Efforts To Improve Performance Through Training with Moderation of Work Discipline (A Study of Cabean Village Cadres in Demak)

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Abstract. *High expectations for optimal performance create greater challenges in achieving these goals. Therefore, village cadres evaluate organizational performance by observing community participation, particularly in routine monthly meetings. They also observe suboptimal cadre attendance and the continued presence of stunted toddlers, necessitating special attention. The purpose of this study is to identify factors influencing performance. The variables examined in this study include training, organizational culture, and work discipline. This research employed quantitative methods. The investigation was conducted among cadres in Cabean Village, Demak. The study population included all 42 cadres in Cabean Village, using a saturated sampling technique, where the entire population was sampled. The results of this study indicate that training has a positive and significant effect on cadre performance. Work discipline did not moderate the effect of training on cadre performance in Cabean Village, Demak. Furthermore, work discipline also did not moderate the effect of organizational culture on cadre performance in Cabean Village, Demak.*

Keywords: *Training, Organizational Culture, Work Discipline, Performance*

1 Introduction

In the modern organizational landscape, human resources (HR) is far more than mere operational tool; it is the strategic pulse of any institution. Beyond simply executing daily tasks, employees serve as the visionary architects, decision-makers, and primary engines of institutional transformation. Every individual enters an organization with a distinct mosaic of cognitive patterns, emotional intelligence, motivations, and professional histories. The challenge for leadership is to harmonize these diverse traits into a collective strength rather than allowing them to become points of friction. Ultimately, the realization of an organization's mission is inextricably linked to its success in managing and maximizing the potential of its people. The achievement of any systemic goal is, at its core, a reflection of the caliber and output of the workforce.

Exceptional human capital is the foundation of superior organizational results, providing the necessary momentum to meet and exceed strategic targets. Human resource management is essentially the structural design of formal systems aimed at ensuring that human talent is utilized both effectively and efficiently to fulfill organizational ambitions [1]. Organizations that prioritize high-tier human resources are better positioned to drive innovation and maintain a trajectory of sustainable growth. Consequently, viewing HR development as a strategic necessity rather than a back-office administrative chore is vital for long-term viability.

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This human element takes on even greater significance within the sphere of public health services. At the Integrated Health Post (Posyandu), services are facilitated by health professionals and community volunteers (cadres) who serve on the front lines of public interaction. To maintain safety and efficacy, these services must strictly adhere to established protocols. Posyandu acts as a vehicle for community empowerment, bridging the gap between professional medical knowledge and local implementation. Its central mission—lowering maternal and infant mortality—rests on the quality of preventive and promotive health care. As public health needs evolve, it is mandatory for these workers and cadres to continuously upgrade their technical proficiency and competencies to remain impactful and responsive to the community's needs.

Performance serves as the primary metric for evaluating an employee's contribution and acts as a barometer for the organization's broader success [1]. It measures how effectively a person fulfills their professional duties in terms of quality, quantity, and adherence to timelines. High-performing individuals are typically characterized by a blend of discipline, responsibility, and a robust work ethic, all of which align with organizational objectives. This mirrors the perspective that performance is the sum of results achieved by individuals or teams as they carry out their mandated responsibilities [1].

Moreover, performance is a window into an employee's total capacity to manage their workload [1]. It is not merely a product of technical "know-how" but is deeply influenced by personal attitudes and behavioral patterns. When the workforce performs at a high level, there is a direct correlation with increased productivity and higher stakeholder satisfaction. Within the specific context of Posyandu, elevating the performance of cadres and staff translates immediately into better health outcomes for the surrounding population.

While technical and non-technical skills both shape performance, structured training and broader HR development initiatives are vital for refining these abilities [4]. Training is specifically aimed at sharpening the knowledge and attitudes required for immediate task efficiency, whereas development programs like mentoring and workshops focus on long-term growth and organizational sustainability.

Despite the logical connection between training and performance, academic literature presents a notable "research gap" characterized by conflicting results. For instance, some studies, such as the analysis of PT. Satria Piranti Perkasa in Tangerang, found that training significantly bolsters employee output [3]. In contrast, research conducted at the Magelang branch of PT. Pos Indonesia suggested that training did not have a statistically significant impact on performance [1]. This inconsistency suggests that the effectiveness of training may vary significantly depending on the environment or the nature of the work.

Given these contradictory findings, there is a pressing need to re-evaluate the nexus between training, HR development, and performance, particularly in the unique environment of public health services like Posyandu. Investigating these dynamics will offer essential clarity on how HR strategies can be fine-tuned to maximize employee effectiveness and, by extension, improve the quality of community healthcare delivery.

2 Method

This study utilizes a quantitative framework focusing on the entire population of Posyandu cadres in Cabean Village, Demak Regency, totaling 42 individuals. Given the manageable size of this group, a saturated sampling (census) approach was employed, ensuring that every member of the population served as a respondent to provide a comprehensive and highly accurate data set. Primary data was gathered through structured questionnaires designed to measure training, work discipline, and performance via Likert-scale indicators. For the analytical phase, the research utilizes Partial Least Squares–Structural Equation Modeling (PLS-SEM) facilitated by SmartPLS 4.0 software. This method was selected for its sophisticated ability to map complex variable relationships and moderation effects without necessitating the strict data normality assumptions typically required by other statistical tools, making it particularly effective for the specific sample size of this study.

3 Result

Based on the survey distribution, all 42 questionnaires were returned by respondents with complete and usable responses. This indicates a 100% response rate, ensuring that the data fully represent the population of cadres in Cabean Village.

3.1 Measurement Model (Outer Model)

The measurement model (outer model) explains the relationship between latent variables and their respective indicators. This stage aims to ensure that each indicator accurately reflects the construct it is intended to measure. Two primary tests are conducted in evaluating the measurement model: validity testing and reliability testing.

3.2 Test of Validity

To ensure the research instrument accurately captures the intended theoretical concepts, a rigorous validity test was conducted, focusing on the relationship between each survey item and its underlying variable. Within the PLS-SEM framework, convergent validity is assessed through loading factors, which represent the statistical weight an indicator carries for its specific latent construct. While a coefficient of 0.70 is typically favored for established scales, values ranging from 0.50 to 0.60 are considered acceptable and statistically significant for exploratory studies or specific field research. Based on the SmartPLS output, every indicator in this study surpassed the 0.50 threshold, with a significant majority exceeding 0.70, confirming that the questionnaire items for training, work discipline, and performance possess high internal consistency and represent their respective constructs effectively.

Beyond convergent metrics, the model also satisfies the requirements for discriminant validity, ensuring that each research variable is distinct and not statistically redundant. This was verified by observing that each indicator loaded significantly more strongly on its designated construct than on any other variable within the structural model. This clear separation confirms that the measurements for training, discipline, and cadre performance are uniquely identified and free from conceptual overlap. By successfully passing these validity hurdles, the data provides a credible and robust foundation for the subsequent structural model analysis and hypothesis testing, ensuring that the results accurately reflect the realities of the Posyandu cadres' environment, as shown in the following figure:

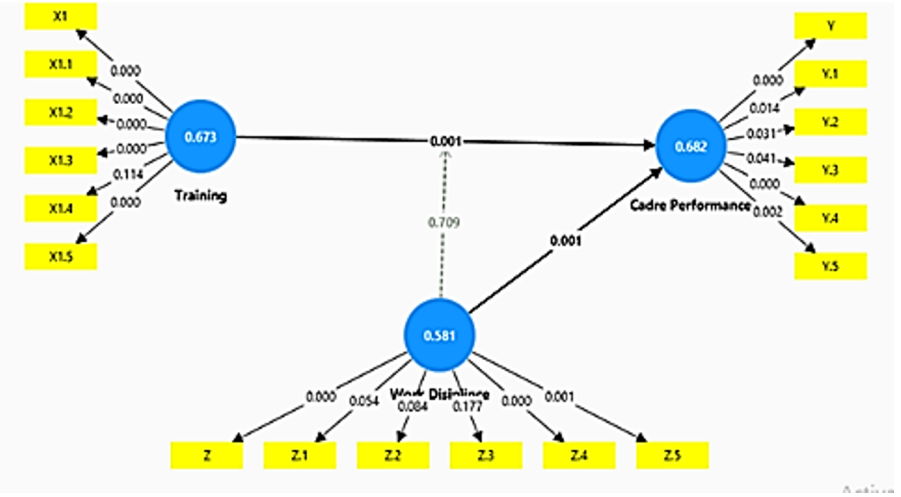

FIGURE 1. Result PLS

The statistical evidence indicates that all necessary criteria for validity and reliability have been successfully satisfied. Convergent validity is confirmed by the factor loading values, where every indicator exceeded the 0.5 threshold, with many reaching the more ideal 0.7 level, ensuring a strong connection between the items and their respective constructs. This alignment further supports the model's discriminant validity, demonstrating that each variable is distinct and accurately defined. To ensure the consistency of the findings, the study applied Cronbach's alpha as a measure of reliability; with every variable surpassing the 0.60 benchmark, the analysis is deemed highly reliable, and the relationships between the constructs are statistically sound for further interpretation.

3.3 Reliability Test

Reliability testing was performed to verify the precision and stability of the research instrument, ensuring that the measurement tools yield dependable results when applied under consistent conditions. Within the PLS-SEM framework, this assessment is conducted through a dual-layered approach utilizing Cronbach's Alpha and Composite Reliability. While Cronbach's Alpha provides a traditional estimate of internal consistency, with a score of 0.60 serving as the acceptable baseline, Composite Reliability is widely regarded as a more robust and accurate indicator for structural modeling, with a recommended benchmark of 0.70. These metrics collectively ensure that the indicators assigned to each variable, training, work discipline, and performance, work harmoniously to represent the underlying constructs.

The results of the data processing indicate that all variables in this study have successfully met and exceeded these reliability thresholds. As evidenced in the analysis, every construct achieved a Cronbach's Alpha value higher than 0.60 and a Composite Reliability score surpassing 0.70, highlighting a high level of internal coherence. These findings demonstrate that the questionnaire is not only statistically stable but also capable of providing consistent data for longitudinal or comparative analysis. With the reliability of the measurement model firmly established, the study possesses a credible empirical basis to move forward with the structural model evaluation and the testing of hypothesized relationships, can be seen in Table 1.

TABLE 1. Composite Reliability

	Cronbach's Alpha	Composite Reliability
TRAINING	0.789	0.794
WORK DISCIPLINE	0.765	0.746
CADRE PERFORMANCE	0.824	0.795

Source: PLS-based data processing (2025)

3.4 Structural Model Evaluation (Inner Model)

Following the validation of the measurement model, the analytical focus shifts to the structural model evaluation, commonly referred to as the inner model analysis. This stage is fundamental to the research as it examines the predictive capabilities of the model and the intricate relationships between the latent constructs. Unlike the outer model, which focuses on the link between indicators and their variables, the inner model is designed to determine how well the theoretical framework holds up under empirical scrutiny. By assessing the hypothesized pathways, the researcher can evaluate the strength and significance of the direct and indirect effects within the study.

The structural evaluation process primarily relies on two key procedures: the assessment of the coefficient of determination (R^2) and the execution of bootstrapping to test the research hypotheses. Bootstrapping is a non-parametric resampling technique that generates T-statistics and P-values to ensure that the observed relationships are not merely the result of random chance. This systematic approach allows for a rigorous verification of the proposed model, providing the necessary statistical evidence to confirm whether factors such as training and work discipline truly serve as significant drivers of performance within the specific context of the Posyandu cadres.

3.5 Determinant Coefficient Test (R-Square)

The Coefficient of Determination, widely recognized as the R^2 value, serves as a fundamental benchmark in PLS-SEM for quantifying the predictive accuracy and explanatory depth of the structural model. This metric effectively illustrates the percentage of variance within the endogenous latent construct, cadre performance, that is collectively accounted for by the exogenous variables in the framework. In the landscape of statistical evaluation, R^2 values are typically benchmarked into three distinct categories: 0.25 reflects a weak effect, 0.50 indicates moderate explanatory power, and 0.75 or higher denotes a substantial or strong relationship. By analyzing this value, researchers can gauge how much of the "real-world" behavior of a variable is actually captured by the proposed theoretical model.

The empirical results of this study reveal an R^2 value of 0.804 for the cadre performance variable, alongside an adjusted R^2 of 0.791. This high coefficient signifies that training and work discipline, when analyzed simultaneously, explain 80.4% of the total variance in the performance of Posyandu cadres in Cabean Village. Since this figure comfortably exceeds the 0.75 threshold, the research model is classified as having substantial explanatory strength.

This indicates that the selected predictors are not merely relevant but are primary drivers of the outcomes observed in the field, providing a robust statistical foundation for the study's conclusions.

The use of the adjusted R^2 value of 0.791 further reinforces the credibility of these findings by accounting for the number of predictors in the model. This adjustment ensures that the explanatory power is not artificially inflated, providing a more conservative and honest reflection of the model's quality. Such a strong result suggests that the interventions related to skill enhancement (training) and behavioral regulation (work discipline) are highly effective tools for organizational management in this context. It confirms that the path from human resource development to operational excellence is clearly defined and statistically significant within this specific population.

While the model explains the vast majority of the variance, the remaining 19.6% is attributed to residual factors or variables outside the current scope of investigation. These "unexplained" elements likely include external influences such as the quality of local government leadership, the availability of medical facilities, organizational culture, or the personal health and motivation levels of individual cadres. Acknowledging this margin is essential for a balanced scientific perspective, as it leaves room for future research to explore supplementary dimensions of human resource performance. Nevertheless, the current framework proves to be a highly successful predictor of success for the Posyandu program, can be seen in Table 2.

TABLE 2. Adjusted R-Square

	R Square	**R Square Adjusted**
CADRE PERFORMANCE	0.804	0.791

Source: PLS data processing (2024)

3.6 Hypothesis Testing

The test used to confirm the hypothesis presented in this study is called a hypothesis test. The SmartPLS application bootstrapping command and the Rules of Thumb, that is, the hypothesis test is performed using P-value 0.05 (5 percent) is the significant threshold value for the t-statistic value> t-table (1.96). The following table shows the results:

TABLE 3. Hypothesis Testing In general Direct

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Training -> Cadre Performance	0.492	0.483	0.146	3.381	0,001
Work Discipline ->Cadre Performance	0.438	0.458	0.130	3.354	0,001

Source: Data processing with PLS (2025)

4 Discussion

Testing each of the proposed hypotheses reveals the outcomes of the data processing mentioned above, specifically:

4.1 Influence Training to Cadre Performance

The analytical results of this study provide deep insight into how structured skill development influences the effectiveness of community health workers. Specifically, the relationship between training and cadre performance is viewed as a transformative process where the delivery of targeted information serves to reshape or enhance the knowledge, technical skills, and behavioral attitudes of the participants. In a practical sense, training acts as a corrective mechanism; it is designed to bridge the gap in previously underperforming areas and minimize the risk of human error. By addressing deficiencies in education and professional confidence, these programs empower workers to execute their duties with greater precision and self-assurance.

Statistical evidence from the PLS analysis reinforces this theoretical perspective, yielding an original sample estimate of 0.492. With a t-statistic of 3.381, which significantly exceeds the t-table threshold of 1.68, and a p-value of 0.001, the hypothesis is firmly validated. These figures indicate a positive and statistically significant relationship, suggesting that as the quality and relevance of training improve, there is a corresponding and measurable increase in

cadre performance. The findings confirm that the cadres in this study were highly receptive to the training modules provided, successfully translating the learned material into the effective completion of their community health tasks.

4.2 Work Discipline to Cadre Performance

Work discipline relates to the extent to which an individual follows the rules, procedures, and standards set by the organization. On the other hand, employee performance relates to their effectiveness, efficiency, and contribution to achieving organizational goals. Employees with good work discipline are generally more compliant with existing rules and procedures. This compliance can reduce the likelihood of errors, improve workplace safety, and ensure that all work is carried out according to applicable standards. Work discipline also involves punctuality in completing tasks. Employees who consistently arrive on time and meet deadlines tend to be more productive because they can utilize the available time to better complete their tasks.

Based on the results of the PLS test output of the processed data above, the original sample estimate value is 0.438 with a t-statistic value of 3.354 > t-table (1.68) and a p-value of 0.001 <significant (0.05). Therefore, it can be concluded that work discipline has a positive and significant effect on cadre performance. Discipline in work ensures that cadres work more efficiently, consistently, and in accordance with established standards. This not only increases productivity and work quality but also builds trust and credibility among colleagues and superiors. Therefore, the implementation of good work discipline is very important in achieving optimal cadre performance in an organization.

The results of this study support research, which stated that work discipline has a positive and significant impact on performance. This means that the better the cadre's work discipline, the better their performance. Overall, the work discipline implemented among cadres is considered good. This indicates that cadres are capable of completing assigned work tasks.

TABLE 4. Hypothesis Testing In moderating

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Work Discipline x Training -> Cadre Performance	-0.034	-0.040	0.091	0.373	0.709

Source: Data processing with PLS (2025)

Training offers new insights, skills, and competencies that directly impact staff performance. By participating in training, staff gain increased knowledge of the latest procedures and techniques related to their work, are able to complete tasks more effectively and efficiently, and develop the ability to deal with obstacles that may arise in daily activities. Work discipline improves staff performance by adhering to standards and procedures established by the institution, meeting deadlines and demonstrating consistency in attendance and work activities, and efficiently utilizing existing resources to complete their responsibilities.

Based on the results of the PLS analysis that has been processed from the data above, the interaction between the training variable and the moderating variable of work discipline related to cadre performance shows an original sample estimate value of -0.034 and a t-statistic with a value of 0.373 which is smaller than the t-table (1.68), as well as a p-value of 0.709 which is higher than the significance level (0.05). From this, it can be concluded that work discipline does not have the ability to moderate the impact of training on cadre performance. The inability of work discipline to moderate the influence of training on cadre performance indicates that work discipline does not play a role in strengthening the improvement in cadre performance caused by training. In this context, training and work discipline function as two independent variables that contribute directly to cadre performance without any interaction between the two.

5 Conclusion

Research findings and discussions indicate that training significantly improves the performance of cadres in Cabean Village, Demak. This means that appropriate training programs can help cadres learn more, develop better in their jobs, and improve their attitudes, which in turn makes it easier for them to carry out their duties.

Furthermore, work discipline has been shown to have a significant and positive influence on how well cadres perform their duties. Cadres can work more efficiently and complete more work when they comply with regulations, arrive on time, and carry out their responsibilities consistently. This contributes to improved overall performance.

The results of the moderation study indicate that work discipline does not alter the relationship between training and cadre performance. This suggests that training and work discipline influence cadre performance separately, without affecting the strengths or weaknesses of each. Both variables directly improve cadre performance; however, the interaction between the two does not significantly impact each other.

6 Suggestion

Based on the results of this study, several recommendations can be made. First, village governments and related institutions should continue and improve training programs for cadres, both in terms of relevant materials and training methods, so that cadres are better prepared to face the various challenges in providing services to the community, particularly in Posyandu activities.

Second, maintaining and improving work discipline among cadres must remain a primary focus. Strict rules, ongoing supervision, and fair disciplinary enforcement are needed to ensure cadres carry out their duties to the best of their ability.

Third, future researchers are advised to integrate additional variables such as motivation, leadership, organizational support, or job satisfaction for a more in-depth explanation of cadre performance. Expanding the research scope and increasing the number of respondents could also yield more comprehensive and generally applicable data.

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