



Training Transfer and Psychological Empowerment on Job Performance Mediating Role of Organizational Commitment

ABSTRACT

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Organizational succession can be determined by stable and significant work performance. The low work performance of employees due to the quality of training transfers that are less than optimal is the reason for this study. This study aims to analyze the effect of transfer of training and psychological empowerment that can affect the improvement of work performance through organizational commitment. The sample used is all staff-level employees at PT. BRI Life Insurance Semarang Regional Office, totaling 150 employees. Sampling using purposive sampling technique with AMOS SEM data analysis technique. The results showed that job performance can be influenced by the transfer of training and psychological empowerment through organizational commitment. From the results of the study, it can be concluded to improve work performance at PT. BRI Life Insurance Semarang Regional Office can be pursued by paying attention to and increasing the success of the transfer of training and psychological empowerment because they are important things and have been emphasized in this study.

Keywords: Transfer Training, Psychological Empowerment, Organizational Commitment, Job Performance

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INTRODUCTION

Recently, organizations have invested in human capital as a means to increase competitiveness. Human resource development plays an important role in achieving sustainable competitive advantage and increasing organizational effectiveness through and development, empowerment to achieve superior job performance (Kareem & Hussein, 2019). Human resource development is multidisciplinary and covers a wide range of practices and knowledge including training, employee competence, and empowering employees. Every year the organization's budget for training increases but some questions arise due to previous research (Otoo, 2019) mentioning that investment in training was wasted due to poor transfer of training. Apipunnakul & Preudhikulpradab, (2022) already mentioned that the skills, knowledge and abilities learned are already mentioned that the skills, knowledge, and abilities learned are only

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transferred in the workplace, however it is important to have a skills development program through training and education. Employee productivity is very important for his or her job performance and organizational growth, especially for service organizations.

In 2020, the Life Insurance Industry recorded a slowdown in performance which affected the work performance of each employee due to economic pressures (Report, 2020). Throughout 2020, which was marked by an economic contraction due to the Covid-19 Pandemic, the Company was able to maintain its business performance even though it had to face tough business challenges. This achievement is proud because it was achieved when the Indonesian insurance industry was under pressure. The Credit Life Insurance portfolio recorded a premium income of IDR 2.59 trillion or a growing 4% yoy. The Bancassurance portfolio recorded a premium income of IDR 2.17 trillion which grew 14% yoy. Meanwhile, the Group Insurance portfolio recorded significant growth in premium income, reaching IDR 981 billion, growing 85% yoy (Report, 2020).

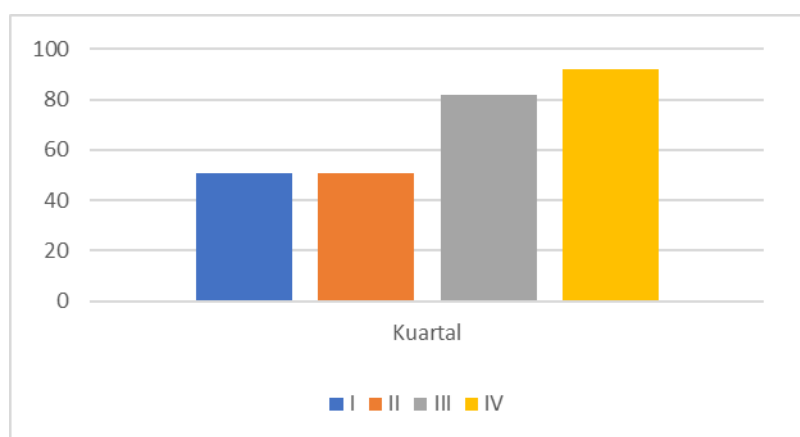


Figure 1. Revenue increase per quarter 2020

AAJI data shows an increase in revenue from the second quarter of 2020 to the third quarter of 2020 from IDR 50.56 trillion to 81.7 trillion and from the third quarter of 2020 to IDR 91.86 trillion in the fourth quarter of 2020. This increase has generated a high level of optimism in the national insurance industry. Based on data from the Indonesian Life Insurance Association (AAJI) in 2022, the industry posted premiums of IDR 187.59 trillion. Increasing industrial capacity then becomes a big focus to help economic recovery (AAJI, 2022).

Following the Company's Articles of Association, the scope of BRI Life's activities is to run a business in the field of life insurance, whether based on general or conventional insurance business principles, as well as those referring to Islamic law. BRI Life offers insurance products for individuals as well as for corporations, where the products provided by BRI Life have been designed according to the needs and risk profile of each customer. To support the Company's vision to become The Best Digital Micro Insurance, the conventional business segment develops and implements several business strategies to improve employee performance. Among other things, the development of

human resources through training and psychological empowerment of employees. Demographic data of workers (permanent, contract, and outsourcing) and sales force of PT Asuransi BRI Life are dominated by the younger generation or generation Y / millennials (1980-1994) with a percentage of 51% of the total number of workers. Then, the demographics of salespeople, which is 88% of the total number of salespeople, are dominated by Generation Z (1995-2019) (Report, 2020). To complement adequate HR competencies, BRI Life provides various kinds of training, seminars, or workshops for workers and salespeople so that the output produced is more leveraged.

Training has become a very big business all over the world, but due to poor transfer of training, organizations and employees are not getting enough profit from training. (Gautam & Basnet, 2020). Data on employee training of PT. BRI Life Regional Office Semarang in 2020 which is used as a gap phenomenon as shown in Table 1.

Table 1. Staff Level Training

No	Training Name	Batch	Organizer	Implementation
1	Basic Training I Basic Training	1	Internal and Eximius	Januari
2	Basic Training I Basic Training	1	Internal and Eximius	February
3	Basic Training I Basic Training	1	Internal and Eximius	February
4	Basic Training I Basic Training	1	Internal and Eximius	March
5	Basic Training I Basic Training	1	Internal and Eximius	March
6	Basic Training I Basic Training	1	Internal and Eximius	June
7	Basic Training I Basic Training	1	Internal and Eximius	August
8	Fundamental Change Digital Mindset	-	Internal	April-May
9	WOW Squad	1	Torres	December
10	WOW Squad	2	-	December
11	Sales Behavior	1	IPDC	September
12	Call Centre	3		September
13	WOW Squad (Produk Mikro)	-	Internal	June

Source : PT Asuransi BRI Life (2021)

Based on data from the field regarding training data that have been attended by BRI Life staff in 2020, it appears that there are not many types of training that employees have participated in. This can have an impact on employee performance and commitment to the company. Empowered employees have a higher potential to achieve superior levels of productivity because they feel in control of their work. Companies should also check whether employees feel psychologically empowered or not (Kundu et al., 2019). Psychologically empowered employees are most effective in improving performance

(Özaralli, 2015). The factor of emotional closeness between individuals can provide a good quality of performance and will have a better quality of psychological empowerment than employees who are less close to their superiors. This is due to the formation of internal motivation because of the appreciation that is often given by superiors. This is also done in response to an increasingly competitive industry, especially conventional insurance.

Several previous studies have examined the effect of transfer of training on job performance. A study (Casey et al., 2021; Gautam & Basnet, 2020; Otoo et al., 2019) stated that there is a correlation between the transfer of training on employee performance. The findings are in line with Chen et al., (2022) who stated that the increase was significantly more related to the transfer of training at the global level. This suggests that increasing integration can provide targets for developing effective cognitive training. However, other findings show that there is no effect of favorable transfer of training to other tasks thus indicating that there is no remote transfer of training outcomes on employee performance (Zhao et al., 2021). Organizational commitment also mediates the role between training transfer and job performance (Arubayi et al., 2020). Research conducted by several experts (Kundu et al., 2019; Özaralli, 2015; Sievers et al., 2021; Xiu et al., 2019) states that employee psychological empowerment has a positive and significant effect on employee performance. Unlike the case with the results of research conducted Monje Amor et al., (2021) show that psychological empowerment is positively related to job performance and is mediated by job involvement with implications for theory (extending networks) and management practice (eg, emphasizing the role of structural empowerment to improve job performance).

However, the results of these studies are not consistent with each other, so it still leaves a research gap where the results of these studies provide different findings. For this reason, this research was conducted to fill in the gaps that occurred (Leyer et al., 2019). Several kinds of literature show the relationship between transfer training and the psychological empowerment of employees. However, there is little literature examining the mediating role of organizational commitment to transfer training on the relationship between training transfer and employee empowerment (Hirschi & Spurk, 2021). Moreover, research with these variables at PT. BRI Life Semarang Regional Office has never been carried out. Therefore, the main purpose of this study was to examine the effect of transfer of training and psychological empowerment of employees on work performance mediated by organizational commitment at PT Asuransi BRI Life Semarang Regional Office. Where this study can later be used as a reference in providing types of training, so that transfer of training can be maximized and felt by employees and improve work performance, which in turn also improves organizational performance.

LITERATURE REVIEW

Job Performance

Job performance is described as the result achieved from actions with employee skills that appear in several situations. Job performance is behavior that is carried out by the goals set by the organization. In addition, work performance is defined as an action or completion of a task carried out by an individual within a certain period. Performance refers to the amount of effort, initiative, and maintenance of standards and commitment displayed by individuals when performing job tasks. Job performance reflects success or failure in human resource management activities. Job Performance is measured using 6 indicator items from Mathis & Jackson, (2006) namely (1) Loyalty of workers to work, position, and organization. (2) Quality and quantity of work that can be produced by employees from job descriptions. (3) Honesty in carrying out their duties to fulfill the agreement, both for themselves and for others. (4) The ability of employees to develop their creativity to work more efficiently and effectively. (5) Employee discipline in complying with existing regulations and doing work by the instructions given. (6) The ability of employees to lead, influence, and have a strong, respected, authoritative personality and can motivate others.

Organizational Commitment

The key to organizational success depends entirely on employee commitment to the organization. Commitment to the organization is more than just a formal membership, but includes a firm attitude and willingness to pursue everything for the sake of the company. Organizational commitment is a situation where an employee is in line with a particular organization and its goals and desires to maintain membership in the organization. The success of an organization does not only depend on how the organization maximizes its human competence, but also on how the organization encourages the commitment of its employees to the organization. This argument has been supported by empirical results provided in various studies (Azmy, 2022; Cobbinah et al., 2020; Putra et al., 2021; Ulabor & Bosede, 2019). Organizational commitment is measured using 4 indicator items from Nur et al., (2019) namely (1) a strong belief in and implementation of the goals and values of the organization. (2) Strong desire to maintain membership in the organization (3) Willingness to direct considerable effort on behalf of the organization. (4) Pride to be part of the organization.

Psychological Empowerment

The basic tenet of the empowerment literature is that an empowering environment allows workers to feel that they can do their jobs competently. Employees who feel empowered at work are more active in their job roles. Feel able to shape and control their role and work context. Psychological empowerment has been expressed in four cognitions, namely the meaning or degree of congruence between work demands and one's beliefs and values; self-determination, i.e. the feeling of being able to initiate and

regulate one's actions during the performance of a task; competence or belief that a person performs work activities successfully; and the impact or perception affects the results of a person's work unit through his actions (Ahmed & Malik, 2019). The empowerment paradigm highlights the conditions in which tasks are "interesting" instead of "pushing" individual motivation, making tasks meaningful and valuable in the eyes of employees. The feeling of being empowered acts as a driver that guides behavior and increases employee performance and commitment to the company.

Empowered employees feel confident in their ability to perform tasks and feel positive energy at work that helps them perform at work (Tremblay et al., 2017). This argument has been supported by empirical results provided in various studies (Guerrero et al., 2018; Kundu et al., 2019; Meng & Sun, 2019; Özaralli, 2015; Sievers et al., 2021; Tremblay et al., 2017; Xiu et al., 2019; Yao et al., 2020). Psychological empowerment is measured using 4 indicator items from Shrestha, (2016) namely (1) The work done is very meaningful to employees. (2) Have great control over what happens in the department. (3) the company gives freedom to its employees to be independent. (4) Have significant autonomy in determining how when to do work.

Training Transfer

Transfer training focuses on some of the conditions necessary for positive transfer of learning and evaluates how this is present in the work environment. Nguyen & Tran, (2020) involves two dimensions, namely psychosocial support for transfer which includes managerial support, situational support factors, consequences related to the use of knowledge, skills, and attitudes acquired, and material support. Most modern training approaches have emphasized the importance of creating a sustainable learning climate. In addition, new skills learned in training are often not transferred to work due to a lack of organizational support, this will make employees have less commitment to the organization. So achievement in the workplace can occur as a result of the transfer of training. In previous studies regarding the transfer of training to work performance or organizational commitment, it was found that the transfer of training had a significant positive effect on work performance and organizational commitment. (Casey et al., 2021; Gautam & Basnet, 2020; Martins et al., 2019; Mozammel, 2019; Obaid et al., 2016; Otoo et al., 2019; Pudjarti et al., 2019; Shaheen & Soomro, 2022). Transfer of training is measured using 6 indicator items from Turab & Casimir, (2015) namely (1) Using new knowledge to help other employees. (2) Using new knowledge to improve organizational effectiveness. (3) Intend to apply the new knowledge for the good of the organization. (4) Using new knowledge in work as much as possible (5) Using new knowledge to improve the performance of co-workers. (6) Opportunity to use expertise proficiently.

H1: Transfer of training has a positive and significant effect on job performance

H2: Psychological empowerment has a positive and significant effect on work performance

H3: Transfer of training has a positive and significant effect on organizational commitment

H4: Psychological empowerment has a positive and significant effect on organizational commitment.

H5: Organizational commitment has a positive and significant effect on job performance

H6: Organizational commitment mediates the effect of training transfer on job performance

H7: Organizational commitment mediates the effect of psychological empowerment on job performance

Hypotheses of the research

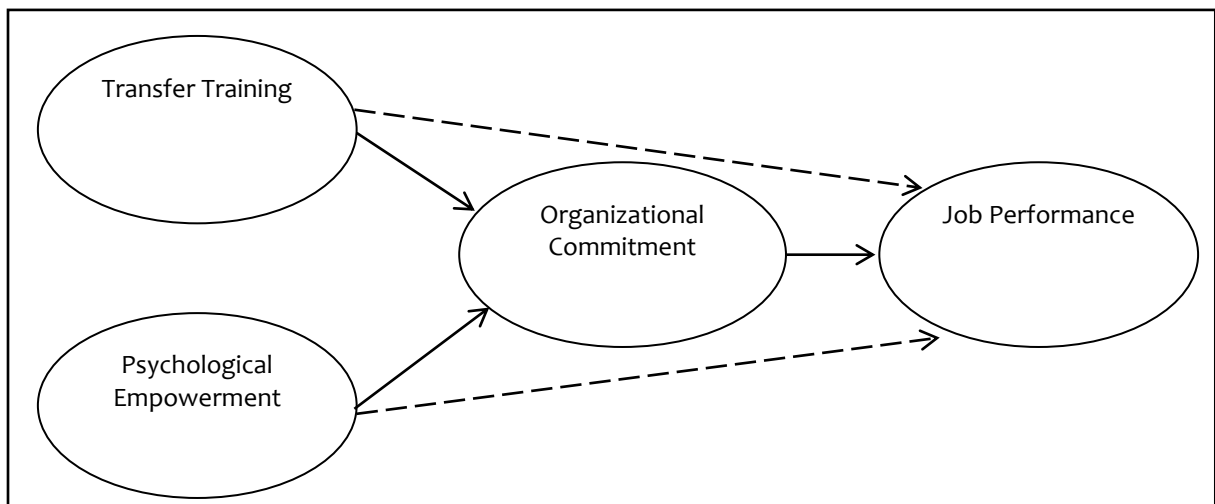


Figure 2. Proposed Conceptual Framework

METHODOLOGY

The quantitative method with AMOS Structural Equation Modeling (SEM) confirmatory analysis was used in this study. The sample used is all staff-level employees at PT. BRI Life Insurance Semarang Regional Office. The sampling technique used is purposive sampling with the criteria of permanent employees working at PT. BRI Life Insurance Semarang Regional Office and has worked for at least 1 year. Determination of the number of samples using the Slovin formula in this study was 150. Transfer of training was measured using 6 indicator items (Turab & Casimir, 2015). Psychological empowerment is measured using 4 indicator items from (Shrestha, 2016). Job Performance is measured using 6 indicator items from (Mathis & Jackson, 2006). Organizational commitment is measured using 4 indicator items from (Nur et al., 2019).

RESULTS

Descriptive data describing the circumstances and conditions of the respondents in this study can be seen through the characteristics of the respondents in Table 2.

Table 2. Characteristics of Respondents

Characteristics of Respondents	Description	Frequency	Percentage
Gender	Male	72	57.6%
	Female	53	42.4%
Marital status	Marry	97	77.6%
	Not married yet	28	22.4%
Education	High School	24	19.2%
	D3	16	12.8%
	S1	77	61.6%
	Masters / Profession	8	6.4%
Length of work	13 years old	68	54.4%
	4 – 6 years	39	31.2%
	>7 years old	18	14.4%
Last Training	1 – 6 months	71	56.8%
	7 – 12 months	42	33.6%
	>1 year	12	9.6%

Source: Processed Data (2022)

Based on the data in Table 2 that as many as 56.8% of employees attended the last training ranging from 1 - 6 months ago. There are still 9.6% of employees who did not participate in the training program more than 1 year ago. Then 33.6% of employees still attend training programs in the last 7 – 12 months.

Research Construct Confirmatory Testing

The confirmatory factor analysis stage uses convergent validity to test the unidimensionality of each construct, seen from the magnitude of the loading factor number obtained with the required value of 0.6 (Nunnally dan Bernstein, 1994). The latent variables that make up the exogenous variables are the transfer of training with 6 indicators and psychological empowerment which has 4 indicators. The latent variables that make up the endogenous variables are organizational commitment with 4 indicators and work performance with 6 indicators. The results of data processing with AMOS obtained standardized regression weights confirmatory exogenous variables as shown in Table 3.

Table 3. Standardized Regression Weights for Exogenous and Endogenous Variables

Variable	Indicator	Estimate	Std C.R.	S.E.	C.R.	P
Training Transfer	TP1	1.000	0.727			
	TP2	1.686	0.848	1.157	5.120	***
	TP3	1.797	0.843	0.331	5.427	***
	TP4	1.939	0.880	0.353	5.491	***
	TP5	1.053	0.162	0.284	3.659	0.001
	TP6	1.029	0.638	0.219	4.812	***
Psychological Empowerment	PP1	1.000	0.716			
	PP2	1.057	0.817	0.128	7.637	***
	PP3	0.890	0.913	0.141	6.067	***
	PP4	0.872	0.826	0.135	11.056	***
Organizational Commitment	KO1	1.000	0.840			
	KO2	1.410	0.902	0.137	8.231	***
	KO3	1.512	0.718	0.129	6.314	***
	KO4	1.520	0.814	0.145	6.443	***
Job Performance	PK1	1.000	0.815			
	PK2	3.614	0.654	0.233	4.549	***
	PK3	2.785	0.823	0.175	3.590	***
	PK4	0.842	0.911	0.593	8.140	***
	PK5	1.201	0.903	0.297	5.056	***
	PK6	1.657	0.301	1.157	5.433	0.002

Source: Processed Primary Data (2022)

The conclusion in exogenous and endogenous CFA is that there is 1 indicator of the training transfer variable, namely using new knowledge to improve the performance of colleagues who have a loading factor value below 0.6, and 1 indicator of a work performance variable that has a loading factor below 0.6, namely assessing employee discipline in complying with existing regulations and doing work by the instructions given. So it is necessary to modify the model by removing indicators that have a loading factor below 0.6. Likewise, indicators in the exogenous construct measurement model must have a critical ratio value (C.R.) above 2, which means that all indicators can be used about endogenous variables.

Data Normality Test

The results of AMOS analysis of the normality of the data obtained that the value of cr and kurtosis in the range of + 2.58, and the value of cr in the multivariate is 2.083 which is in the range of + 2.58 which means that the data is normally distributed, so the research data can be analyzed using Structural Equation Modeling (SEM).

Outlier Test

The outlier test was seen from the highest d-squared Mahalanobis below the critical value. Outlier test that there is no value in p2 which is below 0.05. The number of indicators in this study was 18 indicators at the level of $p < 0.001$ using the formula X^2

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(18:0.001) = 42.312. While in this test, the maximum distance of Mahalanobis is 37.111, which means it is still smaller than the maximum distance of 42,312. This shows that there are no multivariate outliers so data execution does not need to be carried out.

Full Model Construct Validity Test

Tabel 4. Construct Reliability Test Results and Variance Extracted

Indicator	Std Loading	Construct Reliability	Variance Extracted
TP1	0.727		
TP2	0.848		
TP3	0.843	0.893	0.628
TP4	0.880		
TP6	0.638		
PP1	0.716		
PP2	0.817	0.891	0.674
PP3	0.913		
PP4	0.826		
KO1	0.840		
KO2	0.902	0.892	0.674
KO3	0.718		
KO4	0.814		
PK1	0.815		
PK2	0.654		
PK3	0.823	0.880	0.650
PK4	0.911		
PK5	0.903		

Source: Processed primary data (2022)

The results of the calculation of construct reliability and variance extracted are shown in Table 4. Cut of value of construct reliability is required 0.7 and cut of value of variance extracted is required 0.5 (Ferdinand, 2014). In this study, the number of variables tested was 4 variables. The results of the calculation of the reliability value of the four variables are greater than 0.7 and the extracted variance value for all variables is greater than 0.5. So that the indicators used as observed variables are relatively able to explain the construct variables formed.

Model Feasibility Test

The conformity test of the confirmatory model was tested using goodness of fit which includes chi-square, probability, GFI, AGFI, TLI, CFI, CMIN/DF, and RMSEA in this study can be seen in Figure 3.

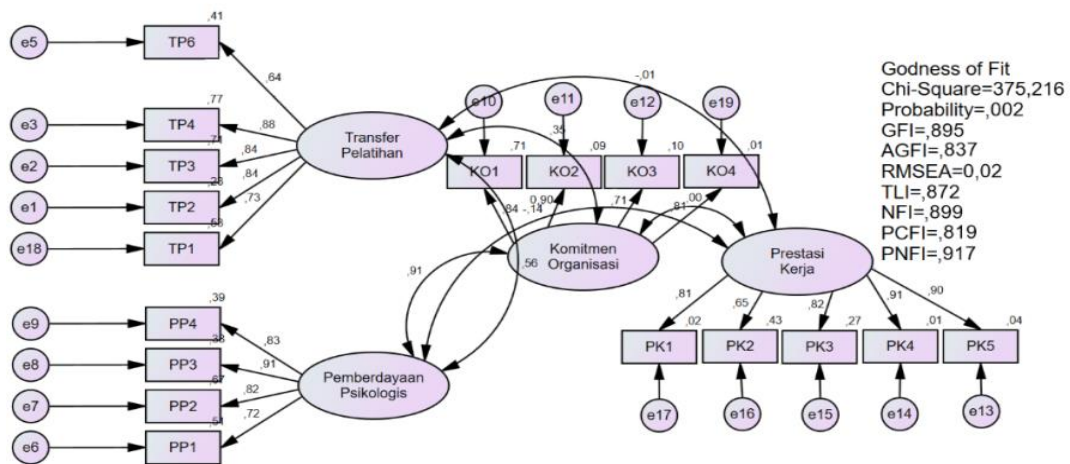


Figure 3. Full Model Structural Equation Modeling (SEM) Test Results

Table 5. Full Model Goodness of Fit Test

Goodness of fit index	Cut of value	Analysis Result	Description
x ² -Chi Square	Kecil ($\alpha = 0.05$ DF = 264)	375.216	Marginal
Signifikansi Probablity	≥ 0.05	0.002	Marginal
GFI	≥ 0.90	0.895	Fit
AGFI	≥ 0.90	0.837	Marginal
TLI	≥ 0.90	0.872	Fit
PCFI	≥ 0.90	0.819	Marginal
PNFI	≥ 0.90	0.917	Fit
RMSEA	≤ 0.08	0.020	Fit
CMIN/DF	≤ 2.0	1.822	Fit

Source: Data processed with AMOS 24

Chi-square results are 375.216 with probability $0.002 < 0.05$, GFI value 0.895 0.90, AGFI value 0.837 0.90, TLI value 0.872 0.90, PCFI value 0.819 0.90, PNFI value 0.917 0.90, the value of CMIN/DF is $1.822 < 2.0$ and the RMSEA value is $0.020 < 0.08$ which indicates that the model fit test is declared to have a good value and the marginal value is close to the model fit. So in this study, it can be concluded that the structure of modeling analysis can be carried out.

Squared Multiple Correlation Analysis

The first square multiple correlation value is 0.427. This means that 42.7% of the variable value of organizational commitment is determined by the variable transfer of training and psychological empowerment while the remaining 57.3% is influenced by other variables not examined in this study. The second square multiple correlation value is 0.692. This means that 69.2% of the work performance value is determined by the transfer of training and psychological empowerment variables while the remaining 30.8% is influenced by other variables not examined in this study.

Hypothesis testing

Table 6. Regression Weights Test Results

		Estimate	S.E.	C.R.	P	Label
TP	<--> PK	0.151	0.042	3.555	***	par_14
TP	<--> KO	0.098	0.036	2.699	0.002	par_15
PP	<--> KO	0.340	0.061	5.555	***	par_16
PP	<--> PK	0.652	0.077	7.906	***	par_14
KO	<--> PK	0.432	0.095	3.172	***	par_18

Source: Processed primary data (2022)

The significance ($\alpha=0$) used is 0.05. If the P-value is less than 0.05 with a CR value of 1.96 and if the probability (P) value <0.05 , the hypothesis is accepted. Based on the data processing results, it is known that for hypothesis 1 (H1) the CR value is $3.555 > 1.96$ and $P 0.000 < 0.05$ so it can be concluded that hypothesis 1 in this study can be accepted. This means that there is a positive and significant effect of transfer training on job performance. This means that the better the transfer of training, the better the work performance. It is known that for hypothesis 2 (H2) the CR value is $7.906 > 1.96$ and $P 0.000 < 0.05$, so it can be concluded that hypothesis 2 in this study can be accepted. This means that there is a positive and significant influence of psychological empowerment on work performance. This means that the better the psychological empowerment of employees, the better work performance. It is known for hypothesis 3 (H3) that the CR value is $2.699 > 1.96$ and $P 0.002 < 0.05$, so it can be concluded that hypothesis 3 in this study can be accepted. This means that there is a positive and significant effect of training transfer on organizational commitment. This means that the better the transfer of training, the better the organizational commitment.

It is known for hypothesis 4 (H4) that the CR value is $5.555 > 1.96$ and $P 0.000 < 0.05$ so it can be concluded that hypothesis 4 in this study can be accepted. This means that there is a positive and significant effect of psychological empowerment on organizational commitment. This means that the better the psychological empowerment, the better the organizational commitment. It is known for hypothesis 5 (H5) that the CR value is $3.172 > 1.96$ and $P 0.000 < 0.05$ so it can be concluded that hypothesis 5 in this study can be accepted. This means that there is a positive and significant effect of organizational commitment on work performance. That is, the better the organizational commitment, the better the work performance.

Analysis of Direct, Indirect, and Total Effects

The direct effect is the regression weight or path coefficient, while the indirect effect appears when there is a mediating or intervening variable. The sum of the two is the total effect.

Table 7. Direct, Indirect and Total Effects

Direct Effect				
	TP	PP	KO	PK
KO	0.179	0.203	0.000	0.000
PK	0.237	0.158	0.114	0.000
Indirect Effect				
	TP	PP	KO	PK
KO	0.000	0.000	0.000	0.000
PK	0.261	0.196	0.000	0.000
Total Effect				
	TP	PP	KO	PK
KO	0.179	0.203	0.000	0.000
PK	0.498	0.354	0.114	0.000

Source: Processed primary data (2022)

The results show that the training transfer variable has the largest direct effect with a positive direction on work performance of 0.337. This means that the transfer of training makes a major contribution to influencing job performance. The training transfer variable has an indirect effect with a positive direction on the work performance variable of 0.261 while psychological empowerment has an indirect effect with a positive direction on the work performance variable of 0.196. So that the training transfer variable has the greatest indirect effect on work performance. In this case, organizational commitment mediates the effect between the transfer of training and job performance (H6). Organizational commitment mediates the effect of psychological empowerment on work performance (H7). The training transfer variable has the greatest total effect with a positive direction on work performance of 0.498. This means that the indirect effect (mediation effect) on the transfer of training is greater than the direct effect on job performance.

DISCUSSION

Transfer of training has a positive and significant effect on employee performance. H1 is in line with previous research conducted by Mozammel (2019) that after receiving training interventions and implementing training content in the workplace, the transfer of training was successful so that it would have a good influence on employee performance. Seeing from the results of the questionnaire distribution that the factor that has the highest influence is using new knowledge from on-the-job training as much as possible. Results are consistent with previous research studies Shaheen & Soomro, (2022) leads to a successful transfer of training in the workplace will improve the individual work performance of employees. In addition, the positive impact of transfer training and other organizational outcomes can also improve employee positions. Supported by several studies that are in line (Martins et al., 2019; Obaid et al., 2016; Pudjiarti et al., 2019) improve the transfer of training by encouraging employees to share their knowledge with other employees after attending the training. This can improve the

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work performance of employees, one of which is due to the success of the transfer of training.

Transfer of training also has a positive and significant influence on organizational commitment. H3 is supported by research by the findings show that the form of organizational support for its employees is through training, where the results of the transfer of training can make employees committed to the company. Next, the results Ezenwakwelu (2017) that an employee is motivated when he or she is allowed to acquire and update skills. A motivated worker who is satisfied with the transfer of training received will be willing to remain committed to the organization, attend work regularly and protect company assets. The distribution of the questionnaire shows the highest indicator is a strong desire to maintain membership in the organization.

Psychological empowerment has a positive and significant effect on work performance H2 is supported Yao et al. (2020) who discuss one of the organizational characteristics of employee psychological empowerment that employee understanding of top management needs to be achieved in successful empowerment to create superior work performance. In line with research Meng & Sun, (2019) directly shows that psychological empowerment will improve employee performance. The key to psychological empowerment lies in the distribution of leader power and individual empowerment. On the one hand, the research results by Sun, (2016) state that empowerment itself requires good communication between leaders and members. On the other hand, only when employees fully feel empowered will employees have a higher sense of meaning, competence, self-determination, and impact so that an increase in employee performance can be achieved.

In line with research (Ahmed & Malik, 2019; Liu & Ren, 2022) In fact, psychological empowerment that is right on target for employees will improve employee work performance. Based on the distribution of the questionnaire data, the factor that has the highest influence is that the company gives its employees the freedom to be independent. Psychological empowerment has a positive and significant effect on organizational commitment. H4 is corroborated by research from Al-Hussein, (2020) that psychological empowerment and organizational commitment in service companies lead to higher organizational commitment. Furthermore, Jomah, (2017) found that psychological empowerment had a strong and direct positive relationship with organizational commitment. Employees who are psychologically empowered by their superiors tend to be more effectively attached to the organization and feel obligated to stay with the organization. This shows that psychological empowerment has a close relationship with organizational commitment. Psychological empowerment has a positive and significant effect on organizational commitment to the desired results such as research conducted by (Saidah & Muhid, 2021).

Organizational commitment has a positive and significant effect on work performance. H5 is the same as research Suharto et al. (2019) commitment to a good organization can

improve one's work performance in the company. Organizational commitment is the degree to which individuals adopt organizational values and goals and fulfill job responsibilities. Strong belief in the values and goals of the organization, willingness to put in a lot of effort on behalf of the organization, and a strong desire to remain a member of the organization can motivate employees to do better (Cobbinah et al., 2020). In line with research conducted by Ulabor & Bosede, (2019) employee performance depends on how committed the organization is to the organization because no organization can stand alone and employees are considered the most valuable asset that an organization can have.

Powered by Dewi et al. (2021) committed employees are very closely related to any organization, in his study committed employees lead to higher job performance and very low employee turnover rates from the organization. Employee performance is directly related to the level of organizational commitment. Employees who are committed to their respective organizations are more likely to not only stay with the organization but also tend to put more effort on behalf of the organization and work towards its success and therefore are also likely to show up to better performance than employees who are not committed.

Organizational commitment can benefit the organization in several ways such as increasing job performance; reducing absenteeism and turnover resulting in sustainable productivity. Employees with a high level of organizational commitment provide a safe and stable workforce thereby providing a competitive advantage for the organization. Committed employees are more creative; they are more likely to leave the organization than those who are not committed.

Then, H6 is supported by research Nguyen & Tran (2020) that the transfer of training has an indirect effect on work performance so organizational commitment variables are needed to bridge so that organizational commitment is used as a mediating variable. This result is further corroborated by Martins et al. (2019) that the transfer of training has a positive direct effect and is significantly greater if it is bridged by the organizational commitment variable. The results of the H7 study are in line with Guerrero et al. (2018) state that psychological empowerment has an indirect effect in a positive direction on the work performance variable. Organizational commitment mediates the effect of psychological empowerment on work performance (H7). Supported by research conducted by Levina (2021) that employee psychological empowerment must be mediated by another variable, namely organizational commitment to work performance.

Implications

The implications of this research can be used as input for PT. BRI Life Insurance Semarang Regional Office to improve employee performance can maximize the quality of the transfer of training received by employees and the psychological empowerment

of employees is also important to note. Where employees can apply the results of the training received for self-development, one of which is increased work performance, not only that, they can also implement the results of transferring training to the company and co-workers. The limitation of this research is that in the process of collecting data, information from respondents through questionnaires sometimes does not show the true opinion of respondents. This can happen because of differences in thoughts, assumptions, and different understandings of each respondent and the honesty factor. The number of respondents, which is only 130 people, is of course still insufficient to describe the actual situation. The object of research is limited to service companies.

CONCLUSIONS

From the results of this study, it can be concluded that to improve employee performance at PT. BRI Life Insurance Semarang Regional Office can be pursued by improving the quality of training transfers and empowering employees psychologically. Transfer of training and psychological empowerment has a positive and significant effect on employee performance and organizational commitment.

Limitations

However, in the study, it was found that the transfer of training and psychological empowerment had an indirect effect on work performance so organizational commitment variables were needed to bridge so that organizational commitment was used as a mediating variable.

Recommendations

Based on the limitations of this study, it is hoped that further research will be carried out with companies with a wider scope, such as manufacturing companies. Then, it is expected to be able to research other variables (besides transfer of training and psychological empowerment) that can affect work performance and organizational commitment.

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