

## THE EFFECT OF JOB TRAINING, JOB SUPERVISION AND EMPLOYEE COMMITMENT TO JOB PERFORMANCE

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### Abstract

This research was conducted at PT. Multiguna Lestari Abadi Kelurahan Selensen Indragiri Hilir. The purpose of this study is to determine the effect of job training, work supervision and employee commitment to the work performance of production employees at PT. Multiguna Lestari Abadi Kelurahan Selensen Indragiri Hilir. Job training, work supervision and employee commitment as independent variables (X) while job performance as dependent variables (Y). The problem in this study is production results that have not reached the company's target for the last 5 years, accompanied by the presence of several employees who are absent or late as seen from company data and supported by expert opinions. The sample of this study was taken as many as 53 respondents with a total of population size. Data obtained from the results of questionnaires distributed using questionnaires using census / total sampling techniques. and then processed to then be tested with statistics through SPSS 22. From the results of the tests conducted show that job training has a positive and significant effect on employee work performance, work supervision has a positive and significant effect on work performance, employee commitment has a positive and significant effect on work performance, then job training, work supervision and the application of employee commitment to work performance, where the calculation  $(20.840) >$  table  $(3.18)$  and significance value  $(0.000) < 0.05$ .

**Keywords:** Job Training, Work Supervision, Employee Commitment and Work Performance

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### INTRODUCTION

Business competition in the era of globalization requires companies to compete to produce quality products and maintain their existence. Almost all companies have a goal of maximizing profits and value for the company and also to increase the welfare of the

company and employees<sup>1</sup>. In increasing competitiveness, both in terms of product and production quality, it is not enough for a company to only have large capital to achieve its goals<sup>2</sup>, but must be assisted by human resources, namely employees<sup>3</sup>.

Human resources are the most important factor in a company in terms of other factors besides capital<sup>4</sup>. So, human resources are the most important and very decisive, because without good human resources the company will not run well either. If an organization or company wants to achieve the expected goals<sup>5</sup>, it is important to pay attention to one of them is the human being in it, namely employees<sup>6</sup>. Employees when working must produce something, be it for the company or for themselves<sup>7</sup>. From producing something, it can also be interpreted that an employee has achievements at work or has work achievements<sup>8</sup>. Work performance is one of the work results achieved by a person by carrying out the tasks assigned to him based on expertise, experience, sincerity and time<sup>9</sup>. Employees with high work performance will always be honest about everyone's responsibilities and are committed to carrying out all the tasks assigned to them successfully according to their ability to achieve the best results in their work, and vice

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<sup>1</sup> A Yusuf, M., & Badiru, "The Impact of Training and Development on Organizational Performance," *International Journal of Engineering Business Management*, 9 (2017), 1–12 <<https://doi.org/10.24191/ji.v17i2.18177>>.

<sup>2</sup> S Widodo, "The Effect of Training and Development, Job Satisfaction and Employee Commitment on Employee Performance in PT. Brantas Abipraya (Persero) Surabaya," *Journal of Management*, 4.2 (2019), 102–14.

<sup>3</sup> M. A Nasution, I. M., & Lubis, "The Influence of Work Supervision and Employee Commitment on Employee Performance at PT. PLN (Persero) Tanjung Balai Karimun," *Advances in Social Science, Education and Humanities Research*, 383 (2019), 112–16.

<sup>4</sup> L. K Pradhan, R. K., & Jena, "Impact of Training and Development, Work Supervision, and Employee Commitment on Employee Performance in Indian Manufacturing Firms," *International Journal of Human Resource Management and Research*, 8.1 (2018), 27–42.

<sup>5</sup> Jasmin Tahira dan Aneela Qureshi, "Impact of Training, Supervision and Employee Commitment on Employee Performance: Evidence from Pakistani Banks," *Journal of Business and Management*, 2.1 (2018), 18–28.

<sup>6</sup> Arfa Efendi, "Pengaruh Pengawasan, Disiplin Kerja, Dan Komitmen Karyawan Terhadap Prestasi Kerja," *Pengaruh Pengawasan, Disiplin Kerja, Dan Komitmen Karyawan Terhadap Prestasi Kerja*, 2021, 9 <[http://repository.umpalopo.ac.id/2318/1/Jurnal ARFA.pdf](http://repository.umpalopo.ac.id/2318/1/Jurnal%20ARFA.pdf)>.

<sup>7</sup> dan Xiaohong Yang Lina Zhang, Xiaoyan Liu, "The Effect of Training, Supervision, and Employee Commitment on Job Performance: Evidence from Chinese Manufacturing Industry," *Journal of Management and Business Research*, 1.1 (2017), 20–30.

<sup>8</sup> G Dessler, *Human Resource Management Thirteenth Edition* (New Jersey: Pearson Prentice Hall., 2011).

<sup>9</sup> Malayu S.P. dan Hasibuan, *Manajemen Sumber Daya Manusia : Edisi Revisi* (Jakarta: Bumi Aksara, 2015).

versa<sup>10</sup>.

For this reason, improving employee performance at work must be carried out properly, both individually and in groups, as an effort to achieve better work results<sup>11</sup>. To achieve this goal, job training, strong and good supervision and employee commitment are needed<sup>12</sup>. According to <sup>13</sup> explains that training is a process to maintain or improve employee work skills to produce effective work and help achieve company goals. Employees who are committed to their work usually have the drive to continue to serve or survive as employees or members of the organization and carry out their duties as effectively as possible.<sup>14</sup>

According to employee commitment is a person's sense of identification, involvement and loyalty expressed by an employee towards his organization<sup>15</sup>. Failure to achieve company targets in the last 5 years indicates a decline in employee performance at the company<sup>16</sup>. Low work performance can also be characterized by time discipline such as being late and not even coming to work for no reason, unclear penalties<sup>17</sup>, and indecisiveness in company rules regarding penalty sanctions<sup>18</sup>. It is assumed that between employee absences and employee work performance there is a relationship where if the

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<sup>10</sup> H Purwanto, A., & Asmara, "The Influence of Work Supervision and Employee Commitment on Employee Performance at the Cooperative of Central Java Province," *Journal of Economics and Business*, 3.2 (2020), 129–40.

<sup>11</sup> D Afandi, "The Effect of Training and Development, Work Supervision, and Employee Commitment on Employee Performance in PT. Bukit Asam (Persero) Tbk Tanjung Enim," *International Journal of Scientific Research and Management*, 6.6 (2018), 287–94.

<sup>12</sup> W Pratiwi, D. E., & Lestari, "The Effect of Training and Work Motivation on Employee Performance," *International Journal of Scientific Research and Management*, 8.2 (2020), 83–85 <<https://doi.org/10.32698/hum0200>>.

<sup>13</sup> W Bangun, *Manajemen Sumberdaya Manusia* (Bandung: Penerbit Erlangga, 2012).

<sup>14</sup> Inge Hutagalung dan Rajab Ritonga, "Pengaruh Iklim Komunikasi dan Komitmen Organisasi Terhadap Kepuasan Kerja Pegawai Kecamatan XYZ Bekasi," *Jurnal Kajian Komunikasi*, 6.2 (2018), 204 <<https://doi.org/10.24198/jkk.v6i2.16712>>.

<sup>15</sup> D Ariani, I., & Suryani, "The Influence of Work Supervision, Employee Commitment and Motivation on Employee Performance in PT. Bank BCA," *Journal of Business and Management*, 5.3 (2019), 197–205.

<sup>16</sup> dan Slamet Sugiri Aulia Rahman, Munawaroh Munawaroh, "The Effect of Training, Supervision, and Employee Commitment on Employee Performance at the Regional General Hospital of Alkhairaat Aceh," *Journal of Public Health Research and Policy*, 2.1 (2021), 9–18.

<sup>17</sup> S Sari, R. D., & Mulyani, "The Effect of Training and Development, Work Supervision, and Employee Commitment on Employee Performance in PT. PLN (Persero) Palembang," *International Journal of Research in Economics and Social Sciences*, 9.2 (2019), 124–33.

<sup>18</sup> N Chawla, D. dan Sondhi, "Impact of Training, Supervision and Employee Commitment on Employee Performance: Evidence from India," *Journal of Economics and Business Journal of Economics and Business*, 17.1 (2014), 45–64.

level of high employee then employee performance will be low<sup>19</sup>. The number of absent employees reflects the indiscipline of employees at work so that employees do not comply with company regulations<sup>20</sup>. Low work performance in employees results in their work and responsibilities not being carried out properly<sup>21</sup>. In connection with the problems described above, the researcher is interested in conducting research on "The Influence of Job Training, Work Supervision and Employee Commitment on Job Performance".

## **RESEARCH METHODS**

This research was conducted in Selensen Village, Kemuning District, Indragiri Hilir Regency, Riau Province, with the object of research namely PT. Multipurpose Sustainable Eternal (MLA). The population taken in this study were all production employees at PT. Multipurpose Sustainable Eternal (MLA) 53 people. The sample used in this study was 53 people because the total population was less than 100 people. The analytical method used in this study is multiple linear regression analysis using the SPSS application

## **RESULT AND DISCUSSION**

The characteristics of the respondents in this study were seen from the gender of 53 men, the age of the respondents was dominated by the age of 28-30 years, the last education level of the respondents who dominated was high school/equivalent graduates and the working period was dominated by employees who worked 3-4 years.

After testing the validity, it can be seen that all the instruments used in this study are valid, then the reliability testing that has been carried out shows that the respondents' answers to the statements of all the variables used are reliable (can be trusted).

### **Data analysis test**

#### **Effect of job training on work performance**

##### **1. Simple Linear Regression Analysis**

The results of simple linear regression of job training on employee performance are as follows:

$$Y = a + bX$$

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<sup>19</sup> T Yulianti, E. R., & Nugrahanto, "The Effect of Training and Development, Work Supervision, and Employee Commitment on Employee Performance in PT. Bank Rakyat Indonesia (Persero) Tbk," *Journal of Economics and Business*, 4.1 (2021), 9–17.

<sup>20</sup> A.M Abduh, M. dan Othman, "Service Quality Evaluation of Islamic Bank in UEA: An Importance Performance Analisis Approach," *Journal of Islamic Economic, Banking and Finance*, 10.2 (2014), 96–113.

<sup>21</sup> Fang Zhang dan Yuling Han, "The Effect of Training, Supervision, and Employee Commitment on Job Performance in Chinese Insurance Industry," *Journal of Applied Psychology*, 5.2 (2015), 50–58.

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$$Y = 14.308 + 0.817X$$

The meaning of the numbers in the simple linear regression equation in the table is as follows:

- a. The constant value (a) is 14,308, meaning that if the job training variable is assumed to be 0, then the volume value of work performance is positive, namely 14,308.
- b. The regression coefficient of the job training variable is 0.817, meaning that if job training increases by 1 unit, work performance will increase by 0.817. The coefficient is positive, meaning that there is a positive relationship between job training and job performance, the better the job training, the higher the employee performance.

## 2. Coefficient of Determination (R<sup>2</sup>)

Based on SPSS calculations, the R Square value is 0.549, which means that the percentage of the influence of job training variables on job performance variables is 55%, while the remaining 45% is influenced by other variables not examined in this study.

## 3. Partial Test (T Test)

Based on SPSS statistical calculations, it can be seen that the results of the t-count test are to test the hypothesis whether there is a significant effect of the job training variable (X<sub>1</sub>) on work performance variable (Y), which is equal to 9,050. Where  $t_{count} = 7.879 > t_{table} = 1.675$  and  $sig\ 0.000 < 0.05$ , with  $t_{count}$  greater than  $t_{table}$ , the hypothesis states that job training has an effect on work performance for employees in the production department of PT. Multipurpose Sustainable Eternal (MLA) is acceptable.

## **Effect of employee commitment to work performance**

### 1. Simple Linear Regression Analysis

The results of linear regression Employee commitment to employee performance are as follows:

$$Y = a + bX$$

$$Y = 17.831 + 1.222X$$

The meaning of the numbers in the simple linear regression equation in the table is as follows:

- a. The constant value (a) is 17,831, meaning that if the employee commitment variable is assumed to be 0, then the volume value of work performance is positive, which is equal to 17,831.
- b. The regression coefficient of the employee commitment variable is 1,222, meaning that if employee commitment increases by 1 unit, work performance will increase by 1,222. The coefficient is positive, meaning that there is a positive relationship

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between employee commitment and work performance, the better the employee commitment, the higher the employee performance.

## 2. Coefficient of Determination (R<sup>2</sup>)

Based on SPSS calculations, the R Square value is 0.482, meaning that the percentage contribution of the employee commitment variable to work performance variables is 48%, while the remaining 52% is influenced by other variables not examined in this study.

## 3. Partial Test (T Test)

Based on SPSS statistical calculations, it can be seen that the t-test results are used to test the hypothesis whether there is a significant effect of the employee commitment variable (X<sub>3</sub>) on work performance variable (Y), which is equal to 6,884. Where  $t_{count} = 6,884 > t_{table} = 1.675$  and  $sig\ 0.000 < 0.05$ , with  $t_{count}$  greater than  $t_{table}$ , the hypothesis states that 6,884 has an effect on work performance on employees in the production department of PT. MLAs are acceptable.

## **Effect of job training, job supervision and employee commitment to job performance**

### 1. Multiple Linear Regression Analysis

The results of multiple linear regression of job training, work supervision and employee commitment to job performance are as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

$$Y = 13,918 + 0,519X_1 + 0,551X_2 + 0,427X_3 + e$$

Based on the regression equation above, it can be explained as follows:

- a. The constant value (a) is 13.918. This means that if the variables X<sub>1</sub>, X<sub>2</sub> and X<sub>3</sub> are assumed to be zero (0), then the Y variable will still be 13.918.
- b. The value of the regression coefficient is 0.519 and is positive, indicating that if the X<sub>1</sub> variable increases by 1 unit, then the Y variable will increase by 0.519.
- c. The regression coefficient value is 0.551 and has a positive value indicating that if the X<sub>2</sub> variable increases by 1 unit, then the Y variable will also increase by 0.551.
- d. The regression coefficient value is 0.427 and has a positive value indicating that if the X<sub>3</sub> variable increases by 1 unit, then the Y variable will also increase by 0.427.
- e. The coefficient value of job training (X<sub>1</sub>) is 0.519 + work supervision (X<sub>2</sub>) is 0.551 + employee commitment (X<sub>3</sub>) is 0.427 so it is 1.497, it will increase work performance by 1.497

### 2. Coefficient of Determination (R<sup>2</sup>)

Based on the SPSS statistical calculations above, it can be seen that the R Square value is 0.561, meaning that overall the multiple variables of job training, job supervision and

employee commitment affect work performance by 56%, while the remaining 44% is influenced by other variables not examined in this study.

### 3. Simultaneous Test (F Test)

Based on the SPSS statistical calculations above, it can be seen that the fcount value (20.840) > ftable (3.18) and the significance value (0.000) < 0.05 means that there is an influence of job training variables (X1) work supervision (X2) and employee commitment (X3) to the work achievement variable (Y) simultaneously

## CONCLUSION

Based on the results of research conducted on production employees of PT. PT. Multiguna Lestari Abadi, Selensen Village, Indragiri Hilir regarding "The Influence of job training, job supervision and employee commitment to work performance, the following conclusions can be drawn:

1. On the variables of job training, work supervision, employee commitment and work performance, the results show the implementation of the training program at PT. Bara Prima Pratama Site Batu Ampar as a whole is in the good category
2. Partially it can be seen that job training variables have a significant influence on job performance.
3. Partially it can be seen that work supervision has a significant influence on work performance.
4. Partially it can be seen that employee commitment has a significant influence on work performance.
5. Simultaneously it can be seen that job training, work supervision and employee commitment have a significant influence on the work performance of field employees at PT. Bara Prima Pratama Site Batu Ampar.

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