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# The Influence of Digital Training, Culture, Organization, and Competence on Employee Performance through Organizational Commitment as an Intervening Variable

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## Abstract

**Objective** – The purpose of the study was to examine the effect of digital training, organisational culture, competence on employee performance through organisational commitment.

**Design/methodology/approach** – Quantitative research method by distributing questionnaires to 133 employees of the Bangkalan Regency Trade Office. The data analysis technique is Structural Equation Modelling (SEM) with Partial Least Square (PLS).

**Findings** – Digital training and organizational culture have a positive and significant influence on Organizational Commitment and Employee Performance at the Bangkalan Regency Trade Office, while competence has no significant influence on either variable.

**Research limitations/implications** – This research was conducted at the Bangkalan Trade Office, focusing on Digital Training, Culture, Organization, and Competence on Employee Performance Through Organizational Commitment as an Intermediary Variable. The researchers also suggest exploring other variables that influence employee performance.

**Practical implications** – This study is expected to encourage the Bangkalan Regency Trade Office to improve employee performance through the implementation of digital training and a strong organizational culture, as well as to increase employee commitment to the organization. The importance of this training can serve as a reference for other companies in improving employee performance.

**Originality/value** – This study provides new insights into the impact of Digital Training, Culture, Organization, and Competence on Employee Performance Through Organizational Commitment as an Intermediary Variable. The originality of this study lies in its focus on digital training, organizational culture, and competence on employee performance in the Bangkalan district trade office.



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## INTRODUCTION

Human resources have an important role for organizations or institutions. The active role of human resources in an organization will be a long-term determinant in the organization's journey. The development of the times will certainly affect human resources so that the improvement of human resources must continue to be carried out in order to maintain organizational stability in all performance sectors. The quality of human resources has a significant positive effect on Employee Performance (Prastiwi et al., 2022). Employee performance is the result of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance can also be interpreted as output produced by certain functions or indicators of a job or profession in a certain period of time (Ananda Lubis et al., 2019).

Employee performance is highly prioritized, both in government institutions and in private companies. The Bangkalan Trade Office is one of the government agencies responsible for regulating and supervising trade activities in Bangkalan Regency, East Java. The Bangkalan Trade Office is one of the government institutions tasked with serving the community. As a government institution responsible for providing services to the community, the Bangkalan Trade Office must have good performance. But in the last 5 years, namely from 2018 to 2022, the Bangkalan Trade Office has experienced a decline in performance (Disdag.bangkalankab.go.id, 2023).

The decline in the performance of the Bangkalan Trade Office is a serious issue that needs to be addressed immediately. It was revealed that people who come to take care of documents at the Bangkalan Trade Office often face a number of obstacles in the services they receive. These complaints generally include slow service processes and lack of responsiveness of officers within these government agencies. People who come with the hope of getting fast and efficient services often feel frustrated because of the slow administrative process. They have to spend a lot of time waiting in line or completing various time-consuming documents. In addition to the slow process, officers at the Bangkalan Trade Office are also considered to be less agile in serving the community. This may be reflected in the officer's lack of friendliness, indifference, or lack of responsiveness to questions or requests from the public. People feel unappreciated or not listened to, which can create a sense of dissatisfaction in their experiences (Bangkalan, 2023).

Public complaints related to the trade office in Bangkalan seem to be in line with the trend of fluctuations in the performance of the agency over the past 5 years. From the performance achievement data and scores provided, we can see that there are variations in the performance assessment of the Bangkalan trade office during these years.



Source: Bangkalan Regency Trade Office (Bangkalan Regency Trade Office, 2023)

Figure 1. PERFORMANCE ACHIEVEMENTS OF THE TRADE OFFICE IN THE LAST 5 YEARS

From the table above, it can be seen that in 2019 and 2020, the trade office achieved a "Good" score with a performance achievement of 80%. However, in 2018, 2021, and 2022, the performance achievements of this service decreased to 70% and were given a score of "Adequate". The performance of the Bangkalan Regency Trade Office that continues to fall below the government's target, which sets a score of 100% in the "Very Good" category every year, is a serious problem in public services. Significant fluctuations in performance achievements, especially when scores reach 70% in the "Adequate" category, indicate that there are obstacles that need to be addressed immediately.

Digital training is the first factor that affects Employee Performance (Soehardi, Dwi Vita Lestari & Kusumah, 2022). Efendi and Winenriandhika (Efendi & Winenriandhika, 2021) explained that training is a learning process designed to change people's performance in doing their jobs. Training is part of human investment to improve work abilities and skills, and thus improve Employee Performance (Sugiono et al., 2020). Digital training is a form of training that is increasingly popular in this modern era. Digital training allows employees to learn and develop their skills online, without having to be physically present at the training site. Digital training can be done through various platforms, such as webinars, video tutorials, and e-learning. Digital training can provide many benefits, such as flexibility of time and place, lower costs, and the ability to access training materials anytime and anywhere (Soehardi, Dwi Vita Lestari & Kusumah, 2022).

Organizational culture is the second factor that affects Employee Performance (Ismawati & Rialmi, 2022). Organizational culture is a set of values, norms, and behaviors that are embraced by the members of an organization and affect how an organization operates and interacts with its environment. An organization's culture can include values such as integrity, cooperation, innovation, and diversity, as well as norms such as work ethics, social responsibility, and respect for diversity. Organizational culture can also be reflected in the behavior of organizational members, such as the way they communicate, work together, and solve problems (Ismawati & Rialmi, 2022).

Competence is the third factor that affects Employee Performance (Norawati et al., 2021). Efendi and Yusuf (Efendi & Yusuf, 2021) explained that "competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job". So work competence is the ability to carry out or complete work or tasks based on the skills and knowledge possessed and supported by the work attitude required by the job. Job competencies include various aspects, such as technical abilities, interpersonal skills, critical thinking skills, and knowledge of a specific industry or field of work. Work competencies can also include the ability to adapt to change, work in a team, and take initiative (Norawati et al., 2021).

Because from several previous studies on the influence of Digital Training, organizational culture, and competence on Employee Performance, there are still research gaps, so the researcher decided to add an intervening variable of Organizational Commitment which is proven to be able to mediate the relationship of independent variables to dependent variables of Employee Performance (Anugrah, 2020). Organizational commitment is a state in which members of an organization feel emotionally and psychologically attached to the organization they work for, as well as have a strong desire to remain within the organization, participate actively, and contribute to the achievement of organizational goals (Anugrah, 2020). As a scientific basis for the selection of Digital Training variables, the following are some previous research results that still present research gaps. The following are the results of previous research on the variables of Digital Training and Employee Performance presented in the following table.

**Table 1.**  
**GAP RESEARCH**

It	Variable	Researchers	Research Results	Gap
1	DIGITAL TRAINING	Soehardi et al. (2022)	Online training has a positive influence on Employee Performance at PT. Tunaskarya Indoswasta	Research shows that there is a positive influence of online training on Employee Performance.
		Damanhuri et al. (2022)	Training does not have a significant influence on Employee Performance	Research shows that training does not have a significant influence on Employee Performance.
2	ORGANIZATIONAL CULTURE	Ismawati and Rialmi (2022)	Organizational culture has a positive effect on Employee Performance	Research shows that there is a positive influence of organizational culture on Employee Performance.
		Ferdian and Devita (2020)	Organizational culture has no effect on Employee Performance	Research finds that organizational culture has no effect on Employee Performance.
3	PERFORMANCE COMPETENCIES	Ferils (2022)	Competence has a positive and significant influence on Employee Performance	Research shows that there is a positive influence of competence on Employee Performance.
		Huda and Abdullah (2022)	Competence has a negative and significant effect on Employee Performance at Harper Hotel Yogyakarta.	Research shows that there is a negative influence of competence on Employee Performance.

Source : Various National and International Research Journals

As explained in the table above, there are differences in research results or inconsistencies in previous research results, so the purpose of this study is to answer doubts about the Influence of Digital Training, Organizational Culture, Competence on Employee Performance through Organizational Commitment as an Intervening Variable.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Human Resource Management**

According to Monday I Gede Putu Kawiana, said that MSDM is the use of individuals to achieve organizational goals. Meanwhile, human resources are assets that must be managed carefully and in line with the needs of the organization. The definition of management according to Elbandiansyah is a process in order to achieve goals by collaborating through people and other organizational resources, while human resources are in the form of human beings who are driven and employed in an organization or company as a source of motivation, thinkers and planners to achieve the goals of the organization.

### **Employee Performance**

According to Mangkunegara, employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The performance indicators of Kharisma, Prasilowati, and Ayuningtyas explained that there are four indicators of Employee Performance, namely:

1. **Quantity:** refers to the amount and variety of work performed in a given time, thus ensuring efficiency and effectiveness in line with the organization's goals.
2. **Cooperation:** measures the willingness of employees to actively engage with other employees both vertically and horizontally, both inside and outside of work, resulting in better work outcomes.
3. **Initiative:** shows the initiative from within each member of the company to carry out work and solve problems at work without waiting for orders from superiors or showing responsibility in work that has become an employee's obligation.
4. **Quality of Work:** reflects the neatness, accuracy, and relevance of work results without ignoring the volume of work.

### **Digital Training**

According to Soehardi et al, online training can have a significant impact on Employee Performance. This shows that online training involves the use of digital technology to provide instruction and guidance to employees with the aim of improving their performance. The digital training indicators used by the researcher are based on training indicators according to Fitri, Marliza Ade and Putri which include:

1. **Training Objectives:** The purpose of the training is to improve work skills so that participants can achieve maximum performance and increase participants' understanding of the work ethic that must be applied.
2. **Training Materials:** Training materials can include management, scriptwriting, work psychology, work communication, work discipline and ethics, work leadership, and work reporting.
3. **Training Methods:** The training methods used are participatory training methods with techniques such as group discussions, conferences, simulations, role-playing (demonstrations) and games, classroom exercises, tests, teamwork, and study visits (*benchmarking*).
4. **Participant Qualifications:** Trainees are employees of the company who meet the qualification requirements, such as permanent employees and staff recommended by management.
5. **Trainer Qualifications:** Trainers (instructors) must have the necessary qualifications and expertise in the field of work.

### **Organizational Culture**

According to W Enny, the word culture comes from the discipline of Anthropology; with the character Killman. It is interpreted as philosophy, ideology, values, assumptions, beliefs, hopes, attitudes, and norms that are shared and binding on a society. Competency indicators are:

1. Knowledge Information that a person owns or masters in a certain field.
2. Skill Skill Skill or the ability to do something well.
3. Attitude A person's response or reaction to stimuli or stimuli from outside.

### **Organizational Commitment**

According to Ismawati and Rialmi Organizational commitment is the actions and behaviors that are inherent in every employee in the organization. This organizational commitment focuses on the engagement factors that can make decisions to be strong in the organization or let go of the organization, which of course can be seen in the participation statistics. There are three dimensions of Organizational Commitment Citra, Purwadi, and Hakim that is:

1. Affective Commitment is the emotional attachment of employees as well as employee involvement in the organization. This emotional attachment is in the form of a feeling of love for the organization which will then give rise to the willingness to continue to be committed to the organization, as well as build good social relationships within the organization.
2. Commitment Continuation This commitment is reviewed based on the losses that occur if an employee decides to leave an organization. This can arise due to the loss of seniority, awards, and benefits (salary) if you leave the organization.
3. Normative Commitment This commitment is based on the feeling of obligation to remain in the organization because of the obligation and responsibility to the organization based on the values, norms, and beliefs of employees. Employees who have a high normative commitment tend to pay attention to what others say to them if they decide to leave an organization.

### **RESEARCH METHODS**

This type of research uses quantitative methods with primary and secondary data sources. The data collection technique of this research uses field studies and is assisted by scouts to obtain data to support the research. Meanwhile, in the context of research, population is an object that is determined through a certain criterion that will be categorized into the object to be researched. The total population in this study is 170 permanent and non-permanent employees of the Bangkalan Regency Trade Office. The technique of determining the researcher's sample using *random sampling* provides opportunities or opportunities for all members of the population to become samples. Thus, the sample obtained is expected to be a representative sample. In this study, SEM (*Structural Equation Modelling*) data analysis techniques were used. There are two details of the data test concept in SEM PLS, namely *the outer model* and *the inner model*. The outer model test includes tests (convergent validity, discriminatory validity, and composite reliability) and reliability tests measured using *composite reliability* and *Cronbach alpha*. The validity of convergence can be seen through the value of *the loading factor* and the validity of discrimination is seen from *the cross loading factor*, *Average Variance Extracted (AVE)* and *composite reliability*. Meanwhile, in the inner model test, it is known based on the scores of *R Square*, *Path Coefficient*, *Normed Fit Index (NFI)* and *Q Square*. As well as the final one conducting a hypothesis test and a mediation model test.

**RESULTS AND DISCUSSION**  
**Test Results**  
**Convergen Validity**

**Table 2.**  
**UJI CONVERGEN VALIDITY**

<i>Indicator</i>	<i>Digital Training (X1)</i>	<i>Organizational Culture (X2)</i>	<i>Competencies (X3)</i>	<i>Organizational Commitment (Y)</i>	<i>Employee Performance (Z)</i>
B01		0.714			
B02		0.837			
B03		0.742			
B04		0.768			
DT2	0.831				
DT3	0.845				
DT4	0.796				
DT5	0.709				
K1			0.854		
K2			0.898		
K3			0.890		
K01				0.849	
K02				0.796	
K03				0.832	
KP1					0.735
KP2					0.807
KP3					0.870
KP4					0.805
DT1	0.796				

Source : data processing results from researchers

The results of *the Convergen Validity* test with the value of *the Loading Factor*, which measures the validity of the measurement indicators in relation to the variables studied. This result is obtained by calculating *the loading factor*, which is the correlation between each measurement item and related variables. Based on the test results, it can be observed that most of the measurement indicators have a *loading factor* > 0.70, which indicates that the *convergen validity* of these indicators is acceptable.

**Discriminant Validity**

**Table 3.**

**DISCRIMINANT VALIDITY**

<i>Indicator</i>	<i>Digital Training (X1)</i>	<i>Organizational Culture (X2)</i>	<i>Competencies (X3)</i>	<i>Organizational Commitment (Y)</i>	<i>Employee Performance (Z)</i>
B01	0.611	0.714	0.509	0.496	0.610
B02	0.617	0.837	0.451	0.619	0.646
B03	0.584	0.742	0.451	0.602	0.518
B04	0.583	0.768	0.450	0.448	0.595
DT2	0.831	0.560	0.618	0.641	0.635
DT3	0.845	0.649	0.707	0.620	0.672
DT4	0.796	0.621	0.514	0.502	0.598
DT5	0.709	0.620	0.418	0.569	0.656
K1	0.614	0.515	0.854	0.569	0.548
K2	0.663	0.553	0.898	0.555	0.554
K3	0.616	0.532	0.890	0.542	0.518
K01	0.596	0.574	0.522	0.849	0.627
K02	0.584	0.581	0.486	0.796	0.670
K03	0.667	0.602	0.551	0.832	0.692
KP1	0.648	0.504	0.528	0.607	0.735
KP2	0.641	0.667	0.514	0.674	0.807
KP3	0.677	0.626	0.452	0.715	0.870
KP4	0.653	0.690	0.490	0.592	0.805
DT1	0.796	0.658	0.582	0.630	0.666

Source : data processing results from researchers

The results of the *Discriminant Validity Test* which includes *cross loading factors* between indicators representing different constructs in this study. This test aims to ensure that these indicators are adequate in distinguishing between different constructs. The test results show that these indicators have a greater *load* on the construct corresponding to the measured variable than on the different constructs. This shows that the *discriminant validity* of these indicators is acceptable.

**Table 4.**  
**AVE TEST**

<b>Variable</b>	<b>AVE</b>
Digital Training (X1)	0.635
Organizational Culture (X2)	0.588
Competencies (X3)	0.777
Organizational Commitment (Y)	0.682
Employee Performance (Z)	0.649

Source : data processing results from researchers

The results of the AVE test which measures the average variation described based on the mentioned criteria (AVE value  $\geq 0.50$ ), the results of the AVE test show that all research variables have an AVE value  $> 0.50$ . This shows that the AVE of this study variable is acceptable.

### Composite Reliability

**Table 5.**  
**COMPOSITE RELIABILITY**

<b>Variable</b>	<b>Composite Reliability</b>
Digital Training (X1)	0.896
Organizational Culture (X2)	0.850
Competencies (X3)	0.912
Organizational Commitment (Y)	0.865
Employee Performance (Z)	0.881

Source : data processing results from researchers

The results of the *Composite Reliability* Test which measures how far the reliability of each research variable is based on the criteria mentioned  $> 0.70$ , the results of the *Composite Reliability* test show that all research variables have a *Composite Reliability* value  $> 0.70$ . This shows that the Composite Reliability of this research variable is acceptable.

### Cronbach Alpha

**Table 6.**  
**CRONBACH ALPHA**

<b>Variable</b>	<b>Cronbach's Alpha</b>
Digital Training (X1)	0.855
Organizational Culture (X2)	0.765
Competencies (X3)	0.856
Organizational Commitment (Y)	0.766
Employee Performance (Z)	0.818

Source : data processing results from researchers

The results of the *Cronbach Alpha* Test measure the internal reliability of each research variable. The *Cronbach's Alpha* value obtained was  $> 0.70$ , the results of the *Cronbach Alpha* test showed that all research variables had a *Cronbach's Alpha* value of  $> 0.70$ . This suggests that the *Cronbach Alpha* of this study variable is acceptable.

### Results of Inner Model Testing

**Table 7.**  
**R SQUARE**

<b>Dependent Variables</b>	<b><i>R Square Adjusted</i></b>
Organizational Commitment (Y)	0.604
Employee Performance (Z)	0.761

Source : data processing results from researchers

The test results show an *R Square* value of 0.604 which can be interpreted as strong. This means that *Digital Training* (X1), *Organizational Culture* (X2), and *Competency* (X3) together are able to explain 60.4% of the variation in *Organizational Commitment* (Y). The rest, 39.6%, was influenced by other variables that were not included in this study. Thus, the relationship between the independent variable and *Organizational Commitment* (Y) can be considered moderate based on a value of  $0.604 > 0.33$ .

For *Employee Performance* (Z), an *R Square value* of 0.761 also indicates the strength of strong relationships. In this case, *Digital Training* (X1), *Organizational Culture* (X2), *Competence* (X3), and *Organizational Commitment* (Y) together are able to explain around 76.1% of the variation in *Employee Performance* (Z). About 23.9% of the remaining variations were influenced by other factors that were not studied in this study. The strength of the relationship between the independent variable and *Employee Performance* (Z) can also be considered strong based on the value of  $0.761 > 0.67$ .

### Q Square Test

**Table 8.**  
**Q SQUARE**

<b>Relationship Direction</b>	<b>SSO</b>	<b>SSE</b>	<b><math>Q^2</math> (=1- SSE/SSO)</b>
Organizational Commitment (Y)	399.00 0	239.79 4	0.399
Employee Performance (Z)	532.00 0	277.54 3	0.478

Source : data processing results from researchers

Q Square test, Q Square value for:

1. The *Organizational Commitment Variable* (Y) is 0.399. This value is above 0.35 which indicates that the model has excellent predictive ability for the *Organizational Commitment variable*.
2. The *Employee Performance Variable* (Z) is 0.478. This value is also above 0.35 which indicates that the model has excellent predictive power for the *Employee Performance variable*.

Overall, it can be concluded that the research model has excellent predictive ability, both for the variables of Organizational Commitment and Employee Performance. This is shown by the *Q Square* value for both variables which are both above 0.35

**Mediation Model Test**

VAF is a metric used to assess the role of mediation in a study (Ghozali, 2020, p. 183). The formula for calculating VAF is:

$$VAF = \frac{\text{indirect effect}}{\text{indirect effects} + \text{direct effect}} \dots\dots\dots (1)$$

According to Hair et al. in (Sugiono, 2019, p. 59), the VAF value has certain criteria to classify the types of mediation:

- 1) *Full Mediation*  
If the VAF value is more than 80%, this indicates that the mediation variable plays a full role.
- 2) *Partial Mediation* (Mediasi Parsial)  
VAF values that range from 20% to 80% indicate partial mediation.
- 3) *Minimal or No Mediation*  
If the VAF value is less than 20%, this indicates that there is almost no mediating effect of the Organizational Commitment variable.

**Hypothesis Test**

**Table 9.**  
**HYPOTHESIS TEST**

No	Hypothesis	Relationship	T-value	P-Value	Information
1	Ha1	Digital <i>Training</i> (X1) -> Organizational Commitment (Y)	2.943	0.003	Accepted
2	Ha2	Organizational Culture (X2) -> Organizational Commitment (Y)	2.679	0.008	Accepted
3	Ha3	Competencies (X3) -> Organizational Commitment (Y)	1.560	0.119	Rejected
4	Ha4	Digital <i>Training</i> (X1) -> Kinerja Pegawai (Z)	3.183	0.002	Accepted
5	Ha5	Organizational Culture (X2) -> Employee Performance (Z)	2.188	0.029	Accepted
6	Ha6	Competency (X3) -> Employee Performance (Z)	0.386	0.700	Rejected
7	Ha7	Organizational Commitment (Y) -> Employee Performance (Z)	4.345	0.000	Accepted
8	Ha8	Digital <i>Training</i> (X1) -> Organizational Commitment (Y) ->	2.404	0.017	

No	Hypothesis	Relationship	T-value	P-Value	Information
		Employee Performance (Z)			Accepted
9	Ha9	Organizational Culture (X2) -> Organizational Commitment (Y) -> Employee Performance (Z)	2.188	0.029	Accepted
10	Ha10	Competency (X3) -> Organizational Commitment (Y) -> Employee Performance (Z)	1.396	0.163	Rejected

Source : data processing results from researchers

## DISCUSSION

### **The Influence of Digital Training on Organizational Commitment at the Bangkalan Regency Trade Office.**

Based on the results of the research conducted, *Digital Training* has a positive and significant influence on Organizational Commitment at the Bangkalan Regency Trade Office. This means that the hypothesis in this study is accepted. In the actual situation at the Bangkalan Regency Trade Office, digital training can serve as a tool to improve employees' knowledge and skills, which in turn can increase their commitment to the organization.

Digital training also allows employees to learn and thrive in their work environment, which can increase their sense of loyalty and attachment to the organization. Employee training can be done online, using online learning platforms, webinars, and interactive modules that teach the principles of communication, time management, leadership, and technology skills. At the Bangkalan Regency Trade Office, digital training is a force that plays an important role in improving the knowledge and skills of employees. This approach is not only a tool to develop technological competence, but also a means to increase their commitment to the organization.

Previous research also supports this finding. research conducted by (Ismawati & Rialmi, 2022) Soehardi, Dwi Vita Lestari, and Kusumah (2022) also shows that *online* training or *Digital Training* has a positive influence on employee performance. This shows that the implementation of *online* training can be considered as a contributing factor in improving Employee Performance. Thus, it can be concluded that *Digital Training* has a positive and significant influence on Organizational Commitment at the Bangkalan Regency Trade Office.

### **The Influence of Organizational Culture on Organizational Commitment at the Bangkalan Regency Trade Office.**

Based on the research conducted, Organizational Culture has a positive and significant influence on Organizational Commitment to the Bangkalan Regency Trade Office. This means that the hypothesis in this study is accepted. Organizational Culture serves as the foundation that shapes employee behavior and attitudes in the organization. A strong culture can encourage employees to be committed and loyal to the organization. A strong organizational culture at the Bangkalan Regency Trade Office has an important role in shaping the behavior and attitudes of employees in the organization. At the Bangkalan Regency Trade Office, Organizational Culture is the main foundation that shapes the identity, behavior, and attitude of employees in it.

A strong culture is able to provide moral direction, define work ethic, and inspire a deeper dedication to a common goal. At the Bangkalan Trade Office, the strength of the organizational culture is not only seen in words, but reflected in the daily actions of employees, in their habits, as well as in the way they respond to changes and challenges that arise. As the foundation that colors

all aspects of the organization's activities, a strong culture has helped create a deep commitment and strong loyalty from employees to the Bangkalan Regency Trade Office.

Previous research also supports these findings. For example, research conducted by Ismawati and Rialmi (2022) and Naima and Aransyah (2023), can be concluded that organizational culture has a positive influence on Employee Performance. This shows that efforts to build and maintain a positive organizational culture can contribute to improving Employee Performance. Thus, it can be concluded that Organizational Culture has a positive and significant influence on the Organizational Commitment at the Bangkalan Regency Trade Office.

### **The Effect of Competence on Organizational Commitment at the Bangkalan Regency Trade Office.**

Based on the research conducted, Competence does not have a significant influence on Organizational Commitment at the Bangkalan Regency Trade Office. This means that the hypothesis in this study is not accepted. In the Bangkalan Regency Trade Office, the existence of adequate competence among employees is recognized as crucial, however, the realization has emerged that expertise and ability alone are not enough to foster strong attachment and deep commitment to the organization. More than just technical skills, other elements such as organizational culture and the use of *Digital Training* have shown a much more significant influence in shaping employee commitment to this institution.

A strong organizational culture, embodied in the values, norms, and attitudes applied and encouraged at all levels of the organization, has been a key driver in inspiring deep loyalty and commitment from employees. Meanwhile, the use of *Digital Training* or technology-based training has opened a new window in employee self-development, giving them the opportunity to hone their skills, increase knowledge, and feel the value of the investment given by the organization in their individual development. In the context of the Trade Office, it can be seen that more than just technical skills, the presence of an inherent culture and the use of technology for learning have become a more solid foundation in forming employee loyalty and commitment to the organization.

Previous research also supports these findings. For example, research conducted by Anugrah (2020) shows that Competence does not have a significant influence on employee performance through Organizational Commitment as an intervening variable. This suggests that Competencies may not be enough to encourage employees to commit and improve their performance. Thus, it can be concluded that Competence does not have a significant influence on the Organizational Commitment to the Bangkalan Regency Trade Office.

### **The Influence of Digital Training on Employee Performance at the Bangkalan Regency Trade Office.**

Based on the research conducted, *Digital Training* has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office. This means that the hypothesis in this study is accepted. *Digital Training* serves as a tool to improve employee knowledge and skills, which in turn can improve their performance in carrying out their duties and responsibilities.

At the Bangkalan Regency Trade Office, the use of *Digital Training* has become one of the main instruments in developing employee knowledge and skills. The focus on the use of technology for education and training has opened the door for improvement in terms of competencies relevant to the duties and responsibilities carried out by employees. This approach has helped to expand the scope of learning, provide better accessibility to educational resources, and allow for the development of the necessary skills in a more dynamic manner. In the context of the Trade Office, the use of digital platforms for *training* plays an important role in expanding employees' horizons to trade principles, changes in market trends, or even the latest technologies that affect the industry.

Previous research also supports these findings. For example, research conducted by Soehardi, Dwi Vita Lestari, and Kusumah (2022) shows that *online* training or *Digital Training* has a positive influence on employee performance. This shows that the implementation of *online* training can be

considered as a contributing factor in improving Employee Performance. Thus, it can be concluded that *Digital Training* has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office.

### **The Influence of Organizational Culture on Employee Performance at the Bangkalan Regency Trade Office.**

Based on research conducted at the Bangkalan Regency Trade Office, it shows that Organizational Culture has a positive and significant influence on Employee Performance. These results support the hypothesis that Organizational Culture is a key factor in driving employee performance improvement. In practice, at the Bangkalan Regency Trade Office, Organizational Culture is not only considered important, but also recognized as the main driver behind improving employee performance.

A strong organizational culture at the Bangkalan Regency Trade Office facilitates adaptation to changes and challenges. In the fast-changing world of trading, the ability to adapt and react to new market conditions is essential. A flexible and responsive culture allows organizations to respond quickly and effectively to change, ensuring that the organization remains relevant and competitive. This culture also encourages innovation and creativity among employees.

Previous research also supports these findings. For example, Ismawati and Rialmi (2022) at the Jakarta Directorate of Food Crop Seeds during the *Covid-19* pandemic, which found that Organizational Culture has an effect on Employee Performance. Likewise, the findings of Naima and Aransyah (2023) at PT. Pelabuhan Indonesia (Persero), where Organizational Culture has a positive impact on Employee Performance. Both studies underscore the importance of Organizational Culture in influencing employee performance. Thus, it can be concluded that Organizational Culture has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office.

### **The Effect of Competence on Employee Performance at the Bangkalan Regency Trade Office.**

The research carried out found that Competence has a positive but not significant influence on Employee Performance at the Bangkalan Regency Trade Office. This means that while there are indications that Competencies play a role in improving Employee Performance, the effect is not strong enough to be considered statistically significant. In practice at the Bangkalan Regency Trade Office, Competence is indeed recognized as a factor that contributes to the knowledge and skills of employees, but it does not seem to be the main factor that determines the improvement of their performance in carrying out their duties and responsibilities.

In the Bangkalan Regency Trade Office, although Competence is considered an important aspect in human resource development, its influence in strengthening employee performance is seen to be more limited. This suggests that while an individual's ability to develop their competencies is important, other factors may be more dominant in determining performance effectiveness in this organizational context. In the field of commerce, although a deep understanding of the principles of commerce and the ability to apply such knowledge is important, there seem to be other, more significant variables in influencing employee performance.

In Huda and Abdullah's research, it was found that Competence has a negative and significant effect on Employee Performance. Competency improvement is not always directly related to performance improvement. This could be due to factors such as work motivation, leadership style, or unique organizational dynamics, which do not allow Competence to be the main determining factor in performance improvement. Thus, it can be concluded that Competence has a positive and insignificant influence on Employee Performance at the Bangkalan Regency Trade Office.

### **The Effect of Organizational Commitment on Employee Performance at the Bangkalan Regency Trade Office.**

Based on the research conducted, Organizational Commitment has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office. This means that the

hypothesis in this study is accepted. In the actual situation at the Bangkalan Regency Trade Office, Organizational Commitment serves as a tool to encourage employees to work harder and more efficiently, which in turn can improve their performance in carrying out their duties and responsibilities.

At the Bangkalan Regency Trade Office, Organizational Commitment is the driving force that encourages employees to show higher dedication in carrying out their duties. This commitment is not just a mental attitude, but a powerful tool in motivating employees to work harder and more efficiently. When employees feel emotionally and professionally attached to the vision, mission, and values carried out by the organization, they tend to show a higher level of performance. Within the Trade Office, this commitment is not only a personal passion, but also acts as a catalyst that encourages them to face challenges with high enthusiasm and integrity. Through this commitment, employees respond by giving the best of their abilities, contributing to the maximum, and creating a more productive work environment, which ultimately leads to improved performance in carrying out their duties and responsibilities.

Previous research also supports these findings. For example, research conducted by Anugrah (2020) shows that Organizational Commitment has a positive and significant influence on employee performance. This shows that efforts to build and maintain employee organizational commitment can contribute to improving employee performance. Thus, it can be concluded that Organizational Commitment has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office.

### **The Effect of Digital *Training* on Employee Performance at the Bangkalan Regency Trade Office through Organizational Commitment as an intervening variable.**

Based on the research conducted, Digital *Training* has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office through Organizational Commitment as an intervening variable. In addition, Digital *Training* also encourages employees to be committed to the organization, which plays an intervening role in improving Employee Performance.

At the Bangkalan Regency Trade Office, Digital *Training* serves as the main instrument to expand the knowledge and skills of employees. Through this approach, they are able to hone skills that are relevant to the tasks they are undertaking, allowing them to work more effectively and efficiently. However, not only that, Digital *Training* also has a greater impact on shaping employees' commitment to the organization. This digital learning process is not only about accumulating new knowledge, but also creating a stronger sense of attachment to the organization's vision and goals. The use of technology for learning opens up opportunities for employees to experience the investment that the organization is making in their development.

Previous research also supports these findings. For example, research conducted by Anugrah (2020) shows that training, through Organizational Commitment as an intervening variable, has a positive and significant influence on employee performance at PT. Garuda Indonesia Pekanbaru Branch Office. This shows that the existence of Organizational Commitment can be an intermediary that strengthens the relationship between training, including Digital *Training*, and Employee Performance. The results of the research at the Bangkalan Regency Trade Office revealed a significant mediation in the relationship between Digital Training and Employee Performance, with Organizational Commitment playing a role as an intervening variable.

### **The Influence of Organizational Culture on Employee Performance at the Bangkalan Regency Trade Office through Organizational Commitment as an intervening variable.**

Based on the research conducted, Organizational Culture has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office through Organizational Commitment as an intervening variable. In the actual situation at the Bangkalan Regency Trade Office, Organizational Culture functions as the foundation that shapes the behavior and attitude of

employees in the organization. A strong culture can encourage employees to be committed and loyal to the organization, which in turn can improve their performance. At the Bangkalan Regency Trade Office, Organizational Culture is not only a norm that is followed, but is the foundation that shapes the character, behavior, and attitude of employees in the organization.

A strong cultural presence plays a central role in inspiring high commitment and loyalty from employees. This culture is not only reflected in official policies or slogans, but is reflected in every action, decision, and daily interaction in the workplace. Within the Trade Office, a strong culture is not just a passion but has become a driving force that motivates employees to make maximum contributions.

When employees feel emotionally and professionally attached to the organization's values, norms, and goals, they tend to exhibit higher levels of performance. A solid organizational culture not only creates a positive working atmosphere but also creates a strong foundation for improving Employee Performance in the Bangkalan Trade Office. By building close commitment and loyalty, a strong organizational culture becomes a key driver that improves individual performance and overall, drives the achievement of organizational goals.

The results of the research at the Bangkalan Regency Trade Office revealed a significant mediation in the relationship between Organizational Culture and Employee Performance, with Organizational Commitment acting as an intervening variable. The VAF value of this study was 33.3%, which was between the range of 20%-80%. This shows that the type of mediation that occurs in this context is partial mediation.

### **The Effect of Competence on Employee Performance at the Bangkalan Regency Trade Office through Organizational Commitment as an intervening variable.**

Based on the research conducted, Competency does not have a significant influence on Employee Performance at the Bangkalan Regency Trade Office through Organizational Commitment as an intervening variable. This means that the hypothesis in this study is not accepted. In the actual situation at the Bangkalan Regency Trade Office, although Competence is important, it is not enough to encourage employees to improve their performance through Organizational Commitment. Other factors such as *Digital Training* and Organizational Culture have a greater influence on Employee Performance through Organizational Commitment.

At the Bangkalan Regency Trade Office, although competence is considered an important element, an understanding has developed that having competence alone is not enough to significantly improve Employee Performance through commitment to the organization. Additional factors such as *Digital Training* and Organizational Culture have proven to have a greater influence in influencing Employee Performance through Organizational Commitment. In this environment, *Digital Training* is not just a tool to improve skills, but a medium that strengthens employees' commitment to the organization's vision and values. By providing access to relevant learning, *Digital Training* triggers a stronger sense of attachment to the organization, motivating employees to make greater contributions.

Meanwhile, a solid organizational culture serves as the main driver in shaping employee commitment to the organization. This culture plays a central role in inspiring behaviors, attitudes, and a high level of dedication towards a common goal. In the situation of the Bangkalan Trade Office, competence remains important, but it has been recognized that the commitment of employees to the organization is more influenced by the greater influence of *Digital Training* and Organizational Culture, which in turn affects their performance significantly.

Previous research also supports these findings. For example, research conducted by Anugrah (2020) shows that Competence does not have a significant influence on employee performance through Organizational Commitment as an intervening variable. This shows that Competencies may not be enough to motivate employees to improve their performance through Organizational Commitment. Thus, it can be concluded that Competence does not have a significant influence on Employee Performance at the Bangkalan Regency Trade Office through Organizational

Commitment as an intervening variable.

## CONCLUSION

The results of the research on employees at the Bangkalan Regency Trade Office were obtained as digital *Training* has a positive and significant influence on the Organizational Commitment to the Bangkalan Regency Trade Office, organizational Culture has a positive and significant influence on the Organizational Commitment to the Bangkalan Regency Trade Office, competence does not have a significant influence on the Organizational Commitment at the Bangkalan Regency Trade Office, digital *Training* has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office, organizational Culture has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office, competence has a positive and insignificant influence on Employee Performance at the Bangkalan Regency Trade Office, organizational Commitment has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office, digital *Training* has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office through Organizational Commitment, organizational Culture has a positive and significant influence on Employee Performance at the Bangkalan Regency Trade Office through Organizational Commitment, competence does not have a significant influence on Employee Performance at the Bangkalan Regency Trade Office through Organizational Commitment.

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