

**THE INFLUENCE OF JOB TRAINING ON EMPLOYEE
PERFORMANCE WITH ORGANIZATIONAL COMMITMENT
AS VARIABLE INTERVENING
(Case Study on Employees of the Ministry of Marine Transportation of
Serdang Bedagai Regency)**

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Abstract

In this study, the population was employees of the Ministry of Marine Transportation, Serdang Bedagai Regency, 32 people. Because the target population is less than 100, the sampling technique used is the census method, where the entire population, totaling 32 employees of the Ministry of Marine Transportation, Serdang Bedagai Regency, will be used as the research sample. Research results. the first hypothesis is accepted, meaning that Job Training (X) has a significant effect on Organizational Commitment (Y1). the second hypothesis is accepted, meaning that Job Training (X) has a significant effect on Job Performance (Y2). the third hypothesis is rejected, meaning that Organizational Commitment (Y1) is not an intervening variable that mediates the effect of Job Training (X) on Job Performance (Y2).

Keywords: Organizational Commitment, Work Performance Job Training

INTRODUCTION

Humans are the most important resource in achieving organizational success. Human resources will be realized if the enthusiasm in working to carry out organizational goals is carried out with a full sense of responsibility. Human resources affect performance in organizations where the role of quality human resources in the context of employee performance is a very important factor. There are several factors that cause high and low employee performance, especially strongly influenced by the work environment and group cooperation provided by employees.

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Rachmawati, 2009) in (Hidayah, 2016). One way to spur employee performance in an organization or company is to further improve employee performance optimally, such as providing compensation, holding job training for new employees, getting special attention for employees with achievements such as giving awards, and other forms of attention to all. his employees. The existence of activities will greatly affect the provision of compensation.

According to Widodo (2015: 82), training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their field. Training is a learning process that enables employees to carry out current work according to standards. Training is any effort to improve work performance in a particular job that is being responsible. Ideally, training should be

designed to achieve the goals of the organization, while at the same time realizing the goals of the individual worker. Training is often considered the most common activity and leaders support training because through training,

Luthans (2012: 249) states that organizational commitment is: "An attitude that reflects employee loyalty to the organization and an ongoing process in which members of the organization express their concern for the organization and its success and sustainable progress, Civil Servants are required to always provide excellent service to the wider community by use all the resources they have for the sake of creating a clean and open government (Good Corporate Governance). This is also seen by the persistence and commitment of civil servants at the ministry of maritime transportation in the Serdang Bedagai district, which has become a triggering factor for increased work performance and achievement targets set by the government through the marine transportation service.

LITERATURE REVIEWS

Human Resource Management

According to Handoko (2011: 3), human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals.

According to Dessler (2015: 3), human resource management is the process of acquiring, training, appraising, and compensating employees and for managing labor relations, health and safety, and matters relating to justice.

Work training

According to Widodo (2015: 82), training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their field. Training is a learning process that enables employees to carry out current work according to standards. Training is any effort to improve work performance in a particular job that is being responsible. Ideally, training should be designed to achieve the goals of the organization, while at the same time realizing the goals of the individual worker.

Organizational Commitment

Organizational commitment can grow because individuals have an emotional bond with the company which includes moral support and accepts the values that exist in the company and internal determination to serve the company. Luthans (2012: 249) states that organizational commitment is: "An attitude that reflects employee loyalty to the organization and an ongoing process in which members of the organization express their concern for the organization and its success and sustainable progress." Moorhead and Griffin (2013:73) say that: "Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization"

Performance

There are many definitions proposed about performance, even though these definitions basically have a lot in common with one another. The term performance is equivalent to the term "performance" in English which means deed, action, appearance and others. Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2009:18).

Performance Standards

Performance standards are the level of performance expected in an organization, and are benchmarks or goals or targets depending on the approach taken. Good work standards must be realistic, measurable and easy to clearly understand so that it benefits both the organization and employees (Abdullah, 2014: 114) Performance standards according to Wilson (in Da Silva, 2012: 53) are the expected level of a particular job to can be completed, and is a comparison (benchmark) for the goals or targets to be achieved, while the results of the work are the results obtained by an employee in carrying out work according to job requirements or performance standards.

METHODS

In this study, the population was employees of the Ministry of Marine Transportation, Serdang Bedagai Regency, 32 people. Because the target population is less than 100, the sampling technique used is the census method, where the entire population, totaling 32 employees of the Ministry of Marine Transportation, Serdang Bedagai Regency, will be used as the research sample.

Data analysis is a desire to classify, make a sequence, manipulate and abbreviate data so that it is easy to read and understand. In other words, data analysis activities are raw data that has been collected needs to be categorized or divided into several categories or groups, abbreviated in such a way that the data can answer problems according to research objectives and can test hypotheses (Silaen and Widiyono, 2013).

RESULTS AND DISCUSSION

A. Multiple Linear Regression Testing

Multiple Linear Regression Results

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	tolerance	VIF
		B	Error std.	Betas				
1	(Constant)	3.152	1893		1,665	.107		
	Training_Work_X	.500	.174	.543	2,874	.008	.333	3,002
	Organizational_Commitment_Y1	.314	.196	.303	1,606	.119	.333	3,002

a. Dependent Variable: Achievement_Work_Y2

Based on these results, the multiple linear regression equation has the formulation: $Y2 = a + b1X + b2Y1 + \epsilon$, so that the equation is obtained:

$$Y2 = 3.152 + 0.500X + 0.314Y1 + \epsilon$$

The description of the multiple linear regression equation above is as follows:

- The constant value (a) of 3.152 indicates the magnitude of Work Performance (Y2) if Job Training (X) and Organizational Commitment (Y1) are equal to zero.
- The regression coefficient value of Job Training (X) (b1) is 0.500 indicating the magnitude of the role of Job Training (X) on Job Performance (Y2) assuming the variable Organizational Commitment (Y1) is constant. This means that if the Job Training factor (X) increases by 1 value unit, it is predicted that Job Performance (Y2) will increase by 0.500 value units assuming Organizational Commitment (Y1) is constant.
- The regression coefficient value of Organizational Commitment (Y1) (b2) is 0.314 indicating the magnitude of the role of Organizational Commitment (Y1) on Job Performance (Y2) assuming the variable Job Training (X) is constant. This means that if the Organizational Commitment factor (Y1) increases by 1 value unit, it is predicted that Work Performance (Y2) will increase by 0.314 value units assuming Job Training (X) is constant.

B. t test (Partial)

Partial Test (t) Equation 1

Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	tolerance	VIF
		B	std. Error	Betas				
1	(Constant)	4,184	1593		2,626	.013		
	Training_Work_X	.726	.094	.817	7,750	.000	1,000	1,000

a. Dependent Variable: Organizational_Commitment_Y1

Hypothesis test of the effect of Job Training variable (X) on Organizational Commitment variable (Y1).

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

- Accept H0 If $t_{count} < t_{table}$ or $-t_{count} > -t_{table}$ or Sig. > 0.05
- Reject H0 If $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ or Sig. < 0.05

From the table above, a t_{count} value of 4.184 is obtained with $\alpha = 5\%$, t_{table} (5%; 32-k = 30) obtained a t_{table} value of 1.697. the significance is 0.00 < 0.05 , it can be concluded that the first hypothesis is accepted, meaning that the Job Training variable (X) has a positive and significant effect on Organizational Commitment (Y1).

Partial Test (t) Equation 2

Model		Coefficients ^a					Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	tolerance	VIF
		B	std. Error	Betas					
1	(Constant)	3.152	1893			1,665	.107		
	Training_Work_X	.500	.174	.543		2,874	.008	.333	3,002
	Organizational Commitment_Y1	.314	.196	.303		1,606	.119	.333	3,002

a. Dependent Variable: Achievement_Work_Y2

Hypothesis Test of the effect of Job Training (X) on Job Performance (Y2)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

- Accept H0 If $t_{count} < t_{table}$ or $-t_{count} > -t_{table}$ or $Sig. > 0.05$
- Reject H0 If $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ or $Sig. < 0.05$

From the table above, a tcount value of 2.874 is obtained with $\alpha = 5\%$, t_{table} (5%; 32-k = 30) obtained a t_{table} value of 1.697. From this description it can be seen that t_{count} (2.874) $>$ t_{table} (1.697), and its significance value is 0.00 $<$ 0.05, it can be concluded that the second hypothesis is accepted, meaning that job training (X) has a significant effect on work performance (Y2).

Hypothesis test of the effect of Organizational Commitment (Y1) on Work Performance (Y2)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

- Accept H0 If $t_{count} < t_{table}$ or $-t_{count} > -t_{table}$ or $Sig. > 0.05$
- Reject H0 If $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ or $Sig. < 0.05$

From the table above, a tcount value of 1.606 is obtained with $\alpha = 5\%$, t_{table} (5%; 32-k = 30) obtained a t_{table} value of 1.697. From this description it can be seen that t_{count} (1.606) $<$ t_{table} (1.697), and its significance value is 0.00 $>$ 0.05, it can be concluded that the third hypothesis is rejected, meaning that Organizational Commitment (Y1) has a significant effect on work performance (Y2).

Path Analysis

Direct and Indirect Relations

No	Variable	Direct	Indirects	Total	Criteria	Conclusion
1	Work training (X)	0.543	0.817	-	Significant	As Independent Variable
2	Organizational Commitment (Y1)	0.303	-	0.247	No Significant	No As an

						Intervening Variable
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CLOSING

Conclusion

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. What was proposed stated that: From table 4.16, a tcount value of 4.184 was obtained with $\alpha = 5\%$, ttable (5%; 32-k = 30) obtained a ttable value of 1.697. From this description it can be seen that tcount (4.184) > ttable (1.697), and a significance value of 0.00 < 0.05, it can be concluded that the first hypothesis is accepted, meaning that Job Training (X) has a significant effect on Organizational Commitment (Y1).
2. From table 4.17, a tcount value of 2.874 is obtained. With $\alpha = 5\%$, ttable (5%; 32-k = 30) a ttable value of 1.697 is obtained. From this description it can be seen that tcount (2.874) > ttable (1.697), and its significance value is 0.00 < 0.05, it can be concluded that the second hypothesis is accepted, meaning that job training (X) has a significant effect on work performance (Y2).
3. From the calculation results above, the tcount value is 1.606 with α (5%; nk = 30) the ttable value is 1.697. From this description it can be seen that tcount (1.606) < ttable (1.697), it can be concluded that the third hypothesis is rejected, meaning Organizational Commitment (Y1) is not an intervening variable that mediates the effect of Job Training (X) on Job Performance (Y2).

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