

Influence of Training and Supervision on Employee Performance Through Organizational Commitment on Cooperative Employees in Bondowoso Regency

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ABSTRACT

The problem underlying this research is related to employee performance in cooperatives in Bondowoso Regency. The main problems analyzed include: The factors that cause fluctuations in the number of active and inactive cooperatives are the cooperative's human resources, apart from that it is also related to the effectiveness of supervision carried out by the Department of Industry and Trade using KKPKK in improving the performance of cooperative employees. The aim of this research is to test and analyze the effect of training and supervision on employee performance with commitment as an intervening variable. This research is included in confirmatory research with a population of 2688 employees and a sample of 348 respondents. The sampling technique used was proportional random sampling. The data analysis technique used is path analysis processed with SPSS. Based on the results of data analysis, it shows that training and supervision have a direct effect on organizational commitment among cooperative employees in Bondowoso Regency. Training, supervision and organizational commitment have a direct influence on the performance of cooperative employees in Bondowoso Regency. Training and supervision have an indirect effect on employee performance through organizational commitment to cooperatives in Bondowoso Regency with the value of the indirect effect being smaller than the direct effect.

Keywords: *Supervision, Training, Organizational Commitment and Performance*

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1. INTRODUCTION

HR is a science or a way to manage the relationship and role of resources owned by individuals optimally so that a goal is achieved. The definition of management according to Marwansyah (2010) is the utilization of human resources in an organization carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and health, and industrial relations.

Education and training not only increase knowledge, but also improve work skills, thereby increasing work productivity. Mangkuprawira (2014) Training for employees is a process of teaching certain knowledge and skills as well as attitudes so that employees become more skilled and able to carry out their responsibilities better, in accordance with standards. According to Zainal et al. (2014) Training is a systematic process of changing employee behavior to achieve organizational goals. According to Sinambela (2016) Training is defined as an activity designed to prepare employees who take part in training with the knowledge and skills needed for their current jobs.

According to Sianipar (2014) work commitment is an employee's decision to continue their membership in an organization by wholeheartedly accepting the organization's goals and making the best contribution to the progress of their organization. Meanwhile, according to Wibowo (2017) it provides the following definition: work commitment as a feeling of identification, loyalty, and involvement expressed by workers towards an organization or unit within an organization. Meanwhile, Wibowo (2017) states that: work commitment as a level of individual self-definition and involvement in the organization they follow and there is no desire to leave it. The desire to remain in the organization is directly proportional to employee work productivity.

According to Luthans (2015) performance is the quantity or quality of something produced or services provided by someone who does the work. According to Dessler (2015) performance is work achievement, namely the comparison between work results and established standards. While Mangkunegara (2016) Performance is the result of work both in terms of quality and quantity achieved by someone in carrying out tasks according to the responsibilities given.

Based on the theoretical opinion above, however, in this study, the researcher obtained several empirical study results that contradicted the theoretical results stated above, the research gap obtained was based on Lukas et al.'s research. (2017). The research results show that partial supervision does not have a significant effect on performance. Research by Ratnasari et al. (2021). The research results show that training has no significant effect on the performance of State Civil Apparatus and organizational commitment has no significant effect on the performance of State Civil Apparatus. Research by Ema, N. (2022). The research results show that training has a negative effect on employee performance.

Cooperatives in Bondowoso Regency are under the supervision of the Cooperatives, Industry and Trade Service of Bondowoso Regency. Based on Law Number 23 of 2014 concerning Regional Government, Article 11 states that concurrent government affairs that are the authority of the Region consist of Mandatory Government Affairs and Optional Government Affairs. Mandatory Government Affairs consist of Government Affairs related to Basic Services and Government Affairs not related to Basic Services.

Based on the cooperative functions above, it can be seen that the level of cooperative development in Bondowoso Regency over the past 5 (five) years in carrying out its functions is as follows:

Table 1 Number of Cooperative Developments in Bondowoso Regency

Year	Number of cooperatives	Active cooperative	Inactive cooperative
2019	943	420	523
2020	952	429	523
2021	957	435	522
2022	969	447	552
2023	986	464	552

Source: DiskoperindagBondowoso Regency(2023).

Based on the above, it shows that efforts to improve the performance and sustainability of cooperatives in Bondowoso Regency, Diskoperindag has conducted routine supervision through cooperative health assessments using KKPKK (Cooperative Health Examination Working Paper). The results of the KKPKK provide a predicate of cooperative health such as healthy, fairly healthy, under supervision, or under special supervision. However, based on the data in table 1.1, there is a fluctuation in the number of active and inactive cooperatives from year to year. This indicates an underlying problem related to employee performance and the sustainability of cooperatives in Bondowoso Regency. The main problems analyzed include: Factors that cause fluctuations in the number of active and inactive cooperatives are the human resources of the cooperative, besides that it is also

related to the effectiveness of supervision carried out by Diskoperindag using KKPKK in improving the performance of cooperative employees.

One of the efforts made is to provide several trainings to cooperative employees, such as Financial Management Training to improve employee skills in managing cooperative finances, including transparent and accountable financial recording, budgeting, and reporting. In addition, Diskoperindag provides training to improve entrepreneurial skills to employees so that they can develop cooperative businesses innovatively and competitively. The last one that has been done several times is Information Technology Utilization Training for Cooperatives. This training improves employee understanding and skills in using information technology for cooperative operational efficiency, such as cooperative management information systems and digital marketing.

With an in-depth analysis of these problems, it is expected that the right solution can be found to improve employee performance and the sustainability of cooperatives in Bondowoso Regency. So in this study, researchers found the phenomenon of employee performance, namely the lack of effectiveness of employee performance in improving the quality of cooperative health in Bondowoso Regency. So in this study, researchers try to raise several important factors as a solution to improve performance and minimize problems that exist in the research object, these factors include Training and Supervision of Employee Performance through Organizational Commitment.

2. METHODS

The object of research is something that becomes a concern in a study because the object of research is the target to be achieved to get answers or solutions to the problems that occur. According to Sugiyono (2012:144) the definition of the object of research is as follows: The object of research is a scientific target to obtain data with a specific purpose and use about something objective, valid, and reliable about something (a certain variable). The object in this study is the performance of Cooperative employees throughout Bondowoso Regency, the population in this study is Cooperative Employees throughout Bondowoso Regency as many as 2,688 employees along with details of employees in each sub-district of Bondowoso.

The method used in this study is a descriptive and verification method with a quantitative research approach. According to Sugiyono (2015:59) the definition of a descriptive approach is: Research conducted to determine the existence of independent variable values, either one or more variables (independent) without making comparisons or connecting with other variables. Meanwhile, according to Moch. Nazir (2011:54) the definition of a descriptive approach is as follows: A method in examining the status of a group of people, an object, a set of conditions, a system of thought, or a class of events in the present. The purpose of this descriptive method is to create a description, picture or painting systematically, factually and accurately regarding the facts, characteristics and relationships between the phenomena being investigated.

3. RESULTS AND DISCUSSION

Research result

This Direct Influence Path Coefficient Calculation describes each path in the model section using path analysis. Each path tested shows the direct and indirect influence of training (X1) and supervision (X2) on organizational commitment (Z) and employee performance (Y) of Cooperatives throughout Bondowoso Regency. By knowing the significance or otherwise of each path, it will answer whether the proposed hypothesis is accepted or rejected. The path coefficient values can be seen in the following table:

Table 2. Value of Direct Influence Path Coefficient

No.	Independent Variable	Dependent Variable	Beta (β)	t-count	p-value	Information
1.	Training	Commitment	0.889	15,415	0,000	Significant
2.	Supervision	Commitment	0.360	4,062	0.010	Significant
3.	Training	Performance	0.229	3,256	0.001	Significant
4.	Supervision	Performance	0.528	9,772	0,000	Significant
5.	Commitment	Performance	0.187	3,711	0,000	Significant

Source, above processed by researchers, 2024

In Structural Model below explains the calculation of the influence of training variables (X1) and supervision (X2) which have direct and indirect effects on employee performance (Y), through the intervening variable of organizational commitment (Z). and the path diagram of the results of the path coefficient test is presented as follows:

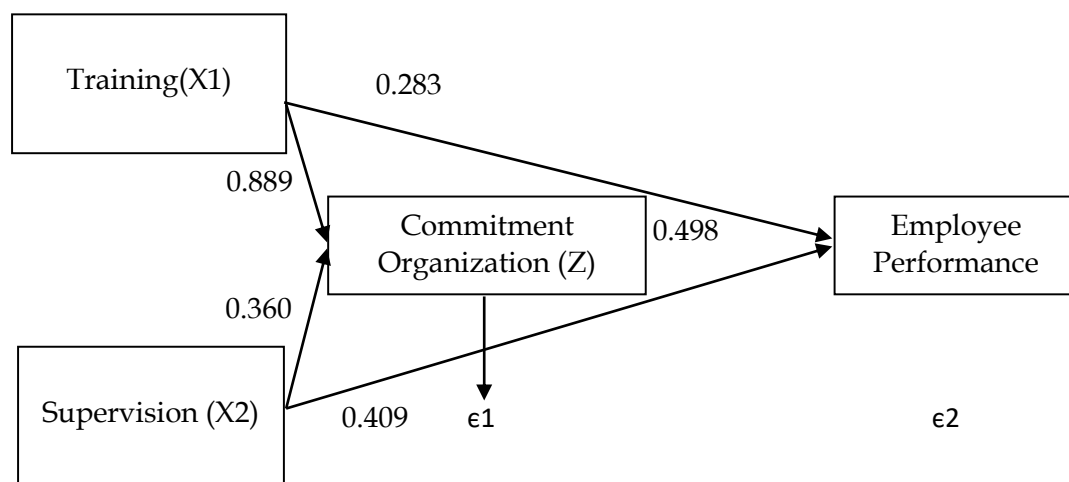


Figure 1. Path Analysis Results

Source: data processed by researchers, 2024

Table 3. Indirect Influence Path Coefficients

Hypothesis	Direct influence	Indirect influence	Total Influence
The effect of training on employee performance (Y) through organizational commitment	0.229	0.166	0.395
The influence of supervision on employee performance through organizational commitment	0.528	0.067	0.595

Source: data processed by researchers, 2024

Based on the results of the path coefficient calculation, it appears that the total influence of the training variable (X1) on employee performance (Y) is 0.395 with details of the direct influence of 0.229 and the indirect influence of 0.166. The total influence of the supervision variable (X2) on employee performance (Y) is 0.824 with details of the direct influence of 0.528 and the indirect influence of 0.067. The indirect influence of training (X1) on employee performance variables (Y) through the intervening variable of organizational commitment (Z) is 0.166, which is smaller than the direct influence of the training variable (X1) on employee performance variables (Y) which is 0.229.

Table 4. Determination Coefficients X1, X2 and Z Against Y

Model Summary ^b					
Model	R	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.906a	.821	.42440998	1,409	

Source: data processed by researchers, 2024

The results of the path analysis calculation show that the Adjusted R Square determination coefficient is obtained with a value of 0.820. This means that 82.0% of the variation in employee performance variables can be explained by training, supervision and organizational commitment variables, while the remaining 18.0% is explained by other variables and errors that are not explained in this study.

Discussion

The Influence of Training on Organizational Commitment

Based on the results of testing and data analysis, the first hypothesis stating that training has an effect on organizational commitment is proven to be true. Training was found to have a direct effect on the organizational commitment of Cooperative employees throughout Bondowoso Regency, so H1 is accepted. This shows that the aspects of training provided have a positive impact on the level of employee commitment to their organization.

Some important indicators in training that contribute to increasing organizational commitment include understanding the core values and principles and identity of the cooperative. These two aspects help employees understand the essence and fundamental goals of the cooperative, so that they can better appreciate their role in the organization. In addition, training on cooperative empowerment laws and policies provides employees with insight into the legal framework and policies that support the development of cooperatives, which in turn can increase their sense of ownership and responsibility towards the organization.

Other aspects such as cooperative organization and management, cooperative accounting, and cooperative business development tips and strategies also play an important role in increasing organizational commitment. Training in these areas equips employees with the practical skills and knowledge needed to run and develop cooperatives effectively. With increased employee competence and understanding of cooperative operations, they tend to feel more confident and involved in achieving organizational goals. This ultimately strengthens their bond with the cooperative and increases overall organizational commitment.

In this study, there are significant similarities in results with previous research conducted by Miftahul Ainun Naím Basori, Sari, R. (2022). Rumondor, AA, Maramis, JB, & Lumanauw, B. (2023) which stated that training has a significant effect on organizational commitment.

The Influence of Supervision on Organizational Commitment

Based on the results of testing and data analysis, the second hypothesis stating that supervision has an effect on organizational commitment is proven true. Supervision was found to have a direct effect on the organizational commitment of Cooperative employees throughout Bondowoso Regency, so H2 is accepted. This shows that the aspects of supervision applied have a positive impact on the level of employee commitment to their organization.

Supervision aspects that contribute to increasing organizational commitment include five main dimensions. First, the Organizational Aspect that measures the quality of the cooperative's structure and governance. Supervision in this aspect ensures that the organizational structure is running well, which in turn can increase the sense of order and clarity of roles for employees, thus encouraging their commitment. Second, the Financial Aspect that assesses the management and financial reporting of the cooperative. Strict

supervision in the financial sector can increase transparency and employee trust in the organization, which contributes to increasing their commitment.

Third, the Business Aspect that measures the suitability and development of cooperative business activities. Supervision in this aspect ensures that cooperative business activities are in line with the goals and principles of the cooperative, which can strengthen the sense of purpose and organizational identity among employees. Fourth, the Management Aspect that assesses the quality of cooperative operational management. Effective supervision in operational management can create a more structured and efficient work environment, which can ultimately increase employee job satisfaction and commitment. Finally, the Compliance Aspect that measures the level of cooperative compliance with cooperative regulations and principles. Supervision in this aspect ensures that cooperatives operate in accordance with applicable standards and ethics, which can increase employee pride and commitment to their organization.

In this study, there are significant similarities in results with previous research conducted by Syafrina, E., Sidabutar, S., Herdiani, L., Sihombing, E., & Nurmala, N. (2022) which stated that supervision has a significant effect on organizational commitment.

The Influence of Training on Employee Performance

Based on the results of testing and data analysis, the third hypothesis stating that training has an effect on employee performance is proven true. Training was found to have a direct effect on the performance of Cooperative employees throughout Bondowoso Regency, so H3 is accepted. This can be caused by various aspects of training that have succeeded in improving employee performance effectively.

Aspects of training that contribute to improving employee performance include understanding the core values and principles and identity of the cooperative. These two aspects help employees understand the philosophy and main objectives of the cooperative, which can increase their motivation to perform better in accordance with these values. Training on laws and regulations and cooperative empowerment policies also provides employees with a better understanding of the legal and operational framework of the cooperative, enabling them to work more effectively within the boundaries set.

Other aspects of training such as cooperative organization and management and cooperative accounting provide employees with practical skills that can be directly applied in their daily work. This can improve efficiency and accuracy in carrying out tasks, which ultimately has a positive impact on overall performance. In addition, training on cooperative business development tips and strategies can stimulate innovative and strategic thinking among employees, encouraging them to contribute more actively to cooperative development.

Overall, the combination of these training aspects not only enhances employees' knowledge and skills, but also motivates them to apply what they have learned in their work. The result is significant performance improvement, reflected in higher operational efficiency, better service quality, and greater contribution to the achievement of the cooperative's overall goals.

In this study, there are significant similarities in results with previous studies conducted by Hartono, D., Sardiyo, S., & Rimbano, D. (2022), Lumintang, DF (2022). Wirtadipura, D. (2022), Priyambodo, A., & Nugraha, A. (2019). Rumondor, AA, Maramis, JB, & Lumanauw, B. (2023) which states that there is a direct positive and significant influence of training on employee performance.

The Influence of Supervision on Employee Performance

Based on the results of testing and data analysis, the fourth hypothesis stating that supervision has an effect on employee performance is proven true. Supervision was found to have a direct effect on the performance of Cooperative employees throughout Bondowoso Regency, so H4 is accepted. This shows that the aspects of supervision implemented have succeeded in improving employee performance effectively.

The Organizational aspect, which measures the quality of the cooperative's structure and governance, plays a vital role in improving employee performance. Effective supervision in this aspect ensures that the organizational structure is functioning well, tasks and responsibilities are clearly distributed, and decision-making processes are efficient. This creates a well-structured and organized work environment, enabling employees to work more effectively and productively.

The Financial Aspect, which assesses the cooperative's financial management and reporting, also contributes significantly to improving employee performance. Strict financial oversight ensures transparency and accountability, which in turn increases employee trust in the organization. When employees feel confident that financial resources are being managed well, they tend to be more motivated to contribute optimally, which is reflected in their performance.

Business Aspect and Management Aspect also play an important role in improving employee performance. Supervision in the Business Aspect ensures that the cooperative's business activities are in line with the cooperative's goals and principles, providing clear direction for employees in carrying out their duties. Meanwhile, supervision in the Management Aspect focuses on the quality of the cooperative's operational management, which helps create an efficient and effective work system. These two aspects together provide a framework that supports optimal employee performance.

Finally, the Compliance Aspect that measures the level of cooperative compliance with cooperative regulations and principles also contributes to improving employee performance. Supervision in this aspect ensures that the cooperative operates in accordance with applicable standards and ethics. This not only protects the cooperative from legal and reputational risks, but also creates a work culture of integrity. Employees who work in an environment that upholds compliance and integrity tend to show better performance, because they feel proud and responsible for their organization.

In this study, there are significant similarities in results with previous studies conducted by Syafrina, E., Sidabutar, S., Herdiani, L., Sihombing, E., & Nurmala, N. (2022), Perteka, IWES, Mitariani, NWE, & Imbayani, IGA (2020). Jenita, NKS (2023). Nugraha, AP, Aulawi, H., & Yudiardi, D. (2020), Budiarmo, EP, & Widagdo, S. (2022). which states that there is a direct positive and significant influence of supervision on employee performance.

The Influence of Organizational Commitment on Employee Performance

Based on the results of testing and data analysis, the fifth hypothesis stating that organizational commitment has an effect on employee performance is proven true. Organizational commitment was found to have a direct effect on the performance of Cooperative employees throughout Bondowoso Regency, so H5 is accepted. This shows that aspects of organizational commitment including identification, involvement, and loyalty have a positive impact on employee performance.

The identification aspect of organizational commitment refers to the extent to which employees feel connected and identify with the values and goals of the cooperative. When employees have a strong identification with the organization, they tend to be more motivated to work hard and give their best to the cooperative. This is reflected in their better performance, because they see the success of the cooperative as their personal success as well.

Involvement, as the second aspect of organizational commitment, relates to the degree to which employees actively participate in the activities and decision-making of the cooperative. Employees who feel actively involved tend to be more productive and innovative in their work. They feel that their contributions are valued and important to the cooperative, which encourages them to continually improve their performance and seek new ways to contribute to the success of the organization.

Loyalty, the third aspect of organizational commitment, describes employees' emotional attachment and dedication to the cooperative. Loyal employees tend to stay with

the organization longer and are willing to put in extra effort for the good of the cooperative. This loyalty often translates into consistent, high-quality performance, as employees feel a personal responsibility to ensure the success of the cooperative.

The combination of these three aspects of organizational commitment - identification, involvement, and loyalty - creates a work environment conducive to high performance. Employees who have a strong organizational commitment not only work harder, but also smarter and more efficiently. They are more likely to take initiative, solve problems creatively, and collaborate effectively with their coworkers. As a result, individual employee performance improves, which in turn contributes to improving the overall performance of cooperatives in Bondowoso Regency.

In this study, there are significant similarities in results with previous studies conducted by Syafrina, E., Sidabutar, S., Herdiani, L., Sihombing, E., & Nurmala, N. (2022), Lumintang, DF (2022). Nugraha, AP, Aulawi, H., & Yudiardi, D. (2020), Priyambodo, A., & Nugraha, A. (2019). Rumondor, AA, Maramis, JB, & Lumanauw, B. (2023). Susanti, S., Widagdo, S., & Dahliani, Y. (2024) and Marsuhin, M., Widagdo, S., & Murtadlo, M. (2018) which state that organizational commitment has a positive effect on employee performance.

The Influence of Training on Employee Performance through Organizational Commitment

Based on the results of testing and data analysis, the sixth hypothesis stating that training affects employee performance through organizational commitment shows interesting results. It was found that the indirect effect of training on employee performance through organizational commitment was 0.166, which was smaller than the direct effect of training on employee performance of 0.229. The total effect of training on employee performance was 0.395, consisting of a direct effect of 0.229 and an indirect effect of 0.166.

These findings indicate that training has a positive impact on employee performance, both directly and indirectly through organizational commitment. A larger direct effect indicates that training has an immediate and substantial effect on improving employees' skills, knowledge, and abilities, which are directly reflected in their performance. This may include improvements in efficiency, productivity, and work quality that can be observed immediately after training.

Although the indirect effect through organizational commitment is smaller, it is still significant. This suggests that training also contributes to increasing employees' organizational commitment, which in turn has a positive impact on their performance. Training can increase employees' sense of identification with the organization, their involvement in their work, and their loyalty to the cooperative. This increased commitment then encourages employees to work harder and more effectively, which is reflected in their performance. Although the effect is not as strong as the direct effect, this indirect pathway provides important additional benefits to the organization.

The Influence of Supervision on Employee Performance through Organizational Commitment

Based on the seventh hypothesis, supervision affects employee performance through organizational commitment. After testing and data analysis, the results obtained state that the indirect effect of the supervision variable (X2) on employee performance (Y) through the intervening variable organizational commitment (Z) is 0.067, which is smaller than the direct effect of the supervision variable (X2) on employee performance variable (Y) which is 0.528. The total effect of the supervision variable (X2) on employee performance (Y) is 0.595 with details of the direct effect of 0.528 and the indirect effect of 0.067. Based on the results of testing and data analysis, the seventh hypothesis stating that supervision affects employee performance through organizational commitment shows significant results. It was found that the indirect effect of supervision on employee performance through organizational commitment is 0.067, which is smaller than the direct effect of supervision on employee

performance of 0.528. The total effect of supervision on employee performance is 0.595, consisting of a direct effect of 0.528 and an indirect effect of 0.067.

This finding indicates that supervision has a very strong impact on employee performance, especially directly. The much larger direct effect (0.528) compared to the indirect effect (0.067) indicates that supervision has an immediate and substantial effect on improving employee performance. This may be due to the fact that effective supervision can directly influence work behavior, ensure quality standards are met, and encourage employee productivity.

Although the indirect effect through organizational commitment is smaller, it still makes a positive contribution to employee performance. This shows that supervision also plays a role in increasing employee organizational commitment, which in turn has a positive impact on their performance. Good supervision can increase employees' sense of responsibility, their understanding of organizational goals, and their sense of belonging to the cooperative, all of which contribute to increasing organizational commitment.

The large total influence (0.595) shows that supervision is a very important factor in improving the performance of Cooperative employees in Bondowoso Regency. Both through direct and indirect influences, supervision has proven effective in encouraging better performance. Therefore, it is important for cooperative management to maintain and even improve the quality of supervision, considering its significant impact on employee performance.

This finding also highlights the importance of a holistic approach to performance management. Although supervision has a strong direct effect, it cannot be ignored that indirect effects through organizational commitment also contribute to improved performance. Therefore, an effective supervision strategy should not only focus on the direct aspects of performance, but also consider how supervision can enhance employees' organizational commitment for more optimal results.

4. CONCLUSION

Based on the research findings, training and supervision have been proven to have a direct influence on the organizational commitment of cooperative employees in Bondowoso Regency. Effective training increases employee involvement, identification, and loyalty to the cooperative, while good supervision can strengthen employees' sense of responsibility and attachment to the goals and values of the cooperative. In addition, training and supervision also have a direct influence on employee performance. Proper training improves employees' knowledge, skills, and abilities in carrying out tasks more efficiently, while effective supervision ensures that performance standards are met, drives productivity, and improves work quality.

Organizational commitment has been shown to play an important role in improving employee performance. Employees with a high level of commitment tend to show better performance and make greater contributions to achieving cooperative goals. However, organizational commitment as an intervening variable has a smaller indirect effect compared to the direct effect of training and supervision on employee performance. This indicates that organizational commitment has not been able to effectively mediate the relationship between training and supervision with employee performance. This finding indicates the need to strengthen organizational commitment more deeply so that it can act as a significant mediator in the relationship.

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