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## The Effect of Training and Competence on Employee Commitment and Its Impact on Employee Performance in Department of Education of Pidie District

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### Abstract

This study aims to explain the effect of training and competence on employee commitment and its impact on employee performance. The object is the Department of Education of Pidie District, Indonesia. The variables are training and competency on employee commitment and its impact on employee performance, and the research sample is taken with census technique, as much as population that is 93 respondents. Data is analyzed with Path Analysis. The result finds that training and competence of employees both simultaneously and partially have a significant effect on employee commitment and employee performance in Department of Education of Pidie District. The result also finds that the commitment of employees affects the performance of employees in Department of Education of Pidie District. Mediation effect testing concludes that the training and competence of employees have a positive and significant effect on employee performance with the employee commitment in Department of Education of Pidie District.

**Keywords:** Training, Competence, Employee Commitment, and Employee Performance.

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### 1. Introduction

The Department of Education of Pidie District is one of the department that do their duties in accordance with their functions. However, the fact that the problem of the employee performance still very low. Based on research observers where employees do not work optimally, such as frequent delays in the completion work, sometime employees not at their room/office and the results of work are not yet according to the standard set Department of Education of Pidie District. This is an indication that employees tend to decline in performance.

In addition, declining performance is also caused by low employee commitments to work. The low level of employee commitment is evidenced by observations that the employee still late for work, leave the office during working hours for unclear reasons, negligent when on duty, often not on site, and lack of discipline on duty.

One of the most important aspects in improving performance and commitment of employee to the organization is with training. The training program is intended to improve the competence of employees in order to realize the goals of the Department of Education of Pidie District and also to increase performance and commitment of employee. Problem facts show that based on the observations and research, some staff who have received the training but they cannot able to do their work, where the completion of tasks is only handled by a few employees, both individually

and in teams, so that tasks tend to be concentrated for those who are judged to have competence in terms of abilities and skills, while the others work improperly without clear patterns and goals.

In increasing employee commitment and performance, adequate competency is needed. Competency has very important role, because in general competency concerns a person's basic ability to do a job. According to (Mathis & Jackson, 2006) human resources who have competencies have characteristics: focus on customer, oriented to teamwork and output, innovative, having technical experience, able to adapt. Another thing that can indicate allegations low employee competency is still difficult to obtain data up to date due to lack of adaptation to change.

The fact that the author met in the Department of Education of Pidie District related to employee competency, that there were still many employees who were lacking in skills and work, caused by things that were already inherent characteristics, and also related to the knowledge of employees who we know it is very necessary to achieve effective performance, for example, there are still employees who are still lacking in operate basic computer programs such as: word, excel.

Another problem in the Department of Education of Pidie District is still have the staff with high school education background, therefore the staff with high school graduates working in the position, performance is low. The fact shows that the staff with high school education qualifications are unable to do the work given to him properly and correctly, they often delegate the assignment to subordinates at the level of honorarium staff (contract staff) because they are considered capable, resulting in slowing the performance of the Department of Education of Pidie District.

From the description above the author interested in formulating the research in Department of Education of Pidie District with hypothesis as follows.

H1 : Training and employee competencies both simultaneously and partially have a positive and significant effect on employee commitment

H2 : Training and employee competencies both simultaneously and partially have a positive and significant effect on employee performance

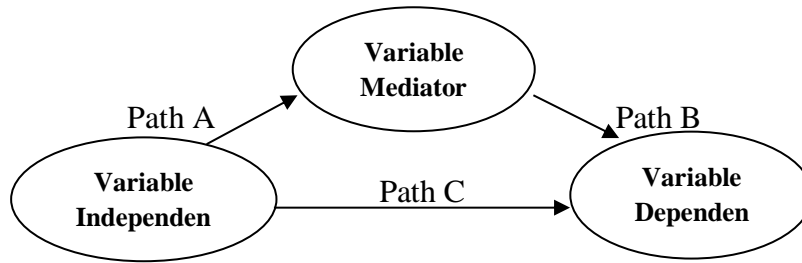
H3 : The commitment of employees influences the performance of employees

H4 : training and competence of employees have a positive and significant effect on employee performance through commitment of employees.

## **2. Research Method**

This research is carried out on employee at the Department of Education of Pidie District. The population of this study is all employees of the Department of Education of Pidie District, with amount of 93 employees. The sampling technique used is probability sampling with the type of census. The sampling method used in this research is a census because all members of the population are sampled representing the population. According to (Sugiyono, 2008) Satiration Sampling are sampling that makes all populations sampled. Usually done if the population is considered small or less than 100, usually called the total sample. Respondents selected were civil servants and contract staff. Data collection is done by questionnaire. Data analysis techniques with Path Analysis. In line analysis standardized correlations can be broken down into structural (causal) and nonstructural (non causal) components based on the theory stated in the path diagram.

Path analysis in this study uses the (Baron & Kenny, 1986) model. The concept of mediating role can be seen on the figure 1 as follow:



**Figure 1: The Concept of the Role of Mediators**

### 3. Result and Discussion

#### First Hypothesis Testing

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.647	2	5.324	42.916	.000 <sup>a</sup>
	Residual	11.164	90	.124		
	Total	21.812	92			

**Table 1: Simultaneous Testing fo H1**

The table above shows that simultaneously training and competencies variables of employee have a positive and significant influence on employee commitment in the Department of Education of Pidie District, because the Fcount value is 42,916. Which is greater than the value of Ftable 2.47 for the number of respondents is 93 people.

Name of Variable	Beta	t <sub>hitung</sub>	t <sub>tabel</sub>	t-sig	Information
Training of Employee	0.169	2.028	1.985	0.046	Ha be accepted
Competence of Employee	0.611	7.340	1.985	0.000	Ha be accepted

**Table 2 Partial Testing for H1**

The table above can be explained as follows.

1. The Partial Effect of Training on Employee Commitment

The table above shows that training has a positive and significant influence on the commitment of employees in the Department of Education of Pidie District. The results of the study are in line with (Bartlett et al., 2000) which stated that the probability of access to opportunities or organizational training activities is an important factor in a strong corporate culture and turns out to be positively related to organizational commitment.

2. The Partial Effect of Competence on Employee Commitment

The table above shows that competency has a positive and significant effect on employee commitment in the Department of Education of Pidie District. The results of the study are in line

with the National Council for Teacher Education, (1998) the study of teaching competencies during training programs can produce improved pedagogical skills. To improve the quality of teacher education, it is important to improve the competence and commitment of teachers

R	R Square	Adjusted R Square	Std. Error of Estimate
0.699	0.488	0.477	0.35221

**Table 3: Correlation Coefficient and Determination Coefficient for H1**

The relationship between training and competency variables on employee commitment is 69.9%. The coefficient of determination is 0.488 explains that employee commitment is only able to be influenced by training and competence by 48.8%. While the remaining of 52.2% is influenced by other variables not examined in this study. Adjusted R square value of 47.7% indicates the amount of R square that has been recovered from errors.

### Second Hypothesis Testing

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.526	3	3.842	64.277	.000 <sup>a</sup>
	Residual	5.320	89	.060		
	Total	16.846	92			

**Table 3: Simultaneous Testing for H2**

The table above shows that simultaneously training variables, employee competencies and employee commitment have a positive and significant influence on the performance of employees in the Department of Education of Pidie District, because obtained Fcount value of 64.277. Which is greater than the value of Ftable 2.47 for the number of respondents is 93 people.

Name of Variable	Beta	T <sub>count</sub>	t <sub>table</sub>	t-sig	Information
Training of Employee	0.344	5.113	1.985	0.000	Ha be accepted
Competence of Employee	0.452	5.435	1.985	0.000	Ha be accepted
Commitment of Employee	0.207	2.490	1.985	0.015	Ha be accepted

**Table 4: Partial Testing for H2**

The table above can be explained as follows.

#### 1. The Partial Effect of Training on Employee Performance

The table above shows that training has a positive and significant influence on employee performance in the Department of Education of Pidie District. The results of the research are in line with (Ramya, 2016) which explained that most previous studies provide evidence that there is a strong positive relationship between human resource management practices and organizational performance.

#### 2. The Partial Effect of Competence on Employee Performance

The table above shows that competency has a positive and significant influence on employee performance in the Department of Education of Pidie District. The results of the research are in line with (Sujana, 2012) research which showed that higher employee competencies and in accordance with the demands of employee performance will increase because competent employees usually have the ability and willingness to work quickly to resolve the problems encountered, whether the work is calm and full of confidence, seeing work as an obligation that must be done willingly, and openly improving itself through the learning process.

**Third Hypothesis Testing : The Effect of Employee Commitment to Employee Performance**

The table above shows that employee commitment has a positive and significant influence on employee performance in the Department of Education of Pidie District. The results of the study are in line with (Khan, Jam, Akbar, Khan, & Hijazi, 2011) stated that there is a positive relationship between employee commitment and employee performance. Therefore, work performance appears as a determinant of employee commitment.

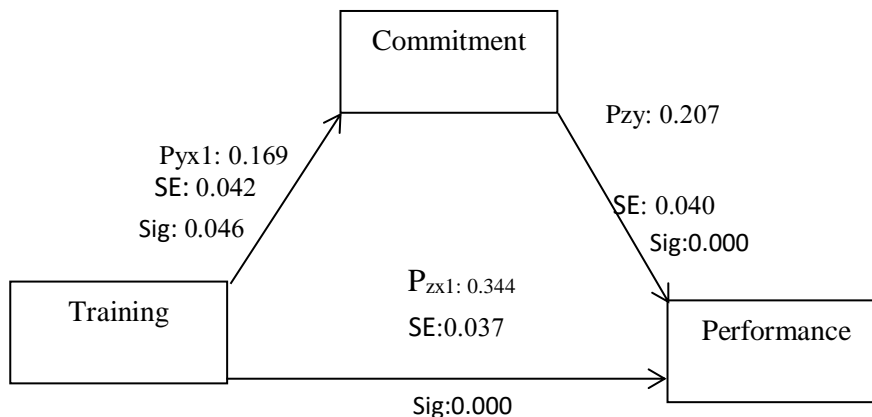
R	R Square	Adjusted R Square	Std. Error of Estimate
0.827	0.684	0.674	0.24449

**Table 5: Correlation Coefficient and Determination Coefficient**

The relationship between training and competency variables on employee performance was 82.7%. The coefficient of determination of 0.648 explains that employee performance is only able to be influenced by training and competence by 68.4%. While the remaining 31.6% is influenced by other variables not examined in this study. Adjusted R square value of 67.4% indicates the amount of R square that has been recovered from errors.

**Fourth Hypothesis Testing: Mediation Effect Testing**

In this discussion, the mediation effect will be tested. Research results can be described in the figure 2 as follows:



**Figure 2: Mediating Effect 1**

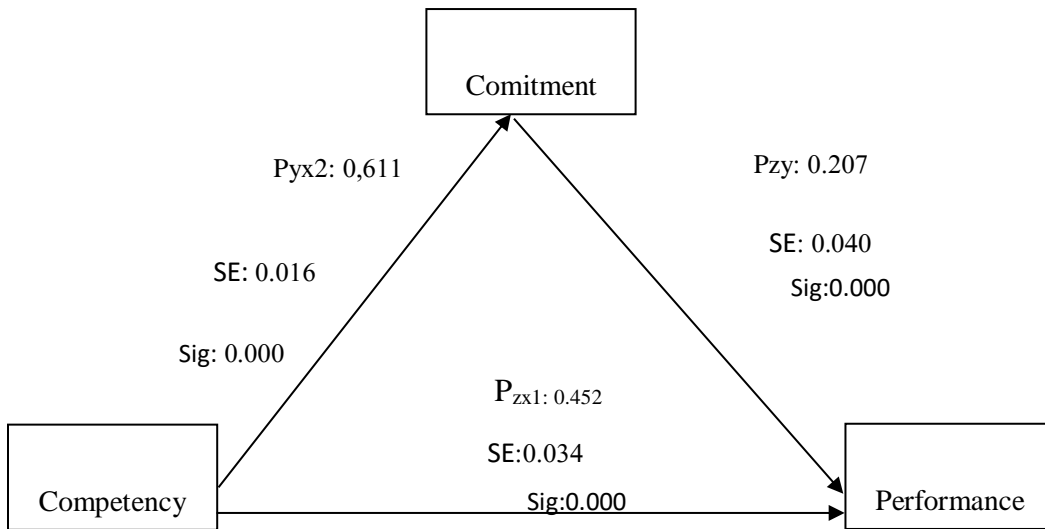
Based on Figure above, shows that employee training (X1) has a positive and significant effect on employee performance (Z) through the commitment of (Y) Employees in the Department of Education of Pidie District. The results of the sobel value are:

$$Z = \frac{ab}{\sqrt{(b^2SE_a^2) + (a^2SE_b^2)}}$$

$$Z = 3.17655707$$

From the results of the calculation of the multiple tests above get the Z value of 3.17655707 > 1.98 with a significance level of 5%, proving that commitment mediates the influence of employee training on performance in the Department of Education of Pidie District. The results of mediation indicate partially mediated mediation.

Then the results of the research on the mediating effect of competency variables with employee commitment and competence with employee performance can be explained on the figure 3 as follows.



**Figure 3: Mediating Effects 2**

Based on figure above, shows that employee competency (X2) has a positive and significant effect on employee performance (Z) through employee commitment (Y) in the Department of Education of Pidie District. The results of the sobel value are:

$$Z = \frac{ab}{\sqrt{(b^2SE_a^2) + (a^2SE_b^2)}}$$

$$Z = 5.12812657$$

From the results of the calculation of the multiple tests above get the Z value of 5.12812657 > 1.98 with a significance level of 5%, thus proving that employee commitment mediates the influence of employee competency on employee performance in the Department of Education of Pidie District. The results of mediation indicate partially mediated mediation.

### 3. Conclusion

The result shows that:

1. Training and employee competencies both simultaneously and partially have a positive and significant influence on employee commitment in the Department of Education of Pidie District.
2. Training and employee competencies both simultaneously and partially have a positive and significant effect on employee performance in the Department of Education of Pidie District.
3. The commitment of employees influences the performance of employees in the Department of Education of Pidie District.
4. Based on the results of the mediation effect test, it concludes that the training and competence of employees have a positive and significant effect on employee performance through the commitment of employees in the Department of Education of Pidie District.

These findings prove the previous theories and this is being and update theories for the new one. The research model that is the integration from the previous research models, and the object that is new, are the novelties in this study, and the number of variable is the research limitation. Some practical recommendations are mapped for the managerial implications. In order to maintain this high performance result, the Department of Education of Pidie District can increase employee work commitments through training programs that are in line with goals, increasing the competence of employees so that employee performance is always increasing. It is also expected that leader of Department of Education of Pidie District periodically conduct performance appraisals and evaluations which aim to (1) assess the ability of each employee to carry out their duties and functions, which refers to the vision and mission of the Department of Education of Pidie District, work effectiveness of employees towards the achievement of work targets. (2) Evaluation of the targeting of the Department of Education of Pidie District by looking at the activities that will be achieved in the Department of Education of Pidie District work units and fields through the work mechanism carried out by each employee within the scope of parts and fields in achieving the target.

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