

The Effect of Organizational Commitment as Mediator on Relationship between Training and Work Performance

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Abstract

This study aims to identify the effect of organizational commitment as a mediator on the relationship between training and work performance at Community Health Centers for midwives in Banyumas Regency, Central Java, Indonesia. A quantitative research design was selected to answer four research questions. Data collection uses a questionnaire with a five-point Likert scale. This study involved 243 midwives of Puskesmas in Banyumas Regency as a sample using a systematic random sampling method to calculate the sample size of Puskesmas. After that, proportional random sampling was used to determine the sample size of Puskesmas midwives. Data analysis used the Structural Equation Modeling method. The findings of the study show that based on the Measurement Model test, the Loading Factor value from all dimensions of the research construct is greater than 0.5. It means that they can be explained by each dimension of it. The results of the Structural Model exams show good results for absolute fit indices, incremental fit indices, and parsimonious fit indices values, which means that the measurement model and Structural Model used are built to fit. It is concluded that training has a significant positive effect on work performance, training has a significant positive effect on organizational commitment, organizational commitment has a significant positive effect on work performance, and organizational commitment moderates the relationship between training and work performance.

Keywords: Organizational commitment; Training; Performance; Community health center

1. Introduction

The training program must be planned well so that the training objectives are following the standards set so that competent and productive employees are obtained. Employees often receive training, and they become more productive. Trained employees tend to be proud of their work performance, believe in organizational goals, are committed, and have high work performance (Butali and Njoroge, 2017). Organizations that want to succeed must provide training to employees to reduce the gap between the capabilities of existing human resources and the needs and desires of the organization. Training is a tool to improve skills and knowledge to do work more efficiently and effectively (Abboyassin and Mustafa, 2017). One of the agencies that provide services in the health sector is Pusat Kesehatan Masyarakat-Puskesmas (the Community Health Center).

According to the Regulation of the Minister of Health of the Republic of Indonesia Number 43/2019, Puskesmas are health service facilities that carry out first-level public and individual health efforts by prioritizing encouraging and preventive efforts to achieve public health degrees that support the functions and objectives of the Puskesmas. The quality of human resources in health is very important, for both health workers and support workers. Health workers are all people who work in the health sector and have knowledge and skills

through education in the health sector which for certain types require the authority to make efforts in the health sector (Constitution Number 36/2014). The Health workers in Puskesmas at Banyumas recorded the highest number of midwives, 655 people (46.03%). The ratio of the number of midwives in Puskesmas at Banyumas is 52.44. That is still far below the WHO standard (100/100,000). Nevertheless, the number of midwives needs to be increased to reduce maternal mortality (MMR) and infant mortality (IMR) that exceed the maximum limit (MMR 65 and IMR 7). The average AKI from 2015 to 2019 was 67.71/100,000, while the IMR was 8.12/1,000.

According to Allen and Mayer (1997), there are three types of organizational commitment, namely affective commitment, continuance commitment, and normative commitment. The Affective commitment is a commitment related to the emotional attachment between employees and the organization. The Continuity commitment is a commitment related to the employee's perception of the costs associated with leaving the organization where he works. The normative commitment is a commitment related to the moral obligation of employees to the organization and the added value received which creates a feeling of obligation to workers.

There have been many studies that discuss training, work performance, and organizational commitment, but they focus more on profit-oriented organizations. Still few studies conducted in Puskesmas as non-profit-oriented health services/facilities. Midwives play an important role in reducing MMR and IMR. Therefore, midwives need to be trained, so that they can get gorgeous performances. Although the number of midwives always grows, they have not yet reached the target of MMR and IMR set by the government. Based on the research location, Banyumas Regency is chosen because Banyumas Regency has slow economic development and growth compared to others. Its implication for developing health in Banyumas Regency. Therefore, for mothers who want to give birth, it is recommended to go to the hospital for better treatment.

2. Theoretical Literature Review

2.1 Performance

The success of an organization is largely determined by the quality of human resources which are the most valuable assets in the organization. Organizations must be able to improve the quality of human resources so that work performance increases. Work performance is the result of work, both quality, and quantity, achieved by employees who carry out tasks (Mangkunegara, 2016). According to Dessler (2017), work performance is a comparison between work results and work standards. If the work results exceed work standards, then the performance is good. On the other hand, if the work results are below the standard, then the work performance is low. Organizational work performance is not the action of one employee alone (Padmasiri, 2018), but the collective action of all employees and various organizational components.

Good work performance is obtained if employees have an organizational commitment and a strong psychological relationship with the organization (Al Zeifeti and Mohamad, 2017). If employees are committed, accept the values of the organization, have the willingness to make a lot of effort for the organization, and continue to work with high

organizational commitment, then work performance will increase (Butali and Njoroge, 2017). Dimensions for assessing work performance refer to the opinion of Koopman et al. (2013) namely task performance dimensions, contextual performance dimensions, adaptive performance dimensions, and productive work behavior dimensions.

2.2 Training

The success of the organization is highly dependent on the quality standards of human resources. Obtain quality standards for human resources, this is done through training. Training is considered effective when it addresses knowledge and skills gaps and prepares employees for the future with new skills. Therefore, training has become a necessary function in most organizations, as it can improve performance.

Training is an activity carried out by employees by learning new skills to do certain jobs (Sanyal and Hisam, 2018). Training teaches new employees to provide the basic skills needed to work (Dessler, 2017). According to Gautam (2018), training is a process of developing the special abilities needed in an employee's job. Well-planned training can increase organizational commitment. The dimensions of training refer to Gautam's (2018), namely the dimensions of the training environment, the dimensions of training relevance-rewards, and the dimensions of training methods.

2.3 Organizational Commitment

For developing of organizational commitment among employees is an important factor in ensuring the effectiveness of organizational performance to achieve organizational goals (Hanaysha, 2016). Organizational commitment is the feeling of employees or the strength of the organization to bind employees to stay in the organization. Thus, employees feel bound to the organization where they work (Allen and Meyer, 1997). The sense of belonging to the organization is formed because the organization provides work and treats employees fairly.

This means that the more often an employee is involved in various training activities, the higher the organizational commitment. Committed employees tend to have high work performance, low absenteeism, and high work loyalty. Therefore, organizational commitment is an important basic asset as the strength of employees to carry out their duties well so that they can contribute to the achievement of organizational goals. According to Allen and Meyer (1997), there are three dimensions of organizational commitment, namely: affective commitment, continuous commitment, and normative commitment.

2.4 Training Affects Work Performance

All employees receive on-the-job training when they become new hires. The more often employees receive training, the more effective the level of performance. The training carried out must be relevant to the aim of improving work performance. Therefore, work performance improvement is carried out by increasing the training content and identifying training needs within the training period. According to Shafini et al., (2016), employees can pay more attention when participating in training outside the work environment because the disruption to work operations is much smaller than if the training is carried out in the work environment.

The research results of Karim (2019), Sanyal and Hisam (2018), Padmasiri (2018), Kanapathipilla and Ferdous (2020) all of them stated that training had a significant positive effect on work performance. The results of research Butali and Njoroge's (2017) state that trained employees tend to be proud of achieving organizational targets, believe in organizational goals, are committed to the organization, and show high work performance. Therefore, training must be carried out continuously, so that employee performance continues to increase.

2.5 Training Affects Organizational Commitment

Organizational commitment can be built by assigning employees to various types of training according to their field of work. Therefore, organizations must treat employees as resources that must be served explicitly through training. Training has a positive effect on organizational commitment and work performance. Organizational commitment is closely related to training because organizational commitment can be built by assigning employees to attend various types of training following their duties to improve work performance and organizational commitment (Nugraha et al., 2017).

An employee can work well if the employee is efficient, skilled, and has the ability. Well-designed and implemented training will increase organizational commitment. The results of research by Almodarresi and Somayeh (2019) show that training has a significant positive effect on organizational commitment. Training can increase organizational commitment for the better which in turn will affect work performance. Training is the key to organizational success in building organizational commitment because training can unlock the importance of employees in the organization. Research results from Bisharat et al. (2017), and Hilimi et al., (2020), stated that training had a significant positive effect on organizational commitment. It means that if training is increased, organizational commitment will also increase. For developing of employee commitment is an important factor in ensuring organizational effectiveness. Employee training has a significant positive effect on organizational commitment (Hanasya, 2016).

2.6 Organizational Commitment Affects Work Performance

Work performance is obtained if employees have the organizational commitment and a strong psychological relationship with the organization where they work (Al Zeifeti and Mohamad, 2017). Committed employees can improve work performance optimally. If employees have strong self-confidence, accept organizational values, are willing to give a lot of effort to the organization, and continue to work with high commitment then work performance increases (Butali and Njoroge 2017). Research by Hilimi et al. (2020) shows that organizational commitment has a direct and significant effect on work performance. Research results from Al Zeifeti and Mohamad (2017); and Al Mujahid et al., (2019), of them, stated that organizational commitment had a significant positive effect on work performance.

Metin and Kaplan's research (2018) shows that affective commitment has a positive and significant effect on performance, while normative commitment and continuance commitment have no significant effect on performance. This research is supported by Parveen (2019), who that affective and normative commitment have a significant positive

effect on work performance, while continuance commitment does not affect work performance. Organizational commitment affects work satisfaction and overall work performance.

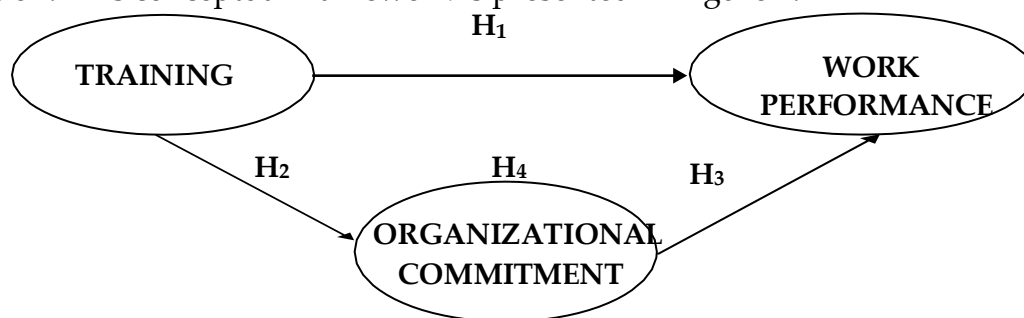
2.7 Organizational Commitment Mediates the Effect between Training and Work Performance

Organizational commitment mediates the effect of training on work performance (Terefe and Kirubel, 2019) because commitment can encourage employees to improve work performance. Training affects work performance through organizational commitment (Murgianto et al., 2016). The results of the study by Nugraha et al. (2017) show that training directly affects organizational performance and commitment. Organizational commitment directly affects work performance. Therefore, it is stated that organizational commitment mediates the relationship between training and work performance. However, training directly affects organizational commitment, and organizational commitment directly affects work performance (Wahid et al., 2019). Therefore, it can be said that organizational commitment mediates the relationship between training and work performance.

Research Results Abbas et al. (2020) show that training directly affects work performance and organizational commitment. The indirect effect of training on work performance mediated by organizational commitment shows that organizational commitment mediates the effect of training and work performance. Therefore, it can be concluded that although training directly has a significant effect on work performance, this effect will continue to increase if mediated through organizational commitment. affective commitment, continuance commitment, and normative commitment mediate the relationship between training and performance. These results are consistent with Butali and Njoroge (2017), and Hilimi et al. (2020). It means that training directly affects employee organizational commitment, organizational commitment directly affects work performance, and training directly affects work performance. Thus, the variable of organizational commitment mediates the influence between training and work performance.

3. Conceptual Framework

The conceptual framework is very important to provide an overview of the research direction. This conceptual framework is presented in Figure 1.



(Source: Abbas et al., 2020)

Figure 1: Conceptual framework

4. Methodology

This study uses quantitative methods, to measure the correlation between variables represented by the sample (Creswell, 2016). The population of this study was 655 midwives at the Puskesmas in Banyumas Regency, Indonesia. Determination of the number of samples refers to Krejcie and Morgan (1970), where a population of 655 midwives obtained a sample of 243 midwives. The sampling technique used systematic random sampling to determine the sample of the Puskesmas at random. Then determine the respondents by using Proportional Random Sampling.

The data collection instrument used a questionnaire with a five-level Likert Scale. The exercise variable questionnaire was adapted from Gautam (2018), the work performance variable was adapted from Koopman (2013), and the organizational commitment variable was adapted from Allen and Meyer (1990). The questionnaire is said to be valid if the Estimate Standardized Regression Weights value $> \text{sig } 0.05$ (Santoso, 2018), reliable if the Analysis Variance Extracted (AVE) value is 0.5, the Construct Reliability (CR) value is 0.7, and the CR value AVE (Hair et al., 2014; Terefe and Kirubel, 2019). Valid and reliable questionnaires were circulated to the respondents of the Puskesmas midwives. Researchers gave two weeks to fill out the questionnaire, after which the questionnaire was taken. Data analysis using SEM with AMOS application software.

5. Findings

5.1 Validity Test

The results of the validity test in Table 1 show that all dimensions for the research construct show the Estimate Standardized Regression Weights > 0.5 . This means that all dimensions of the construct of training, organizational commitment, and work performance are valid.

Table 1: Standardized regression weights

Dimensi and Construct		Estimate	Dimensi and Construct		Estimate
L1	<--- Training	0.519	P1	<--- Work Performance	0.719
L2	<--- Training	0.860	P2	<--- Work Performance	0.725
L3	<--- Training	0.698	P3	<--- Work Performance	0.744
K1	<-Commitment Organization	0.717	P4	<--- Work Performance	0.659
K2	<-Commitment Organization	0.685			
K3	<-Commitment Organization				

5.2 Reliability Test

The results of the reliability test in Table 1 show that for all research constructs (training, organizational commitment, and work performance), the CR value is > 0.7 (Hair et al., 2014; Terefe and Kirubel, 2019). This means that every dimension of the construct is reliable.

5.3 Confirmatory Factor Analysis

Confirmatory Factor Analysis is an analysis to test whether each dimension can explain the construct. The factor loading of each dimension of the research construct is listed in Table 2.

Table 2: Factor loadings analysis SEM AMOS

Pembolehubah Laten	Dimensi	R ²	Factor Loadings	t-values
Training	L1	0.305	0.552 ***	4.048
	L2	0.647	0.804 ***	6.809
	L3	0.542	0.736 ***	7.075
Organizational Commitment	K1	0.515	0.718 ***	6.167
	K2	0.470	0.686 ***	9.034
	K3	0.599	0.774 ***	9.281
Work Performance	P1	0.524	0.724 ***	5.920
	P2	0.506	0.711 ***	9.556
	P3	0.548	0.741 ***	9.853
	P4	0.452	0.672 ***	9.118

Based on Table 2, it can be seen that the Loading Factor value of each dimension is > 0.5 which indicates that all dimensions are significant (p = ***), so it is said to be a fit model. The value of the coefficient of determination (R²) shows a fairly large number, meaning that the variance of each dimension described by the construct shows a fit model.

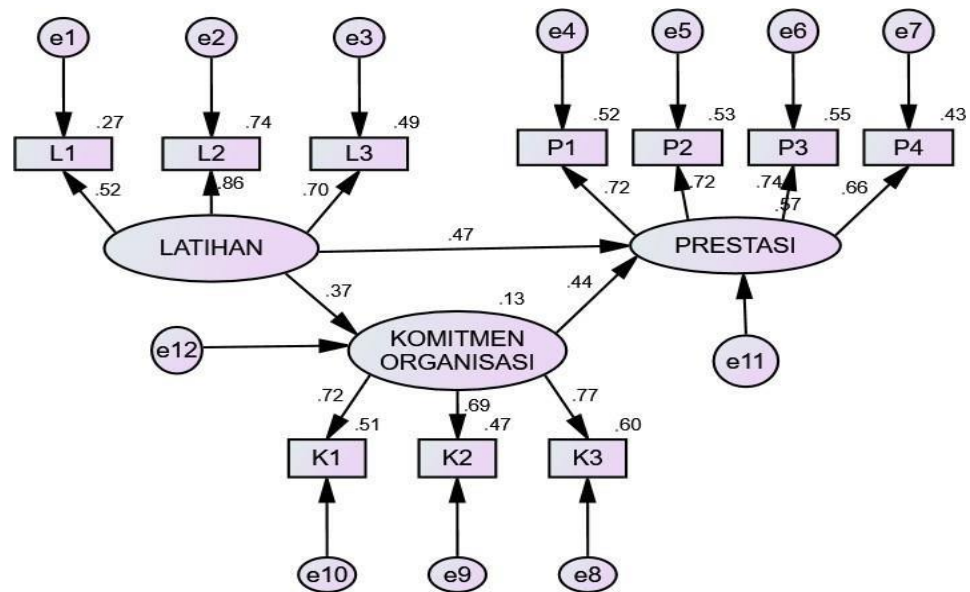
5.4 Structural Model

The structural model test was carried out after the Measurement Model test was declared fit. The Measurement Model test is a test to determine whether the dimensions can explain the construct (Hair et al., 2014). Based on the Measurement Model test, it is known that the Loading Factor value of each dimension of the research construct is > 0.5, which means the Measurement Model is a fit. After that, it was continued with the Structural Model test. The test results show the correlation value of training with organizational commitment is 0.37, commitment to performance is 0.44, and training with work performance is 0.47. This shows that all constructs have a fairly strong positive relationship.

The results of the Structural Model test show that the Chi-Square value (48.002) > Chi-Square at a significance of 0.05 and 32 degrees of freedom, namely 46,194 {=CHIINV(probability; pdf)}. This shows that the Structural Model is not fit (Shadfar, 2013). Probability Level value (0.034) < cut-off value (0.05), strengthening the conclusion that the Structural Model does not fit. However, according to Bentler and Bonnet (1980) and Joreskog and Sorbom (1993), the Chi-Square test is sensitive to sample size so it almost always rejects the model when the sample is large. Therefore, it is recommended to use another test tool. If the other Structural Model feasibility tests are accepted, then the Structural Model fits.

Full SEM Structural Model Test using AMOS computer software is presented in Figure 2 below. Based on Figure 2, it can be seen that the Loading Factor value of all dimensions of the research construct is > 0.5, this indicates that the Structural Model is fit. The relationship between the research constructs shows a fairly large value, where the correlation value between training and work performance is 0.47, the correlation value between training and

organizational commitment is 0.37, and the correlation value between organizational commitment and work performance is 0.44.



Uji Hipotesis
 Chi-square=48.002
 Probability=.034
 CMIN/DF=1.500
 GFI=.961
 AGFI=.933
 TLI=.971
 CFI=.980
 RMSEA=.045

Figure 2: Full model structural

The results of the Structural Model test obtained the Goodness of Fit Index value, which is summarized in Table 3.

Table 3: The goodness of fit index analysis results

The Goodness of Fit Indices	Cut off Value	Nilai	Keterangan
<i>Absolute Fit Indices:</i>			
a. Chi-square	Diharapkan kecil	48.002	Tidak fit
b. Probability	≥ 0.05	0.034	Tidak fit
c. GFI	≥ 0.90	0.961	Fit
d. RMSEA	≤ 0.05	0.045	Fit
<i>Incremental Fit Indices:</i>			
a. AGFI	≥ 0.90	0.933	Fit
b. NFI	> 0.90	0.942	Fit
c. CFI	≥ 0.95	0.980	Fit
d. IFI	> 0.95	0.980	Fit
e. RFI	> 0.90	0.919	Fit
f. RMR	Dijangka kecil	0.015	Fit
g. TLI	> 0.95	0.097	Fit
<i>Parsimonious Fit Indices:</i>			
a. AIC	< AIC Saturated and Independence Model	94.002	Fit

b. CAIC	< CAIC Saturated and Independence Model	197.342	Fit
c. ECVI	< ECVI Saturated and Independence Model >	0.388	Fit
d. PGFI	0.501	0.559	

Based on Table 3, it can be seen that the value of the Goodness of fit Index other than Chi-Square and Probability Level shows significant results because the value of the analysis result is > from the specified Cut of Value. Because other test tools show that the model fits, it is concluded that the Structural Model is a fit.

5.5 Direct Effect

The direct effect of training on work performance, training on organizational commitment, and organizational commitment on achievement are listed in Table 4.

Table 4: Path estimates of confirmatory factor analysis structural model

Hypotheses	Unstandardized (β)	SE	t-value	Standardized (b)
Ha1: Effect of training on work performance	0.614***	0.121	5.062	0.471
Ha2: The effect of training on organizational commitment	0.498***	0.123	4.043	0.366
Ha3: The effect of organizational commitment on work performance	0.424***	0.079	5.399	0.442

Based on Table 4, it is known that there is a direct effect of training on work performance, because the unstandardized value (β) \neq 0, which is 0.614, the t-value is 5.062 ($P < 0.05$) and the standardized value (β) is 0.471. There is a direct effect of training on organizational commitment because the unstandardized value (β) \neq 0, which is 0.498, the t-value is 4.043 ($P < 0.05$) and the standardized value (β) is 0.366. Organizational commitment has a direct effect on work performance because of the unstandardized value (β) \neq 0, namely 0.424, t-value 5.399 ($P < 0.05$), and standardized value (β) 0.442.

5.6 Indirect Effect

The test of the indirect effect of training on work performance where organizational commitment as a mediator is carried out by verifying the direct and indirect effects (Abbas et al., 2020). The direct and indirect effects are listed in Table 5.

Table 5: Direct effect and indirect effect

Variable	Work Performance		Organizational Commitment	
	Unstandard	Standard.	Unstandard	Standard.
Training				
Direct Effect	0.614*	0.471	0.498*	0.366
Indirect Effect	0.211*	0.162	0.000	0.000
Total Effect	0.825*	0.633	0.498*	0.366
	Organizational Commitment			
Direct Effect	0.424*	0.442	-	-
Indirect Effect	0.000	0.000	-	-
Total Effect	0.424*	0.442	-	-

Note: * $p \leq 0.05$

Based on Table 5, it can be seen that there is a direct effect of training on work performance because of the unstandardized value $\neq 0$, which is 0.614. Training with organizational commitment has a direct effect because the unstandardized value $\neq 0$, which is 0.498. In addition to not having a direct effect, training with work performance also has an indirect effect because the unstandardized value $\neq 0$, which is 0.211. There is a direct effect of organizational commitment on work performance because the unstandardized value is 0, which is 0.424.

The unstandardized value to measure the indirect effect on work performance where organizational commitment as a mediator is obtained is significant because the unstandardized value $\neq 0$, which is 0.211. The non-standardized value of the direct effect of training on organizational commitment $\neq 0$, that is, 0.498, the direct effect of training on work performance (0.162), so it is obtained as 0.081 (0.498×0.162). This means that organizational commitment significantly mediates the relationship between training and work performance. Although it directly and significantly affects training achievement, its influence is increasing through the mediator variable of organizational commitment (Abbas et al., 2020).

6. Discussions

6.1 The Effect of Training on Work Performance

The results of the analysis showed that the training affected the work performance of the Puskesmas midwives because the CR value was $5.062 > 0.7$ and ($P=***$). Therefore the hypothesis is accepted, namely, training affects work performance. This shows that the improvement of the performance of midwives can be done by training in their field of work. An employee who is responsible for his work, diligent, disciplined, and has a high interest, generally has a family. They have a significant impact on its performance (Robbin, 2006). Married workers are more mature in their jobs than unmarried workers (Feldman, 1988).

In terms of age, classified as productive (37 years). Productive age has work performance and a higher level of productivity, healthy physical condition, strong, efficient, high work ethic, skilled and experienced. The higher the age, able to think logically, and intelligently, control emotions, and being more open to the views of others and more committed. Training for midwives is important because it is related to a person's life, so midwives must be professional.

6.2 The Effect of Training on Organizational Commitment

The results of the analysis showed that the CR value was $4.043 \geq 0.7$ and ($P=***$). Therefore, it is concluded to accept the hypothesis, namely that training affects organizational commitment. If training is increased, organizational commitment will increase. The more often midwives attend various pieces of training that are appropriate to their field of work, the more they feel cared for and appreciated by the Puskesmas. With practice he feels involved in the progress of the Puskesmas, thus growing a sense of love and belonging to the Puskesmas. This can increase organizational commitment to the Puskesmas. The stronger the midwife's organizational commitment, the higher her work performance. All his actions and thoughts are focused on work and he always tries to provide maximum service to patients.

The field of work of a midwife is related to life, so the midwife's organizational commitment must be increased so that work performance increases. A midwife must reduce the error rate to the lowest possible level. One of the efforts to increase organizational commitment is to assign midwives to attend training. This phenomenon is in line with the research of Selvi and Maheswari (2020), that employee organizational commitment must be strong, and the sense of belonging to the organization is caused by a high emotional and psychological bond between employees and the organization.

6.3 The Effect of Organizational Commitment on Work Performance

The results of the analysis showed a CR value of $5.399 \geq 0.70$ and ($P=***$). so that the hypothesis is accepted, namely organizational commitment has a significant positive effect on work performance. The excellent level of work performance of midwives is obtained when employees have a good organizational commitment and a strong psychological relationship with the Puskesmas. High organizational commitment makes him feel valued and cared for by the organization. This phenomenon is following the research of Murgianto et al. (2016) that high organizational commitment has a significant positive effect on work performance. Increasing organizational commitment can provide maximum contribution to achieving organizational goals. The results of this study are in line with the research of Al Zeifeti and Mohamad (2017) which states that organizational commitment has a significant positive effect on work performance.

Committed employees have strong self-confidence, accept organizational values, are willing to work for the benefit of the organization, and continue to work to achieve maximum work performance. Organizational commitment has a significant positive effect on work performance. The affective commitment dimension is the most dominant dimension influencing organizational commitment, then the normative commitment dimension and the continuance commitment dimension (Hilimi et al., 2020). The organizational commitment of the Puskesmas midwives is shown by the absence of the Puskesmas midwives moving to other Puskesmas or moving to other health services.

6.4 Mediation Effect of Organizational Commitment between Training and Work Performance

The results of the analysis show that there is a direct effect of training on work performance, training on organizational commitment, and organizational commitment on work performance. Based on the three results of the analysis, to examine the indirect effect of organizational commitment mediating the relationship between training and work performance, it was found that the estimated results are positive, which means the hypothesis is accepted, namely, organizational commitment mediates the relationship between training and work performance. Therefore, it can be concluded that although training directly and significantly improves work performance, this effect will increase if it is mediated by the mediating variable of organizational commitment (Abbas et al., 2020).

7. Conclusions

The training affects the organizational commitment of the Puskesmas midwives in Banyumas Regency, training affects the work performance of health center midwives in Banyumas Regency, organizational commitment affects the work performance of the Puskesmas midwives in Banyumas Regency, and organizational commitment mediates the effect of training and work performance of Puskesmas midwives in Banyumas Regency, Indonesia.

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