

THE EFFECT OF STRENGTHENING HR COMPETENCIES AND *CUSTOMER RELATIONSHIP MANAGEMENT (CRM)* ON *CUSTOMER SERVICE PERFORMANCE* WITH TRAINING AS AN INTERVENING VARIABLE IN PLN UID ACEH

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ABSTRACT

The purpose of this study was to investigate how Human Resource Competency Improvement and Customer Relationship Management (CRM) influence Customer Service Performance, with Training as a mediating factor at PLN UID Aceh. This study used a sample of 140 participants selected through purposive sampling. The analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results showed that Human Resource Competency Improvement and Customer Relationship Management both had a positive and significant effect on Training. Furthermore, Training was found to have a positive and significant effect on Customer Service Performance. Furthermore, Customer Relationship Management directly influences Customer Service Performance, while Human Resource Competency Improvement has no direct effect but rather an indirect effect through Training as an intermediary factor. These results highlight the important role of Training in improving customer service performance by enhancing human resource competencies and implementing effective CRM strategies.

Introduction

The advancement of business and public services in the digital era requires organizations, both private and government, to adapt to a more rapid and complex landscape. In terms of public services, PT PLN (Persero) plays a key role as the main national electricity supplier and has a critical responsibility to ensure a reliable electricity supply while offering high-quality services to the public. A vital component of this responsibility is the PLN Aceh Main Distribution Unit (UID), which leads electricity services for Acehnese residents. Customer service performance at the PLN Aceh UID is an important measure of the company's service quality, as this unit interacts directly with customers, providing information, handling complaints, and resolving various service

issues. Effective customer service performance not only influences customer satisfaction but also impacts public perception and trust in PLN as a provider of essential services. Therefore, improving customer service performance requires a planned and sustainable strategy.

One important aspect influencing customer service performance is human resource (HR) competency. Competence refers to the combination of knowledge, skills, attitudes, and work behaviors used by employees in carrying out their roles. According to Spencer and Spencer (2016), competency is a crucial individual characteristic and is directly related to the effectiveness of job performance. Within the framework of PLN UID Aceh, improving human resource competency is crucial as service complexity and customer expectations increase. Employees with adequate technical and interpersonal skills will more easily adapt to technological changes and be able to provide quick and appropriate responses to various customer issues. In addition to human resource competency, effective customer service is greatly influenced by the appropriate implementation of Customer Relationship Management (CRM). CRM is viewed not simply as an IT system, but as a managerial approach focused on developing long-term, mutually beneficial relationships between an organization and its customers. The successful implementation of CRM at PLN UID Aceh enables comprehensive customer data management, deeper insights into customer needs and behaviors, and the ability to tailor services to be more responsive and personalized. Consequently, CRM plays a key role in increasing customer satisfaction, loyalty, and trust in PLN's offerings.

However, current conditions indicate that PLN UID Aceh faces several obstacles in providing optimal service. Some challenges include skills gaps among employees, ineffective use of CRM systems, and inconsistent implementation of HR training and development initiatives. Training is crucial for aligning employees' initial competencies with changing job requirements. By offering focused and ongoing training programs, employees can improve their knowledge, skills, and work attitudes in line with PLN's customer service expectations. In this scenario, training acts as a mediating factor, enhancing the effects of HR and CRM skill development on customer service outcomes. This suggests that even with the implementation of competencies and CRM, peak performance cannot be achieved without effective training support. Training ensures that employees have a shared understanding of the system.

CRM, can utilize service technology effectively, and have good communication and empathy skills for customer interactions. Thus, the relationship between HR skill development, CRM, training, and customer service outcomes is interdependent and crucial. As a public service entity, PLN UID Aceh must focus on harmonizing these four elements to improve the quality of service to the public. Based on the previous discussion, this study is very important to examine the impact of improving human resource capabilities and Customer Relationship Management (CRM) on customer service performance, with training as a mediating factor at PLN UID Aceh. The findings of this study aim to provide theoretical contributions to the advancement of knowledge in human resource management and customer service management, while also offering practical insights for PLN in developing strategies to improve employee performance and the quality of public services.

Formulation of the problem

Considering the research background, the questions to be explored in this research can be formulated as follows:

1. Does Strengthening HR Competencies have a positive and significant effect on Customer Service Performance at PLN UID Aceh?
2. Does Customer Relationship Management (CRM) have a positive and significant effect on Customer Service Performance at PLN UID Aceh?
3. Does Strengthening HR Competencies have a positive and significant effect on Training at PLN UID Aceh?
4. Does Customer Relationship Management (CRM) have a positive and significant effect on Training at PLN UID Aceh?
5. Does Training have a positive and significant effect on Customer Service Performance at PLN UID Aceh?
6. Does Strengthening Competencies have a positive and significant effect on Customer Service Performance through Training at PLN UID Aceh?
7. Does Customer Relationship Management (CRM) have a positive and significant effect on Customer Service Performance through Training at PLN UID Aceh?

Research purposes

The purpose of this study is to identify and test the impact of improving HR competency and Customer Relationship Management (CRM) on customer service performance, with training as a mediating factor at PLN UID Aceh. The specific objectives of this study are:

1. To test and analyze the effect of Strengthening HR Competencies on Customer Service Performance at PLN UID Aceh.
2. To test and analyze the effect of Customer Relationship Management (CRM) on Customer Service Performance at PLN UID Aceh.
3. To test and analyze the effect of Strengthening HR Competencies on Training at PLN UID Aceh.
4. To test and analyze the effect of Customer Relationship Management (CRM) on Training at PLN UID Aceh.
5. To test and analyze the effect of Training on Customer Service Performance at PLN UID Aceh.
6. To test and analyze the effect of Strengthening HR Competencies on Customer Service Performance through Training at PLN UID Aceh.

To test and analyze the effect of Customer Relationship Management (CRM) on Customer Service Performance through Training at PLN UID Aceh.

Benefits of research

This study aims to offer theoretical and practical insights to various stakeholders, particularly in improving customer service performance at PLN UID Aceh.

1. Theoretical Advantages

This research aims to:

1. Increase scientific knowledge, especially in the fields of human resource management, Customer Relationship Management (CRM), and employee training and development.
2. Offer a conceptual framework regarding the relationship between human resource skills improvement, CRM implementation, training, and customer service performance in public service organizations.
3. Act as an academic resource for future studies examining similar or related factors, particularly in state-owned enterprises and other public service institutions.

2. Practical Benefits

From a practical perspective, the findings of this study are expected to provide the following advantages:

1. For PLN UID Aceh: To be a guide in developing policies and strategies aimed at improving customer service performance by improving HR skills, maximizing the use of CRM, and designing training programs based on needs.
2. For PLN HR Management: To convey factual data regarding the role of training as a mediating factor that can strengthen the influence of HR and CRM skills on customer service performance.
3. For Customer Service Staff: To create awareness of the importance of improving work skills and competencies, as well as utilizing an effective CRM system in handling increasingly complex service needs.
4. For Future Researchers: To act as a reference material and factual study for investigations exploring the relationship between HR competencies, CRM, training, and employee performance, particularly in the public service domain.

Literature Review

Customer Service Performance

According to Robbins & Judge (2019): Performance is the result of an individual's work in carrying out tasks according to set standards. According to Mathis & Jackson (2017): Customer Service Performance is the ability of employees to provide services that meet standards of quality, speed, and effectiveness of problem resolution. Good performance contributes to customer satisfaction and organizational image.

Indicators of Customer Service Performance

According to Mathis & Jackson (2017), indicators of Customer Service Performance are:

1. Speed of response to customers
2. Accuracy of problem resolution
3. Quality of communication and interaction
4. Customer satisfaction

5. Adherence to procedures

Factors Influencing Customer Service Performance:

According to Mathis and Jackson (2017) in the book Human Resource Management, employee performance, including customer service, is influenced by several main factors, namely:

1. Ability, The level of knowledge and skills possessed to carry out customer service tasks well.
2. Motivation, Internal and external drives that make employees enthusiastic about providing the best service.
3. Organizational Support, Encompasses facilities, policies, and leadership that help employees work optimally.
4. Work Environment, Comfortable working conditions and harmonious social relationships among employees and with customers.
5. Performance Evaluation and Feedback, A clear assessment and feedback system helps improve performance.

Strengthening Human Resource (HR) Competencies

According to Armstrong & Taylor (2017), HR Competency is the observable and measurable ability of employees, which enables them to perform tasks and contribute to organizational success. According to Sutrisno (2017), strengthening HR competencies is the process of nurturing and developing employee abilities through directed training, education, and work experience so that individuals have skills appropriate to job demands and organizational development.

Indicators of Human Resource Competency

Indicators of HR Competency according to Sutrisno (2017) are as follows:

1. Knowledge The ability of employees to understand theory, procedures, and information relevant to the work performed.
2. Skills The ability of employees to apply knowledge practically to complete work tasks.
3. Work Attitude/Behavior Employee behavior that reflects professionalism, work ethics, and responsibility towards work.
4. Adaptability The ability of employees to adapt to changes in the work environment, technology, or new procedures.
5. Problem-Solving Ability The ability of employees to analyze problems, make appropriate decisions, and find effective solutions in work.

Customer Relationship Management (CRM)

According to Buttle & Maklan (2019): CRM is a managerial strategy for building mutually beneficial long-term relationships between companies and customers. Payne & Frow (2017): CRM is an integrated approach to managing customer interactions with the aim of increasing satisfaction and loyalty. CRM implementation utilizes technology and data to understand customer needs.

CRM Indicators (Buttle & Maklan, 2019) are as follows:

1. Customer data management
2. Effective communication
3. Complaint handling
4. Service personalization
5. Customer loyalty

Training

According to Dessler (2017), training is a systematic effort to improve employee effectiveness through mastery of relevant skills and knowledge. Training plays an important role in improving employee competency and work effectiveness. Training helps employees develop abilities and skills relevant to their duties. According to Noe (2017), training is the process of developing employee abilities through learning activities to improve knowledge, skills, and work behavior.

Training Indicators (Noe, 2017):

1. Frequency of training
2. Quality of training materials
3. Relevance of training to the job
4. Employee participation
5. Application of training results

Conceptual Framework

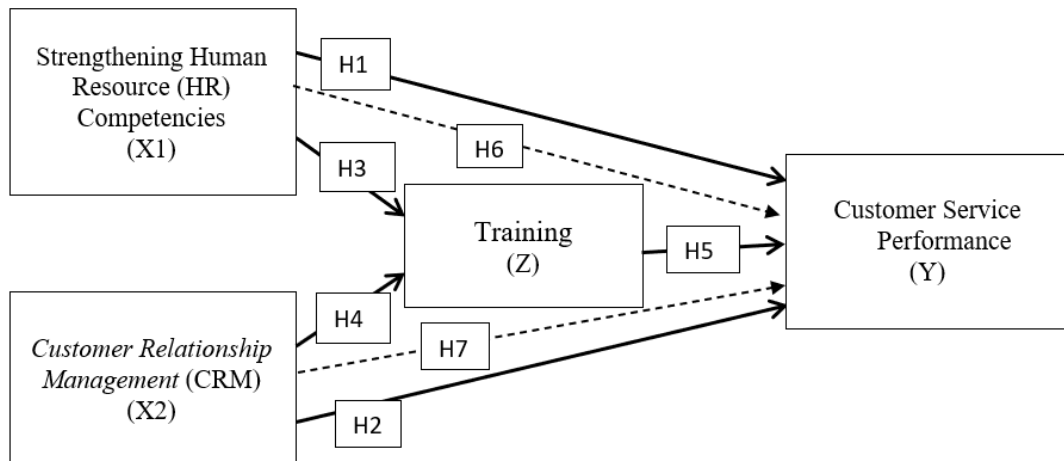


Figure I :Conceptual Framework

Research Hypotheses

1. Strengthening HR Competencies has a positive and significant effect on Customer Service Performance at PLN UID Aceh.
2. Customer Relationship Management (CRM) has a positive and significant effect on Customer Service Performance at PLN UID Aceh.
3. Strengthening HR Competencies has a positive and significant effect on Training at PLN UID Aceh.
4. Customer Relationship Management (CRM) has a positive and significant effect on Training at PLN UID Aceh.
5. Training has a positive and significant effect on Customer Service Performance at PLN UID Aceh.
6. Strengthening HR Competencies has a positive and significant effect on Customer Service Performance through Training at PLN UID Aceh.
7. Customer Relationship Management (CRM) has a positive and significant effect on Customer Service Performance through Training at PLN UID Aceh.

Research Methodology

Research Type

This research is quantitative research with a survey approach. According to Sugiyono (2019), quantitative research is a research method based on the philosophy of positivism used to study specific populations or samples, data collection uses research instruments, and data analysis is statistical to test predetermined hypotheses. Furthermore, according to Arikunto (2018), quantitative research with the survey method aims to obtain factual and objective data about the variables studied in a specific population using a representative sample.

Thus, this research uses a quantitative approach because the data collected is in the form of numbers and will be analyzed statistically, and uses the survey method because data is obtained by distributing questionnaires to respondents.

Research Time and Place

This research was conducted at Jl. Tgk. Moh. Daud Beureueh No.172, Bandar Baru, Kecamatan Kuta Alam, Kota Banda Aceh, Aceh 24415. The selection of this location is based on the relevance of the place to the research object being studied. According to Sugiyono (2017), determining the research location must consider ease of data access and the connection between the location and the variables studied. The research implementation time started in October 2025 until the research is completed, covering the preparation stage, instrument preparation, data collection, data analysis, and research report preparation. According to Arikunto (2018), research time is an important aspect that must be explained in detail so that the research has clear implementation stages.

Research Population and Sample

According to Arikunto (2019), a population is the entire subject of research that has certain characteristics and is determined by the researcher to be studied and from which conclusions are drawn. According to Sugiyono (2018), a population is the generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. The respondents in this study were all 215

According to Umar (2019), the Slovin formula is used to determine the sample size when the population size is known and the researcher wants to determine a certain error level (margin of error).

The Slovin formula is as follows:

The following are the results of calculating the sample size using the Slovin formula based on a population of 215 respondents with an error level (e) of 0.05 (5%).

Slovin Formula:

$$n = N / (1 + N * e^2)$$

Description:

N = population size (215)

e = error level (0,05)

Calculation steps:

1. Calculate $e^2 = 0,05 \times 0,05 = 0,0025$
2. Multiply $N \times e^2 = 215 \times 0,0025 = 0,5375$
3. Add $1 + (N \times e^2) = 1 + 0,5375 = 1,5375$
4. Divide N by that result: $n = 215 / 1,5375 = 139,83$

The calculation result is rounded up to 140 respondents. Thus, the sample size used in this study is 140 people.

Data collection technique

In this study, data was collected through the use of a questionnaire. A questionnaire is a data collection method that involves a series of written questions or statements that respondents answer based on their experiences (Sugiyono, 2020). This method is considered efficient in quantitative studies because it can collect large amounts of data in a short time.

The use of questionnaires also helps researchers obtain accurate primary data and meet research requirements (Sujarweni, 2019). The questionnaire was designed with indicators for each research variable and used a Likert scale from 1 to 5 to assess respondents' level of agreement with each item.

The data collection stage includes creating a questionnaire based on theoretical concepts, verifying the validity and reliability of the instrument, distributing the questionnaire to 140 participants, and collecting and analyzing data. from their responses.

Data source

This study uses two different categories of data sources: primary data and secondary data.

a. Primary Data

Primary data refers to information collected directly from original sources in the field through methods such as interviews, observations, and questionnaires (Sugiyono, 2021). In this study, primary data was collected from responses received from distributed questionnaires.

b. Secondary Data

Secondary data consists of information collected from existing sources, such as agency reports, documentation, books, academic journals, and other relevant materials related to the research (Arikunto, 2020). Secondary data serves to complement and enhance the analysis of primary data. Thus, primary data serves as the primary data in quantitative assessments, while secondary data serves as supporting data, providing context and strengthening the research conclusions.

Data Analysis Technique with SmartPLS

Data Analysis

According to Sugiyono (2019), data analysis is the process of processing data so that it can provide meaning and conclusions regarding the research results. Meanwhile, according to Hair et al. (2017), data analysis is the activity of organizing, processing, and interpreting the obtained data so that it can be used to test hypotheses and answer research questions.

In this study, data analysis was performed using Partial Least Squares – Structural Equation Modeling (PLS-SEM) through the latest version of the SmartPLS software, because this method is able to analyze complex relationships between latent variables and their indicators, both reflective and formative.

Justification for Selecting SmartPLS

The decision to use SmartPLS in this study was based on several methodological factors. The PLS-SEM technique is considered suitable because it can handle small to medium-sized samples, does not require the assumption of a normal distribution, and effectively analyzes research models with complex relationships, including mediation and moderation (Ghozali & Latan, 2017). Furthermore, SmartPLS can be applied to both exploratory and confirmatory research.

Data Analysis Stages with SmartPLS

a. Assessment of Measurement Model (Outer Model)

Measurement model assessment is conducted to evaluate the validity and reliability of the constructs used in the research. The external model assessment stage consists of several important tests, as follows (Hair et al., 2021):

1. **Convergent Validity Test** This validity is evaluated based on the outer loading score and Average Variance Extracted (AVE). An indicator is considered valid if its outer loading score is ≥ 0.70 , while a construct is confirmed to meet convergent validity if the AVE score is ≥ 0.50 .
2. **Discriminant Validity Test** Discriminant validity was examined using the Fornell-Larcker Criteria and cross-loading scores. A construct is considered to have satisfactory discriminant validity if the square root of the AVE score exceeds the correlation between other constructs.
3. **Construct Reliability Test** Reliability assessment consists of examining the Composite Reliability score and Cronbach's Alpha. A construct is recognized as reliable if the Composite Reliability score is ≥ 0.70 and Cronbach's Alpha is ≥ 0.60 .

b. Structural Model Evaluation (Internal Model)

Structural model evaluation aims to assess the causal relationships between latent variables in a research model. The internal model evaluation level includes the following metrics (Hair et al., 2021):

1. **Coefficient of Determination (R-Square/R²)** The R² score is used to measure the extent to which exogenous variables can explain variation in endogenous variables. An R² score of 0.67 indicates a strong effect, 0.33 indicates a moderate effect, and 0.19 indicates a weak effect.

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.493 + 0.442 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.150 + 0.214 + 0.568 + e_2$$

Table 1. Outer Loadings

	Customer Relationship Management (CRM) (X2)	Customer Service Performance (Y)	Training (Z)	Strengthening Human Resources (HR) Competence (X1)
X1.1				0.865
X1.2				0.785
X1.3				0.868
X1.4				0.833
X1.5				0.805
X2.1	0.859			
X2.2	0.851			
X2.3	0.880			
X2.4	0.907			
X2.5	0.882			
Y.1		0.861		
Y.2		0.844		
Y.3		0.825		
Y.4		0.825		
Y.5		0.798		
Z.1			0.820	
Z.2			0.901	
Z.3			0.880	
Z.4			0.844	
Z.5			0.887	

Source: Smart PLS 3.3.3

According to the findings from the external loading examination, each indicator in the variables of Human Resource Competency Strengthening, Customer Relationship Management, Customer Service Performance, and Training has a value above 0.70, ranging from 0.785 to 0.907. This finding indicates that each indicator effectively

represents the construct being measured, thus confirming that all indicators are valid, reliable, and suitable for inclusion in the research model.

2. Discriminant Validity

The next stage involves testing discriminant validity, which aims to confirm that each indicator shows a stronger correlation with the construct it is intended to measure than with other constructs. This assessment is carried out by analyzing cross-loading values. An indicator is considered to meet the discriminant validity criteria when its loading value on the original construct is higher than its loading value on other latent constructs. The results of the cross-loading evaluation in this study are shown in the table below.

Table 2. Discriminant Validity

	Customer Relationship Management (CRM) (X2)	Customer Service Performance (Y)	Training (Z)	Strengthening Human Resources (HR) Competence (X1)
X1.1	0.757	0.674	0.739	0.865
X1.2	0.661	0.709	0.759	0.785
X1.3	0.711	0.718	0.758	0.868
X1.4	0.698	0.646	0.637	0.833
X1.5	0.778	0.710	0.739	0.805
X2.1	0.859	0.773	0.741	0.754
X2.2	0.851	0.778	0.775	0.750
X2.3	0.880	0.661	0.764	0.736
X2.4	0.907	0.725	0.772	0.758
X2.5	0.882	0.727	0.754	0.800
Y.1	0.751	0.861	0.799	0.763
Y.2	0.746	0.844	0.791	0.745
Y.3	0.651	0.825	0.690	0.604
Y.4	0.638	0.825	0.694	0.635
Y.5	0.685	0.798	0.692	0.702
Z.1	0.754	0.722	0.820	0.693
Z.2	0.783	0.818	0.901	0.785
Z.3	0.739	0.800	0.880	0.802
Z.4	0.691	0.703	0.844	0.721
Z.5	0.799	0.789	0.887	0.792

Source: Smart PLS 3.3.3

According to the findings from the discriminant validity assessment shown in Table 2, each indicator exhibits the highest loading value on the variable it represents compared to the loading values of other variables. This indicates that each indicator is more effective in representing its own construct than other constructs. Thus, it can be concluded that the

variables related to Human Resource Competency Strengthening, Customer Relationship Management, Customer Service Performance, and Training meet good discriminant validity standards, allowing clear differentiation between each construct without overlap.

Composite Reliability

The purpose of evaluating composite reliability in this study is to measure the level of internal consistency among each variable. A construct is considered reliable if its reliability score is above the minimum guideline of 0.60 or 0.70. In addition to composite reliability, construct reliability and validity are further confirmed by examining Cronbach's Alpha and Average Variance Extracted (AVE) values. These three metrics are used to ensure that each construct in the study has an adequate level of reliability and validity. The test results for Cronbach's Alpha, Composite Reliability, and AVE are detailed in the following table.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Customer Relationship Management (CRM) (X2)	0.924	0.943	0.767
Customer Service Performance _(Y)	0.888	0.918	0.690
Training _(Z)	0.917	0.938	0.751
Strengthening Human Resources (HR) Competence _(X1)	0.888	0.918	0.692

Source: Smart PLS 3.3.3

According to Table 3, the findings from the Reliability and Construct Validity tests indicate that all variables have Cronbach's Alpha and Composite Reliability scores above 0.7, and Average Variance Extracted (AVE) values greater than 0.5. These results indicate that the variables related to HR Competency Strengthening, Customer Relationship Management, Customer Service Performance, and Training have a high level of reliability and reasonable construct validity. Therefore, the applied indicators are considered reliable and able to accurately represent the research constructs.

Internal Model Analysis

Structural model (internal model) assessment is conducted to ensure that the relationships between variables in the research model are robust and accurate. The structural model is evaluated based on several key indicators, as listed below:

1. Coefficient of Determination (R²)

From the results of data analysis carried out using SmartPLS version 3.0, the coefficient of determination (R Square) value is determined as follows:

Table 4. R Square Results

	R Square	Adjusted Square	R
Customer Service Performance (Y)	0.808	0.804	
Training (Z)	0.816	0.814	

Source: Smart PLS 3.3.3

The R Square test results show that the independent factors in the research model can explain 80.8% of the Customer Service Performance variable, as indicated by the Adjusted R² value of 0.804. In addition, these factors can explain the Training variable by 81.6% with an Adjusted R² value of 0.814. These data reveal that the research model has high predictive ability, because most of the variations related to Customer Service Performance and Training can be attributed to the constructs included in the model.

2. Hypothesis Testing

After assessing the structural model (internal model), the next phase is to examine the relationships between latent constructs as outlined in the research hypotheses. Hypothesis testing is conducted by examining the T-statistic and P-value generated through the bootstrapping process. The hypothesis is accepted if the T-statistic exceeds 1.96 and the P-value is below 0.05. The next section presents the path coefficient findings to analyze the direct effects between variables in this study.

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Customer Relationship Management (CRM) (X2) -> Customer Service Performance (Y)	0.214	2,473	0.007	Accepted
Customer Relationship Management (CRM) (X2) -> Training (Z)	0.442	6,254	0,000	Accepted
Training (Z) -> Customer Service Performance (Y)	0.568	4,934	0,000	Accepted
Strengthening Human Resources (HR) Competence (X1) -> Customer Service Performance (Y)	0.150	1,451	0.074	Rejected
Strengthening Human Resources (HR) Competence (X1) -> Training (Z)	0.493	7,416	0,000	Accepted

Source: Smart PLS 3.3.3

1. The effect of Customer Relationship Management (CRM) on Customer Service Performance is confirmed with a path coefficient of 0.214, a T statistic of 2.473, and a p-value of 0.007. This indicates that improving CRM has a significant and positive impact on Customer Service Performance.
2. The effect of CRM on Training is confirmed by a path coefficient of 0.442, a T statistic of 6.254, and a p-value of 0.000. This indicates that the more effective CRM is, the more beneficial the Training is.
3. The impact of training on customer service performance is confirmed by a path coefficient of 0.568, a T statistic of 4.934, and a p-value of 0.000. This indicates that training plays a strong and significant role in improving customer service performance.
4. The effect of Strengthening Human Resource Competence on Customer Service Performance was rejected with a path coefficient of 0.150, a T statistic of 1.451, and a p-value of 0.074. This indicates that Strengthening Human Resource Competence does not have a real significant effect on Customer Service Performance.
5. The impact of Human Resource Competency Strengthening on Training is confirmed by a path coefficient of 0.493, a T statistic of 7.416, and a p-value of 0.000. This indicates that increasing Human Resource Competency Strengthening significantly increases the effectiveness of Training.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Customer Relationship Management (CRM) (X2) -> Training (Z) -> Customer Service Performance (Y)	0.251	3,731	0,000	Accepted
Strengthening Human Resources (HR) Competence (X1) -> Training (Z) -> Customer Service Performance (Y)	0.280	4,251	0,000	Accepted

Source: Smart PLS 3.3.3

6. The impact of Customer Relationship Management on Customer Service Performance through Training is confirmed by an indirect coefficient value of 0.251, a T statistic of 3.731, and a p value of 0.000. This indicates that Customer Relationship Management significantly improves Customer Service Performance through the Training process.
7. The impact of Human Resource Competency Improvement on Customer Service Performance through Training is confirmed by an indirect coefficient of 0.280, a T statistic of 4.251, and a p-value of 0.000. This indicates that Human Resource

Competency Improvement positively and significantly affects Customer Service Performance when Training acts as a mediator.

Conclusion

Based on the results of the research that has been conducted and the data analysis that has been carried out, the researcher concludes with the following conclusions:

1. A moral work culture has a positive and significant impact on employee performance, with a coefficient of 0.417, a T-statistic of 2.545, and a p-value of 0.006. This indicates that an increase in a moral work culture is directly related to an increase in employee performance.
2. A moral work culture also has a positive and significant impact on organizational commitment (coefficient 0.448; T-statistic 3.386; p-value 0.000), which indicates that a good moral work culture can strengthen employee commitment to the organization.
3. Leadership did not show a significant influence on employee performance (coefficient -0.038; T-statistic 0.216; p-value 0.415). This means that in this study, leadership has not had a direct impact on employee performance.
4. Leadership has a positive and significant influence on organizational commitment with a coefficient of 0.490, T-statistic of 3.428, and p-value of 0.000, which shows that good leadership can increase employee commitment to the organization.
5. Organizational commitment plays a positive and significant role in employee performance (coefficient 0.584; T-statistic 3.820; p-value 0.000), so that increasing commitment contributes directly to improving employee performance.
6. Moral work culture through organizational commitment has a positive and significant influence on employee performance with an indirect coefficient of 0.261, a T-statistic of 3.140, and a p-value of 0.001. This indicates that organizational commitment functions as a mediator that strengthens the influence of moral work culture on employee performance.
7. Leadership through organizational commitment also has a positive and significant impact on employee performance with an indirect coefficient of 0.286, T-statistic of 2.171, and p-value of 0.015, indicating that organizational commitment also acts as a mediator in the relationship between leadership and employee performance.

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