

The effect of training and competency on employees' organizational commitment at PT. Bank Danamon in Ambon city

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ABSTRACT

This study aims to identify and analyze training, competency, and organizational commitment; It also analyzes the effect of training on organizational commitment, the effect of competency on organizational commitment, the effect of training and competency on organizational commitment at PT Bank Danamon in Ambon City. The method applied is a survey research method to 60 employees of PT Bank Danamon in Ambon. Technical analysis used to test the hypothesis is multiple linear regression. The results indicate that training shows the effect of 89.5%, and competency of 13.0%. Since other factors also are predicted to affect the improvement of organizational commitment in addition to training and competency, it is necessary to include the provision of motivation and clarity of career. From the point of view of the relationship with the employees, both variables are considered as important parts. Leaders are also expected to actively involve in the implementation of the tasks so that interaction between leaders and subordinates can be intertwined, and this cumulatively helps leaders know the problems faced by employees. Thus, the employees would feel cared for and this subsequently has impact on loyalty to the company or higher commitment.

ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi dan menganalisis pelatihan, kompetensi, dan komitmen organisasi; pengaruh pelatihan terhadap komitmen organisasi, pengaruh kompetensi terhadap komitmen organisasi, pengaruh pelatihan dan kompetensi terhadap komitmen organisasi pada PT. Bank Danamon di Kota Ambon. Penelitian ini menggunakan metode survei terhadap 60 karyawan PT Bank Danamon di Ambon. Data tersebut kemudian dianalisis menggunakan multiple linear regression untuk menguji hipotesis. Hasilnya menunjukkan bahwa pelatihan memiliki pengaruh 89,5%, dan kompetensi 13,0%. Karena diprediksi terdapat faktor-faktor lain juga mempengaruhi peningkatan komitmen organisasi di samping pelatihan dan kompetensi, maka perlu untuk menyertakan pemberian motivasi dan kejelasan karir. Dari sudut pandang hubungan dengan karyawan, kedua variabel dianggap menjadi bagian penting. Pemimpin juga diharapkan untuk secara aktif terlibat dalam menjalankan tugas-tugas sehingga interaksi antara pemimpin dan bawahan dapat terjalin, dan kemudian secara kumulatif hal ini membantu para pemimpin mengetahui masalah yang dihadapi oleh karyawan. Dengan demikian, karyawan akan merasa diperhatikan dan kemudian berdampak pada loyalitas kepada perusahaan atau komitmen mereka yang lebih tinggi.

1. INTRODUCTION

The role of human resources in organizations is increasingly important for encouraging the development of knowledge on how to utilize these human resources in order to achieve the company's

overall objectives. Therefore, various management approaches need to be adopted in managing the human resources which continue to grow following the philosophy of management.

The scope of human resources includes pro-

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curement, development, and maintenance of human resources within an organization. For that reason, the role of human resources is then developed following the development of the organization, science and technology. The increasing advances in technology lead to the development of human understanding of the importance of human resources within the organization.

The development of human resources is designed to help individuals, groups and organizations as a whole, in order to become more effective. This program is necessary because people, work and organizations are always changing. These changes are caused by both internal and external dynamics of organization. Technological development, for example, has implications for job requirements. The gap between the workers and the growing demands of the job encourages the workers to improve their professionalism in the field of knowledge, skills and work attitude.

However sophisticated the technology applied, without the support of human as an operational servant, would not be able to produce in accordance with the high level of efficiency. No matter how modern machines are used, the human element is still in a very decisive role. Therefore, the understanding and development of human resources in an organization is very important.

Human resource management is not only related to employment problems in the organization, but also the environmental organization that contributes to the development of human resources within the organization, such as the legislation in determining the regional minimum wage (RMW), labor union, and competition with other companies in terms of skilled manpower piracy.

In this case, ability and willingness to work are considered two basic requirements that must be possessed by someone to excel in the work he does, i.e. the ability of both technical-administrative and interpersonal. Each worker is expected have the willingness, motivation and work ability related to knowledge, skills, talents, interests and experience required in order to accomplish tasks that must be carried out and in accordance with the job specifications. A worker without willingness to work would not be able to achieve the feat. Therefore, training is one means to assist organizations in improving work performance which ultimately can increase productivity and profits, while for employees, training can improve capabilities.

Training is part of education that involves learning process to acquire and improve skills

outside the education system prevailing in a relatively speedy way with the methods which emphasis more on practices than theories. Training is essential for new employees as well as long-term employees. (Veithzal Rivai 2010:211-2012).

The employee's increased competency is indicated by an increase in cognitive competency, emotional intelligence competency and social intelligence competency (Boyatzis 2008:8). In addition, to improve employees' skills and abilities, such an increase is also intended to increase employee understanding of the significance of customers for the bank would be. The employees' understanding of the customers can create customer satisfaction which is highly dependent on how the company provides the best services for its customers.

The component contained in organizational commitment is the feeling of love, the need to stay afloat and the obligation to survive of an employee to the company. The employee who has commitment is an employee whose attitude reflects his loyalty to the company (Meyer and Allen, in Luthans 2008:147). Without the commitment of employees to the company, the company's plans and targets would be difficult to realize. Given the tight world of work, the organizational commitment is truly required, so that the members of the organization would not think to move to another workplace with different offers due to a sense of belonging they have, so they would continue to work hard to achieve the quality and quantity in accordance with their task and responsibilities.

Employee behavior indicates that the company needs to provide care and effective management of organizational commitment. Thus, the company needs to think about the implications of organizational commitment of employees as a demand to sustain the activities of the company in the midst of tight competition by giving attention and responding the linkages of underlying factors of organizational commitment so that the employees can behave as well as possible, because employees are the key asset in determining the success of the company.

Banking as part of service industry is required to improve its quality, especially the quality of service to customers. Banks are also required to create added value better than competitors, because, in this way the banks can attract new customers and retain existing customers. Similarly, PT. Bank Danamon in Ambon City, engaged in banking industry, is able to survive and exist in any condition.

Table 1
Number of Employees of PT. Bank Danamon in Ambon Period 2007 - 2012

Branch/Sub-Branch	Number of Employees before 2007	Year												Total	%
		2007		2008		2009		2010		2011		2012			
		In	Out	In	Out	In	Out	In	Out	In	Out	In	Out		
Diponegoro	38	5	3	6	4	3	1	8	4	6	3	5	3	53	28.30
Masohi	31	5	3	3	0	3	3	4	3	5	3	4	2	41	24.39
Tual	21	3	2	4	2	4	3	3	1	4	2	3	2	30	30.00
Mardika	10	2	1	1	1	1	0	1	0	0	0	0	0	12	16.66
Passo -	13	1	0	1	0	1	1	1	0	0	1	0	1	14	7.14
Total														150	

Source: PT. Bank Danamon.

Based on direct observation and preliminary interviews with the employees of PT. Bank Danamon in Ambon, the phenomenon in the field shows that there is opportunity for the employees to attend the trainings so that the employees can improve their capabilities, including several educational programs conducted at PT. Bank Danamon campus to achieve higher levels of career.

The phenomenon existing at PT. Bank Danamon is related to the competency of employees. For example, each employee who entered through the selection process, on average, has competency, but when they are given greater or higher responsibility, some of them apparently do not have the competency to get into office. Furthermore, to improve the competency, the employees are given the opportunity to get education and training.

In connection with the organizational commitment, and based on the preliminary observations and interviews, the phenomenon existing at PT. Bank Danamon is related to the number of employees who are still less enthusiastic in carrying out their duties and obligations, such as the services that have not been in line with expectations (when customers come to make transaction, as employees, they need to tell about the advantages of the products owned by the company), the slowness in implementing job duties (after completing survey on the location of prospective creditors, the survey report has apparently not been prepared. The report would be prepared and submitted just after the employer asks for it / delay in making the report), and less adherence to Standard Operational Procedure (SOP) (not timely, and relaxed during working hours). There are some employees who had attended education and training programs at PT. Bank Danamon campus for a higher level and also have had a high competency, but then they resign to join another bank that offers higher salary and other better facilities.

Other aspects related to organizational commitment can also be seen in Table 1. From Table 1, it can be seen that before 2007 the number of employees at the Diponegoro Branch was 38 and experienced an increase up to the year 2012 to 53 people, or an increase of 28.30%. Masohi Branch prior to 2007 was 31 people and stepped up to the year 2012 to 41 people or an increase of 24.39%. Tual Branch before 2007 was 21 people and stepped up to the year 2010 to 30 people, or an increase of 30.00%. Mardika Branch before 2007 was 10 people and stepped up to the year 2012 to 12 people, or by 16.66%. Mardika Branch prior to 2007 amounted to 13 people and stepped up to the year 2012 to 14 people or an increase of 7.14%.

With the percentage and the number of employees who come out, the information that the writer received from the head of the company is that there are employees who resigned and joined the other banking company, retired early, resigned as accepted as a civil servant and resigned without reason. On the one hand, the company also seeks to provide a sense of security to employees during work. On the other hand, the company makes communication between employees and provides good wages in accordance with their rights. All human beings have needs and desires, and this is also experienced by employees in PT Bank Danamon, who are always faced with the needs and desires and these stimulate the employee commitment.

Of several phenomena that have been described, it may indicate that there are some problems related to organizational commitment that has not been fully owned by the employees of the company. Therefore, training and competencies are really necessary to increase organizational commitment of employees that can ultimately support the achievement of better corporate performance.

As described earlier, the training and the

competency of employees of PT. Bank Danamon are quite necessary to improve organizational commitment. Therefore, the researcher is finally interested in conducting this study dealing with the effect of training and Competency on employees' Organizational Commitment at PT. Bank Danamon in Ambon City.

The problems can be formulated as follows, whether training partially affects organizational commitment at PT. Bank Danamon in Ambon City, whether competency partially affects organizational commitment at PT. Bank Danamon in Ambon City, whether training and competency simultaneously affect organizational commitment at PT. Bank Danamon in Ambon City

The objectives of this study are to determine whether training partially affects organizational commitment at PT. Bank Danamon in Ambon City, to determine whether competency partially affects organizational commitment at PT. Bank Danamon in Ambon City, to determine whether training and competency simultaneously affect organizational commitment at PT. Bank Danamon in Ambon City

2. THEORETICAL FRAMEWORK AND HYPOTHESIS

Training

According to Mathis (2004:214), training is a process by which people reach a certain ability to help achieve organizational goals. Therefore, this process is bound to a variety of organizational goals. The training can be viewed in either narrow or broad. Limitedly, training provides employees with specific knowledge and skills that can be known and used in their current job. Sometimes there is limitation in giving definition between training with development, and the development of which are broader in scope and focuses on individuals to achieve new capabilities that are useful both for work now and in the future.

Yet, Payaman Simanjuntak (2005:112) stated that training is part of the human investment to improve the ability and job skills, and thus improving employee performance. Training is usually conducted with a curriculum that is tailored to the needs of office, administered in a relatively short time, and to equip a person with job skills.

Training, according to Gary Dessler (2009), is the process of teaching new employees or the existing employees, i.e. the basic skills they need to perform their jobs. Training is one of the efforts to improve the quality of human resources in the world of work. Employees, either the new ones or

those who have worked long, need training because of the demands of the job that may change due to changes in the work environment, strategy, and so forth.

Flippo (2005:225) said that the purpose of education and training provision for an organization is to improve productivity, improved morale, employee, cost efficiency, stability and flexibility of the organization to the external environment that always changes.

So, it can be said that the main purpose of education and training provision is to improve the knowledge, skills and attitudes of the employees. It is also expected to be followed by the improvement of employees' competency.

Method of Training

Hani Handoko (2004:110-212) argued that there are two methods of training and development, namely: (1) on the job training and off the job training.

On the job training is a training method that is most widely used, in this case the trainee employees are trained on the new job by using the direct supervision of an instructor. Some practices commonly used in this method are: 1) Temporary Assignment, that is the placement of employees in managerial positions or as members of a particular team within a predetermined time, and the concerned employees are involved in the company problem -solving and decision-making, 2) Rotation of Position, that is an effort to provide experience to employees by way of moving the participants from one position to another position periodically and through practices in a variety of managerial skills, 3) Internship, that is a process of learning from someone or some people to others who have experienced so that the trainee employees can learn all aspects of the work, 4) Work Instruction Exercises, work instructions given directly to the job and is used primarily to train employees on how the implementation of their work now, 5) Coaching, in this method the supervisor tells the trainee employees on the tasks to be carried out and how to do it, or in other words the supervisor gives the guidance and direction to employees in the execution of routine work. The relationship between the supervisor and the trainee employees is described as the relationship between students and teachers.

Off-the-job method is an attempt to teach a variety of attitudes, concepts or skills to the participants. In this case the usual methods used are: 1) Lecturing, it is a method that is mostly done in

the room, the coach to communicate information to a relatively large amount of participants. This method is considered to be traditional because of the lack of attention of the participants. 2) Video presentation, this method can be done by way of presentations and the like. It is similar to the method of study and setting is used as a complement to other forms of training, 3) Conference Method, this method is identical with the form of seminars. Instructors provide certain papers to be discussed, and participants are required to actively put forward the idea, give advices and conclusions. The purpose of this method is to develop the skills of employees in problem solving and decision making, 4) Programmed Instruction, it is a form of training program that trains participants to learn by themselves through machine guidance or computers, 5) Simulation Methods, in this method the trainee receives a presentation or a problem mock of an organization aspects and then the participants are asked to respond as in the real situation. A number of simulation methods, most commonly used, are as follows: a) case study method, in this case, the instructor gives a case occurring in an organization. Kemdian employees involved in training are required to respond and identify problems, analyze situations and formulate solutions as decision making alternative, b) role playing, it is a training method that assigns the participants to be a certain character in a play and the other participants are asked to respond. The advantage is to be able to improve the skill in communication, to change the attitudes of participants, and to be more tolerance to individual differences, c) vestibule training, in order that such training programs do not interfere normal operation, the organization makes a duplicate or material and creates training conditions in accordance with the actual conditions, d) bussines games, that is a small-scale decision making simulation which is made in accordance with the situation of real business life.

Training should be able to improve and develop the skills of the participants. For the sake of the effectiveness, the training program must be oreiented on the result. The training should be designed in such away that the attitude of the employees who have taken the program can be evaluated.

The Purpose of Training

According to Mangkunegara (2009:179), the general purposes of training are: (1) to develop the skills, so that jobs can be completed more quickly and more effectively, (2) to develop the knowl-

edge, so that the work can be completed in a rational way, and (3) to develop attitude, giving rise to the willingness of cooperation with friends in office and with management (leaders).

The components of the training are as follows:

1. The goals and objectives of the training and development should be clear and can be measured.
2. The trainers must be edequately qualified expert or professional.
3. The material of training and development should be tailored to the objectives to be achieved.
4. The participants of the training and development must meet the specified requirements.

In the development of training programs, some systematic phases and steps are required to achieve beneficial and profitable trainings. In general there are three stages in the trainings. They are needs assessment phase, training implementation phase, and evaluation phase. Or in other terms, there are planning phase, implementation phase, and post-training phase.

The stages in the training and development include: (1) to identify training needs / need assessment; (2) to establish goals and objectives of the training; (3) to establish criteria for measuring the success using measurement tool; (4) to establish a method of training; (5) to conduct experiments (try out) and revision; and (6) to implement and to evaluate.

In relation to the role of the human resource element in improving productivity in an organization, the training is basically one of the important elements in the planning of human resources to meet the needs of employees and the organization as well as to improve the competence of employees. Training is a process of harmonization that brings together the needs of the organization and employees.

The objective of the training program organized by the company for the employees is because the company wanted a change in the performance so as to conform to the corporate goals.

Competency

According to Boyatzis (2008-B: 93) competency is: the underlying characteristic of a person that leads to or causes effective and outstanding performance.

Competency is part of deep personality and attached to someone with a predictable behavior in various conditions and work assignments. The prediction on who is performing well and less

well can be measured through the criteria or standards applied.

Competency as the capacity of individuals is to take the initiative, to reach beyond what has been prescribed, to understand and control the experience of new situations in the workplace and responsible for it until it reaches the award. A professional who has competency shows a practical understanding based on the acquisition of knowledge from previous experience / knowledge developed and improved during the existence of situational differences.

This shows that employees are considered skillful if they can apply their abilities and competencies in their work activities.

Competency definition proposed by Boyatzis (2008-B: 93) is often used by academics and researchers in reviewing and analyzing the competence of managers, employees and students. It is based on the consideration that what is proposed by Boyatzis directly touches on the uniqueness of each person in the organization.

The dimensions used in this study refers to the opinion of Boyatzis (2008-A: 7) which suggests that there are three groups of competency differentiation of various experts that include: competencies are behavioral approach to emotional, social, and cognitive intelligence.

The three forms of competency are as the following.

Cognitive Competencies

Cognitive competencies are thinking systems and pattern recognition. Boyatzis, (2008-A: 8) defines cognitive competency as an ability to think or analyze information and situational that leads to or causes effective or superior performance. Furthermore, concept of cognition is needed to understand the cognitive competencies. In psychology, it is called as the condition that shows mental processes covered in the knowledge and comprehension, including thinking, knowing, remembering, considering and solving problems. This is because of the existence of level functions that is higher the brain that includes: language, imagination, perception and planning. The use of cognition is reflected in the term of cognitive competencies.

Emotional Intelligence Competencies

Emotional Intelligence Competency is self-awareness and self - management competencies, such as emotional self- awareness and emotional self - control. Furthermore, Boyatzis, (2008 - A : 8)

defines emotional intelligence competencies as : an ability to recognize , understand , and use emotional about one self that leads to or causes effective or superior performance. The ability to control themselves in facing undesirable conditions and situations in the company so that it can continue to work in accordance with the tasks that have been given by the the leader shows the ability of employees to have self-control in the face of pressure. Emotional information about other people is something that is within the employee, such as the feelings or judgments against others in an organizational environment that can create the ability to build relationships, mutual help, caring and sensitive to issues relating to the circumstances occurred.

Social Intelligence Competencies

Social intelligence competencies are social awareness and customer relationship management competency, such as empathy and teamwork. Furthermore Boyatzis, (2008 - A: 8) defines social intelligence competencies as an ability to think or analyze information and situation that leads to or causes effective or superior performance. Employee social intelligence can also be seen in the interaction of employees with their colleagues. Whether an employee has been able to understand, listen, respond the strengths and limitations of the thoughts and feelings of others. In an organization, it is often found an employee who is easily upset against his co-workers because he can not perform the task well. Of course, such condition is not good for the life of the organization, as it can bring out hostility. Social intelligence competencies can also be seen from the employees' concerns on the customers or service users in the form of willingness to help and serve. It can also be in the ability to control achievement and emotion in the face of pressure so that no to do action that leads on the negative matters. Emotional information about others is something that is within the employee, such as the feelings or judgments against others in an organizational environment that creates the ability to build relationships, mutual help, caring and sensitive to issues relating to the circumstances and conditions that occur.

Characteristics of Competency

Cramer, (2006:35) who specialize in the field of competency concluded that "as the KSAPs competency (Knowledge, Skill, Ability and Personal Characteristics)".

Knowledge is an awareness, information or

understanding of the facts, roles, principles, theoretical concepts or processes necessary for the success of an assignment. Knowledge acquired through learning and experience.

Skill is a capacity to perform mental or physical tasks with a specified outcome "is the capacity to perform physical or mental task to achieve specific results.

"Ability is demonstrated as cognitive or physical capability to successfully perform a task with a wide range of possible outcome".

"Personal characteristic, there are other human characteristics that influence and may required for effective performance. These include values, attitudes, traits and the behaviors that are manifestation of these human characteristic."

Organizational Commitment

According to Meyer & Allen in Guylane and Vandenberghe (2009:7), global commitment is a psychological state that characterizes the relationship between employees and Organizations.

Furthermore, Meyer and Allen in Luthan (2008:147) stated that the commitment is an attitude that describes employee loyalty to the company. Employee who has organizational commitment is an employee who has a strong desire to become a key member of the organization, has a strong willingness to work and strive for the interests of the organization, has confidence in and acceptance of the values and goals of the organization.

According to Mathis and Jackson (2006:122) Organizational Commitment is the degree to which employees believe in and accept organizational goals and desire to Remain with the organization. Furthermore, Mathis and Jackson (2006:122) suggest that people who relatively satisfied with their jobs will be more committed to the organization and the people who are committed to the organization are more likely to get greater satisfaction.

Robbins (2009:113) stated that organizational commitment is a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. Furthermore, he emphasizes the alignment of employees to the organization and the seriousness of the employee towards the achievement of the organization goals as well as the employees' attempt to stay afloat.

Based on some notion of organizational commitment expressed by some experts, it can be seen some aspects of the organizational commitment that can be measured by the attitudes and behavior of the individuals in an organization that is

attachment, involvement, togetherness, loyalty and self-identification which have implications on decision to remain as a member of the organization or leave the organization. Based on the understanding of the construct of organizational commitment by experts, in general they view organizational commitment which is characterized as: 1) a strong desire to remain as members of a particular organization, 2) the desire to strive in accordance with the expectation of the organization and 3) certain beliefs and acceptance of the values and goals of the organization.

Dimensions of Organizational Commitment

Meyer & Allen distinguished commitment into two types namely *Affective Commitment* and *Continuance Commitment*. Affective Commitment indicates a sense of belonging and emotion of love for the organization, whereas continuance commitment emphasizes the perceived costs of leaving the organization.

Furthermore, the third commitment that is introduced is *Normative Commitment* that shows the perceived obligation to remain in the organization. Then Meyer, Allen & Smith revised the normative commitment scale to explain the differences between affective and normative commitment.

Some employees show strong belief and acceptance of the new organization's goals and values. The employee party also urges efforts to a new organization and shows a strong desire to maintain membership. Meyer & Allen call this commitment as affective organizational commitment.

Furthermore, Meyer dan Allen in Luthan (2008:148) put forward dimensions of organizational commitment as follows:

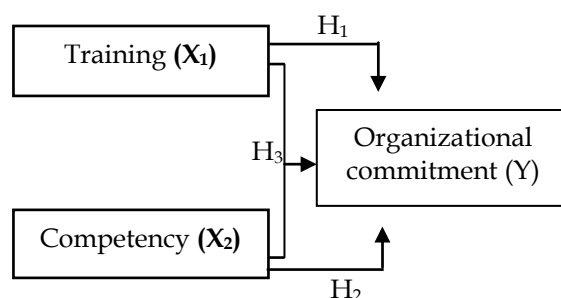
Affective commitment

Affective commitment refers to the affection, emotion of employees in identifying their involvement in organization. According to Robbins (2009:113), affective commitment is emotional feeling for the organization and belief in its values. According to Mowday, R.T, Steers, R.M, & Porter, L.W. in Georges Yachouchi (2009:140), the indicator of affective commitment is proud to be part of the company, proud of the company, extra effort, care about the fate of the company, pleased to choose the company as a place to work.

Continuance commitment

Continuance commitment refers to the assessment of the employee on whether the cost to leave the organization is greater than the cost to remain in

Figure 1
Framework Scheme



the organization. According to Robbins (2009:114) continuance commitment is related to the perceived economic value of remaining in an organization compared with leaving the organization. An employee may be committed to an employer because he paid a high and feels that resigning the company will destroy his family. According to Georges Yachouchi (2009:140) continuance commitment is an indicator of compliance with the company policies regarding employees, loyalty to the company, employment alternative, benefits gained when working for long periods, the change that may occur as leaving the company, the decision to work at a company is a fatal decision.

Normative commitment

Normative commitment refers to a feeling of obligation of the employees to the organization. Employees with a high level of normative commitment remain in the organization because they feel they should do it. In other words, normative commitment is based on a moral obligation to remain faithful. This conforms to the statement of Robbins (2009:114) that normative commitment is an obligation to remain in the organization for moral or ethical reasons. According to Georges Yachouchi (2009:140), the indicator of normative commitment is compatibility with the norms of the company, the feeling that company is the best place to work, the acceptance of all types of jobs, the company as a source of inspiration.

Relationship between Variables

The relationship of training and competency with organizational commitment

Training is the process which is systematically changing the behaviour of employee to achieve organizational goals. Training is related to the skill and ability of employees to carry out work at this time. Training has a current orientation and helps employees to achieve certain skills and abilities to succeed in carrying out the work entrusted

by company. Veithzal Rival (2009:212).

Mondy and Noe (2005: 336) said that training and development are formal approaches used by organizations to ensure the availability of employees in accordance with the qualifications and experienced when needed.

While organizational commitment in this study is defined as an attitude that illustrates the loyalty of the employee to the company. An employee who is said to have organizational commitment is an employee who has a strong desire to become a key member of the organization, has a strong willingness to work and strive for the interests of the organization, has confidence in and acceptance of the values and goals of the organization. (Meyer & Allen, in Luthan 2008:147).

For the relationship between training and commitment, Veithzal Rival (2009:277) said that employee loyalty to the organization or company can be described through the efforts to develop employee loyalty through effective human resources practices, including training and development. It is reasonable that there is a relationship between the organization or company and the employees, where they work and give their dedication to the company. The relation can be established through training and development.

Definition proposed by Boyatzis (2008-B: 93) states that competency is a basic characteristic of a person who leads or causes outstanding performance and effectiveness.

Judging from the discipline of organizational behavior, competency and commitment are included in the group of individual characteristic factors of the members of the organization. Experts of organizational behavior, Kreitner and Kinicki (2004:185), stated that concept of competence is understood as a combination of abilities and skills. And it can be explained that abilities and skills get considerable attention in management circles today. The use of the term competency is a term used to describe this. Ability shows stable characteristic

Table 2
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Competency	.439	2.280
Training	.488	2.048

a. Dependent Variable: commitment

Table 3
Autocorrelation Test

Model Summary ^b	
Model	Durbin-Watson
1	1.939

associated with the maximum ability of individual's physic and mental. Skill, on the other hand, is a special capacity to manipulate object.

Wood, Wallace and Zeffane (2002), and Robbins (2009) described the concept of competency as a combination of talent and capability. Talent shows the capability to learn something that is potential, whereas, capacity refers to the ability of an individual to perform various tasks in a job. Ability is fostered by knowledge and skills.

In this case, an employee who has talent and ability means that he has competency. The development of this competency can improve be superior performance, achievements, as well as a service fee according to their talents and abilities in this competency, so that the employees will be more comfortable when they are in the company. It depicts their loyalty to the company. And this is referred to as organizational commitment. It can be said that there is an effect of competency on organizational commitment.

Here is the relationship of training and competency with organizational commitment, like the opinion of some experts, namely: (Veithzal Rival, 2009; Mondy and Noe III, 2005; Boyatzis, 2008; Wood, Wallace and Zeffane, 2002; Robbins, 2009; Harris 2002; Meyer & Allen in Luthan, 2008)

It is based on logical reason and empirical observation in the practice of human resource management which considers that the development carried out by the company as the implementation of education and training programs serve as a transformation

Framework

The framework in this study is presented in Figure 1.

Hypothesis

Based on the framework above, the hypothesis in

this study is:

H1: Training partially has significant effect on organizational commitment at PT. Bank Danamon in Ambon City.

H2: Competency partially has significant effect on organizational commitment at PT. Bank Danamon in Ambon City.

H3: Training and competency simultaneously have significant effect on organizational commitment at PT Bank Danamon in Ambon City.

3. RESEARCH METHOD

Population and Sample

The population in the study is employees of PT. Bak Danamon in Ambon City, with a total staff of 150 people; the withdrawal of the sample in this study is using random sampling. While the sampling technique is using formula of Taro Yamane (Riduwan, 2007:65) as follows:

$$n = \frac{N}{1 + (N d^2)}, \tag{1}$$

where :

n= sample size

N= population size

d=precision (set at 10% with confidence level of 95%)

Based on the formula, obtained the number of samples as follows:

$$n = \frac{150}{1 + (150 (0.1)^2)} = 60 \text{ respondents}$$

Data Analysis Technique

Data analysis technique used is linear regression, with multiple regression equation as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + e, \tag{2}$$

where :

Y= Organizational Commitment

b₀ = Constant

Table 4
Heterocedastisity

Correlations			Y	X1	X2
			(Commitment)	(Training)	(Competency)
Spearman's rho	Y (Commitment)	Correlation Coefficient	1.000	.938**	.759**
		Sig. (2-tailed)	.	.150	.235
		N	60	60	60
	X1 (Training)	Correlation Coefficient	.938**	1.000	.744**
		Sig. (2-tailed)	.150	.	.121
		N	60	60	60
	X2 (Competency)	Correlation Coefficient	.759**	.744**	1.000
		Sig. (2-tailed)	.235	.121	.
		N	60	60	60

** Correlation is significant at the 0.01 level (2-tailed).

Table 5
Normality Test

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			60
Normal Parameters ^a	Mean		.000
	Std. Deviation		2.163
Most Extreme Differences	Absolute		.053
	Positive		.039
	Negative		-.053
Kolmogorov-Smirnov Z			.996
Asymp. Sig. (2-tailed)			.409

a. Test distribution is Normal.

b_1, b_2 = Regression Coefficient

X_1 = Training

X_2 = Competency

e = error.

The analysis is conducted using *Statistical Program of Social Science* (SPSS) program version 16. To obtain correct and accurate data, the data that has been obtained should be tested first with some testing before further analysis, such as validity and reliability test of measuring instruments, classical assumption test (autocorrelation, heterocedastity, multikolineiritas, normality) and hypothesis test.

4. DATA ANALYSIS AND DISCUSSION

Qualitative Analysis and Econometric Test

Classical Assumption Test

Multicollinearity Test

To detect the presence or absence of multicollinearity is to use *Variance Inflation Factor* (VIF), with the result as shown in Table 2.

From the result, it can be seen that the value of VIF is less than 10, so it can be concluded that there is no multicollinearity in the data (Gozhali, 2009:96)

Autocorrelation Test

Autocorrelation test is performed using Durbin Watson (DW) statistical test, which is by comparing the figure of DW count with its critical value (dL and dU).

Criteria in taking conclusion are as follows.

1. If $DW < dL$ or $DW > 4 - dL$, so there is autocorrelation
2. If $dU < DW < 4 - dU$, so there is no autocorrelation
3. If $dL \leq DW \leq dU$ or $4 - dU \leq DW \leq 4 - dL$, so Durbin Watson test does not produce definitive conclusion (*inconclusive*).

With the sample size $n=60, \alpha=0,05$ and the number of independent variables ($k=2$), obtained critical value $dL=1.154$ dan $dU=1.652$

Table 6
Result of Regression

Coefficients^a

Model	Unstd. Coefficients		Std. Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.510	2.155		3.237	.000
Compency	.130	.048	.195	2.692	.002
Training	.895	.083	.781	10.761	.000

a. Dependent Variable: Commitment

Table 7
Partial Hypothesis Test (t-test)

Variable	t count	Df	t table	Sig	Expl.	Con
Training	10.761	57	2.002	0.000	H0 rejected	Sig
Competency	2.692			0.002	H0 rejected	Sig

The result of autocorrelation test is presented in the Table 3. Based on the Table 3, obtained Durbin-Watson value of 1.939, because DW value is between $dU (1.652) < DW(1.939) < dL(1.154)$, so it can be concluded that Durbin-Watson test does not produce autocorrelation (Gozhali 2009:100)

Heterocedastisity Test

Heterocedastisity test aims to test whether, in the regression model, there is variance inequality from the residual of an observation to other observations. If the variance of the residual is fixed, then it is called homocedastisity. To test the presence or absence of heterocedastisity is conducted by correlating each independent variable with its residual value using the *Rank Spearman* correlation, and obtained the results as shown Table 4.

The result shows that there is insignificant correlation. It can be seen through the value of *p-value* (sig) which is greater than 0.05, so it can be concluded that heterocedastisity does not occur.

Normality Test

Normality test is performed to determine whether the data which are from the population are normally distributed, whether good regression models are distributed either normal or near normal. If the data does not follow a normal distribution pattern of distribution, it will create a biased estimation. Normality test is done through Kolmogrov-Smirnov test, Lilliefors correction, as seen in Table 5.

Analysis of normality based on the above method requires a normal curve when the value of *Asymp Sig* is above the maximum limits of error that is 0.05. As in the regression analysis, the normality test is conducted for residual or distur-

bance variables that are stochastic random, so the above data can be used because residual variable is normally distributed.

Regression Analysis

The table 6 shows the result of regression. From the multiple linear regression equation in Table 6, it can obtain a constant value of 3.510. It means that if the variable of commitment is not affected by both independent variables, i.e. training and competency with zero value, then the mean value of commitment is 3.510.

The sign of regression coefficient of independent variable indicates the direction of the relationship of the variables concerned with organisational commitment. Regression coefficient for the independent variable is positive, indicating the existence of unidirectional relationship between training and commitment organisational. The regression coefficient of training variable is 0.895. It means that for each accretion of training variable of one percent causes an increase on organizational commitment of 0.895.

It conforms to the variable of competency which has coefficient of 0.130.

Hypothesis
t-test (Partial)

T- test is used to determine the significant or insignificant effect of independent variables partially on a dependent variable.

Hypothesis:

$H_{o_1} : \beta_1 = 0$ training does not significantly affects organizational commitment

$H_{a_1} : \beta_1 \neq 0$ competency does not significantly affects organizational commitment

$\alpha = 5\%$

Statistical test:

$$t_{hit} = \frac{\beta}{Se(\beta)}, \text{ independent degree} = n-k-1.$$

Test criteria:

1. Accepted H_0 if t count $<$ t table
2. Rejected H_0 if t count $>$ t table

Result of t test based on SPSS procession is presented in the following table:

Based on Table 7, it can be seen as follows.

1. The value of t count for training variable is 10.761, since t count (10.761) $>$ t table (2.002), so H_0 is rejected. Therefore, it can be concluded that training partially has significant effect on organizational commitment.
2. The value of t count for competency variable is 2.692, since t count (2.629) $>$ t table (2.002), so H_0 is rejected. Therefore, it can be concluded competency partially has significant effect on operational commitment

F test (Simultaneous)

F test is used to determine the significant or insignificant effect of independent variables simultaneously on a dependent variable.

H_0 : there is no significant effect of training and competency variables on organizational commitment

H_a : There is significant effect of training and competency variables on organizational commitment

$\alpha = 5\%$

$$\text{Statistical test: } F = \frac{R^2(n-k-1)}{k(1-R^2)}$$

Test criteria:

1. Accepted H_0 if F count $<$ F table
2. Rejected H_0 if F count \geq F table

$$F_{table} = F_{\alpha; (df1, df2)}; df1 = k, df2 = n-k-1$$

The result of F test based on SPSS procession is presented in the Table 8. From the Table 8, it can obtain F count value of 239.731. Since the value of F count (239.731) $>$ F table (2.985), then H_0 is rejected. Thus it can be concluded that simultaneously there is a significant effect of training and competence variables on organizational commitment.

Coefficient of Determination

The measurement of how far the ability of the independent variables in explaining the dependent variable is shown in the Table 9. From Table 9, it is obtained correlation coefficient (R) of 0.945. This shows that there is a very strong relationship between the variables of training and competence

and the organisasioanl commitment at PT Bank Danamon in Ambon City. The coefficient of determination (adjusted R^2) of 89.0% shows the effect of training and competence variables on organizational commitment of 89.0%, while the remaining 11% is the effect of other variables beyond the variables in the study.

Discussion

The result of the first hypothesis test (H_1) proves that training significantly has positive effect on organizational commitment at PT Bank Danamon in Ambon City. Training provided by the company to the employees will have an effect on improving the skills and capabilities, in competency. The explanation above is in accordance with the result of research conducted by Chu (2007), which claimed that training satisfaction and reward justice received is the only contributing factor that shows a positive and significant relationship with organizational commitment. The commitment of managers shows positive contribution although the relationship is not significant. A practical implication which is found in this research is that corporate management should pay more attention to the experience of new workers. The new salesmen need training in order to feel better and have competency to fulfill the mandate of the company and/or individual goals.

The result of the second hypothesitest (H_2) proves that competency significantly has positive effect on organizational commitment at PT Bank Danamon in Ambon City. This explains that the company's ability to manage its employees properly will lead to a strong commitment the employee to the company. Such condition is very well in order to achieve company goals. High commitment to the organization should be supported also by the competency of employees. It is in accordance with the research of Ulrich (1998), that commitment without competency will lead to the failure of the organization to maintain the vitality continuously. Henneke Heinsman (2008) examined the impact of organizational control and commitment and about the approach on the use of management competency. The result of the study shows that, consistently, the use of management competency in organizational commitment is higher than the control and the approach taken by the organization. Dwi Ratmawati (2007), in her research concluded that there is a strong relationship between employee commitment in the activity of seviles, capacity, capability and competence of the employees.

The result of the third hypothesis test (H₃) proves that training and competency significantly has positive effect on organizational commitment at PT Bank Danamon in Ambon City. It is described in the research of Joseph Chui 2007 examines about the assessment on the impact of training and development of competency on the employee commitment. Employee commitment is the relative strength of an individual's identification and involvement in a particular organization. Employees who have a strong commitment will stay with the organization because they are emotionally attached to the company. Furthermore, those who have a strong commitment will keep staying in the organization for many reasons that include a lack of alternative employment elsewhere or costs associated with leaving the organization that will lead to loss of earnings and pension funds. In addition, there is one factor that causes employees to have a strong commitment to the company, i.e. training and development that can improve competency. Companies that provide training for employees well will increase the competency and commitment of the employees themselves.

5. CONCLUSION, IMPLICATION, SUGGESTION AND LIMITATIONS

The competency of employees whose work could cause significant environmental impacts should be maintained. The employees must have education, training, and adequate work experience to carry out such work. This can be fulfilled through the determination of employee qualification requirements.

In accordance with the result of this analysis, that training and competency have positive and significant effect on the organizational commitment. But keep in mind that not 100% training is able to explain the variation in commitment (only 13.0%), so it needs to be studied more in depth about other factors beyond the competence whose ability is 87.0%. While the training is 89.5%, thus it also needs to be studied.

Since other factors also have an effect on shaping the organizational commitment, it should be noted that the increased commitment must be accompanied by the provision of motivation and clarity of career, because both variables are important parts from the point of view of the relationship among the employees.

Appropriate and relevant training to achieve environmental policies, objectives and targets should be granted to all employees in accordance with their roles and responsibilities. Thus, em-

ployees will have the basic knowledge and sufficient skills to carry out tasks / work efficiently in a competent manner.

It is also expected that leaders need to be actively involved in the implementation of the tasks so that interaction can be intertwined between leaders and subordinates, and cumulatively helps the leaders know the problems are faced by the employees. Thus, the employees feel cared for and thus it has impact on loyalty to the company or has a high commitment.

The research conducted at PT Bank Danamon in Ambon City focuses only on the variables of training, competencies, and organizational commitment.

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