

# Employee Performance Model Through Work Productivity: Work Professionalism and Training in PT Semen Padang

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**ABSTRACT:** PT Semen Padang (Persero) Tbk is an established Indonesian corporation operating in the cement industry. Increased competition in the local market is projected to improve the quality of cement produced by the inflow of many new businesses into Indonesia. This research aims to identify, evaluate, and quantify the immediate and secondary impacts of professionalism, training, work productivity, and employee performance. A proportional random sampling technique was utilized to choose 296 employees from PT Semen Padang (Persero) Tbk, with the data subsequently examined using SEM-PLS. The data further reveal that professionalism moderately improves employee performance, while training considerably enhances it. Work productivity is shown to have a noteworthy positive impact on employees' productivity. Additionally, both professionalism and training serve as mediators, positively influencing employee performance due to their impact on work productivity. This study underscores the pivotal role of professionalism and training in augmenting work productivity and overall employee performance. This study underscores the pivotal role of professionalism and training in augmenting work productivity and overall employee performance. The results emphasize the significance of these factors in maintaining competitiveness in Indonesia's cement industry amidst increasing market rivalry. This research advises companies to improve professionalism and increase the intensity of training, which can provide benefits for improving employee performance

**Keywords:** Professionalism, Training, Productivity, Performance.

## I. INTRODUCTION

Business competition has increased in the age of globalization and Industry 4.0. As a result, companies in the world must design effective strategies to achieve competitive advantage. Strategic planning and resource optimization are vital for businesses to thrive and secure their market position [1]. Human capital is the most important resource that enables organizations to enhance their financial and non-financial performance, as intellectual capital is indispensable for performance improvement. Effective human resource management is crucial for achieving goals and objectives [2]. Companies must strive for operational and financial efficiency in the highly competitive and oversupplied cement industry. The company achieves this through comprehensive cost transformation, optimal supply chain management, effective utilization of production facilities, and efficient raw material usage. Despite the heightened competition in the cement sector, the company has demonstrated improved performance compared to the previous period, owing to the strategic initiatives of the Total Cost Transformation program, which has been in effect since 2017.

Moreover, the company continues to collaborate with state-owned construction firms, aligning with the directives of Holding PT. Semen Indonesia (Persero) Tbk. This collaboration is essential for establishing the company as the primary cement supplier for government infrastructure projects, particularly in the Sumatra region. To maintain, increase market share and also improve company performance, the company carries out various strategic plans, optimizes resources and various collaborative efforts. By leveraging intellectual capital and optimizing operational efficiencies, the company not only navigates the challenges of a competitive market but also contributes to the broader objectives of the national cement industry.

Employee performance, which encompasses both financial and non-financial outcomes, is directly linked to an organization's overall success and efficiency. Numerous studies have underscored that fostering employee engagement is a pivotal strategy for enhancing worker performance. Research by [3];[4];[5][6],[7] indicates that

elevated levels of worker engagement correlate with improved Job performance, task performance, productivity, discretionary effort, affective commitment, continuous commitment, psychological atmosphere, and customer service are all examples of corporate citizenship behavior. Given the established relationship between worker involvement and performance, this research aims to ascertain how employee engagement influences overall performance.[8]Suggests that multiple factors, including engagement, contribute to enhanced performance. The growing body of research linking positive engagement with individual performance further supports these findings[9]. As employee impact the impact of performance on organizational success becomes increasingly recognized, companies are placing greater emphasis on this aspect. Organizations believe that highly productive employees will demonstrate superior performance, produce more precise work, take fewer sick days, and exhibit greater loyalty compared to those with low job satisfaction. High productivity within a business leads to growth and prosperity, reflected in increased revenue and improved employee well-being.

PT Semen Padang, originally N.V. NederlhandschIndische Portland Cement Maatschappij, established on March 18, 1910, is the oldest cement factory in Indonesia. The company has numerous affiliates and subsidiaries, including Semen Padang Pension Fund, PT. Igarar, Semen Padang Family Cooperative, PT. PasokaSumberKarya, PT. Yasiga Sarana Utama, and the Igarar Foundation. These entities collectively support PT Semen Padang's operations, with each contributing to the smooth execution of business processes. Effective human resource management within an organization involves a complex interplay of various stakeholders, including leaders, employees, and the organizational system. The synergy among these components is expected to create a conducive work environment that maximizes employee performance. Enhancing the efficiency of employees' work can significantly boost their productivity and, in turn, their performance. The caliber of its employees heavily influences the company's success, as enhanced skills lead to greater productivity. However, it is essential for businesses to also prioritize internal satisfaction, particularly employee satisfaction, alongside demanding high productivity[10].

**Table 1.** Cement Production (in Tons)

Information	2020 Realization	2019 Realization	2018 Realization	2017 Realization	2016 Realization	Comparison (%) 7=2:3
<b>Factory</b>						
Indarung I	0	2,778	12,175	8,642	21,907	0.0
Indarung II	361,918	677,617	417,890	626,500	705,009	53.4
Indarung III	367,857	632,801	353,955	752,291	792,906	58.1
Indarung IV	1,302,947	1,514,728	1,548,978	1,660,638	1,782,568	86.0
Indarung V	2,322,539	1,928,981	2,361,176	2,705,069	2,618,376	120.4
Indarung VI	601,122	1,088,252	1,886,354	1,193,518	0	55.2
CM Dumai	455,409	655,969	633,783	497,485	535,293	69.4
<b>Total</b>	<b>5,411,792</b>	<b>6,501,126</b>	<b>7,214,312</b>	<b>7,444,143</b>	<b>6,456,059</b>	<b>83.2</b>

Source: Author-processed data, 2023

Cement production exhibited fluctuations between 2016 and 2020, as shown in Table 1. Notably, except for Factory D in Indarung 1, which had zero production, all other factories saw a decrease in production in 2020. The primary purpose of instruction is to address the expertise and ability deficiencies that hinder employees from meeting organizational standards. A research gap identified by Barba Aragón et al. [11] suggests that while training lacks a direct effect on performance, it stimulates performance circuitously over variables like organizational learning [12]. Outline several reasons for implementing employee training: maintaining competitive advantage, ensuring workers adapt to new regulations, responding to workplace and labor force changes, addressing the lack of essential skills among new hires, and enhancing employee productivity. These factors underscore the importance of continuous training to bridge skill gaps and improve organizational performance.

**Table 2.** Employee Training Table (Hours)

No	Training Group	2020	2019	2018	2017	2016
1	Personal Mastery	8	3,864	2,994	1,753	552
2	Leadership Mastery	0	4,748	9,088	2,232	4,174
3	Business Mastery	17,858	34,310	43,425	44,846	84,868
4	Other	384	1,628	2,208	2,038	33,513
<b>Total</b>		<b>18,250</b>	<b>44,550</b>	<b>58,969</b>	<b>50,869</b>	<b>92.107</b>

Source: Author-processed data, 2023

It is evident from Table 2 that there are variations in employee training activities from year to year based on hours from 2016 to 2020. Four distinct sections are conducted in the training group: Personal Mastery, Leadership Mastery, Business Mastery, and Others. From 2016 to 2019, personal mastery increased annually; however, there was a sharp decline from the beginning of the Covid-19 pandemic in 2020. From 2016 to 2019, there were ups and downs with Leadership Mastery; in 2020, there was no training. In the meantime, there was a consistent fall in other training between 2016 and 2020.

Optimal performance, or performance that advances the achievement of organizational goals and meets organizational standards, is the definition of good performance. Because improving an organization's human resource capabilities is crucial to improving employee performance, it is regarded favorably. According to Iska [13], the amount and caliber of work a worker completes while doing their designated duties determines their performance. Performance is defined as what workers accomplish and produce in goods or services within a given time frame and in a specific size or quantity [14]. Employees need to have a particular aptitude and willingness to finish a job. Employee performance is the outcome of the amount and quality of work an employee completes to fulfill his obligations in line with his responsibilities [15]. According to Diamantidis & Chatzoglou [16], performance is the outcome or achievement that results from an organization's actions over a given period and is impacted by the operational activities of the business in utilizing its resources.

Professionalism is the attitude of someone who can operate efficiently and is based on enough knowledge to carry out their responsibilities in line with their sector [17]. Professionalism, conversely, is a cornerstone that will present the bureaucracy as an influential government institution and serve as a performance indicator [18]. Several previous studies found that professionalism had a significant influence on productivity [19]; [20]; [21]. Apart from that, various previous studies found that professionalism had a significant influence on performance [22]; [23]; [24]. However, research conducted by [25] found that professionalism did not have a significant influence on productivity. Then, there was also previous research conducted by [26] where professionalism did not have a significant influence on performance.

[27] states that training is a quick educational process with organized, methodical processes where non-managerial employees pick up technical know-how and abilities for particular objectives. Training is defined as teaching new or existing employees the core skills they need to execute their jobs [28]. Training is one technique to improve the quality of human resources in the workplace. All staff members, new and experienced, need to be trained [29]. Several previous studies found that employee training had a significant influence on productivity [30]; [31]; [32]. Then, several previous studies have also found that training can improve employee performance [33]; [34]. [35]. Research conducted by [36] found that training did not have a significant influence on productivity. Then, there was also previous research conducted by [26] where training did not have a significant influence on performance.

Different experts have different definitions of productivity. To help readers better understand the topic, the researcher has included several definitions of productivity from various professional perspectives below. According to Skogland [37], work productivity is a mindset or a manner of thinking that constantly looks for methods to improve upon what is currently in place. The belief is that one can complete a task more efficiently now than the day before or the day after. Conversely, according to Busro [38], productivity is the difference between input (input) and output (results). More productivity comes with higher efficiency (time-material-labor)

and improvements in work processes, production techniques, and labor skills. Productivity is defined as the difference between the rate of involvement in the workforce and the results achieved in a given amount of time [39]. Several previous studies found that employee productivity had a significant influence on performance [35]; [40]; [41]. There was also previous research conducted by [42] where productivity did not have a significant influence on performance.

Based on the literature review and previous research, the conceptual framework and hypothesis of this research is as follows:

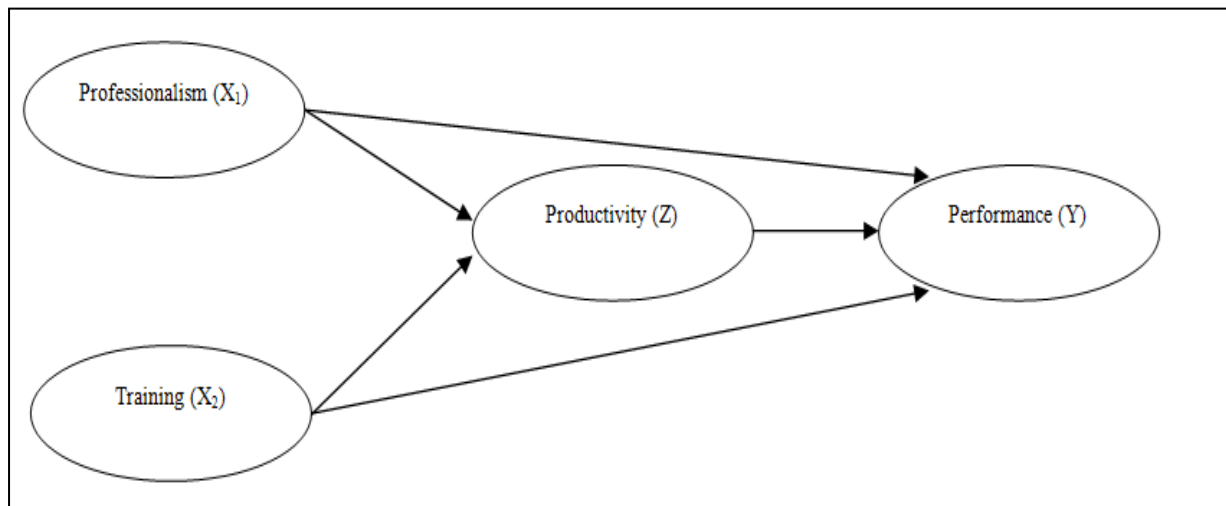


FIGURE 1. Conceptua framework

- H1: Professionalism has a significant influence on productivity
- H2: Training has a significant influence on productivity
- H3: Professionalism has a significant influence on performance
- H4: Training has a significant influence on performance
- H5: Productivity has a significant influence on performance
- H6: Productivity mediates the relationship between professionalism and performance
- H7: Training mediates the relationship between professionalism and performance

## II. MATERIALS AND METHODS

This study utilizes data sources, both primary and secondary data. A questionnaire is used to gather the primary data administered to employees of PT Semen Padang. Secondary data sources include the West Sumatra Central Statistics Agency (BPS) and information from [semenfield.co.id](http://semenfield.co.id). This research adopts a causal design, which, according to [43], effectively examines how one variable influences other variables. Causal design is also beneficial in experimental research for observing the direct effects of external factors on internal characteristics under controlled conditions. The quantitative approach of this study is grounded in the Structural Equation Modeling (SEM) analysis model, which encompasses multiple exogenous and endogenous variables and employs inferential or parametric statistics. The Slovin formula was employed to estimate the study's sample size, determining an appropriate number of participants from a known population of 1.150 employees at PT Semen Padang. Through this formula, a sample size of 296 was derived. 296 participants consisting of 74 participants each from the human resource, financial, marketing and production departments. The sampling method uses proportional random sampling. Proportional random sampling is a sampling technique that ensures that each member of the population has an equal chance of being selected to be part of the sample. Generally, samples are taken randomly without paying attention to strata in the population. [44].

Research variables consist of dependent variables, independent variables and mediating variables. The dependent variable is Employee Performance (Y). The independent variables consist of Professionalism (X<sub>1</sub>) and Training (X<sub>2</sub>), then Productivity as a mediating variable (Z). The measurement variable of Employee Performance (Y) consists of 5 indicators: quality, quantity, responsibility, cooperation, and initiative. The measurement

variable of professionalism variable (X1) consists of 6 indicators: capabilities, quality, facilities and infrastructure, number of human resources, information technology, and reliability. The measurement of the training variable (X2) consists of 4 indicators: objectives, trainers, materials, methods, and participants. The productivity variable (Z) consists of 4 indicators, namely ability, increased results, work enthusiasm, and self-development. The scale used in this research is Likert scale. Likert Scale consisting of 1) strongly disagree 2) disagree 3) neutral 4) agree 5) strongly agree, were used in the answer section. Distribution of the questionnaire was carried out using Google Form by asking the head of department for assistance. The limitation in distributing questionnaires is that researchers did not meet respondents directly

After the data had been collected, analysis was carried out using SEM-PLS. The SEM-PLS analysis consists of a convergent validity test, discriminant validity test, reliability test, composite reliability test, multicollinearity test, the goodness of fit test, coefficient determination and bootstrapping [45], [46]. Bootstrapping is a process for assessing the level of significance or probability of direct effects, indirect effects and total effects [47]. The bootstrapping procedure assessed relationships or influences based on the following criteria: should the t-value surpass the crucial importance of 1.96, the hypothesis is considered valid and significant. Conversely, if the value of t falls below 1.96, the hypothesis is deemed insignificant. A hypothesis is significant if the significance level ( $\alpha$ ) is less than 5% (0.05). The hypothesis is not significant if the significance level exceeds 5% ( $\alpha > 0.05$ ) [48].

### III. RESULTS

The primary goal of the outer model assessment is to analyze the relationship between the construct score, which measures the validity of a statement item, and the individual item or indicator score. This evaluation is based on the results of questionnaire trials conducted for each research variable. The outer model is assessed using data analysis techniques focusing on three main criteria: composite reliability, discriminant validity, and convergent validity. As stated by [49], during the stage of development, an association value ranging from 0.5 to 0.6 is deemed sufficient or acceptable. An item or statement is considered valid if it achieves a correlation or convergent validity value exceeding 0.7. As depicted in Figure 2, the research establishes a threshold for convergent validity values greater than 0.5. This approach ensures a rigorous outer model evaluation, confirming the validity & and reliability of constructs used in the study.

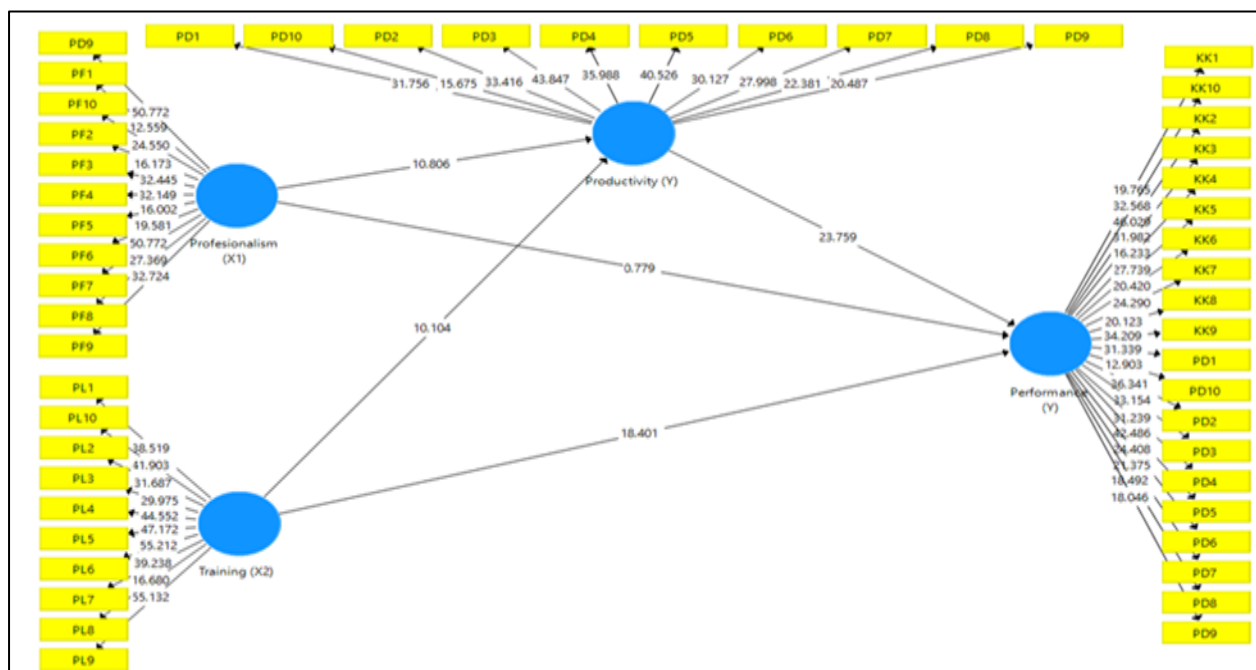


FIGURE 2. Outer loading



Structural model assessment, a critical component of Structural Equation Modeling (SEM) analysis, evaluates the relationships between latent variables, ensuring their reliability and validity. Establishing the validity and reliability of the test is paramount. Constructs are deemed valid and reliable if they meet specific criteria: an (AVE) Average Variance Extracted of 0.5 or higher or a rhoA value of 0.7 or greater. Table 3 presents outcomes of the create dependability and validity assessment, demonstrating that constructs satisfy these standards. This rigorous evaluation confirms the robustness and legitimacy of latent variables used in the research.

**Table 3.** Reliability and Validity Constructs

Variables	Cronbach Alpha	Rho_A	Reliability	Average Variance Extracted (AVE)
Preprofessionalism (X1)	0.926	0.930	0.938	0.603
Training (X2)	0.949	0.953	0.956	0.687
Productivity (Z)	0.936	0.939	0.946	0.636
Performance (Y)	0.934	0.934	0.945	0.632

Source: Author-processed data, 2023

The composite reliability and Cronbach's alpha values have been calculated for every construct or variable, exceeding the threshold of 0.70, as indicated by the Smart PLS output in Table 3. Consequently, It is determined that the information demonstrates a tall equal of reliability and trustworthiness. Furthermore, the R-squared value is used to assess the inner model, indicating the impact that specific exogenous latent constructs have on the substantive influence of the endogenous latent construct. The R-squared estimates are detailed in Table 4, illustrating the extent of this impact. This evaluation confirms the robustness and validity of the constructs and the overall model used in the study.

**Table 4.** Evaluation of R Square Values

Variable	R-square	R-square Adjusted
Productivity	0.837	0.833
Employee performance	0.912	0.911

Source: Author-processed data, 2023

The R-squared value for the Productivity concept in Table 4 is 0.834, indicating that the Professionalism and Training concepts explain 83.4% of the Productivity Variance. This demonstrates the significant influence these constructs have on Productivity. Similarly, the Employee Performance construct has a value of R-Square of 0.912, meaning that 91.2% of the variance in Employee Performance is affected by productivity, Professionalism, and Training. This substantial R-squared value underscores the strong impact of these variables on worker efficiency. The value of R-Square reflects the explanatory power of exogenous constructs on the endogenous variables, indicating the robustness of the structural equation model.

**Table 5.** Results For Inner Weights

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Decision
Training -> Performance	0.758	0.031	22,976	0,000	Hypothesis Accepted
Training -> Productivity	0.472	0.045	10,451	0,000	Hypothesis Accepted
Productivity -> Performance	0.232	0.054	4,333	0,000	Hypothesis Accepted
Professionalism -> Performance	0.058	0.045	1,295	0.196	Hypothesis Not Accepted
Professionalism -> Productivity	0.521	0.048	10,950	0,000	Hypothesis Accepted

Source: Author-processed data, 2023

The research hypothesis testing results for the SmartPLS 3.0 test, ranging from the first hypothesis to the fifth, which examines the direct impact of the professionalism and training construct on productivity and the effect of the same construct on employee performance, are displayed in Table 6. The outcomes of each hypothesis's testing and discussion are as follows:

**Table 6.** Results of Indirect Effects

	Original Sample	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Decision
Training -> Performance	0.758	0.031	22,976	0,000	Hypothesis Accepted
Training -> Productivity	0.472	0.045	10,451	0,000	Hypothesis Accepted

Source: Author-processed data, 2023

#### IV.DISCUSSION

Table 6 presents the hypothesis test results, indicating that the p-value (0.000) is less than 0.05 and the t-Statistic (10.950) exceeds 1.96. Consequently, the hypothesis (Ha) that Professionalism (X1) significantly impacts Productivity (Z) acknowledges acceptance, whereas the null hypothesis (Ho) is denied. The positive original sample value of 0.521 demonstrates a positive relationship between Professionalism (X1) and Productivity (Z). This finding aligns with previous studies by [19]; [20]; [50]; [14]; [51]; [52] all of which identified a significant positive effect of professionalism on productivity. When employees exhibit professional behavior, they are likely to leverage their full capabilities, utilize available facilities and infrastructure effectively, and make the most of existing technology, thereby enhancing their efficiency. Professional employees will use all the abilities they have. The work carried out will be done with the best possible quality. Facilities and infrastructure will be utilized as well as possible. Therefore, the higher the professionalism of employees, the more productivity will increase.

Results presented in Table 6 reveal that the t-statistic (10.451) is higher than 1.96, the crucial number and the p-value (0.000) is smaller than 0.05. Therefore, it can be inferred that the null hypothesis (Ho) is rejected and the hypothesis (Ha) is accepted, indicating that Training (X2) has a significant impact on Productivity (Z). The original sample value of 0.472, being positive, demonstrates a favorable correlation between (X2) and Productivity (Z). This result is in line with previous studies by [53]; [32]; [54]; [55]; [56]; [57], all of whom identified a significant positive effect of training on productivity. Training enhances employee productivity by inducing beneficial changes in their behavior and improving their knowledge and learning processes. Effective training programs equip employees with the required abilities and understanding, boosting their performance and improving organizational efficiency. Employee training programs help improve employee knowledge and skills to suit various changes in the industry. These improvements will have a positive impact on worker productivity, which can increase the profits and efficiency of an organization.

Results in Table 6 specify that the t-statistic (1.295) is smaller than the crucial amount of 1.96, and the p-value (0.196) exceeds 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is denied, suggesting that Professionalism (X1) is not significantly affected by Performance (Y). The original sample value is positive at 0.058, indicating a favorable but insignificant correlation between professionalism (X1) and Performance (Y). This result is in line with previous research projects carried out by [22]; [23]; [58]; [59]; [60]. Professionalism in employees, characterized by their knowledge, skills, and integrity, contributes positively to their performance. Employees who exhibit professional behavior are more likely to be disciplined and avoid wasting time, thus enhancing their performance. However, in this case, the positive relationship between professionalism.

Results in Table 6 show that the t-statistic (22.976) is higher than the 1.96 critical value, and the p-value (0.000) is less than 0.05. This suggests that the alternative theory (Ha) is accepted, and the null hypothesis (Ho) is denied, demonstrating that Training (X2) significantly impacts Performance (Y). The positive original sample value of 0.758 indicates a strong positive relationship between Training (X2) and Performance (Y). This finding aligns with

previous research projects carried out by [61]; [62]; [63]; [64]; [65], which all highlight the significant effect of training on performance. Effective training programs are designed to build strong character in employees and enhance their performance. When training aligns with the needs of employees, it results in optimized performance outcomes. Therefore, well-structured training initiatives are crucial for fostering higher levels of employee performance. Employees who work professionally will work carefully, pay attention to quality, utilize facilities and infrastructure to get good results. Therefore, the better the level of employee professionalism, the employee performance will also increase. Training has a close relationship to employee performance. Logically, this is related, because employees who take part in the training process will have good performance, employees who take part in the training process at least get knowledge and an overview of the work they carry out.

The results shown in Table 6 indicate that the t-statistic (4.333) is larger than the critical value of 1.96, and the p-value (0.000) is less than 0.05. Therefore, Thus, it can be said that the alternative theory ( $H_a$ ) is accepted, and the null hypothesis ( $H_o$ ) is rejected, indicating that Productivity (Z) significantly impacts Employee Performance (Y). The positive original sample value of 0.232 demonstrates a positive relationship between Productivity (Z) and Employee Performance (Y). This finding is consistent with previous research projects carried out by [66]; [67]; [68]; [69]; [70]. Which all found a noteworthy benefit of productivity on employee performance. Productivity, defined as an increase in work quantity, can substantially enhance employee performance. While productivity focuses on quantity rather than quality, the boost in output can play a critical role in overall performance improvement. Productivity greatly influences employee performance in carrying out their duties. Work productivity influences the effectiveness and efficiency of employee work so that employees are able to be productive in carrying out their work in quality and quantity.

Results presented in Table 6 indicate that the t-Statistic (8.099) surpasses the p-value and the critical value of 1.96. (0.000) is less than 0.05. This suggests that the alternative hypothesis ( $H_a$ ) is accepted, while the null hypothesis ( $H_o$ ) is rejected, demonstrating that Productivity (Z) effectively mediates the relationship between Professionalism ( $X_1$ ) and Performance (Y). The positive original sample value of 0.437 indicates a positive relationship between Professionalism ( $X_1$ ) and Performance (Y) through full mediation. This finding is consistent with prior research by [20]; [71]. Which also concluded that Professionalism does not directly impact Performance. Instead, Professionalism influences Productivity, which in turn enhances Performance. This full mediation effect signifies that the intermediary role of Productivity fully explains the relationship between Professionalism and Performance. Therefore, improving Professionalism leads to increased Productivity, which subsequently boosts Employee Performance. Employee professional attitudes do not directly influence performance. This means that professional employees are not performance oriented, but are more oriented towards output quantity. Then, if quantity is very important in performance assessment, then professionalism plays an important role and can improve performance.

The analysis in Table 6 demonstrates that the t-statistic (7.740) significantly exceeds the threshold of 1.96, and the p-value (0.000) is well below 0.05. These results support the acceptance of the alternative hypothesis ( $H_a$ ) and the rejection of the null hypothesis ( $H_o$ ), indicating that Productivity (Z) serves as a mediator in the relationship between Training ( $X_2$ ) and Performance (Y). The original sample value, positive at 0.405, indicates a positive directional relationship between Training ( $X_2$ ) and Performance (Y), establishing partial mediation. This outcome is consistent with prior research by [72]; [73]. Which confirmed the significant direct and indirect effects of training on performance. The findings suggest that initiating training programs early in an employee's career can enhance productivity-boosting performance. Moreover, the direct linkage between training and performance underlines the importance of training as a foundational element for employee development, directly contributing to enhanced job performance. This dual pathway of influence—both direct and mediated by productivity—emphasizes the critical role of structured training in achieving organizational goals. Training plays an essential role in increasing employee productivity and performance. Training will increase employee performance output, apart from that, it will also improve overall performance.

## V. CONCLUSION

In conclusion, this study demonstrates several key findings regarding the relationships among Professionalism, Training, Productivity, and Performance. Firstly, Professionalism significantly enhances Productivity, indicating that increased professionalism leads to higher productivity levels. Similarly, Training



significantly positively affects Productivity, suggesting that improved training programs directly boost productivity. However, the study reveals no significant direct impact of Professionalism on Performance, implying that while professionalism enhances productivity, it does not directly translate to improved performance. In contrast, Training significantly influences Performance, indicating that effective training programs enhance employee performance.

Furthermore, the analysis shows a significant positive relationship between Productivity and Performance, underscoring the importance of productivity in driving overall performance outcomes. Productivity is a mediating variable in the relationship between Professionalism and Performance, providing partial mediation. This indicates that professionalism enhances performance primarily through its positive effect on productivity. Moreover, Productivity fully mediates the relationship between Training and Performance, suggesting that the beneficial effects of training on performance are entirely channelled through increased productivity. These findings highlight the crucial role of both professionalism and training in fostering productivity, which, in turn, significantly enhances performance. The results emphasize the importance of structured training programs and professional behaviour in boosting organizational productivity and performance. Organizations should focus on these areas to achieve sustained improvement in employee output and overall success. This study provides valuable insights for managers and policymakers aiming to enhance workplace efficiency and performance through targeted interventions in professionalism and training.

This research provides recommendations to companies to increase employee professionalism, and provide regular training to increase employee productivity and performance. Companies can increase employee professionalism by providing adequate facilities and infrastructure, as well as a good working climate. This will improve employee performance. Apart from that, companies must provide training according to the needs of employees and the company. This will also contribute to improving performance. For further research, we provide suggestions to expand the variables that can increase employee productivity and performance. In addition, we provide suggestions for expanding the sample, population and research objects. This research has limitations in that it was only carried out on one company. Different results may be obtained from different research objects in the same industry.

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### Author contribution

All authors made an equal contribution to the development and planning of the study.

### Conflict of Interest

The authors have no potential conflicts of interest, or such divergences linked with this research study.

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