



The Effectiveness of Training on the Socialization of Organizational Vision, Mission, and Culture in Enhancing Employee Understanding and Commitment

Arika Winda Azzaroh^{1*}, Yanto Prasetyo², Diah Sofiah
Universitas 17 Agustus 1945 Surabaya

Corresponding Author: Arika Winda Azzaroh arikawindaa@gmail.com

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ABSTRACT

The increasing competitiveness of the industry requires organizations to strengthen their vision, mission, and organizational culture to ensure employee alignment. Eyelink Group PT Sarana Sehat Utama, a growing eye healthcare company, experiences limited employee understanding of its newly introduced vision, mission, and work culture due to a socialization process conducted only through a town hall meeting. This study examines the effectiveness of training on the socialization of these elements in enhancing employee understanding and commitment. Using Kirkpatrick's Training Evaluation Model and a qualitative case study approach through interviews, observations, and documentation, the findings indicate that the training was effective across all evaluation levels. Employees showed positive responses, improved knowledge, behavioral change, and increased commitment, supporting the company's readiness for national expansion.

INTRODUCTION

The development of modern industry requires organizations to rapidly adapt to dynamic and increasingly competitive business environments. Business model transformation and organizational restructuring have become strategic necessities to ensure sustainability and market relevance. Stafrezar (2025) states that organizations must remain responsive to external changes, both through strategic innovation and human resource development, as emphasized by Aji and Mala (2024). In an increasingly competitive environment, successful organizations are not only those with superior technology or products, but also those with a strong and internalized organizational culture shared across all employees (Nursalim, 2024).

The organizational vision, mission, and culture serve as fundamental instruments that provide direction, values, and identity. They function as guidelines for decision-making, shaping work behavior, and aligning individual goals with broader organizational objectives (Sulaksono, 2015). Therefore, the socialization of vision, mission, and organizational culture becomes a strategic process to ensure that all employees move in the same direction and demonstrate commitment to corporate goals.

Eyelink Group (PT Sarana Sehat Utama) is an eye healthcare provider currently undergoing significant business expansion since 2022. Initially operating locally, the company has grown into a broader healthcare network across multiple regions. This rapid expansion has created implications for system alignment, operational standardization, restructuring, and strengthening a work culture capable of supporting business growth and service quality improvement. This transformation requires workforce readiness and organizational value alignment to ensure synchronized action across units in achieving the company's strategic goals.

Based on internal strategic discussions, the leadership identified a need to revitalize the organizational vision and mission to align with future strategic direction. The revised statements were designed to be clearer, more focused, and easier to understand, thereby strengthening employee comprehension and improving performance. However, the planned rollout relied solely on a hybrid town hall meeting, creating risks of misinterpretation and limited internalization among employees. Without proper intervention, the change may remain symbolic rather than becoming embedded in behavioral practices. Employee understanding of the organizational vision, mission, and culture is critical, as culture influences commitment, identity, and work effectiveness (Huwae, 2023). When effectively internalized, culture fosters consistent behavior aligned with organizational strategy. In contrast, weak socialization may trigger role ambiguity, value conflicts, and resistance to change (Sollu, 2024).

Research on the training-based socialization of a new vision, mission, and organizational culture at EYELINK Group presents academic novelty, as similar studies remain scarce, particularly in the context of a rapidly expanding national eye healthcare organization. Previous studies predominantly focused on manufacturing, banking, or state-owned enterprises (Fahmi, 2024). Meanwhile, research on internal cultural realignment within clinical or healthcare service organizations through structured training interventions remains limited. Thus, this study contributes to expanding the literature on organizational change management, corporate culture development, and internal training strategies.

The purpose of this study is to analyze the effectiveness of training designed to socialize the organizational vision, mission, and culture in enhancing employees' understanding and commitment toward corporate direction and goals. The training initiative is expected to help employees internalize core organizational values and translate them into daily behavior, strengthening organizational transformation efforts.

This study provides both theoretical and practical implications. Theoretically, it contributes to the body of knowledge in human resource management, particularly in organizational change, value internalization, and the role of training in shaping corporate culture. Practically, the findings serve as a reference for corporate leaders in designing measurable, sustainable, and impactful training models to support strategic transformation and business expansion.

Given these considerations, the urgency of conducting this study is evident. Misalignment between employees and strategic direction may reduce performance, weaken commitment, and increase resistance to change. In the healthcare sector, service quality strongly depends on employee behavior and shared organizational values. Therefore, internalization of organizational values is not merely an administrative activity, but a strategic necessity for ensuring successful expansion and long-term competitiveness. Through this research, the company is expected to ensure that organizational transformation proceeds systematically, effectively, and contributes meaningfully to improvement in human resource capacity and service excellence.

LITERATURE REVIEW

Training is a systematic process aimed at improving employees' knowledge, skills, and attitudes to enable them to perform their tasks more effectively (Wahyuningsih, 2019). In the context of organizational change, training not only serves to enhance technical competencies but also functions as a mechanism for internalizing organizational values, vision, mission, and culture. Socialization training is required to ensure that every employee understands the organization's strategic direction and aligns their work behavior with corporate goals. The effectiveness of training can be assessed through improvement in knowledge, changes in attitudes, and the ability to apply training outcomes in daily work practices.

According to Utaminingsih (2014), organizational culture consists of core values, beliefs, and norms that shape the mindset and behavioral patterns of organizational members. A strong organizational culture encourages employee engagement, a sense of belonging, and organizational commitment. Cultural socialization becomes essential, particularly during periods of transformation or expansion, to prevent misalignment in understanding among employees. Schein's indicators of organizational culture include artifacts (symbols and activities), espoused values, and underlying assumptions shared within the organization (Ahmad, 2024).

Meyer and Allen's Organizational Commitment Theory (1997), as cited in Srimulyani (2009), conceptualizes commitment into three dimensions: affective commitment (emotional attachment), continuance commitment (cost-benefit consideration), and normative commitment (moral obligation). Effective socialization training enhances affective and normative commitment by strengthening employees' understanding of organizational values and goals.

Kirkpatrick's Training Evaluation Model, cited in Utomo and Tehupeiory (2014), is commonly used to assess training effectiveness. The model consists of four evaluation levels: participant reaction, learning, behavioral change, and organizational results. This model provides a framework for evaluating the success of socialization training programs related to organizational vision, mission, and culture, as well as their impact on employee understanding and commitment.

Studies on organizational culture and employee commitment have been conducted across various industries, although most focus on the relationship between organizational culture, leadership, organizational effectiveness, and employee commitment. Darmawan (2022) found that organizational culture, leadership, and commitment significantly influence organizational performance, indicating their strategic role in shaping organizational identity and effectiveness. However, this study did not specifically address training-based socialization as an intervention for cultural internalization.

A more recent study by Prajaksa and Budiantoro (2025) examined the influence of organizational culture and training on employee loyalty in the manufacturing industry. Their findings highlight that strategic training and culture reinforcement positively impact employee retention. However, the research remains limited to the effect of training on loyalty rather than employee understanding and commitment within the context of vision, mission, and cultural transformation. A study by Gulo et al. (2025) demonstrated that organizational value socialization through educational activities can improve commitment and performance among healthcare workers. However, the study was conducted in a hospital setting and focused on internal educational activities rather than structured training designed to support organizational transformation.

Thus, the present research on *The Effectiveness of Training on Vision, Mission, and Organizational Culture Socialization to Improve Employee Understanding and Commitment at Eyelink Group PT Sarana Sehat Utama* introduces novelty, as it examines a rapidly expanding eye healthcare organization and focuses specifically on socialization training as an instrument to strengthen employee understanding and commitment during organizational transformation. The organizational context and strategic transformation phase represent significant differentiation from existing studies.

METHODOLOGY

This study employed a qualitative approach with a case study design to deeply explore the effectiveness of training on the socialization of the organizational vision, mission, and culture in enhancing employee understanding and commitment. This approach was selected because it enables a comprehensive exploration of the training implementation process, employee experiences, and supporting as well as inhibiting factors influencing the effectiveness of the program (Creswell, 2019). The primary data sources of this research were informants selected through purposive sampling, including training program managers, instructors, and employee participants. Informants were selected based on their direct involvement in the training implementation and the relevance of their knowledge to the research objectives (Creswell, 2019).

Data were collected through in-depth interviews, participant observation, and documentation review. Semi-structured interviews were conducted to obtain detailed information regarding employees' perceptions, understanding, and behavioral changes after participating in the training (Creswell, 2019). Observations were carried out during the training sessions, while documentation included training materials, evaluation reports, and internal organizational guidelines. Data analysis followed thematic analysis techniques based on Creswell's framework (2019), consisting of data reduction, data display, and conclusion drawing. This process was conducted systematically to identify patterns, key themes, and relationships relevant to the study objectives.

The validity of the data was ensured through source and technique triangulation, extended observation, and member checking by reconfirming interview results with informants to ensure that the data were accurate, credible, and reliable (Creswell, 2019). Through this methodology, the study aims to provide a factual and comprehensive understanding of the effectiveness of the training program designed to socialize the organization's vision, mission, and culture.

RESEARCH RESULT

This study applied the Kirkpatrick Training Evaluation Model as cited in Utomo and Tehupeiory (2014), which assesses the effectiveness of training through four evaluation levels participant reaction, learning, behavioral change, and organizational results. The model was implemented in the context of the Eyelink Group PT Sarana Sehat Utama office, a rapidly expanding national eye healthcare organization.

1. Level One Reaction The training was evaluated based on participant responses to the delivery of materials related to the organizational vision, mission, and culture. The effectiveness of the program was reflected through participant enthusiasm and their perception of the training as relevant to supporting cultural transformation during organizational expansion.
2. Level Two Learning This level assessed knowledge improvement regarding the company's strategic direction. Success was demonstrated by increased employee understanding of organizational expansion goals, eye health service standards, and the shared work culture intended to apply across all branches.
3. Level Three Behavioral Change Behavioral implementation was reflected in employees' daily work practices. Indicators included improved work discipline, enhanced interdepartmental collaboration, and more effective internal communication to support patient services and operational processes.
4. Level Four Organizational Results this level measured the impact of the training on employee commitment and company performance. The program was considered successful if it contributed to stronger loyalty, consistent service delivery, and cultural readiness for national expansion.

Overall, the training on the socialization of the organizational vision, mission, and culture at the Eyelink Group headquarters was effective in enhancing employee understanding and commitment. The success of the program was evident not only in increased knowledge but also in behavioral changes that supported organizational goals, strengthened cultural identity, and improved the quality of eye healthcare services at the national level.

DISCUSSION

Level 1 Participant Reaction

Findings at the first level of Kirkpatrick's Training Evaluation Model indicate that the training on the socialization of the organization's vision, mission, and culture received positive responses from employees of Eyelink Group PT Sarana Sehat Utama. Participant reactions reflected acceptance, comfort, and perceived relevance of the training materials to the organization's current needs. Based on interviews and observation, participants demonstrated high enthusiasm, both during the instructor's explanation and interactive sessions. This enthusiasm signifies that the training was considered important and beneficial.

Participants perceived the training content as highly relevant to the ongoing organizational transformation, particularly in preparation for national expansion and the addition of new eye-care service units. The training provided clarity regarding strategic direction and helped employees understand their roles in supporting cultural alignment toward professional and consistent service standards. The positive responses further suggest that the delivery method was clear, interactive, and effectively linked organizational values to daily work practices.

Overall, this positive reaction demonstrates that the training achieved its initial level of effectiveness, as participant acceptance is a key foundation for the success of subsequent stages—learning, behavioral change, and organizational results.

Level 2 Learning

At the second level of Kirkpatrick's model, the findings indicate a clear increase in learning outcomes. Employees demonstrated improved understanding of the company's strategic direction related to national expansion of eye-care services. Participants were able to articulate the rationale behind organizational restructuring, including the need for standardized service protocols and aligned workplace culture across all branches.

Improved comprehension of the vision and mission enabled employees to better connect their roles with broader strategic goals. Their understanding of professional healthcare service standards also strengthened, particularly regarding quality, hospitality, responsiveness, and procedural consistency in patient care. The training also reinforced key organizational cultural values such as collaboration, integrity, and service orientation.

These learning outcomes suggest that the training successfully enhanced knowledge transfer aligned with organizational needs. With strengthened strategic and operational understanding, employees now have a solid foundation to support ongoing transformation and expansion.

Level 3 Behavior Change

Findings at the third level show observable behavioral changes following the training. The application of organizational cultural values became evident in day-to-day operations. Improvements were seen in punctuality, adherence to procedures, and responsibility in task execution. Collaboration across divisions increased, reflected in more frequent coordination and strengthened teamwork. Internal communication practices also improved, with more effective use of formal channels to support patient services and operational continuity.

Level 4 Organizational Results

At the fourth level of Kirkpatrick's evaluation, results show that the training produced measurable positive impacts on organizational performance. Employee commitment to the company's strategic direction increased, particularly in the context of national expansion. This commitment was demonstrated through a stronger sense of belonging, loyalty, and willingness to participate in internal development programs.

The training also contributed to improved consistency in patient services, which is a key operational priority for Eyelink Group. Employees showed increased precision, hospitality, and professionalism, contributing to improved public trust in the organization's eye-care services. Additionally, organizational readiness for geographic and structural expansion strengthened, supported by shared values and enhanced collaboration.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of this study, it can be concluded that the training program on the socialization of the organization's vision, mission, and culture at Eyelink Group PT Sarana Sehat Utama has proven effective in enhancing employee understanding and commitment toward the organization's strategic direction. The effectiveness of the training is reflected in the increased employee knowledge regarding organizational goals and expected cultural values, as well as positive behavioral changes in daily work activities. The training also contributed to strengthening the organization's cultural identity and improving service consistency in eye-care delivery, which is essential for supporting the company's readiness for national expansion. Therefore, the socialization training serves as a relevant and strategic approach to supporting organizational transformation and ensuring sustainable performance improvement.

It is recommended that the training on organizational vision, mission, and culture be implemented continuously through mentoring and coaching programs to ensure consistent internalization of organizational values. In addition, systematic evaluation at all levels of the Kirkpatrick Model is necessary to objectively measure the impact of the training on employee performance and commitment.

ADVANCED RESEARCH

For future research, a comparative study between the head office and branch offices is recommended to examine differences in cultural implementation across operational sites. Further studies may also employ a mixed-methods approach to obtain a more comprehensive understanding of the relationship between training, commitment, and organizational performance.

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