individuals to maintain productivity consistently. Meanwhile, the Y.2 indicator obtained a score of 3.903 with an achievement percentage of 78.05%. Although it remains in the "Good" category, this value is slightly lower compared to Y.1. This indicates that there are a small number of respondents who may still face obstacles in carrying out work according to the procedures or operational standards that apply in the institution. It is possible that these obstacles can come from a lack of a thorough understanding of work procedures, changes in internal regulations that have not been fully socialized, or a lack of technical guidance in the field. In general, the dimension of the Number of Jobs shows that employees have a good capacity to manage the workload, both in terms of quantity and accuracy in completing tasks. However, this result is also a signal for management to strengthen aspects of supervision and assistance for compliance with applicable work procedures. Increasing understanding of operational standards and strengthening internal monitoring mechanisms is important so that not only quantity, but also the suitability of work processes can be maintained optimally.

b. Quality of Work

The second dimension of employee performance variables is Job Quality, which represents the quality of employees' work in carrying out their duties. This dimension includes three main indicators, namely: the ability to complete the work completely (Y.3), the accuracy in working (Y.4), and the ability to minimize errors (Y.5). These three indicators are used together to assess the extent to which the employee's work is not only completed, but also accurate, thorough, and error-free. Based on the results of the data recapitulation, the Work Quality dimension obtained an average score of 3.944 with an achievement percentage of 78.88%, which is classified as "Good". These results indicate that in general, respondents feel

that the quality of their performance has met the organization's expectations, although there is still room for improvement in some aspects. Individually, the Y.5 indicator recorded the highest score in this dimension, which was 4.124 with an achievement percentage of 82.48%. This reflects that the majority of respondents feel quite confident that they are able to minimize errors in the execution of daily tasks. This achievement shows that there is good attention to accuracy and prudence in work, which is certainly an important element in ensuring the quality of organizational services, especially in the health sector.

Furthermore, the Y.4 indicator obtained a score of 3.973 with a percentage of 79.47%, which illustrates the positive perception of respondents towards the precision they apply during work. This figure reinforces previous findings that employees not only work quickly, but also pay attention to the aspect of meticulousness in every work process that is carried out. The indicator with the lowest score in this dimension is Y.3, which is 3.735 with an achievement percentage of 74.69%. This score is still in the "Good" category, but it is relatively lower than the other two indicators. This indicates that the completeness of the work is still an aspect that needs to be considered and improved. Some respondents may not have fully ensured that each work has been completed thoroughly, both in terms of content, documentation, and administrative components that are part of their responsibilities. And overall, the Quality of Work dimension shows that the employees **of the XYZ Health Foundation** have worked meticulously and with a low error rate. However, this result also confirms the importance for management to strengthen the quality control system, including through training on work output standards, technical guidance, and the implementation of periodic evaluations of employee work results. Thus, the quality of performance is not only consistent in terms of accuracy, but also perfect in terms of completeness and compliance with service standards.

c. Punctuality

The third dimension in employee performance measurement is Punctuality, which reflects the extent to which employees are able to complete tasks on time and make decisions quickly and accurately. This dimension includes two indicators, namely: the ability to complete work according to deadlines (Y.6) and accuracy in decision-making (Y.7). These two indicators represent an important aspect of operational efficiency, especially in a healthcare work environment that demands precision and speed of action. Based on the results of data analysis, the Punctuality dimension obtained an average score of 3.965 with an achievement percentage of 79.29%, which is included in the "Good" category. This achievement shows that in general, employees are considered to be able to manage working time efficiently, and are able to make decisions within the required time frame. In more detail, the Y.6 indicator obtained a score of 4.044 or 80.88%, which is the highest value in this dimension. This figure shows that most respondents feel that they are able to complete their tasks within the predetermined deadline.

This can be interpreted as that employees have fairly good work time planning and organizing skills, and are able to adjust the work rhythm to the time target given by the organization. Meanwhile, indicator Y.7 obtained a score of 3.885 with an achievement percentage of 77.70%, which is the lowest value in this dimension. While still in the "Good" category, these results reflect that there is room for improved precision in decision-making, particularly in situations that require a fast, complex, or high-risk response. Most likely, some employees still face challenges in accessing relevant information quickly or in considering alternative decisions in a limited amount of time. In general, the results of the Punctuality dimension show that the time management and efficiency of task implementation have run optimally within the **XYZ Health Foundation**. However, in order for work results to be not only timely but also strategic, it is necessary to strengthen employee capacity in decision-making, for example through situational judgment training, risk-based case studies, or direct guidance from superiors regarding fast and appropriate decision-making practices. This step is expected to increase the readiness of employees to respond to work dynamics more effectively in the future.

d. Attendance

The fourth dimension in employee performance measurement is Attendance, which focuses on time discipline in terms of coming to the office and returning according to the provisions of working hours. Attendance is a fundamental element in supporting organizational performance, especially in the health service sector which requires physical presence and consistent personnel preparedness. This dimension

consists of two indicators, namely: punctuality when coming to the office (Y.8) and on-time return (Y.9). The results of the data analysis showed that the Attendance dimension obtained an average score of 3.867 with an achievement percentage of 77.35%, which is classified as "Good". This achievement indicates that in general, **employees of the XYZ Health Foundation** have a fairly good level of attendance discipline, although there are still some aspects that need to be considered for further improvement. In more detail, the Y.9 indicator obtained the highest score in this dimension, which was 3.991 with an achievement percentage of 79.82%.

This figure shows that the majority of respondents are able to comply with the return time set by the organization. This can be understood as a form of responsibility and awareness of the applicable working hours provisions, as well as discipline in completing work activities on time until the end of the working day. Meanwhile, the Y.8 indicator which measures the timeliness of arrival obtained a score of 3.743 with an achievement percentage of 74.87%, which is the lowest value in this dimension. Although still in the "Good" category, this figure shows that some employees still experience delays in arriving at the office, which can be caused by various factors such as limited transportation, traffic conditions, or lack of supervision of time discipline. Overall, the results on the Attendance dimension confirm that the level of employee time discipline is relatively good, but not fully optimal. Therefore, from a managerial perspective, organizations need to consider increasing the effectiveness of attendance monitoring systems, for example through real-time-based digital attendance, the implementation of a fair reward and punishment system, and the provision of education regarding the importance of on-time attendance as part of a professional work ethic. Thus, compliance with working hours can be continuously improved and contribute positively to the achievement of the **XYZ Health Foundation's operational targets**

e. Cooperative Ability

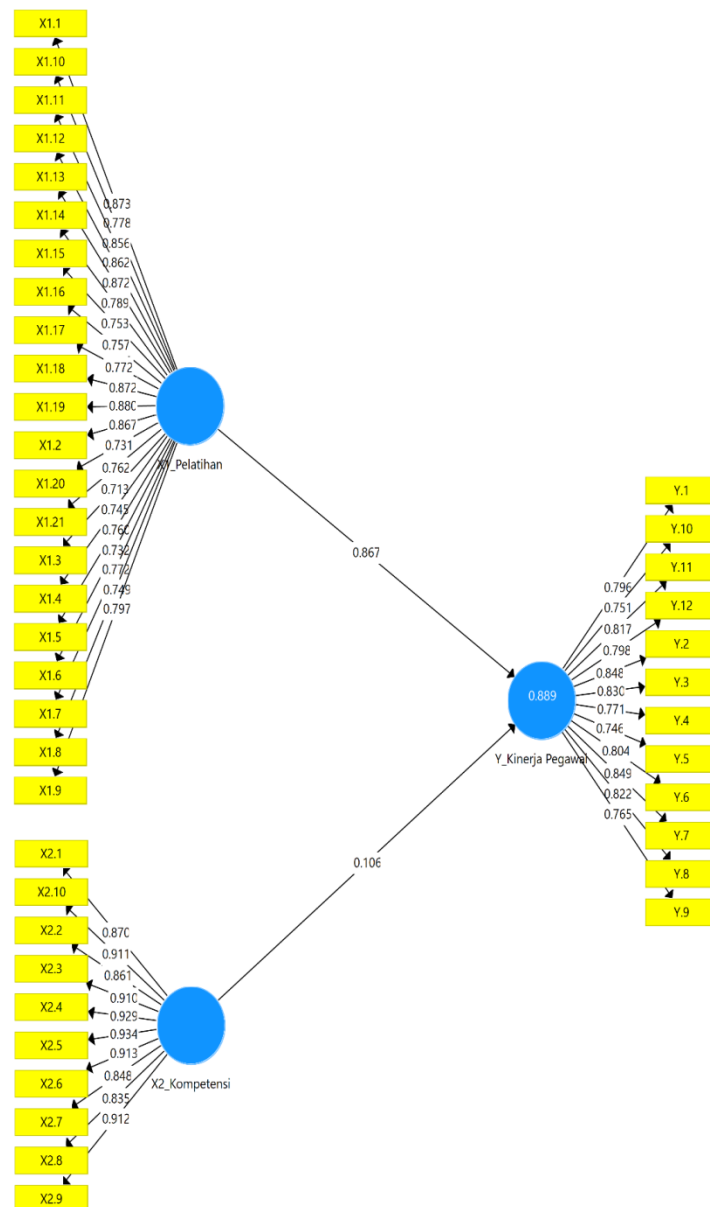
The last dimension in employee performance measurement is Cooperative Ability, which is an important indicator in creating synergy, efficiency, and harmony in the work environment. Collaboration between employees is indispensable in the implementation of organizational tasks, especially in service institutions such as **the XYZ Health Foundation** where work success is not only determined by individual abilities, but also by the quality of teamwork. This dimension consists of three indicators, namely: the ability to cooperate with division colleagues (Y.10), the ability to work across divisions (Y.11), and the ability to respect the opinions of others in completing work (Y.12). Overall, this dimension obtained an average score of 3.947 with an achievement percentage of 78.94%, which is in the "Good" category. This value shows that in general, **employees of the XYZ Health Foundation** show proficiency in establishing cooperation, both in the context of routine tasks and collaboration across work units. The Y.10 indicator recorded the highest score in this dimension, which was 4.133 with an achievement percentage of 82.65%. This reflects that the majority of respondents feel able to work effectively with colleagues in a single division, who usually have the same operational goals and responsibilities. This strong internal collaboration is an important foundation in ensuring smooth work processes and strengthening team performance.

The Y.11 indicator, which measures the ability of cross-division cooperation, obtained a score of 3.947 or 78.94%, which is still in the same category. This value shows that coordination between departments within the organization is going quite well, although in some cases there may still be communication problems or differences in priorities between units. The Y.12 indicator, namely the ability to respect the opinions of others in completing work, obtained a score of 3.761 with an achievement percentage of 75.22%. Although it falls into the "Good" category, this achievement is the lowest among the three indicators in this dimension. This shows that the ability to listen, consider, and respect the opinions of colleagues still needs to be strengthened in order for an inclusive, open, and participatory work climate to be created more comprehensively. In general, these results confirm that **XYZ Health Foundation** employees have a good foundation of cooperative skills, especially in homogeneous (intradivisional) work teams. However, from a managerial perspective, there is a need for strategic efforts to strengthen cross-functional cooperation and build a work culture that respects diverse perspectives. Steps that can be taken include cross-unit collaboration training, inter-sectional discussion forums, and appreciation for an open and supportive attitude in the team.

Thus, the ability to cooperate will develop into a collective competence that supports the performance of the organization as a whole. Overall, the employee performance variable at **XYZ Health Foundation** showed solid achievements with an average score of 3,942 and a percentage of 78.83%, which was included in the "Good" category. All performance dimensions obtained positive ratings from respondents, with a relatively even distribution of scores. The dimensions that have the highest achievement are the Number of Work and Cooperation Ability, while the Attendance dimension and some aspects of Work Quality require strengthening. Meanwhile, these findings provide an important basis for the management of the **XYZ Health Foundation** to maintain work practices that have been running well, especially in terms of achieving work targets and synergy between employees. However, special attention needs to be paid to aspects of attendance discipline, work rigor, and a culture of mutual respect in teamwork. The implementation of coaching programs, improving work discipline, and strengthening soft skills such as empathy, effective communication, and time management will be key in encouraging continuous improvement of employee performance.

Feasibility Analysis of Research Instruments (Outer Model)

Test Validity with Convergent Validity



Based on the table, it is known that all statements in the questionnaire in this study show an *outer loading* value above 0.5. Therefore, each item is declared valid and is considered to be able to adequately represent the intended construct or variable.

Validity Test with Discriminant Validity

The AVE values for each construct in this study are presented as follows.

Table 4.11. AVE for Each Variable

Variable	Average Variance Extracted (AVE)
X1. Training	0,635
X2. Competence	0,797
Y. Performance	0,641

Based on the measurement results listed in the table, all variables in this study have an *Average Variance Extracted* (AVE) value that exceeds 0.5. These achievements show that each construct is able to absorb the variance of its indicators optimally, thus not only meeting the requirements of discriminant validity, but also confirming that the constructs are well defined and conceptually distinguishable from each other. Thus, all constructs in this research model are declared valid and structurally meet the measurement feasibility criteria.

Reliability Test with Composite Reliability

The composite reliability values for each construct in this study can be presented as follows.

Table 4.12. Composite Reliability for Each Variable

Variable	Composite Reliability
X1. Training	0,973
X2. Competence	0,975
Y. Performance	0,955

Based on the results shown in the table, all variables used in this study have a *composite reliability* value above 0.7. These findings indicate that each construct has met adequate reliability criteria, so it can be concluded that the indicators in each variable are able to measure the construct consistently and reliably.

Reliability Test with Cronbach Alpha

The Cronbach Alpha values for each variable in this study are shown in the following table.

Variable	Cronbach's Alpha
X1. Training	0,971
X2. Competence	0,972
Y. Performance	0,949

Table 4.13. Cronbach's Alpha for Each Variable

Based on the measurement results shown in the table, all variables in this study had a Cronbach's Alpha value above 0.7. These findings show that each construct in the model has an adequate level of internal consistency and meets the criteria of good reliability. Thus, the indicators used in each construct can be considered reliable in measuring the variables in question.

Multiple Linear Regression Analysis (Inner Model)

R Square (R^2)

The R-Square value obtained based on the results of data processing from 113 respondents who are employees of XYZ Health Foundation is presented in the following table.

Table 4.14. R2 Value in Model

Bound Variables	Independent Variables	R-Square	R Square Adjusted
Y. Performance	X1. Training; X2. Competence	0,889	0,887

In this study, the R^2 value was 0.889, indicating that 88.9% of the variation in the Employee Performance variable (Y) can be explained by two independent variables, namely Training (X1) and Competency (X2). This indicates that the model has very strong predictive power, since most changes in employee performance can be explained by both constructs. The adjusted R-square value of 0.887 indicates that this model still has a very strong and stable explanatory rate, even after taking into account the number of independent variables used. These results strengthen the conclusion that simultaneous training and competency have a significant and substantial influence on improving employee performance within the XYZ Health Foundation of Bandung City.

T-test

Based on the results of data processing on the inner model using SmartPLS software, the following hypothesis test results were obtained.

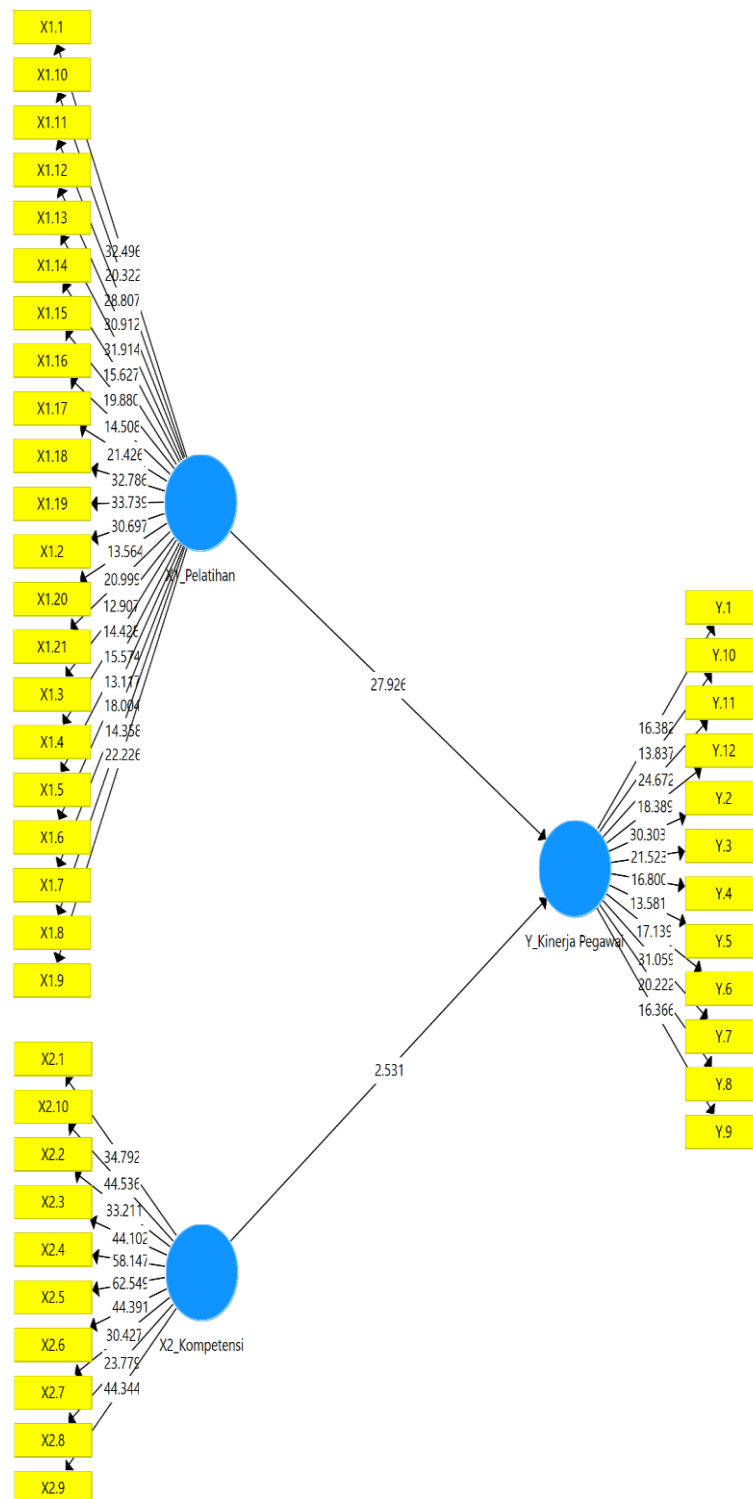


Fig 4.6. Research Hypothesis Test Results

T-test results

Statement	T-Table	T-Statistics	p-value
H1. It is suspected that training has a significant and positive influence on employee performance at PT. XYZ	1,981	27,926	0,000
H2. It is suspected that competence has a significant and positive influence on employee performance at PT. XYZ	1,981	2,531	0,012

1. H1. It is suspected that training has a significant and positive influence on the performance of employees at the XYZ Health Foundation

The test results showed that the t-statistical value for the training variable was 27.926, which far exceeded the critical limit of the t-table of 1.981. In addition, the p-value of 0.000 is also well below the significance level of 5% (0.05). Therefore, the H1 hypothesis is accepted. These findings provide empirical evidence that the training provided to employees has a significant and positive influence on improving their performance. This means that the better the implementation of the training program, the higher the performance shown by the employees of XYZ Health Foundation

2. H2. It is suspected that competence has a significant and positive influence on the performance of employees at the XYZ Health Foundation

The second hypothesis test yielded a t-statistic of 2.531, which is higher than the t-table value (1.981), as well as a p-value of 0.012, which is below the threshold of 0.05. Thus, the H2 hypothesis is also accepted. These results show that employee competence, both in terms of knowledge, expertise, and attitude, has a positive and significant influence on their work performance. This means that the higher the individual's competence, the better the quality of the performance produced.

Discussion

The Effect of Training on Employee Performance at the XYZ Health Foundation

Employee performance is a crucial aspect in the field of Human Resources, whose existence is also closely related to the sustainability of the company or company or organization (Hakim, 2023). Over the decades, the understanding of employee performance has grown and is no longer limited to the end result or output alone, but also includes the processes, behaviors, and contributions that employees make in achieving organizational goals (Victoria et al., 2019). This approach views performance as not just about what is achieved, but also how to achieve it, including work ethic, teamwork, and individual initiative. Furthermore, various new factors that cause the ups and downs of employee performance are also studied as an effort to maintain the existence of the company or organization. One of the important concepts in efforts to improve employee performance is job training, which aims to update and improve employees' skills and knowledge to be able to adapt to changing work demands (Rozalena & Dewi, 2016).

Broadly speaking, training can take the form of *on the job training* and *off the job training*. Basically, they both have the same ultimate goal, which is to improve employee skills and performance, even though the implementation and implementation strategies are different. On the job training is a form of training that is carried out directly in the workplace, where employees learn while carrying out real tasks under the guidance of a supervisor or more experienced colleagues (Haryono et al., 2023). This training is practical and allows employees to directly apply the knowledge gained in the context of their daily work. Meanwhile, off the job training is carried out outside the work environment, such as in a training room, educational institution, or through specially designed external programs (Hayat, 2014). These trainings are generally more theoretical and structured, including lectures, discussions, simulations, case studies, or technology-based training. Although not directly involved in daily work activities, off the job training provides an opportunity for employees to expand their insights, reflection, and conceptual understanding without operational pressure.

In various expert statements, training can shape employee performance through several mechanisms. First, training is able to improve the technical competence and knowledge needed to complete work more efficiently and effectively (Haryono et al., 2023). Second, training encourages adaptability and employee readiness to face changes, such as the use of new technologies or changes in the work system. Third, training can increase motivation and job satisfaction, as employees feel valued and given opportunities to grow (Sinaga & Sofiyana, 2020). Thus, overall, planned and targeted training will have a direct impact on improving the productivity and quality of individual and team performance in the organization.

The Effect of Competency on Employee Performance at the XYZ Health Foundation

Similar to what was found in this study, in the data collection mechanism, the results were obtained that competence has a positive influence on employee performance at XYZ Health Foundation. Based on the results of data analysis using the PLS-SEM method, it is known that competency indicators such as

knowledge, expertise, and attitudes significantly contribute to improving the quality of employee work. Employees who have adequate competence are able to carry out their duties according to the operational standards and targets set by the foundation. These findings are in line with the theory of Edison et al. (2018) which emphasizes that knowledge, skills, and attitudes are the main foundations for shaping employee competencies. With increased competence, Yakes Telkom employees are expected to provide optimal health services and support the achievement of the institution's vision as the best managed care-based health institution in Indonesia.

The Effect of Training and Competence on Employee Performance at the XYZ Health Foundation

In addition to the partial influence of competence, this study also proves that simultaneous training and competency have a significant effect on employee performance at XYZ Health Foundation. Data processing results show that the contribution of effective training followed by competency improvement has a positive impact on increasing productivity, service quality, and achieving employee work targets. This is in line with Robbins & Judge (2023) who stated that the quality of human resources will improve if the training program is adjusted to work needs and supported by adequate competencies. Thus, the combination of well-planned training and competencies is an important strategy in improving employee performance in a sustainable manner.

IV. CONCLUSION

Based on the results of research that has been conducted on the influence of training and competence on employee performance at **the XYZ Health Foundation**, it can be concluded that training has a positive influence on employee performance. Targeted training is able to increase employee knowledge, skills, and work motivation so as to support the achievement of performance targets. In addition, competence also has a significant effect on employee performance. Employees who have adequate competence show better work productivity, more optimal service, and are able to work according to applicable procedures. Training and competency simultaneously have a significant effect on the performance of employees of **the XYZ Health Foundation**. Effective training is able to support competency development, which ultimately contributes to improving overall employee performance.

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