ORGANIZATIONAL COMMITMENT MEDIATING THE INFLUENCE OF TRAINING AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE

Evi Nawangsari¹, Mintarti², Sudjatno³
Faculty of Economics and Business, University of Brawijaya, Malang, East Java, Indonesia
¹evinawang30@gmail.com ²mintarti@ub.ac.id ³sudjatno@ub.ac.id

PAPER INFO

ABSTRACT

Received: December 2022
Revised: January 2023
Approved: January 2023

Background: Along with the development of technology and information and the need for education in Indonesia which continues to increase, it has resulted in competition among existing universities. Based on data from the Secretariat of the Directorate General of Higher Education, the number of universities in Indonesia reached 4,593, of which 74.09% of the number followed the education reference provided by the Directorate General of Higher Education, Research and Technology (DIKTI). This results in every existing college must be able to improve quality in order to compete with other universities.

Aim: This study discusses the effect of training and work motivation on employee performance with organizational commitment as a mediation variable.

Method: This research is explanatory research with a quantitative type of research. The sampling technique used in this study was non-probability sampling using saturated samples. Statistical analysis in this study was processed using the SEM-PLS analyzer.

Findings: Organizational commitment mediated the role of the influence of work motivation on the performance of educational personnel at the Faculty of Agriculture, University of Brawijaya. It is because when employees have very high motivation and the motivation has been fulfilled by the organization, they will be more loyal to the organization and will indirectly improve employee performance.

KEYWORDS organizational commitment, training, work motivation, employee performance

INTRODUCTION

The University of Brawijaya as one of the favorite universities with more than 50,000 students, continues to strive to improve the quality of existing education. It aligns with the vision and mission of the University of Brawijaya, where one of the missions stated is "Superior, equitable, and sustainable higher education governance" with one of the planned targets, namely "The realization of the ability to academically be independent, autonomous and be able to self-direct itself." In other words, one of the focuses of the University of Brawijaya to realize its vision as a pioneer university is to manage its human resources.

Education personnel is the designation of employees at the University of Brawijaya which is regulated in Rector's Regulation No. 18 of 2022 Chapter I General Provisions Article 1 Paragraph 32 in which it is stated that educational personnel have a very important role in supporting the educational process carried out in a university. Even so, there are still staff at the Faculty of Agriculture who have low education, this is one of the challenges that need to be considered. This makes the performance of each employee tend to be unstable because they...
do not have the ability to accordance with the field of work given to them. Finally, they work perfunctorily according to their abilities and not according to what the organization expects.

Based on that, there is a need for training activities to be able to improve the performance of educational personnel. In accordance with the Rector's Regulation of the University of Brawijaya Number 20 of 2016 concerning Organizational Structure and Work Procedures which states that it is necessary to provide training, especially related to information technology to UB human resources, both lecturers, educational staff and students. With the training given to employees, it is hoped that it can motivate them to continue to work harder, be able to achieve achievements and they work in accordance with their competencies. In accordance with the meaning of training according to Nurhayati (2018), that training is a process of systematically changing the behaviour of employees in a direction to improve organizational goals. Job training is also regulated in law No.13 of 2003 paragraph 9 article 1 which states that training is all activities carried out to be able to provide, obtain, improve work ethic, and develop related to work competence, productivity, attitude and work ethic of a certain level of expertise and skills in accordance with job qualifications. With training, it is hoped that employees will have an increase in knowledge, and skills, changes in attitudes, behaviour, and improvement of their own shortcomings so that they are motivated to improve performance in accordance with their fields.

Not only that, it turns out that motivation also provides an important role in improving employee performance. One of the efforts that organizations can make is to explore what factors influence the increase in employee work productivity and then take action to increase the productivity of their performance. According to Rivai (2009), work motivation is one of the most important aspects for employees to be able to improve employee performance. Any increase in employee motivation will be able to provide a very meaningful improvement in employee performance. Yasa and Dewi (2019) also put forward motivation as a psychological factor through desires that have not been satisfied and directed towards the achievement of an organizational goal. Maslow's theory according to Robbins (2008) argues that a person has needs that are fought to meet, that complex needs and their needs will constantly change. Providing employee motivation is not easy, as employees have different wants, needs, and expectations between one employee and another employee (Ardianti et al., 2018).

In addition to employees must be able to be motivated by work to be able to improve their performance, there are other aspects, namely an employee must also know the type of work, how to carry out the job, and who is right to be able to do the job, and there is a need for analysis of the job itself, which is in the form of a job description. Armstrong (2014) has also stated that job description is defined as what a leader does how to carry out his duties, responsibilities or work and performance is an achievement or achievement of an employee related to the duties and responsibilities that have been imposed on the employee.

This phenomenon makes the basis for researchers to want to find out more about what are the important factors that have a big impact on employee performance. This research on human resource management is expected to contribute to testing elements that can be factors that affect the performance of educational personnel Faculty of Agriculture, the University of Brawijaya. In this study, there are several previous studies related to the effect of training and work motivation on employee performance which showed mixed research results. The difference in the results of the research on the effect of training and work motivation on employee
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performance is shown by research conducted by Asiamah et al. (2019), Yao et al. (2019), Hendri (2019), and Salem and Abdien (2017), mentioning that the training provided has a positive and significant effect on employee performance, while the research conducted by Wicaksono et al. (2021) show that training negatively affects employee performance. The differences in the results of research on work motivation on employee performance are contained in research conducted by Mardanov et al. (2020), Pang and Lu (2018), Hendiawan et al. (2020), Hasmalawati et al. (2018), showing that the work motivation of employees has a significant effect on employee performance. But on the contrary, research conducted by Yukama et al. (2020), shows that work motivation does not have a significant effect on employee performance.

The diverse results of the study provide an opening for researchers to conduct research related to the effect of training and work motivation on employee performance directly with mediation variables. This study added the variable of organizational commitment as a mediating variable that bridges the relationship between training and work motivation to employee performance. This is similar to the opinion of research conducted by Moradi et al., (2018) and Mohammad et al. (2019) which states that it is necessary to add mediating variables between training and work motivation to employee performance. Therefore, this study discusses the effect of training and work motivation on employee performance with organizational commitment as a mediation variable. The researchers expect it to be a reference for readers on how all the discussed variables relate to and affect each other.

METHOD

This research is explanatory research with a quantitative approach. The variables used included training, work motivation, organizational commitment, and employee performance. The location or subject of research in this study is the education staff at the Faculty of Agriculture, University of Brawijaya, Malang, East Java, Indonesia, in November-December 2022.

The sampling technique used in this study was non-probability sampling using saturated samples. This method is used because the number of all employees at the Faculty of Agriculture, University of Brawijaya is relatively small, namely 104 people. Therefore, this study involved the entire population.

The primary data in this study was in the form of an online questionnaire that was distributed to the respondents, namely the Staff of the Faculty of Agriculture, University of Brawijaya Malang. Meanwhile, secondary data in this study was obtained from various sources such as the official website of the University of Brawijaya and the Faculty of Agriculture, University of Brawijaya, books, reports, documents, archives and others. Finally, for statistical analysis, this study was processed using the SEM-PLS analyzer.
RESULTS AND DISCUSSION

Table 1. Hypothesis Testing Results

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Coefficient</th>
<th>P-values</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: Training influences employee performance</td>
<td>0.481</td>
<td>&lt;0.001</td>
<td>Receive</td>
</tr>
<tr>
<td>H2: Work motivation influences employee performance</td>
<td>0.140</td>
<td>0.048</td>
<td>Receive</td>
</tr>
<tr>
<td>H3: Training influences organizational commitment</td>
<td>0.282</td>
<td>&lt;0.001</td>
<td>Receive</td>
</tr>
<tr>
<td>H4: Work motivation influences organizational commitment</td>
<td>0.477</td>
<td>&lt;0.001</td>
<td>Receive</td>
</tr>
<tr>
<td>H5: Organizational commitment influences employee performance</td>
<td>0.242</td>
<td>0.002</td>
<td>Receive</td>
</tr>
<tr>
<td>H6: Organizational commitment mediates the effect of training on employee performance</td>
<td>0.68</td>
<td>0.013</td>
<td>Receive</td>
</tr>
<tr>
<td>H7: Organizational commitment mediates the effect of work motivation on employee performance</td>
<td>0.115</td>
<td>0.028</td>
<td>Receive</td>
</tr>
</tbody>
</table>

*Source: Personal Data Processed (2022)*

Hypothesis 1

1) $H_0 = \text{Training does not influence employee performance; and}$
2) $H_1 = \text{There is a positive influence and also a difference between training on employee performance.}$

Based on the results of the analysis that has been carried out, the p-value for the first hypothesis is $<0.001$ with a path coefficient value of 0.481 and a positive sign. Thus, then $H_1$ is accepted, and $H_0$ is rejected because the p-value possessed is less than equal to 0.05. Therefore, it is proven that there is an influence of training on employee performance. The more often training is provided by an organization, the more skilled and good the performance of employees in the organization will be.

Hypothesis 2

1) $H_0 = \text{Work motivation does not influence employee performance; and}$
2) $H_2 = \text{The presence of a positive and also significant influence between work motivation on employee performance.}$

Based on the results of the analysis that has been carried out, the p-value for the second hypothesis is 0.048 with the path coefficients value being 0.140. Thus, then $H_2$ is accepted, and $H_0$ is rejected. Therefore, there is an influence between work motivation and employee performance. Where the higher the motivation that the employee has to work in the organization, the better the performance that will be produced by the employee.

Hypothesis 3

1) $H_0 = \text{Training does not influence organizational commitment; and}$
2) $H_3 = \text{There is a positive and also significant influence between training on organizational commitment.}$
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Based on the results of the existing analysis, the p-value for the third hypothesis was <0.001. Where the p-value is ≤ 0.05. Likewise for the result of path coefficients, where the third hypothesis has a path coefficient value of 0.282 and is positively marked. Thus, then H₃ is accepted, and H₀ is rejected. Therefore, there is a positive and significant influence between training and commitment to an organization. When the organization provides training regularly, it will cause employees to have commitments or provisions in the organization.

Hypothesis 4
1) H₀ = Work motivation does not influence organizational commitment; and
2) H₄ = The presence of a positive and significant influence between work motivation and organizational commitment.

Based on the results of the analysis that has been carried out, it is found that the fourth hypothesis has a p-value of <0.001, where the p-value is less than equal to 0.05. Likewise the value of the path, coefficients has a value of 0.477 and is positively marked. Thus, then H₄ is accepted, and H₀ is rejected. Therefore, it is known that there is a positive and also significant influence between work motivation and organizational commitment. If the motivation possessed by an employee is high to work in the organization, then the employee's commitment not to leave the organization is also high.

Hypothesis 5
1) H₀ = Organizational commitment does not affect employee performance; and
2) H₅ = There is a positive and significant influence on the organization's commitment to employee performance.

Based on the results of the analysis that has been carried out, it is found that the fifth hypothesis has a p-value of 0.002, where the p-value is ≤ 0.05. Likewise for the path coefficients value, where the fifth hypothesis has a path coefficients value of 0.242 and is positively marked. Thus, then H₀ is rejected, and H₅ is accepted. Therefore, there is a positive and significant influence between organizational components on the performance of employees. If the employee's committed to the organization, then the employee will work hard to be able to jointly advance the organization which will have an impact on improving the performance of the employee.

Hypothesis 6
1) H₀ = Organizational commitment does not play a role in mediating the effect of training on employee performance; and
2) H₆ = The existence of organizational commitment as a mediation of the influence of training on employee performance.

Based on the results of the analysis that has been carried out, it is known that the p-value for the sixth hypothesis is 0.013, where the p-value is ≤ 0.05. Likewise the value of the path coefficients where the value is 0.68 and is positively marked. Thus, then H₀ is rejected, and H₆ is accepted. Therefore, organizational commitment acts as a mediation of the influence of training on employee performance. Where if the training provided by an organization goes well, then it can increase employee commitment to the organization which can later have an impact on improving the performance of employees.
Hypothesis 7
1) \( H_0 \) = Organizational commitment does not play a role in mediating the influence between work motivation on employee performance; and
2) \( H_7 \) = The existence of organizational commitment as a mediation of the influence between work motivation on employee performance.

Based on the results of the analysis that has been carried out, the p-value for the seventh hypothesis is 0.028, where the p-value is \( \leq 0.05 \). Likewise, the path coefficients value has a value of 0.115 and is positively marked. Thus, then \( H_0 \) is rejected, and \( H_7 \) is accepted. Therefore, organizational commitment acts as a mediation of the influence between work motivation and employee performance. Where if the employee's work motivation is high, it will make employees committed to the organization which will indirectly have an impact on improving the performance of employees.

The Effect of Training, Work Motivation and Organizational Commitment on the Performance of Employees of Educational Personnel, Faculty of Agriculture, University of Brawijaya

The influence of training, work motivation, and organizational commitment on the performance of educational personnel at the Faculty of Agriculture, University of Brawijaya, is presented below.

Table 2. Results of Analysis of the Effect of Training, Work Motivation and Organizational Commitment on Employee Performance

<table>
<thead>
<tr>
<th>Relationships Between Variables</th>
<th>Coef. Path</th>
<th>P-Value</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explanatory Variables</td>
<td>Response Variables</td>
<td>Information</td>
<td></td>
</tr>
<tr>
<td>Training (X1)</td>
<td>Employee Performance (Z)</td>
<td>0.481</td>
<td>&lt;0.001</td>
</tr>
<tr>
<td>Work Motivation (X2)</td>
<td>Employee Performance (Z)</td>
<td>0.1401</td>
<td>0.048</td>
</tr>
<tr>
<td>Organizational Commitment (Y)</td>
<td>Employee Performance (Z)</td>
<td>0.242</td>
<td>0.002</td>
</tr>
</tbody>
</table>

Source: Personal Data Processed (2022)

Based on Table 2 above, it can be seen that the variables of training, work motivation and also organizational commitment both influence employee performance. Thus, then hypotheses 1, 2 and 5 are acceptable. The first relationship is the relationship between training and the performance of employees/education personnel at the Faculty of Agriculture, University of Brawijaya. As conveyed by Tan et al. (2021), that training is one of the popular methods that can be used to be able to increase the productivity of employees and communicate company goals to new employees with the aim of being able to encourage employees to acquire attitudes, skills and improved performance in the workplace. Likewise, according to Waris (2015), that training plays the most important role in order to improve the performance of employees to be able to achieve the goals of the organization. Similarly, Guan and Frenkel (2019) conveyed that training tends to increase knowledge and abilities and can increase the self-efficacy of employees towards their work which can later have an impact on the performance of the...
employees themselves. Thus, it is correct to say that training influences the performance of employees.

Like the one at the Faculty of Agriculture, University of Brawijaya, routine training activities are carried out at least once every semester. The types of training held also vary from training that aims to develop themselves to training that aims to be able to help employees/education staff complete their work or training related to new methods to be used. Where the entire training activities carried out have the aim of being able to improve the performance of educational personnel at the Faculty of Agriculture, University of Brawijaya, to be later able to jointly achieve goals and develop the Faculty of Agriculture, University of Brawijaya.

Then the next thing is the relationship between work motivation and the performance of employees. Where this is in accordance with what was conveyed by Selvarajan et al. (2018), that the performance appraisal process can affect the motivation of employees to be able to improve their performance. Similarly, according to Beltrán-Martín and Bou-Llusar (2018), the AMO model analyzes the variables that determine employee performance, consisting of A (Abilities) which states that performance is a function of the employee's ability to perform, M (Motivation) which is a social psychology perspective where performance depends heavily on it, and O (Opportunities) which is the means by which the abilities and efforts of such employees can be transformed into results. Similarly, Lee and Raschke (2016) stated that it is important for an organization and its managers to be able to understand what really motivates employees if they want to maximize the performance of the organization. Thus, it is correct if work motivation has a very strong influence on the performance of employees. As in the employees of educational personnel at the Faculty of Agriculture, University of Brawijaya, where when viewed from the value of factor loading, the strongest motivation dimension is in the motivation dimension of recognition needs which has a factor loading value of 0.881. Where the motivation for the recognition needs consists of awards and incentives carried out by the Faculty of Agriculture, University of Brawijaya. Not only that, the Faculty of Agriculture, University of Brawijaya, also often gives praise and awards so that employees of educational personnel feel appreciated for their hard work in completing an existing job. Where this seems to be underestimated, but in fact, it actually motivates employees to be able to improve their performance even better. Thus, the five existing motivations must continue to be fulfilled by the Faculty of Agriculture, the University of Brawijaya to be later able to help employees to continue to be motivated so that they can have an impact on improving existing performance.

Then the last is the influence of the organization's commitment to the performance of employees. As stated by Alqudah et al. (2022), when employees have a commitment to the organization then the employee will be emotionally involved in the organization and feel personally responsible for the success rate. Employees who are committed will also display a positive work attitude, a desire to stay together with the organization and a high level of performance. Similarly, according to Sharma et al. (2021) that when employees have a high commitment, it will cause an increase in the performance of the organization and also an increase in organizational productivity. Similarly, Eliyana et al. (2019) conveyed that organizational commitment has a strong and positive relationship with the performance of employees. Thus, it is true that organizational commitment has a positive and also significant
influence on the performance of employees. As in the Faculty of Agriculture, University of Brawijaya, where employees of educational personnel have proven to have a fairly strong commitment to the Faculty of Agriculture. One of them can be seen from the length of time employees work at the Faculty of Agriculture, University of Brawijaya. As mentioned earlier that about 52% of the total existing employees have worked for more than 6 years. This shows the commitment of employees to the Faculty of Agriculture. As stated by Eliyana et al. (2019), that one of the indicators of organizational commitment is the strong willingness of employees to remain members of the organization. Thus, it has been proven that employees/educational personnel at the Faculty of Agriculture, University of Brawijaya commit to the organization. Where later the feeling of belonging and being part of the organization will make employees work hard to be able to advance the organization together which later can indirectly have an impact on improving existing performance.

The Effect of Training and Work Motivation on the Organizational Commitment of Employees/Education Personnel of the Faculty of Agriculture, University of Brawijaya

Based on the results of the analysis that has been carried out, it is found that there is an influence of training variables and work motivation on organizational commitment which can be described in the following table.

<table>
<thead>
<tr>
<th>Relationships Between Variables</th>
<th>Coef. Path</th>
<th>P-Value</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explanatory Variables</td>
<td>Response Variables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training (X1)</td>
<td>Organizational Commitment (Y)</td>
<td>0.282</td>
<td>&lt;0.001</td>
</tr>
<tr>
<td>Work Motivation (X2)</td>
<td>Organizational Commitment (Y)</td>
<td>0.477</td>
<td>&lt;0.001</td>
</tr>
</tbody>
</table>

*Source: Personal Data Processed (2022)*

Based on Table 3 above, it can be seen that training and motivation for cooperation both have a positive and also significant influence on organizational commitment. Thus, then hypotheses 3 and 4 are acceptable. The first relationship is the relationship between the training variable (X1) to organizational commitment (Y) which has a positive and also significant influence. This is in accordance with what was conveyed by Jaworski (2018), that the provision of effective training will have a positive relationship with the organizational commitment of the employees. Similarly, according to Avittathur and Ghosh (2020), the training provided by an organization will produce more committed employees. This is because training is one of the practices seen by employees as a gift. Where the result of giving the gift makes employees exert more effort and reciprocate by showing their loyalty to the organization. Similarly, Rawashdeh and Tamimi (2020) conveyed that training organized by the organization can produce employees who are more motivated, talented and also committed. Thus, it is correct to say that training influences the organisation’s commitment.
As is the case with the employees of the educational staff of the Faculty of Agriculture, University of Brawijaya, where training activities that are often carried out by the faculty are proven to be able to affect employee commitment to the organization. Where this organizational commitment consists of three things, namely, an affective commitment which is the extent to which employees feel emotionally connected to the organization and result in employees having the desire to remain in the organization (Ocen et al., 2017). This can be seen when the percentage of employees who work for more than 6 years has reached 52% of the total existing employees. Thus, it clearly shows that most of the employees of the educational staff of the Faculty of Agriculture, University of Brawijaya have been committed to the organization. Where with the training activities provided by the organization will actually make employees have a feeling of commitment to the organization and want to immediately implement the results of the training activities they participate in, which unknowingly is a form of commitment within employees to be able to advance the organization jointly.

Then the second form of commitment is continuance commitment, where the commitment is felt when the employee feels unable to leave the job because he has no other choice. Where this can be felt by employees when they are no longer able or do not have the desire to match the salary and benefits they have with other jobs (Avittathur & Ghosh, 2020). Then the last is normative commitment, which is associated with the employee's feelings of having to repay the good deeds given by the organization. It can be seen by the implementation of training activities provided by the organization which can have an impact on improving the performance provided. Not only that, the feeling of responsibility to be able to advance the Faculty of Agriculture jointly, the University of Brawijaya is also a form of implementation of normative commitments.

Then the next thing is the relationship between work motivation and organizational commitment. As stated by Loor-Zambrano et al. (2022), the key to the existence of employee commitment to the organization is the presence of intrinsic motivation and the work itself. Similarly, Alcover et al. (2020) stated that motivation has a significant influence on organizational commitment. It is the same as what Watson et al. (2018) said that high employee commitment is influenced by the personal motivation of employees. Thus, it can be said that there is an influence between motivation and organizational commitment from employees.

As is the case with the employees of the education personnel at the Faculty of Agriculture, University of Brawijaya, where the motivation they have can encourage them to be able to work which indirectly affects the employee's commitment to the organization. It can be seen that when physiological needs in the form of providing comfortable work facilities and workspaces as well as providing rest opportunities are given and facilitated very well by the organization, then it will indirectly make employees loyal to the organization. Likewise related to security needs, where if the organization can provide security guarantees in the work environment and also security support in the implementation of work, it is not impossible that employees will be more motivated and encouraged to advance the organization together. Similarly, for recognition needs, where when the organization gives awards and incentives to employees, it will make employees feel valued which will later make employees loyal and increase employee commitment to the organization. Likewise, social needs consist of relationships between each other in the work environment, support between fellow employees and self-adjustment, where when these needs are met it will create a comfortable work
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The role of organizational commitment is essential in mediating the influence of training and work motivation on the performance of employees. This is supported by the results of the analysis that has been conducted. Organizational commitment plays a role in mediating the influence of training and work motivation on employee performance, as can be seen in Table 4 below.

Table 4. Results of Analysis of the Role of Organizational Commitment as a Mediating of the Effect of Training and Work Motivation on Employee Performance

<table>
<thead>
<tr>
<th>Explanatory Variables</th>
<th>Mediation Variables</th>
<th>Response Variables</th>
<th>Coef. Path</th>
<th>P-Value</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training (X1)</td>
<td>Organizational Commitment (Y)</td>
<td>Employee Performance (Z)</td>
<td>0.68</td>
<td>0.013</td>
<td>Receive</td>
</tr>
<tr>
<td>Work Motivation (X2)</td>
<td>Organizational Commitment (Y)</td>
<td>Employee Performance (Z)</td>
<td>0.115</td>
<td>0.028</td>
<td>Receive</td>
</tr>
</tbody>
</table>

*Source: Personal Data Processed (2022)*

Based on the analysis, it can be concluded that organizational commitment plays a role in mediating the influence of training and work motivation on employee performance. Thus, hypotheses 6 and 7 are acceptable or organizational commitment can be said to be a partial mediation variable (Solimun et al., 2017). This is because the indirect influence of training variables and work motivation through organizational commitment is significant and so is the direct influence between training variables and work motivation on employee performance which also has a significant effect.

As in the first relationship, where organizational commitment plays a role in mediating the relationship between training and performance from employees. This is in accordance with what was conveyed by Mihardjo et al. (2021), that the provision of training will affect employee commitment to the organization which will also indirectly affect the performance of employees. Likewise, according to Nugraha (2017), that commitment plays a role in mediating the influence of training on the performance of employees. Thus, when the organizational commitment of employees is higher due to the better training activities provided by the organization, it will tend to be able to improve the performance of employees. Likewise, according to Wahyuni (2016), that organizational commitment mediates the effect of training on the performance of employees indirectly significantly. Thus, it can be said that organizational commitment plays a role in mediating the influence of training on the performance of employees. In the Faculty of Agriculture, the University of Brawijaya, where
the better the training activities provided by the faculty to employees of educational staff will actually increase the staff's commitment to the organization because it feels that the organization has given a gift in the form of existing self-development. Therefore, employees will try to apply what is given during the training activities as well as possible which later unconsciously can actually improve the performance of employees.

Then the second relationship is the relationship between work motivation and the performance of employees mediated by organizational commitment. As stated by Suarjana et al. (2016) and Wahyuni (2016), that organizational commitment can mediate the influence of work motivation on the performance of employees. Similarly, Yousaf et al. (2015) stated that commitment successfully mediates the influence of work motivation on employee performance. Thus, it can be said that organizational commitment plays a role in mediating the influence of work motivation on the performance of the organization's employees. In the Faculty of Agriculture, the University of Brawijaya, where educational personnel have a very strong motivation where when these motivations can be met and supported by the organization, it is not impossible that employees will become loyal and committed to the organization. Later, these feelings will indirectly improve the performance of employees because of a sense of belonging and desire to be able to develop the organization jointly.

CONCLUSION

Based on the results of the analysis that has been carried out, it is found that there is an influence of training on the performance of educational personnel at the Faculty of Agriculture, University of Brawijaya. This is because training plays a fairly important role in improving the performance of employees to achieve the goals of the organization.

Based on the results of the analysis that has been carried out, it is found that there is an influence of work motivation on the performance of educational personnel at the Faculty of Agriculture, University of Brawijaya. This is because if work motivation can be met by the organization, it can spur employees to continue working more vigorously which can later affect the performance of employees.

Based on the results of the existing analysis, it was found that training influences the organizational commitment of the educational personnel at the Faculty of Agriculture, University of Brawijaya. This is because when training is given, employees consider it as a gift which makes employees more loyal.

Based on the results of the existing analysis, it was found that motivation influences organizational commitment to employees of educational personnel at the Faculty of Agriculture, University of Brawijaya. This is because the key to the commitment possessed by an employee is the intrinsic motivation from within the employee.

Based on the results of the analysis that has been carried out, it was found that organizational commitment influences the performance of educational staff employees at the Faculty of Agriculture, University of Brawijaya. This is because when employees have a high commitment, it can improve the performance of the organization and increase productivity of the organization.

Based on the results of the analysis that has been carried out, it was found that organizational commitment plays a role in mediating the influence of training on the performance of educational personnel at the Faculty of Agriculture, University of Brawijaya.
This is because when the organization provides training properly, it will make employees feel that they must immediately be able to implement the results of the training activities provided. Where this can indirectly improve the performance of employees.

Based on the results of the analysis that has been carried out, it was found that organizational commitment plays a role in mediating the influence of work motivation on the performance of educational personnel at the Faculty of Agriculture, University of Brawijaya. This is because when employees have very high motivation and plus the motivation has been fulfilled by the organization, it will make employees more loyal to the organization and will indirectly improve performance of employees.

The Faculty of Agriculture, University of Brawijaya, is expected to be able to add further a variety of training activities provided and adjusted to what is needed by the current educational staff. This is so that the training activities provided can really help employees of education staff develop potential and also add skills that can later help ease the burden when working. The faculty are also expected to pay more attention to what needs can motivate employees of the educational staff at work which will result in an increase in the performance of employees. In addition, future researchers hopefully take an interest in studying these variables, both inside and outside of the university, to see how they influence each other in different places.

REFERENCES


