

The Influence of Training and Creativity on Employee Performance with Teamwork as a Mediation Variable PT Penida Kreasi Persada

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Abstract

This research aims to analyze the influence of training and creativity on employee performance with teamwork as a mediating variable. The object of this research is the employees of PT. Penida Kreasi Persada. A total of 75 respondents filled out the questionnaire, samples were taken using the Slovin formula. This research was conducted from June 2022 to December 2022 at PT. Penida Kreasi Persada. The sampling technique used was proportional stratified random sampling. Data were analyzed using the SmartPLS (Partial Least Square) path analysis application. The results of this research indicate that training behavior has no effect on employee performance, and Creativity and Teamwork have a positive and significant effect on employee performance. Furthermore, the results show that Training and Creativity have a positive and significant effect on teamwork, and Training and Creativity have a positive and significant effect on employee performance which is mediated by teamwork at PT. Penida Kreasi Persada

Keywords: Training, Creativity, Employee Performance, Teamwork

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1. Introduction

The organization must have a strong human resource foundation, and indications of the formation of a strong HR foundation can be seen from the performance of the HR for the continuity of an organization (Pramono & Prahawan, 2021). Many factors influence employee performance, at PT Penida Kreasi Persada itself several indicators can be seen from training, creativity possessed by employees, and also whether the teamwork that exists is optimal for the company's needs.

PT. Penida Kreasi Persada (PT PKP) is a company operating in the garment industry, where the company produces ready-made clothing. PT PKP is a relatively new company, founded in 2014 in Pekalongan City, and opened its head office in Jakarta in 2019. Based on

the results of our interviews with PT personnel. Penida Kreasi Persada, apparently several problems are occurring in the company's work environment. such as differences in viewpoints, poor communication between members, lack of personal and team responsibility, lack of coordination between fellow employees, and lack of job training (Amja Setia, 2020). Of the several problems described, such as leadership style, teamwork, salary, training, and creativity, according to the results of interviews with sources, there are 3 that are most likely to influence employee performance, namely job training, creativity, and teamwork (Sendawula *et al.*, 2018). This can be seen from the frequent failure to achieve production targets and sales targets due to less than optimal teamwork and employees who are mostly passive and lack skill development.

Previous research conducted by (Hartomo, 2020) shows that there are problems with Job Training, Teamwork, and Performance. The results of this research show that the variables training, job satisfaction, and teamwork have a significant positive influence on employee performance. The leadership variable acts as a moderating variable that can strengthen the influence of training, job satisfaction, and teamwork on employee performance. Furthermore, research conducted by (Fahrozi *et al.*, 2022) Based on the results of the test, it is known that all hypotheses (Teamwork, Employee Empowerment, Training, Information Technology, Knowledge Management, Innovation, Creativity, and Organization Culture) are proven to be interconnected except for one variable, namely information technology, which is known to not have a significant relationship with employee performance (Yamin, 2020).

Based on the description above, the author is interested in conducting further research regarding the factors that influence employee performance at PT Penida Kreasi Persada entitled: "Analysis of the Effect of Job Training and Creativity on Employee Performance with Teamwork as a Mediating Variable at PT. Penida Kreasi Persada.

2. Research Method

2.1. Employee performance

A company can be said to be successful if the performance of human resources tries to improve employee performance to achieve the company's stated goals. According to (Devi *et al.*, 2022) Performance is an achievement that has been achieved by employees in carrying out the work they have been given (Widianingrum & Nurhayati, 2017).

Meanwhile, according to (Lengkey *et al.*, 2021) Work performance or achievement is the result of work that has been achieved by a person based on their work behavior in carrying out work activities. Success or failure in an organization in carrying out its duties is closely related to employee performance. Performance achievement in the organization is a factor that must be considered for the company to achieve its stated goals (Haydar, 2020).

2.2. Teamwork

(Ariyanto *et al.*, 2019) defines teamwork as the ability of individuals to collaborate well in achieving the goals and objectives of the team and its members can participate in the team and obtain satisfaction within the team, with the characteristics of having goals, understanding roles and tasks, trusting and supporting each other and being responsible in carrying out tasks to achieve common goals. (Yasa *et al.*, 2021) describes a team as a group of

enterprising people working toward a common goal, who work well together and enjoy it, and produce high-quality results.

2.3. Creativity

The term creativity comes from the English "to create" which means to compose or create something different in shape, arrangement, or style from what people usually know. Creativity is one of the basic human needs, namely the need for self-realization (self-actualization), and is the highest need for humans.(Indrajita et al., 2021). According to (Askiah & Fauziah, 2021) creativity contains sensitivity to problems and difficulties in any field, then compiling some thoughts or theoretical data that are used to overcome these problems, testing the truth of the data, as well as conveying the results achieved to others.

2.4. Training

The definition of training according to experts is, according to (Fahrozi et al., 2022) Training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for a limited purpose. According to (Tandaran, 2017). Training is an effort to improve employee work performance (performance) in their current job or in another job they will hold soon.

2.5. Hypothesis Development

2.5.1. The Effect of Training on Teamwork

Training is a process of activities to teach employees skills, knowledge, and experience to improve employee performance and provide skills according to the field of work that the employee will carry out (Iskandar, 2018). Training is one of company management's efforts to improve employee work performance (performance) in their work both individually and in groups. Based on the existing problem, namely that the team often does not achieve production targets, this means that there is a connection between training and the quality of teamwork. So the hypothesis in this research is **H1: Training has a positive effect on Teamwork.**

2.5.2. Effect of Creativity on Teamwork

To be able to improve company performance in achieve profitability, the creativity of company employees is needed. Creativity is something that an employee must have, the higher the creativity at work, the better their work morale will be, and this will have an impact on increasing the performance that the employee will provide to the company where they work (Astuti *et al.*, 2019) and to create good team collaboration, initiative, and an active role are needed from each team member, so that team cohesion and harmony can be established to achieve the targets that have been determined. The hypothesis in this research is **H2: Creativity has a positive effect on Teamwork.**

2.5.3. Effect of Training on Performance

In an organization, human resource management activities are the main activities carried out to achieve organizational goals. Human Resources are the basic capital in the company development process (Hartomo & Luturlean, 2020). According to (Tandaran, 2017) regarding training, training is related to the acquisition of certain skills or knowledge. Training aims to improve employee abilities and skills in dealing directly with potential customers. Of course, employee training is very necessary to improve employee performance.

Training is one of company management's efforts to improve employee work performance (performance) in their current job or other jobs they will hold in the future. The training carried out by the company, both in the form of hard skills and soft skills, will certainly have a big influence on improving employee performance. Research conducted by (Pancasasti, 2022) shows that training has a positive effect on employee performance. So the hypothesis in this research is **H3: Training has a positive effect on employee performance.**

2.5.4. Effect of Creativity on Performance

Creativity is a characteristic possessed by individuals which is characterized by the ability to create something from a combination of previously existing works, into a new work that is different from what has existed before and is done through interaction with the environment to face problems. and looking for alternative solutions by thinking (Lengkey *et al.*, 2021).

Employees with high work creativity can certainly do their work effectively and efficiently. Employees will be able to develop the latest ideas or concepts in carrying out their work and have the creative power to solve problems that arise at work. Employees with high creativity will have the courage to face all risks to seize existing opportunities so that they will work efficiently and effectively by the quality standards expected by the company, namely the realization of high employee performance through increased performance. The results of research conducted by (Indrajita *et al.*, 2021) show that creativity influences employee performance. The hypothesis in this research is **H4: Creativity has a positive effect on employee performance.**

2.5.5. Effect of Teamwork on Performance

(Ariyanto *et al.*, 2019) define teamwork as the individual's ability to collaborate well in achieving the aims and objectives of the team and its members can participate in the team and obtain satisfaction within the team, with the characteristics of having goals, and understanding roles and tasks. , mutual trust support, and responsibility in carrying out tasks to achieve common goals. Collaboration in teams is a necessity in realizing work success. Collaboration in teams will be a driving force that has energy and synergy for individuals who are members of team collaboration. Without good cooperation, brilliant ideas will not emerge (Octavia & Budiono, 2021).

Collaboration is the synergy of the strengths of several people in achieving a desired goal. Collaboration will unite the power of ideas that will lead to success. Success in a team can be seen from the success or failure of the team in achieving the targets that have been determined (Awalia *et al.*, 2020). If the team's performance is good, it means that the performance of the employees in the team is also rated as good. Research conducted by (Auromiqo *et al.*, 2019) shows that Teamwork has a positive effect on employee performance. The hypothesis in this research is **H5: Teamwork has a positive effect on employee performance.**

2.5.6. The Effect of Training on Performance Mediated by Teamwork

Training is the process of teaching new or existing employees the basic skills they need to carry out their jobs (Oktavian *et al.*, 2021). When a series of training is carried out to form a solid team and the team's performance is good, this means that when the training has a positive impact on teamwork, it will have a positive impact on increasing employee performance. The hypothesis in this research is **H6: Training has a positive effect on employee performance which is mediated by teamwork.**

2.5.7. The influence of creativity on performance mediated by teamwork

Creativity is the concept of divergent thinking, namely trying to produce several possible answers to a question or problem (Devi et al., 2022). This indicates that people who think creatively usually have many ideas and alternative answers to a problem. When employees in a team have a high level of creativity and teamwork is considered good so that the team targets that have been determined can be achieved well, then this will directly have a positive effect on improving employee performance. The hypothesis in this research is **H7: Creativity has a positive effect on employee performance which is mediated by teamwork**

2.5.8. Research Framework

The research theoretical framework model is explained below:

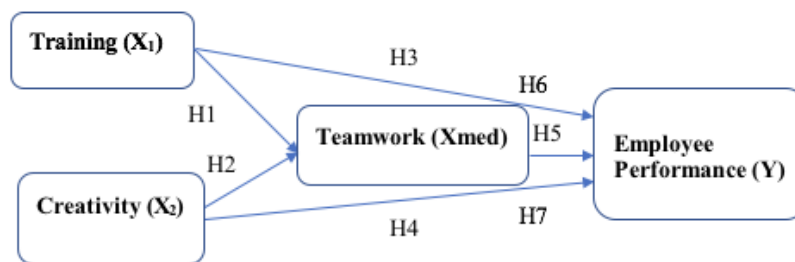


Figure. 1 Framework

This research uses descriptive methods with quantitative and causal research methods. The object of this research was all employees of PT Penida Kreasi Persada, totaling 75 respondents who filled out the questionnaire. The research sample taken was saturated because it used all sample members. The sampling technique uses quota sampling and data is analyzed using the SmartPLS (Partial Least Square) path analysis application.

3. Results and Discussion

3.1. Results

3.1.1. Frequency Distribution

Based on the results of the questionnaire distributed, 52% were men and 48% were women. In terms of age, 18-25 year olds are 37%, 25 to 35 year olds are 45% and the remaining 18% are over 35 years old. Meanwhile, the length of service experienced by employees who have worked for less than 1 year is 5%, employees who have worked 1 to 3 years is 19% and employees who have worked more than 3 years is 76%. Based on education, S1/equivalent is 32%, D3/equivalent is 4%, SMA/equivalent is 63% and others are 1%. Based on employee type, 64% are permanent employees and 36% are contract employees. Meanwhile, based on department, Director 4%, Manager 4%, supervisor 7%, HRD, 3%, Admin 4%, Production staff 63%, and marketing staff 5%. Finance 5% and others 7%.

3.1.2. External Model Evaluation

According to Ghozali and Latan (2015), an indicator is said to have a high level of validity if it has a loading factor value greater than 0.70. However, a Loading Factor of 0.50 to 0.60 is still considered acceptable. The Loading Factor value used in this research is > 0.6, so if the Loading Factor value is < 0.6 from the estimation results of the bookkeeping model (outer model), it will be removed from the model and recalculated.

Table 1. Convergent Validity 1

Variable	Indicator	Outer Loading	Variable	Indicator	Outer Loading	Variable	Indicator	Outer Loading
Training (X1)	PL1	0,764	Teamwork (Xmed)	TW1	0,697	Employee Performance (Y)	KK1	0,730
	PL2	0,770		TW2	0,624		KK2	0,884
	PL3	0,846		TW3	0,721		KK3	0,883
	PL4	0,804		TW4	0,640		KK4	0,863
	PL5	0,842		TW5	0,834		KK5	0,847
	PL6	0,839		TW6	0,827		KK6	0,779
	PL7	0,840		TW7	0,783		KK7	0,646
	PL8	0,827		TW8	0,758		KK8	0,702
	PL9	0,814		TW9	0,666		KK9	0,758
Variable	Indicator	Outer Loading		TW10	0,749		KK10	0,789
Creativity (X2)	KR1	0,823		TW11	0,807			
	KR2	0,721		TW12	0,838			
	KR3	0,787		TW13	0,803			
	KR4	0,716		TW14	0,837			
	KR5	0,591		TW15	0,771			
	KR6	0,784		TW16	0,775			
	KR7	0,768		TW17	0,845			
	KR8	0,768						
	KR9	0,742						

Based on the first calculation, several invalid indicators were removed from the model so they were recalculated a second time. Then a second convergent validity test was carried out according to the outer loading results which were declared valid.

Table 2. Convergent Validity 2

Variable	Indicator	Outer Loading	Variable	Indicator	Outer Loading	Variable	Indicator	Outer Loading
Training (X1)	PL1	0,764	Teamwork (Xmed)	TW1	0,697	Employee Performance (Y)	KK1	0,730
	PL2	0,770		TW2	0,624		KK2	0,884
	PL3	0,846		TW3	0,721		KK3	0,883
	PL4	0,804		TW4	0,640		KK4	0,863
	PL5	0,842		TW5	0,834		KK5	0,847
	PL6	0,839		TW6	0,827		KK6	0,779
	PL7	0,840		TW7	0,783		KK7	0,646
	PL8	0,827		TW8	0,758		KK8	0,702
	PL9	0,814		TW9	0,666		KK9	0,758
Variable	Indicator	Outer Loading		TW10	0,749		KK10	0,789
Creativity (X2)	KR1	0,823		TW11	0,807			
	KR2	0,721		TW12	0,838			
	KR3	0,787		TW13	0,803			
	KR4	0,716		TW14	0,837			
	KR6	0,784		TW15	0,771			
	KR7	0,768		TW16	0,775			
	KR8	0,768		TW17	0,845			
	KR9	0,742						

Then a discriminant validity test was carried out based on the cross-loading results and it was declared valid.

Table 3. Discriminant Validity

Indikator	Pelatihan (X1)	Kreativitas (X2)	Teamwork (Xmed)	Kinerja Karyawan (Y)
PL01	0,764	0,518	0,574	0,520
PL2	0,770	0,460	0,566	0,557
PL3	0,846	0,576	0,606	0,549
PL4	0,804	0,524	0,515	0,484
PL5	0,842	0,627	0,686	0,629
PL6	0,839	0,564	0,558	0,537
PL7	0,840	0,640	0,694	0,633
PL8	0,827	0,590	0,690	0,662
PL9	0,814	0,609	0,643	0,546
KR1	0,575	0,823	0,541	0,495
KR2	0,530	0,721	0,453	0,356
KR3	0,561	0,787	0,505	0,532
KR4	0,478	0,716	0,477	0,488
KR5	0,475	0,591	0,527	0,496
KR6	0,551	0,784	0,529	0,565
KR7	0,532	0,768	0,530	0,576
KR8	0,582	0,768	0,553	0,616
KR9	0,536	0,742	0,505	0,538
TW1	0,630	0,680	0,697	0,606
TW2	0,569	0,468	0,624	0,490
TW3	0,572	0,554	0,721	0,664
Indicator	Training (X1)	Creativity (X2)	Teamwork (Xmed)	Employee Performance (Y)
TW5	0,612	0,538	0,834	0,658
TW6	0,560	0,526	0,827	0,675
TW7	0,594	0,597	0,783	0,686
TW8	0,560	0,519	0,758	0,638
TW9	0,489	0,488	0,666	0,528
TW10	0,533	0,521	0,749	0,634
TW11	0,602	0,537	0,807	0,663
TW12	0,624	0,492	0,838	0,648
TW13	0,641	0,526	0,803	0,627
TW14	0,655	0,590	0,837	0,700
TW15	0,561	0,362	0,771	0,551
TW16	0,569	0,371	0,775	0,576
TW17	0,668	0,498	0,845	0,734
KK1	0,598	0,603	0,692	0,730
KK2	0,614	0,659	0,709	0,884
KK3	0,570	0,535	0,668	0,883
KK4	0,619	0,664	0,743	0,863
KK5	0,544	0,570	0,698	0,847
KK6	0,535	0,500	0,610	0,779
KK7	0,517	0,340	0,570	0,646
KK8	0,587	0,505	0,693	0,702
KK9	0,465	0,545	0,551	0,758
KK10	0,514	0,555	0,608	0,789

Then the reliability test is based on composite reliability and Cronbach's alpha with each condition above 0.70, so the instrument is considered reliable.

Table 4. Reliability

Variable	Composite Reliability	Cronbach's Alpha
Training (X1)	0,943	0,935
Creativity (X2)	0,919	0,900
Teamwork (Xmed)	0,945	0,955
Employee Performance (Y)	0,960	0,932

3.1.3. Inner Model Evaluation

The first step to test the coefficient of determination is to look at the R Square value, where Ghozali and Latan (2015) explain that the R-Square value is 0.75; 0.50; and 0.25 which are strong, medium, and weak models.

Table 5. R-Square

Variable	R Square
Teamwork (Xmed)	0,628
Employee Performance (Y)	0,717

From these results, it can be concluded that training and creativity have a significant influence on teamwork and employee performance. The next step is to test the Goodness of Fit Index (GoF).

$$\begin{aligned} \text{GoF Index} &= \sqrt{\text{AVE} \times R^2} \\ &= \sqrt{((0.636 + 0.558 + 0.587 + 0.627) / 4) \times ((0.628 + 0.717) / 2)} \\ &= \sqrt{(0.602 \times 0.672)} \\ &= 0.636 \end{aligned}$$

Based on calculations, it can be said that the GoF Index value is considered greater than 0.36. The final stage is to carry out a hypothesis test to obtain a table value of 1.97377 with a significance level (α) of 0.05.

Table 6. Relationship between constructs

Relationships Between Constructs	Original Sample(O)	T Statistics (O/STDEV)	P Values
Direct			
Training (X1) -> Employee Performance (Y)	0.062	0.427	0.670
Training (X1) -> Teamwork (Xmed)	0.565	4,529	0,000
Creativity (X2) -> Employee Performance (Y)	0.220	1,923	0.055
Creativity (X2) -> Teamwork (Xmed)	0.282	2,176	0.030
Teamwork (Xmed) -> Employee Performance (Y)	0.629	4,909	0,000
Indirect (Indirect)			
Training (X1) -> Teamwork (Xmed) -> Employee Performance (Y)	0.355	3,086	0.002
Creativity (X2) -> Teamwork (Xmed) -> Employee Performance (Y)	0.177	2,037	0.042
Total			
Training (X1) -> Employee Performance (Y)	0.418	3,513	0.672
Creativity (X2) -> Employee Performance (Y)	0.397	3,960	0.096

Based on the research results, it shows that training has no direct effect on employee performance. These results are not in line with previous research conducted (Elsafty & Oraby, 2022). However, if it is mediated by Teamwork, it will have a positive and significant effect on Employee Performance. Training has a positive and significant effect on Teamwork in line with research by (Indrajita *et al.*, 2021) and Teamwork has a positive and significant effect on Employee Performance in line with research by (Iir Abdul Haris *et al.*, 2020). This is a link between training which is influenced by the Teamwork variable and will have an impact on employee performance. In this case, Teamwork is the perfect link between Training and Employee Performance.

Based on this research, shows that there is a positive and significant influence that occurs from creativity on employee performance and this is in line with research (Hartomo, 2020), so it can be said that as employee creativity increases, employee performance will also be higher, that the influence of creativity on employee performance can be greater. strong if mediated by teamwork. This research shows that creativity has a positive and significant influence through teamwork and is in line with research by (Askiah & Fauziah, 2021) which previously explained that creativity has a positive and significant influence on employee performance and teamwork strengthens it.

4. Conclusion

From the results of further path analysis, it is known that the direct effect of training on employee performance results in no effect, but the indirect effect with teamwork mediation, training has a positive and significant effect on employee performance. So, it can be concluded that teamwork perfectly mediates training on employee performance. And the direct influence of creativity on employee performance produces smaller results than the indirect influence. So, it can be concluded that teamwork partially mediates creativity on employee performance.

For further research interested in the same topic, it is recommended to explore the influence of self-directed variables on employee performance and involve other variables such as salary, work environment, and leadership behavior training to predict employee performance.

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