# SCENARIO IN MANAGING EMPLOYEE PERFORMANCE AT PT XYZ

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**Abstract:** Employee performance improvement is very essential for company organization because it could improve the company's existence in the market competition and also expand their business innovation. However, to improve the employee's performance, there are several factors and variables that could affect it. Therefore, this research aimed to analyze the effect of those variables, which are knowledge management, affective commitment, organization culture, and employee motivation. Furthermore, to analyze those variables, this research used a quantitative method and questionnaire with 52 respondents in the PT XYZ operational area. The data will be processed using SEM PLS analysis, and the result shows that knowledge management, affective commitment, and employee culture have a significant impact on employee performance. The only variable that does not have a significant effect is organizational culture, but it could indirectly affect employee performance through the motivation variable. There are two scenario plans created using the TAIDA approach. Scenario 1 is conducting extensive training for all employees based on the needs of the division in which they operate. Scenario 2 training and education is only available for employees with high potential for cost efficiency.

**Keywords:** commitment affective, employee motivation, employee performance, knowledge management, organization culture

**Abstrak:** *Peningkatan kinerja karyawan sangat penting bagi organisasi perusahaan karena dapat meningkatkan eksistensi perusahaan dalam persaingan pasar serta memperluas inovasi bisnisnya. Namun, untuk meningkatkan kinerja pegawai, ada beberapa faktor dan variabel yang dapat mempengaruhinya. Oleh karena itu, penelitian ini bertujuan untuk menganalisis pengaruh dari variabel-variabel tersebut yang terdiri atas, manajemen pengetahuan, komitmen afektif, budaya organisasi, dan motivasi karyawan. Selanjutnya, untuk menganalisis variabel-variabel tersebut, penelitian ini menggunakan metode kuantitatif dengan menerapkan kuesioner terhadap 52 responden di dalam area operasional PT XYZ. Data tersebut akan diolah dengan menggunakan analisis SEM PLS, dan hasilnya menunjukkan bahwa manajemen pengetahuan, komitmen afektif, dan budaya pegawai berpengaruh signifikan terhadap kinerja pegawai. Satu-satunya variabel yang tidak berpengaruh signifikan adalah budaya organisasi, namun variabel tersebut secara tidak langsung dapat mempengaruhi kinerja pegawai melalui variabel motivasi. Setelah itu, penelitian ini menggunakan pendekatan TAIDA untuk membuat perencanaan skenario yang bertujuan untuk meningkatkan kinerja karyawan pada PT XYZ berdasarkan analisis SEM PLS. Akan ada dua skenario terbaik yang akan diajukan kepada manajemen PT XYZ guna meningkatkan kinerja karyawan mereka. Skenario I yaitu memberikan pelatihan/ training secara masif kepada seluruh karyawan, sedangkan skenario II yaitu memberikan pelatihan berupa seminar ataupun workshop kepada karyawan yang memiliki performa terbaik saja untuk menghemat biaya pelatihan.*

**Kata kunci:** *budaya organisasi, kinerja pegawai, komitmen afektif, manajemen pengetahuan*

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## INTRODUCTION

Organizational performance is a very distinctive and intriguing aspect because it has critical responsibilities and benefits for organizational growth. Every organization needs workers that work hard and do their jobs well. As a result, achieving the targets will be difficult unless all employees perform well. In general, performance refers to the mental attitudes and behaviors of members of an organization who believe that the work they are currently doing must be of higher quality than prior work, so that the work generated in the future will be of higher quality than it is now. One of the supporting factors in enhancing employee performance and a company's organization is a worker's motivation to work hard (Tarmidi and Arsjah, 2019). Furthermore, human resources are critical in increasing organizational performance, particularly in addressing the needs of industries and even countries. Human resources are an organization's most valuable asset since they serve as planners and active participants in a variety of tasks.

Employee performance in carrying out business operations contributes to the smooth running of PT XYZ's organizational activities. As a result, each employee's knowledge has developed into a priceless intangible asset. It is anticipated that effective knowledge management will assist PT XYZ workers in managing and sharing their expertise. Companies will struggle to maximize the potential of their workforces without an effective knowledge management approach. Due to this, PT XYZ tried to establish a new organizational culture in an effort to increase knowledge management awareness among its staff members by promoting and socializing it. PT XYZ's culture, known as IC STAR, defines the way the company expects its employees to behave. PT XYZ also endeavors to adopt this culture, which seeks to improve employee performance within the organization. However, PT XYZ finds it difficult to determine whether or not the training addressing the application of the company's core principles has an impact on the working environment and employee performance.

Employee performance is believed to be affected by knowledge management, organizational culture, affective commitment, and work motivation. The discussion of knowledge management commences with a fundamental understanding. Knowledge management is a management system derived from the company's knowledge and intelligence assets that aims to enhance

the company's performance characteristics and provide added value if the company behaves intelligently in its business processes (Khan and Quadri, 2012).

Strategic asset knowledge promotes the growth of knowledge management as managerial knowledge within an organization. Knowledge management is a crucial topic that provides the company a role (Lisanti and Devyano, 2014). Knowledge management is a propelling force in business organizations. In order for the company to compete with other businesses, a unique strategy is required. Knowledge Transfer International (KTI) is a strategy to convert intellectual capital into productivity, new value, and high levels of competitiveness. By providing learning opportunities for leaders, managers, and all employees, knowledge management can help businesses increase and maximize their collective capabilities.

Knowledge management is defined by Laith et al. (2015) as an integrative systematic process that seeks to coordinate all forms of organizational activity, identify cognitive needs, and be able to search, obtain, store, share, and apply business culture and strategy-related knowledge. Knowledge management will involve search identification, selection, accumulation, and organization of mapping information/knowledge (Obeidat et al. 2016). According to The American Productivity and Quality Center, knowledge management strategies and processes are beneficial for identifying and capturing company-related knowledge (Nawawi, 2012). People, organizational procedures, and technology account for 80% of the knowledge management components that are closely related to its development. The percentage for knowledge management infrastructure technology is 20% (Liebowitz and Paliszkiewicz, 2019). In the management of knowledge management, experience, judgment, value, and credibility are utilized as factors. Shiaw-Tong et al. (2016), in their research also stated that knowledge management provide entrepreneurs with insights and assist them in identifying and developing strategies to enhance their overall performance.

According to Maith (2015), organizational culture affects a company's ability to achieve its goals. With the existence of a corporate culture that is adhered to by the organization's members, it is anticipated that the company will become more stable, advanced, and anticipative of the environment. According to research by Habib et al. (2014), the organizational culture of a company is determined by the conditions of collaboration among its employees,

its leadership style and organizational characteristics, and its administrative processes. Moreover, Risky et al. (2014) define organizational culture as the developed values within an organization. Then, these values are implemented within the organization with the intention of shaping the behavior or attitudes of employees.

Affective commitment is a type of attachment that positively influences employee behavior, such as their desire to achieve organizational objectives, their motivation to participate in the organization, their absenteeism at work, and their likelihood of quitting their employment. In addition, affective commitment can influence resistance in an organization or business (Munajah and E. Purba, 2018). According to Mulyadi et al. (2019), affective commitment occurs when employees feel emotionally attached to the business, such as when they feel happy working for the company, perform a meaningful role in the organization, and are part of the family.

Based on the formulation of the problem, this study has multiple objectives. These following are some of the objectives of this study's research; (1) Analyze the relationship between knowledge management, organizational culture, affective commitment, and employee performance; (2) Analyze the impact on employee motivation of knowledge management, organizational culture, and affective commitment. (3) Analyze the influence of knowledge management, organizational culture, and affective commitment on employee performance through work motivation; (4) Formulate employee performance improvement scenarios at PT XYZ.

## METHODS

This research was conducted for 4 months starting from August to November 2022. This research was conducted at PT XYZ located in Bekasi, West Java.Descriptive verification and quantitative techniques are used in this study. According to (Sugiyono 2008), the goal of explaining the verification method, or research through proof, is to use statistical computations to test provisional conclusions (hypotheses) of descriptive research findings. Depending on the verification calculation findings, the hypothesis can either be accepted or denied. Additionally, quantitative research can be seen as a positivist philosophy-based methodology. Furthermore, to verify the validity of established hypotheses, data analysis can

be quantitative or statistical. This study uses fieldwork to gather primary data, which includes interviewing people and reading relevant documents. Utilizing a questionnaire will be the technique used to get the data for this study. The study's sample must accurately reflect the general population. Using the following formula, the research sample was calculated using the Slovin method on a population of 110 employees (Umar, 2013).

The sample for this study will consist of 52 employees, according to calculations made using the formula with the Slovin approach. Foreman and operator/ staff were picked as data collecting sources because they had either obtained knowledge management training or had gotten company-provided training.

While assessing a hypothesis using predictive models, structural models are used to evaluate causality, while measurement models are used to evaluate validity and reliability. Abdillah and Jogiyanto (2015) added that Partial Least Squares (PLS) analysis is one of several statistical techniques that may be applied to handle multiple regression issues when there are unique issues with the data. Furthermore, according to (Ghozali and Latan, 2015), PLS is a soft modeling analysis method since it does not assume that the data are measured using a specific scale, which enables the number of samples to be lowered (below 100 samples).

There are many reasons why PLS is employed in research. Some of the arguments made in this study are as follows: First off, PLS (Partial Least Square) is a data analysis technique based on the notion that a sample size of at least 100 is sufficient to examine the distribution of residuals. Second, because PLS can be used to make predictions, it may be used to analyze theories that are still regarded as having poor foundations. Third, PLS enables the algorithm to employ Ordinary Least Squares (OLS) analysis to increase calculation efficiency (Ghozali and Latan 2015). Fourth, the PLS method assumes the assumption that variance may be clarified through any measure of variance.

The first stage of this research, based on the Figure 1 framework, is to identify the problem. After the problem has been identified, the next stage of this research will be to determine which variables influence the employee performance variable. Based on the data that has already been analyzed, the concluding step of this research is to develop scenario planning to enhance employee performance.
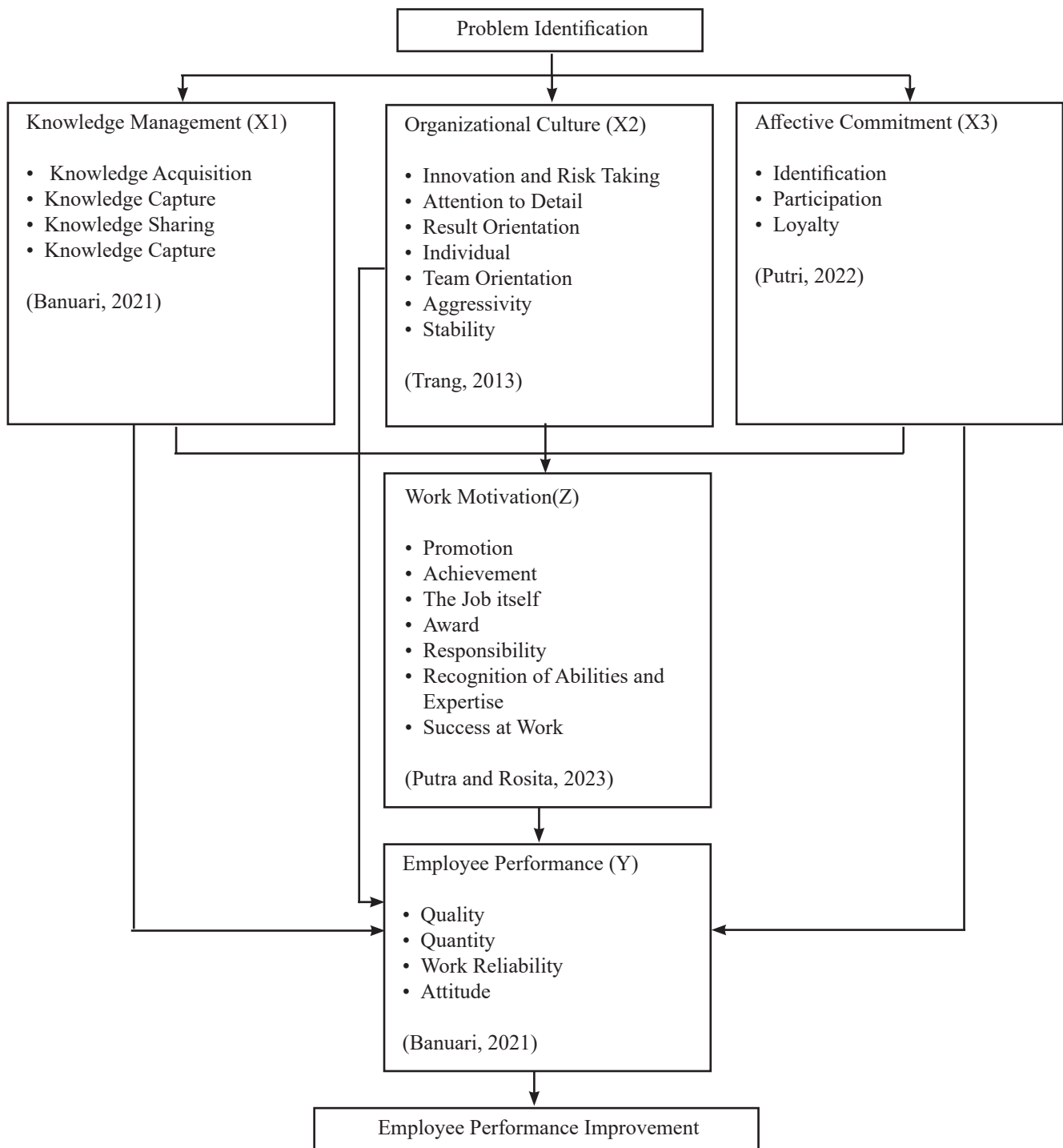
Figure 1. Research framework

In Figure 2 SEM-PLS framework, the hypothesis will be accepted if the collected data satisfies the requirements for acceptance. Therefore, a hypothesis is a fundamental assumption that aims to construct a new theory and still needs to go through the testing phase. In addition to the hypotheses contained in this study are the following:

1. $H_1$: Knowledge Management has a positive and significant effect on employee performance (Diah and Nugraheni, 2021).

2. $H_2$: Organizational culture has a positive effect on employee performance (Fauzi, 2021).

3. $H_3$: Affective commitment has a positive effect on employee performance (Narwadan, 2021).

4. $H_4$: Work motivation has a positive effect on employee performance (Al-Ayyubi, 2019).

5. $H_5$: Knowledge Management has a positive and significant effect on work motivation (Alfiyah et al. 2022).

6. $H_6$: Organizational culture has a positive effect on work motivation (Pranitasari and Cici, 2020).

7.  H₇: Affective commitment has a positive effect on work motivation (Narwadan, 2021).
8.  H₈: Knowledge management has a positive effect on employee performance mediated by work motivation (Alfiyah et al. 2022)
9.  H₉: Organizational culture has a positive effect on employee performance mediated by work motivation (Fauzi, 2021).
10. H₁₀: Affective commitment has a positive effect on employee performance mediated by work motivation (Narwadan, 2021).

**RESULTS**

**Convergent Validity Testing (Outer Model)**

Based on Figure 3, the results of the calculation of the third model are considered reliable because all loading factors are above 0,70.
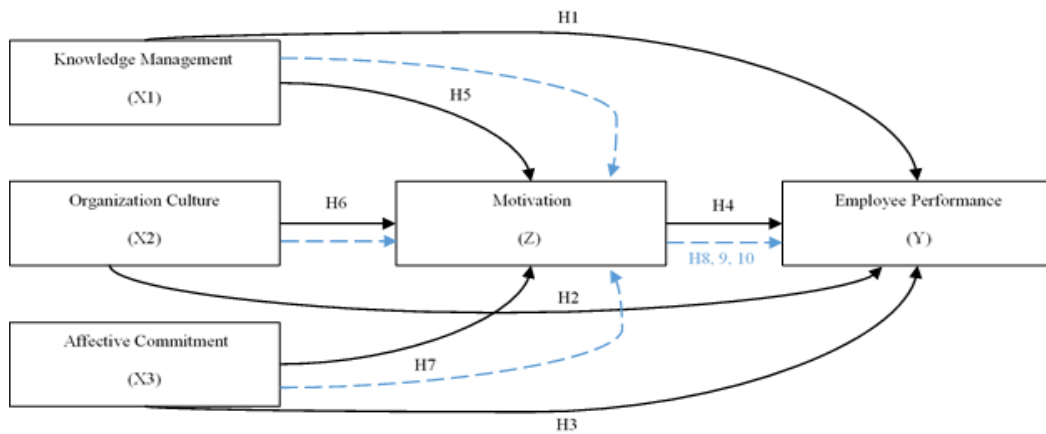


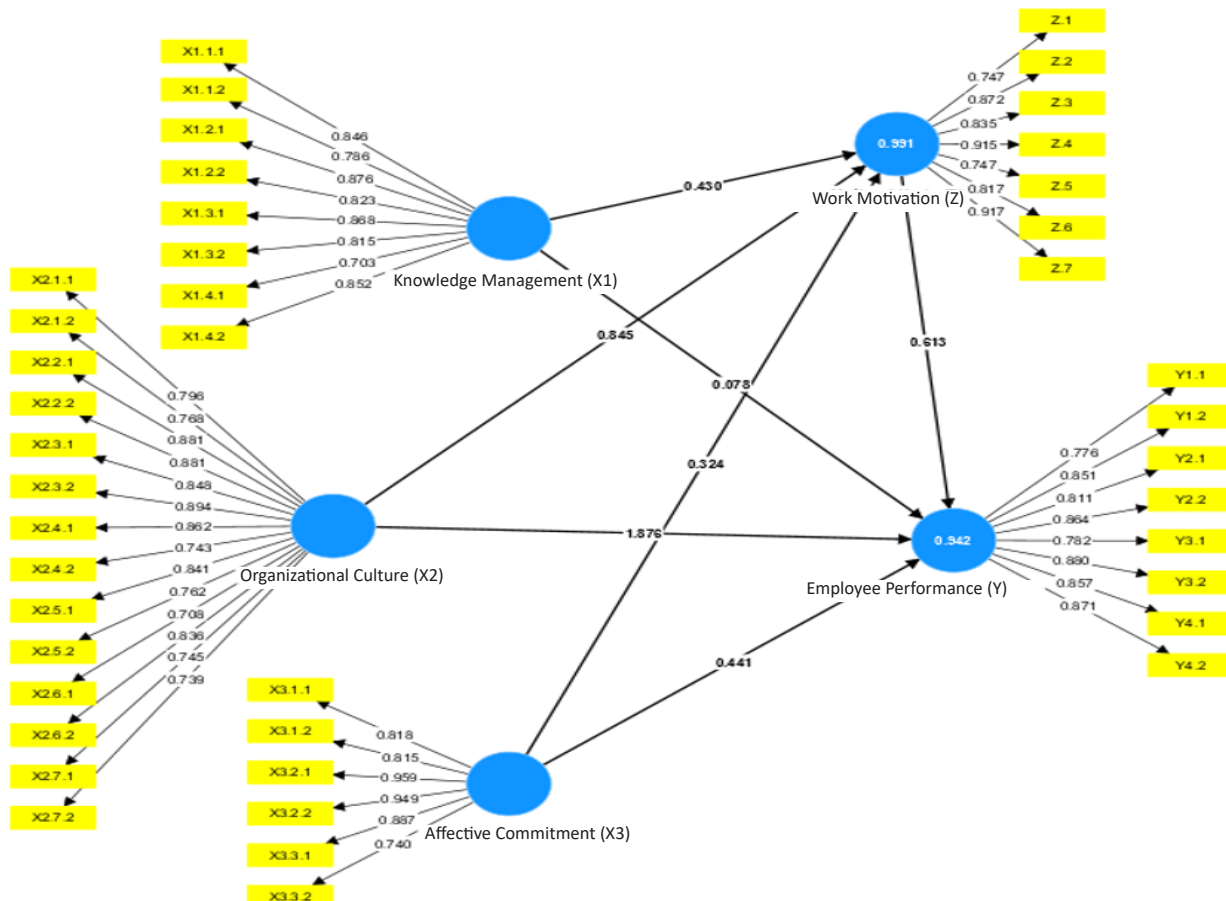Figure 2. SEM PLS Research Framework



Figure 3. Loading factor value

**Average Variance Extracted (AVE)**

Using the average variance extracted (AVE) method, the next measurement is to ascertain convergent validity at the construct level. AVE is deemed to have achieved convergent validity if its value is greater than 0.5, as specified by the outer model measurement model. The following are the findings regarding the AVE value from this study (Table 1).

The next step is to perform a test for discriminant validity. According to (Hair et al. 2014), discriminant validity exists so long as a construct differs from other constructs based on empirical criteria. Cross-loadings are the initial method employed when assessing the validity of discriminant indicators, followed by Cronbach's alpha. Several indicators must be

eliminated from the results of the processed data to pass the reliability examination.

In the first discriminant validity analysis test, each indicator in the research variable still has an indicator value with a lower cross-loading value on the variable it forms compared to the cross-loading value of other variables. The smaller indicator of cross-loading will be removed from the variable in the next test.

Table 2 demonstrates that each indicator of the original variable has the greatest cross-loading value relative to indicators of other variables. Based on the test results, it can be asserted that the indicators used in the analysis process of this study have excellent discriminant validity values for each of the existing variables.

Table 1. Average Variance Extracted (AVE) Value

| Variable | AVE Value | Description |
|---|---|---|
| Knowledge Management (X1) | 0.677 | Valid |
| Organization Culture (X2) | 0.656 | Valid |
| Affective Commitment (X3) | 0.748 | Valid |
| Motivation (Z) | 0.703 | Valid |
| Employee Performance (Y) | 0.701 | Valid |

Table 2. Final Discriminant Validity Scheme on Cross Loading

| Variable | Item | Indicator | Cross Loading |
|---|---|---|---|
| Knowledge Management (X1) | X1.2.1 | Seminar/ Workshop | 0.921 |
| | X1.4.2 | The knowledge that helps decision-making | 0.853 |
| Organization Culture (X2) | X2.3.2 | Achieve company target | 0.970 |
| | X2.4.1 | Consider the safety and security of employees | 0.959 |
| Affective Commitment (X3) | X3.1.1 | Employees are committed to the goals or vision and mission of the organization | 0.817 |
| | X3.1.2 | Organizational values are acknowledged by employees | 0.816 |
| | X3.2.1 | Employees always have a desire to participate in activities within the organization | 0.958 |
| | X3.2.2 | Employees are always committed to working for the organization's benefit | 0.949 |
| | X3.3.1 | Employees feel at ease working together with other organization members | 0.889 |
| | X3.3.2 | Employees have a strong desire to remain in organizational membership | 0.739 |
| Employee Performance (Y) | Y2.2 | Punctuality | 0.853 |
| | Y3.1 | Ability to carry out work accurately | 0.773 |
| | Y3.2 | Cooperation link | 0.938 |
| | Y4.1 | Employee self-awareness | 0.921 |
| | Y4.2 | Willingness to take risks | 0.884 |
| Motivation (Z) | Z.2 | Performs the task that has been entrusted | 0.935 |
| | Z.3 | Responsibility in career development | 0.927 |
| | Z.4 | Provide bonuses | 0.973 |
| | Z.7 | Can complete the work given | 0.866 |

**Reliability Test**

The composite reliability test determines the degree to which a specific measurement approach method can be relied upon (Wiyono, 2011). If the loading value is greater than 0.70, all variables are deemed reliable or sufficient to meet the requirements. The composite reliability value of each variable is shown in the following Table 3.

**Structural Test (Inner Model)**

**R-Square**

The coefficient of determination or also known as R-Square is useful for determining how much the dependent variable varies due to the independent variable (Widarjono, 2015). The higher the R-Square value in this case, the better the prediction model of the research model being tested. The Table 4 shows

the results for the R-square value of employee performance, which is 78.2%, and work motivation, which is 94.53%. This demonstrates that knowledge management, organizational culture, and affective commitment have a substantial impact on work motivation. The satisfactory category also includes the influence of knowledge, organizational culture, and affective commitment on employee performance.

**Hypothesis Testing**

Based on Table 5, four of the five tested hypotheses were selected as their t-values were greater than 1.96. The influence of the four hypotheses on the dependent variable is positive and statistically significant. The influence of organizational culture on employee performance, however, is rejected as a hypothesis. This is due to the fact that the hypothesis' t-value is less than 1.96 (p-value $\leq 0.05$).

Table 3. Composite reliability and cronbach alpha value

| Variable | Composite Reliability | Cronbach Alpha | Keterangan |
|---|---|---|---|
| Knowledge Management (X1) | 0.881 | 0.735 | Reliable |
| Organization Culture (X2) | 0.964 | 0.925 | Reliable |
| Affective Commitment (X3) | 0.946 | 0.931 | Reliable |
| Employee Performance (Y) | 0.942 | 0.923 | Reliable |
| Motivation (Z) | 0.960 | 0.944 | Reliable |

Table 4. R-Square Value

| Variable | R-Square |
|---|---|
| Employee Performance (Y) | 0.782 |
| Motivation (Z) | 0.945 |

Table 5. Original sample and t-test direct effect between variables

| Influence Between Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P - Values |
|---|---|---|---|---|---|
| Knowledge Management (X1) → Employee Performance (Y) | 0.882 | 0.867 | 0.210 | 2.915 | 0.004 |
| Organizational Culture (X2) → Employee Performance (Y) | 0.543 | 0.518 | 0.216 | 1.745 | 0.082 |
| Commitment Affective (X3) → Employee Performance (Y) | 1.056 | 1.039 | 0.173 | 4.247 | 0 |
| Knowledge Management (X1) → Work Motivation (Z) | 0.651 | 0.646 | 0.083 | 11.324 | 0 |
| Organizational Culture (X2) → Work Motivation (Z) | 0.340 | 0.344 | 0.075 | 6.513 | 0 |
| Affective Commitment (X3) → Work Motivation (Z) | 0.527 | 0.522 | 0.079 | 6.644 | 0 |
| Work Motivation (Z) → Employee Performance (Y) | 1.381 | 1.354 | 0.235 | 4.077 | 0 |

**Relationship between knowledge management and employee performance variables**

Employee performance is positively impacted by variable knowledge management. The original sample value, which is 0.882, and the t statistic, which is at 2.915 with a p-value under 0.05, can be used to determine this. The findings of this study are consistent with Diah and Nugraheni's research (2021), which found that knowledge management can have an impact on employee performance. Results showed that the performance of an employee grows in direct proportion to the level of support provided by the knowledge management program. The majority of employees at PT XYZ have participated in seminars or on-the-job training; therefore, knowledge management variables have an impact on performance. The knowledge acquired is subsequently applied to work at the workplace and can be used for decision-making at the workplace. Employees then exchange knowledge with each other through friends or coworkers, either directly or using the WhatsApp group.

**Relationship between organization culture and employee performance variables**

According to the test's findings, the organizational culture variable has no apparent impact on workers' productivity. The organizational culture variable's t statistic results are displayed in Table 5 at 1.745 or less than 1.96. The findings of this study do not support research by Fauzi (2021), which found that corporate culture can significantly and favorably affect employee performance. The findings of this study, however, are consistent with those of Nurhalim et al. (2015), who found little evidence that organizational culture had a substantial impact on worker performance. This is due to the fact that employees' performance in carrying out their tasks and activities must have a positive impact on the development of corporate culture.

**Relationship between affective commitment and employee performance variables**

Employee performance is positively and significantly influenced by the affective commitment variable. This can be seen by the 1.056 original sample value and the 4.247 t statistic with a p-value less than 0.05. The findings of this study are consistent with those of Narwadan's research (2021), which was carried out in healthcare companies and found that affective commitment affects employee performance. Therefore, it can be said that an employee's performance will increase in direct proportion to their level of commitment. The impact of affective commitment on employee performance can be attributed to the employee's commitment to achieving the company's vision and mission, their constant participation in work-related activities, their level of professionalism at all times, their comfort with their coworkers, and their strong desire to remain employed by PT XYZ company.

**Relationship between knowledge management and work motivation variables**

The knowledge management variable has a substantial positive effect on the work motivation variable, according to the test findings from Table 5, with an original sample value of 0.651 and a t statistic of 11.324 or more than 1.96. The findings of this study are consistent with research done by Alfiyah et al. (2021) within the Bogor City regional apparatus organization, which found that knowledge management affects an employee's motivation at work. Therefore, it can be stated that the better the knowledge management program, the more motivated the employees will be at work.

**Relationship between organization culture and work motivation variables**

Work motivation is significantly and positively affected by organizational cultural variables. This can be seen by the 0.340 original sample value and the 6.513 t statistic with a p-value less than 0.05. According to research by Pranitasari and Cici (2020), the existence of an organizational culture within a company organization will affect employee motivation, affecting their ability to work as effectively as possible in order to meet the goals or targets set by the company. The results of this research support this claim.

**Relationship between affective commitment and work motivation variables**

The t statistic is at 6.644 or greater than 1.96, and the test findings from Table 5 indicate that the affective commitment variable has a substantial positive effect on the work motivation variable with an original sample value of 0.527. According to Narwadan's research (2021), which used the same variables, employees are more likely to be able to boost their motivation at work if they are more committed to their jobs.

**Relationship between work motivation and employee performance variables**

Table 5's test findings show that the work motivation variable has a strong positive effect on employee performance variables, with an original sample value of 1.381 and a t statistic of 4.077 or higher than 1.96. The findings of this study are consistent with research by Al-Ayyubi (2019), which shows that work motivation has an impact on employee performance. Therefore, it can be argued that an employee's performance will increase in direct proportion to their level of motivation.

According to the data in Table 6, all variables mediated by motivational variables have positive original sample values and t-values with p-values less than 0.05. Employees who are motivated to advance their careers and receive promotions, incentives, and bonuses, as well as to earn the respect and admiration of their superiors, can have a positive and significant impact on employee performance through their work. This will in turn inspire them to perform better. Therefore, the motivational variable is an effective mediator variable because it can mediate the knowledge management, organizational culture, and affective commitment variables with a positive and significant effect on employee performance variables. Although in hypothesis 2 it is stated that organizational culture has no direct and significant relationship with employee performance, it can be concluded that organizational culture has a substantial indirect effect on employee performance through motivational variables.

**Scenario Planning for Employee Performance Improvement**

Statistical results using the PLS-SEM method have shown variables that influence employee performance, but in the long-term management of employee performance requires an appropriate and accurate strategy using the scenario planning method or often referred to as scenario planning. Scenario planning is expected to help companies formulate strategies related to improving employee performance by looking at opportunities that can be implemented so that companies can see a clearer long-term picture for the future.

**TAIDA Method**

Tracking

The initial step of the TAIDA method for scenario planning is to identify the issues or problems at work. This seeks to comprehend the problem that will be examined in greater depth. Currently, the most pressing issue is how to improve employee working performance. Therefore, SEM PLS is applied to the process of identifying variables that are believed to affect employee performance. These variables are knowledge management, organizational culture, affective commitment, and the mediator, which is work motivation.

Analyzing

The second stage is to analyze the changes that have taken place and generate potential scenarios. A scenario can be developed in the presence of opportunities and challenges. Based on the results of the SEM analysis, three variables have a positive and significant influence on the performance of PT XYZ employees, namely knowledge management, affective commitment and work motivation. Moreover, motivational variables can mediate the indirect impact on employee performance. Then, scenario logic will be developed using existing variables at this stage.

Table 6. Original sample and t-test indirect effect between variables

| Influence Between Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ($|O/STDEV|$) | P - Values |
|---|---|---|---|---|---|
| Knowledge Management (X1) → Work Motivation (Z) → Employee Performance (Y) | 1.296 | 1.261 | 0.235 | 3.833 | 0 |
| Organizational Culture (X2) →Work Motivation (Z) → Employee Performance (Y) | 0.47 | 0.461 | 0.117 | 4.002 | 0 |
| Affective Commitment (X3) → Work Motivation (Z) → Employee Performance (Y) | 0.727 | 0.702 | 0.128 | 3.927 | 0 |

Scenario I:

The first scenario is the perfect scenario that PT XYZ can implement in the work environment of its employees. This is because both the company and the employees have a shared awareness drive to support the process of increasing employee performance through company-provided programs. The program may consist of extensive training for all employees, based on the needs of the department in which they operate. In addition, the training program can be adapted to the employee's working hours, allowing the employee to focus on operating the program without being required to undergo training during breaks or weekends. Rewarding employees for excellent work performance and holding motivational talks are two methods for boosting employee motivation.

Scenario II:

In the second scenario, the company fails to facilitate the performance improvement requirements of its employees. Even though there is a lack of balance between the desires of employees and those of the company, this scenario is still deemed to be quite favorable because employees will always obey the instructions of company management. In this scenario, training or education will not be provided to all employees, but only to those with high potential. This can be done to reduce the financial costs incurred by the company for conducting training in the employee's workplace, with the expectation that employees who receive training from certain institutions will share their experiences with other employees via social media or other support programs.

Scenario III:

In the third scenario, the company has provided facilities or benefits to support the development of employee performance, but unfortunately, the employees do not support the company's programs. The employees' lack of enthusiasm for the company's programs may be a result of the excessive overtime hours in their work environment, which reduces the time they have to participate in company programs such as training or motivational speeches. Because of that, to enhance employee motivation and awareness of their performance, the company could offer paid leave for its employees to conduct the seminar or workshop that they must attend, as well as provide some incentives to those who have excellent working performance.

Scenario IV:

The fourth planning scenario has the most detrimental effect on the company and its employees. In this situation, neither the employees nor the company are aware of the need to increase employee performance, which could result in a decrease in sugar production compared to the amount that was originally intended. Therefore, to increase productivity, the company and its employees must collaborate to develop new innovation ideas by conducting workshops or training that have already been proven to have a positive and significant impact on employee motivation and performance. If they don't, their business will struggle to remain competitive and maintain its sustainability.

Imaging

The viability of PT XYZ's refined sugar business may be affected by difficulties in developing employee work performance. Consequently, aligning with the current vision can assist PT XYZ in overcoming extant problems to maintain the organization's sustainability in the current era. "Fulfilling Sugar Needs with High-Quality Standards and Food Safety Quality Defined by Customers" is the mission statement of XYZ. This vision encourages the company's management to continue meeting customers' sugar requirements with high quality and following current food safety regulations. The existence of this vision is anticipated to increase the company's and employees' awareness of the significance of boosting their performance to satisfy the sugar requirements of existing customers.

Deciding

Convincing and making the company aware of the intended strategy's implementation will be a challenge in and of itself. In consideration of the fact that scenarios I and II are more suitable to be implemented in PT XYZ's work environment, the company will be offered scenarios I and II as its best options.

Acting

This is the final stage of scenario preparation in the TAIDA method. At this point, the implementation of strategies to improve employee performance will be discussed. The company will have the option between the two best existing scenarios, scenarios I and II. If employees already have the motivation and

awareness to improve their work performance and the company has a larger budget to provide the facilities and amenities that employees require, then scenario I will be implemented more effectively. In scenario I, the company will provide extensive training to all levels of employees based on the knowledge and skills required to perform their jobs. In addition, the company will provide incentives to employees whose performance is exceptional or who have improved their work environment. Regular motivational speeches can keep employees motivated to always deliver their best work.

Scenario II is one of the strategies that can be implemented if employees still lack awareness or enthusiasm. By targeting the provision of training to high-performing employees, it is expected that they will serve as mentors to other employees and share information about the things they learn and the benefits they receive as a result of attending training. This is intended to encourage and raise the awareness of other employees regarding the importance of their performance. Table 7 shows several scenarios and strategies that can be implemented in PT XYZ's workplace.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Human resources perform an essential role in the operation of an organization or business. PT XYZ is confident that the company's vision will enable them to accomplish their goals. However, to endure and meet consumer demands, PT XYZ is attempting to expand its production capacity. Additionally, PT XYZ has implemented several programs for its employees, including training programs for many of employees

and a new organizational culture. Consequently, the purpose of this research is to determine whether these programs successfully improve employee performance in the workplace and to determine the best strategy for the company.

Nine of the ten tested hypotheses were accepted because these t-values surpassed 1.96. The hypothesis which organizational culture influences employee performance is denied as the t-value is less than 1.96. Moreover, there is an indirect effect of knowledge management, organizational culture, and affective commitment on employee performance with work motivation as a mediating variable. Employees who are motivated to advance their careers and receive promotions, incentives, and bonuses, as well as to earn the respect and admiration of their superiors, can have a positive and significant impact on employee performance through their work. Therefore, it can be concluded that the motivational variable is a suitable mediator variable to improve the performance of PT XYZ employees. Based on the results of hypothesis testing, viable strategic planning or scenario planning for PT XYZ can be formulated. The approach with the TAIDA method formulates two best scenarios that PT XYZ can run. The first scenario suggests that the company provides all employees with a comprehensive training program or workshop and rewards those who have made improvements to the work environment. In addition, the second scenario that can be implemented is to target the provision of training to employees with the best performance, with the expectation that they will serve as role models or mentors to other employees and share their experiences after completing the training. This is intended to increase employee awareness of the importance of knowledge in the workplace and how they might improve their work performance.

Table 7. Scenarios and strategies for dealing with PT XYZ employee performance improvement

| Scenario | Strategy |
| --- | --- |
| Scenario I | Conducting extensive training or workshop for all employees based on the needs of the division in which they operate |
| | Developing e-learning facility |
| | Offering a reward for an employee who has exceptional skills |
| | Regular motivational speech to boost up employee motivation |
| Scenario II | Offering a seminar or workshop for employees who have high performance |
| | Providing incentives or bonuses for high-performing employees |

## Recommendations

Suggestions for future research include conducting more in-depth studies on the effects of knowledge management, organizational culture, affective commitment, and work motivation on factors other than employee performance, such as job satisfaction and work-life balance. In addition, a more comprehensive analysis of the performance evaluation in PT XYZ's work environment is required to create a fair work evaluation for all current employees.

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