

The Effect of Training and Organizational Commitment on Performance of State University of Jakarta Student Cooperative (KOPMA UNJ) Management

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Abstract: The aim of this research to analyze the effect of training and organizational commitment on performance of State University of Jakarta Student Cooperative (KOPMA UNJ) Management. The amount of population from KOPMA UNJ management from 2015-2016 is 70 people. Census method was used to involve all member in population as the respondent. This is a quantitative research used a questionnaire with likert scale that given to respondents to get the primary data. Validity and reliability testing included the Pearson product moment and statistic Cronbach's Alpha tests. Analytical method used to answer the hypotheses was multiple linear regressions with SPSS program to process the data. The result showed that training and organizational commitment had a significant and positive effect on performance. The highest correlation was between the dimension of target found in human resource development variable and the dimension of work quality in performance variable. Holding a training and education can increase management's work quality and it will impact the organization to achieve its goals.

Keywords: Training, organizational commitment, performance.

INTRODUCTION

Cooperatives have long been known and applied in many countries around the world. In 1896 the idea of cooperatives began to be introduced in Indonesia by R. Aria Wiria Atmaja growing up today. Cooperatives can be accepted by the people of Indonesia for the based on principle of mutual cooperation and kinship as contained in the Constitution of 1945, Article 33 Paragraph 1, which reads, "The economy is structured as a joint venture based on family principles."

Furthermore, in Article 1 of Law 25 of 1992, cooperative is a business entity consisting of individuals or legal entities with the bases cooperative activities based on the principle of cooperation as well as people's economic movement based on family principles. While the purpose of the cooperative is contained in Article 3 of Law 25 of 1992 which aims at the welfare of members in particular and society in general as well as help build national economic order in order to realize an advanced society, equitable, and prosperous based on Pancasila and the Constitution 1945.

There are various types of cooperatives in Indonesia one of them is the Student Cooperative (KOPMA). KOPMA the Student Activity Unit that provides space and opportunities for students to learn to run an organization that is not only engaged in the business but also non-business that can add to the experience. KOPMA Jakarta State University (KOPMA UNJ) is one of the co-operative student in Jakarta,

which is still active today. For more than 24 years, KOPMA UNJ grows and develops with all the ability in the welfare of members. With a variety of business divisions that exist make KOPMA UNJ have the opportunity to continue to increase earnings every year. From the data gathered in 2016 found the number of members KOPMA UNJ many as 367 people. With so many business divisions and the number of members, KOPMA UNJ expected to manage all existing resources with the aim of welfare for its members. KOPMA UNJ management is directly executed by the management which is trusted by the members in the Annual Meeting of Members who are active student UNJ and ratified by the rector. In the everyday life, KOPMA UNJ only hires two employees who make direct UNJ KOPMA management should continue to be involved in the management of daily operations. For this reason the management as human resources in KOPMA UNJ is very important to do in order to be efficient and effective in achieving organizational goals.

In KOPMA UNJ, management performance can be seen from the success of the work program stipulated for each year of stewardship. In this work program seen the extent to which management performance so that the work program is divided into a properly completed and executed less than perfect, and did not happen. The tendency is a decline in performance results for each year of stewardship. Table 1.1 shows the number of successes of KOPMA UNJ work program in 2013-2015:

Table 1 The Number of Successes of KOPMA UNJ Work Program in 2013 - 2015

Year	Held Perfectly	Relative Frequency %	Held Imperfectly	Relative Frequency %	Un held	Relative Frequency %	Total
2013	31	54	21	36	6	10	58
2014	20	47	10	23	13	30	43
2015	14	33	22	51	7	16	43

Source: KOPMA UNJ (2016)

Beside, also known there are some management who do not follow the whole training. There were only following training activities did not complete and some

are not present when the training took place. Table 2 shows the number of management who follow the training of the year 2013-2016:

Table 2 The Number of Management Who Follow the Training in 2013 - 2016

Year	Basic Training	Relative Frequency %	Intermediate Training	Relative Frequency %	Advance Training	Relative Frequency %
2013	49	100	38	78	35	71
2014	31	100	27	87	28	90
2015	36	100	26	72	27	75
2016	37	100	32	86	29	78

Source: KOPMA UNJ (2016)

The diversity of the origin of the faculty from KOPMA UNJ management is also a thing that becomes a problem because of the diversity of the faculty management makes the majority of the management did not understand how to create or understand a financial

statement, thus obliging KOPMA UNJ have attended training to support management performance. Table 3 shows the data of faculty of KOPMA UNJ management in 2013-2016 as follows:

Table 3 Faculty of KOPMA UNJ Management in 2013 – 2016

Faculty	2013	2014	2015	2016
Economic	15	8	11	16
Technic	16	14	7	8
Social Science	3	2	4	8
Math and Science	5	2	4	4
Language and Literature	4	2	5	0
Education Science	3	1	2	1
Sport Science	1	0	0	0
Total of Management	47	28	33	37

Source: KOPMA UNJ (2016)

Organizational commitment of each management can also become a problem to be studied regarding to performance. The data collected from KOPMA UNJ says in average there are about 20% of management decreased contribution and active

involvement in management. And every year there stewardship of management who resigned in the middle period. As shown in Table 4 below on the management of KOPMA UNJ in 2013-2015 as follows:

Table 4 management of KOPMA UNJ in 2013 - 2016

Year	Number of Management in Early Period	Less Contribution	Resign	Number of Management in the End of Period
2013	49	10	2	47
2014	31	7	2	29
2015	36	5	3	33
2016	37	8	0	37

Source: KOPMA UNJ (2016)

From interviews conducted there are also some less contribution of management in the management of that impede the performance of other officials in carrying out the task. Generally, they complain that their job becomes so piled up with being double job they do in the absence of the concerned officials so that their performance becomes maximum.

Based on the description in the background that was raised, it can be identified with the following issues:

1. There was a decrease in KOPMA UNJ management performance in 2013-2015.
2. There is a management that does not follow the whole training held by KOPMA UNJ.
3. The diversity of origin of the faculty of KOPMA UNJ management.
4. There is a lack of management contribution to a given task.

Where the study aims to:

1. Know and explain the effect of training on management performance of KOPMA UNJ.
2. Know and explain the influence of organizational commitment to management performance of KOPMA UNJ.
3. Identify and explain the exact effect of training and organizational commitment to management performance of KOPMA UNJ.

LITERATURE REVIEW

Performance

According Mangkunagara [1] performance is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities given to him. Armstrong [2] suggests that the performance is often considered only as a record of the results achieved and individual achievement. Performance can be considered as the behavior or the way in which organizations, teams and individuals see the work being done. It can be said that the performance is the result of work that has a strong relationship with the organization with strategic objectives, customer satisfaction and contribute to the economy.

Robbins and Coulter [3] said that the performance is the outcome of an activity. While Wilson [4] stated performance is a result of work accomplished person based on the job requirements. A job has certain requirements to be made in achieving the objectives referred to also as a standard job. This performance can be seen from several factors, namely: 1) Total Work, 2) quality of the work, 3) Timeliness, 4) Presence, 5) Ability of cooperation.

In an assessment of performance is required to see the extent to which performance of the work as expected. According to Mondy [5] the performance appraisal is a formal system to assess and evaluate the performance of the employee's duties, both individual and team. The performance assessment is often considered a routine act of unwelcome and negative and are considered unskilled. Though the performance assessment is an important activity and provides many benefits for the organization. For employees, performance appraisal can cause a feeling of satisfaction in themselves. For companies, the employee performance appraisal gives benefits for the company because in this way, can be realized motto right person at the right position.

Training

Development of human resources according to Flippo [6] include training to improve skills in specific areas of work and education to increase public knowledge and understanding of the overall environment. Human resource development is an effort to improve the ability of employees in relation to the economic activities that can help employees in understanding a practical knowledge and its application to improve skills, skills and attitudes needed organization in achieving its goals is also adapted to the demands of the job to be performed by an employee through human resource development. According to Bella in Hasibuan [7] that education and training are the same as the development of a process of improving work skills both technical and managerial. Oriented education in theory, be done in the classroom, lasts longer, and usually answer why. Exercise-oriented practice, carried out in the field, short-lived and usually answer how.

According Hardjanto [8] training is "part of education. Training is specific, practical, and soon. Specific means that the training is related to the field of work performed. Practical and immediately means what already be trained can be put into practice. "According Mondy [5], training and development (training and development) is the heart of our ongoing effort to improve the competence of employees and organizational performance. Meanwhile, according to Dessler [9], the training is to teach the skills required new employees to do the job. Mangkunagara [10] argues that there are several indicators in training, namely: the instructor, participants, materials, methods, goals, and objectives. In practice, the methods used in training should be based on the needs of the job depends on various factors. According to Andrew F. Sikula, training methods may be on the job training, vestibule, demonstration and example, simulation, apprenticeship, and classroom methods.

According Hasibuan [11], training has a purpose relating to the following matters:

1. Labor productivity, the productivity of employees will increase with development, quality and quantity of production, the better, because the technical skills, human skills, and managerial skills of employees are getting better.
2. Efficiency, employee development aims to improve the efficiency of energy, time, raw materials, and reduce the wear machines. Wastage is reduced, the cost of production is relatively small so the company's competitiveness becomes larger.
3. Damage, employee development aims to reduce the damage to the goods, production, and machinery for the more expert and skilled employees to do the job.
4. Accidents, development aims to reduce the accident rate of employees', so the amount of medical expenses incurred by the company is reduced.
5. Services, the development aims to improve better service from employees to customers of the company, for the provision of good service is a very important appeal to associates companies concerned.
6. Moral, the development will create employee morale will be more because of the expertise and skills in accordance with the work that they are keen to finish the job properly.
7. Career, the development will provide an opportunity to improve the employee's career becomes increasingly large, because of the expertise, skills, and better job performance. Scientific promotion usually based on the expertise and work performance of a person.
8. Conceptually, the development makes the manager more proficient and faster in making better decisions, because of technical skill, human skill, and his managerial skills better.
9. Leadership, a leadership development manager will make a better, more flexible human relation, motivations are more focused so that the enhancement of cooperation of vertical and horizontal is more harmonious.
10. Remuneration, the development will increase the remuneration (salary, incentive pay, and benefits) of employees because their work performance increases.
11. Consumers, the development of the employees will provide benefits for the consumer society because they will acquire goods or services in higher quality.

Organizational Commitment

Robbins and Judge [12] defines the commitment of the state where an individual siding organization and

objectives and the desire to maintain membership in the organization. Meyer and Herscovitch say the commitment is a binding force an individual to an action that is relevant to one or more targets Cohen [13]. Luthans [14] says that organizational commitment is acceptance, an attitude which reflects the loyalty of members of the organization and is an ongoing process in which members of the organization shows interest in the organization for the success and prosperity. Mathis and Jackson in Sopiah (2008) define organizational commitment is the degree to which employees believe and accept the organization's goals and will stay or not will leave the organization.

Narimawati [15] to measure organizational commitment based on the level of identification frequency and level of attachment of individuals to a specific organization that is reflected by the following characteristics:

1. There is a strong belief and acceptance of the values and goals of the organization.
2. The existence of a definite desire to remain a participant in the organization.

Dimensions commitment to the most frequently used is according to Allen and Mayer[16], which consists of:

1. Affective commitment refers to the emotional connection to the organization's members.
2. Commitment continuant which refers to the desire of employees to remain in the organization for their calculation or analysis of profit and loss.
3. Normative commitment refers to the feelings of employees where they are required to remain in the organization because of pressure from others.

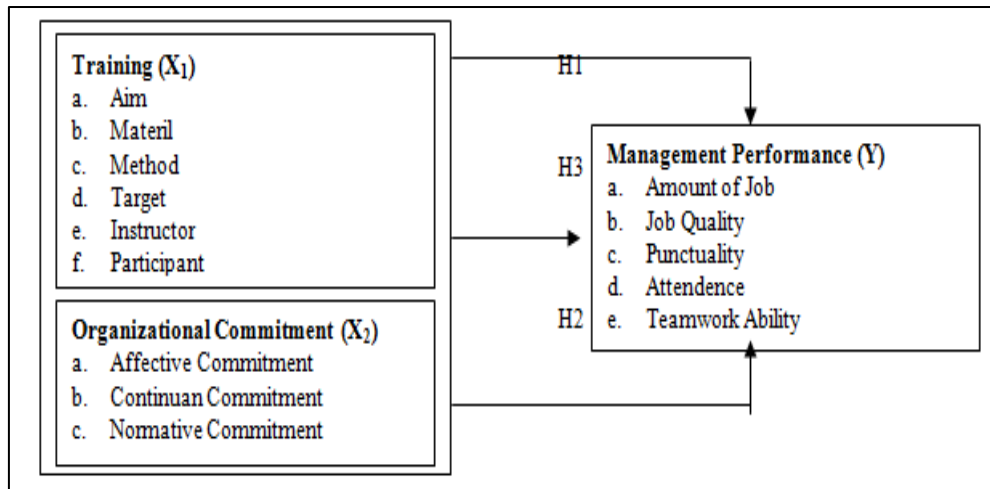
According to Setyo [17] there are some things that will greatly affect and support the creation of high commitment, namely:

1. Provision of adequate infrastructure and facilitate the smooth employee duties
2. System of remuneration and recognition that is consistent, fair, and transparent
3. Determination of corporate goals are communicated well and engage employees
4. The availability of education and training system that is able to increase the competence and commitment.
5. Application performance assessment system based on the values and norms desired by the company.

According Folorunso, Adewale, Abodunde [18] affective organizational commitment, continuant, and normative has a positive influence on employee performance. So that employees have a sense of involvement and loyalty to the company. According to Kiki and Alex [19], organizational commitment

significantly influence performance. This means that the higher organizational commitment, the higher the employee's performance is explained by the willingness

of employees to take responsibility for completing the work and comply with rules and regulations and have a sense of pride in being part of the company.



Picture 1. Thinking Framework

The hypothesis of this study are:

1. Training on the management performance of KOPMA UNJ.
2. The commitment of organizational effect on management performance of KOPMA UNJ
3. Training and organizational commitment jointly affect the management performance of KOPMA UNJ.

RESEARCH METHODS

The approach taken for this study is quantitative, where information or data research will be analyzed using SPSS statistical program. The method used in this research was survey method associative with regression analysis techniques, for influence between the variables studied in the form of training as well as the independent variable is the dependent variable of organizational commitment to management performance. This is done because the researchers wanted to know whether there is influence between variables by testing the hypothesis that has been formulated.

This research was conducted in KOPMA UNJ with the population of KOPMA UNJ management from 2015 and 2016 as many as 70 people. Because of the small number of the population, the sampling in this study uses census method in which all members of the population sampled (sampling saturated). Primary data obtained from the questionnaire distributed to 70 respondents who are management KOPMA UNJ 2015 and 2016. In addition, secondary data was taken as

supportive data in the form of recording data obtained from KOPMA UNJ. Besides interviews with management members KOPMA UNJ to strengthen research data.

Multiple linear regression analysis used in this study to determine the relationship and influence between independent variables and the dependent variable in the equation $Y = a + b_1x_1 + b_2x_2 + e$, where Y is the variable performance, a coefficient constant regression, b1 coefficient training, b2 coefficient commitment organizationally. Prior to analysis by multiple linear regression instrument first tested the questionnaire with validity and reliability and classical assumptions of indicators, dimensions and variables of the study. Analysis of determination (R Square) was conducted to see how much the independent variables are able to explain or can form a dependent variable. Testing the hypothesis partially (t test) and simultaneous (test F) the error tolerance level of 5 percent.

RESULTS AND DISCUSSION

Validity and Reliability

This test using SPSS version 17.0. Tools validity views of Pearson (Product Moment Correlation) between items of instruments with the number of the instrument as a whole (in one variable). With n = 30 at significance level ($\alpha = 0.05$) obtained r-table 0,361, so if $r_{test} > r_{table}$ the instrument is declared valid.

Table 5: Validity Result of Training

Variable	Indicator	$r_{\text{calculation}}$	r_{table}	Remark
Training (X_1)	The Aim	0.742	0.361	Valid
	The Aim	0.728	0.361	Valid
	Material	0.657	0.361	Valid
	Material	0.697	0.361	Valid
	Method	0.754	0.361	Valid
	Method	0.681	0.361	Valid
	Participant	0.646	0.361	Valid
	Participant	0.389	0.361	Valid
	Instructor	0.790	0.361	Valid
	Instructor	0.677	0.361	Valid
	Target	0.639	0.361	Valid
Target	0.697	0.361	Valid	

Source: Processing Result from SPSS (2016)

Table 6: Validity Result of Organizational Commitment

Variable	Indicator	$r_{\text{calculation}}$	r_{table}	Remark
Organizational Commitment (X_2)	Affective	0.787	0.361	Valid
	Affective	0.798	0.361	Valid
	Affective	0.673	0.361	Valid
	Affective	0.838	0.361	Valid
	Continue	0.752	0.361	Valid
	Continue	0.517	0.361	Valid
	Continue	0.756	0.361	Valid
	Continue	0.698	0.361	Valid
	Normative	0.681	0.361	Valid
	Normative	0.716	0.361	Valid
	Normative	0.788	0.361	Valid
	Normative	0.837	0.361	Valid

Source: Processing Result from SPSS (2016)

The result of validity test for each variable shows that r calculation is bigger than r table, so that all the statements can be used. The reliability result shows the Cronbach Alpha calculation from all instruments is bigger than 0.7. It can be concluded that the scale of the measurement from training variable, organizational commitment, and performance have a good reliability.

Classical Assumption Test Results

Classic assumption test was conducted to provide assurance that the regression equation obtained has accuracy in estimation, unbiased and consistent. In this research will be to test whether there is a disruption of normality, multicollinearity and heteroscedasticity.

One Sample test for normality using the Kolmogorov-Smirnov with a significance level of 0.05. If the significance level is greater than 0.05 then distribution of data is normal. If the level of significance of less than 0.05, the data are not normally distributed. Normality test results by using the One Sample Kolmogorov-Smirnov was 0.998 at Asymp.

Sig. (2-tailed) and greater than 0.05, or 5%, it can be concluded that the data were normally distributed.

Heteroscedasticity test tests whether a regression occurs in common variant of residuals from one observation to another observation. Tests carried out using Spearman. The test results obtained sig. (2-tailed) where the training variable is $0.542 > 0.05$, so H_0 is accepted. The same thing happened to the commitment variable organizational where sig. (2-tailed) were $0.633 > 0.05$ so H_0 . Thus meaning not happen heteroscedasticity the dependent variable.

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. A good regression model should not happen a correlation between independent variables. Multicollinearity test can be done by regressing analysis model and to test the correlation between independent variables using Inflating Tolerance and Variance Factor (VIF). Multicollinearity test results obtained VIF is under 10 ($10 > 1,100$), and a tolerance value of $0.904 >$

0.1, it can be concluded not happen multicollinearity between independent variables (training and organizational commitment).

Model and Hypothesis Test Results

The result of research is on table 7 as shown below:

Table 7 Coefficient

Variable	Coefficient	t	Sig.	F	Sig.
Constanta	4,644	1,051	0,297	42,392	0,000
Training	0,402	4,396	0,000		
Organizational Commitment	0,425	6,334	0,000		
R ²	0,559				
Adjust R ²	0,545				

Source: Primary Data Processed (2016)

Based on Table 7, obtained R2atau adjusted determinant coefficient of 0545 or 54.5%, indicating that management performance is influenced both independent variables used in this study which covers training (X₁) and organizational commitment (X₂) amounted to 54.5%, and still there the influence of other factors, namely 45.5% by other variables that are not researched in this study.

To determine whether or not a significant influence of the independent variables together on a dependent variable, the F test statistic. Value Sig. of 0.000 indicates to a significance level of 0.05 two-tailed alpha certainly significant. Because the number probability 0,000 < 0.05, then the regression model is feasible for use in predicting performance.

F_{test} value in Table 7 column Anova amounted to 42.392. The F_{table} for the total sample of 70 with 3 variables test at significance level of 0.05 was 1.53. It appears that F_{test} > F_{table} (42.392 > 1.53), so statistically that the independent variables and organizational commitment training simultaneously have a significant influence on the dependent variable performance.

Table 7 shown that training variable seen significant value of 0.000 for values below 0.05, it can be said to be significant. T_{test} for training in Table 8 amounted to 4,396. The t_{table} for the total sample of 70 is 1.998. t_{table} value is obtained after the known value of df is 1.998 at a significance level of 0.05. Thus showing the training positive and significant effect on the performance of the management.

Organizational commitment variable seen significant value of 0.000 for values below 0.05, it can be said to be significant. T_{test} for organizational commitment in Table 7 amounted to 6.334. At the 0.05 significance level t table values obtained for the total sample of 70 is 1.998. Thus demonstrating organizational commitment and significant positive effect on the performance of the management.

From the results in Table 7 the results obtained multiple linear regression equation: $Y = 4.644 + 0,042X_1 + 0, 425X_2 + e$. Where in this equation can be interpreted:

1. Constants of 4.644 indicates that when the training (X₁) and organizational commitment (X₂) are considered fixed, but is influenced by variables outside the model, the predicted management performance (Y) will rise by 4.644
2. Training regression coefficient (X₁) of 0.402 means, that is to say when training increases by one unit then the management performance (Y) will increase by 0.402 assuming other variables remain valuable.
3. The regression coefficient of organizational commitment (X₂), amounting to 0,425 means of organizational commitment increases by one unit then the management performance (Y) will increase by 0,425, assuming other variables remain valuable.

From the research result, here is the discussion: Effect of Training on Management Performance

Hypothesis 1, there was a significant positive effect of training on management performance KOPMA UNJ. This is evidenced by a significant b1 = 0.402 (t = 4.396; sig = 0.000). The research found problems that were previously presented in the background contrast with the results of research that has been done. Indeed, training a positive and significant effect on management performance KOPMA UNJ, but in this study the results obtained during the training was conducted by KOPMA UNJ perceived by the board has a good impact for their performance. This discrepancy could be due to bias made by the board in answering the questionnaire given. UNJ KOPMA management should be to maintain or improve their strategies in order to improve the training of the work given by the board can hold up without a decline. This is the same as research conducted by Saba [20] which states that the effect of training on employee performance. Where very important for organizations to have a skilled and capable employees in order to perform well as

competent as a result of the knowledge and skills they have. From the results of this study, the first hypothesis where the higher the management performance training produced will be higher as well, so it can be ascertained if the first hypothesis is proven.

Effect of Organizational Commitment on Management Performance

Hypothesis 2, there was a significant positive influence of strong organizational commitment to management performance KOPMA UNJ. This is evidenced by a significant $b_2 = 0.425$ ($t = 6.334$; $sig = 0.000$). From the research that has been carried out showed that the positive effect of organizational commitment on management performance KOPMA UNJ. In previous studies conducted by Folorunso et al [18] that organizational commitment significantly influence performance through affective commitment, normative, and continuant. The same result also in a study conducted by Negin, Omid, and Ahmad (2013) that the commitment organizational significant effect on performance. From the results of this study, the second hypothesis where the higher organizational commitment then the resulting management performance will be higher as well, so it can be ascertained if the second hypothesis is proven. This means that organizational commitment does have an influence in an effort to improve management performance.

Effect of Training and Organizational Commitment to Management Performance

Hypothesis 3, there is a significant positive influence of strong organizational commitment to training and management performance KOPMA UNJ. This is evidenced by $a = 4.644$ significant ($t = 1.051$; $sig = 0.297$). Training and organizational commitment affects the management performance KOPMA UNJ as much as 54.5%. The existence of several different data with the results obtained show that there are other factors that affect the management performance KOPMA UNJ. Another factor that has not been studied as much as 45.5%.

Conclusion

From research that has been done on the effect of training and organizational commitment to management performance of KOPMA UNJ can be concluded as follows:

1. There is a significant positive effect that is strong enough in training to performance. Management performance KOPMA UNJ assessed both by the management even though the data obtained previously opposites. Management considers that their performance is good because of the work program which was not carried decreased from the previous year so that it be referred to by them as the achievement of good performance. Of the value

of correlation across these dimensions in mind that the dimensions of the target on the training correlated most strongly with the performance. This means that there are several factors that are important in improving management performance, such as planning short-term goals that are ripe for the period running stewardship, planning for long-term goals that can be followed by further management. Goals are set properly will further improve management performance KOPMA UNJ.

2. Organizational commitment positively and significantly with a strong management performance KOPMA UNJ. Based on the value of the variable in which the dimensions of organizational commitment affective commitment which is the highest figure. This means a factor of affective commitment is a strong emotional attachment to the self caretaker KOPMA UNJ affect management performance. This is evident from the attachment of emotions in the management as the main things that can affect the performance of the management KOPMA UNJ.
3. Training and organizational commitment simultaneously positive and significant impact on the management performance KOPMA UNJ. It shows that management performance KOPMA UNJ influenced by his training if together with organizational commitment. Although the correlation values training variable effect is greater than the variable of organizational commitment on performance variables. But with offset by good organizational commitment, management performance will be increasingly pushed to be better. It can be said that these two variables are key in research in KOPMA UNJ which has a direct influence on the performance of managers.

Suggestion

Based on the conclusions that have been described previously, the researchers gave suggestions to the management KOPMA UNJ that can be used as feedback to improve future management performance. The suggestions are as follows:

1. During the training, management KOPMA UNJ should be able to further enhance capabilities in management by:
 - a. Create and implement training regularly. This training should be planned carefully to examine the future needs of administrators in managing KOPMA UNJ that the targets set can be achieved. Implementation of this training should be done at the time that if all the management can be present, since the management is actively UNJ students who have class schedules vary.

- b. Following the training organized by the professional or by bringing in instructors who are competent in their field.
 - c. Implement on the job training to a larger KOPMA current semester breaks or when there is free time management, this meant that the management receive training and experience there.
 - d. Make a visit to the cooperative other students who have a good working program with achieving higher efficacy than KOPMA UNJ. It is intended that the management be able to compare their performance and learn to manage KOPMA UNJ be better.
2. In organiasional commitment, management KOPMA UNJ in performance improvement can do:
 - a. Emotional bonding on management by organizing outbound, making hobby clubs, outing, or go to a movie that is followed by management. With the management is expected to affective commitment will be stronger. By enhancing this affective commitment, the management is expected to have an emotional bond with KOPMA UNJ greater. Strong emotional bond that is built will help the Management to continue to feel that they are part of KOPMA UNJ that can not be separated so that there will be greater the desire of the Management to be able to improve their performance for KOPMA UNJ.
 - b. Involving all the management in any decision made by KOPMA UNJ. With active management involvement will make the work they do can be managed properly. Besides this involvement also provides equal opportunities to all officials to take part in providing advice on any issue or activity in KOPMA UNJ.
 - c. Fostering better communication within the management. So that what is delivered can be received well and clearly. It is also intended to help administrators so that there is no bias in informing related to their work.
 3. Training factors together with organizational commitment affect the management performance of KOPMA UNJ, can be done through the provision of reward and punishment. Reward can be given an award as the best board this month. This reward system will push management to provide maximum performance for KOPMA UNJ. Punishment could be a negotiated agreement among the board so that the board that are not performing well can accept punishment without hurt because this is a joint decision they have made.
 4. For further research, in examining the factors that can influence the performance that has been investigated by researchers, to be able to

incorporate other factors beyond the training and organizational commitment. For advanced research in KOPMA UNJ be examined variables of motivation, competence, work environment, or self-efficacy.

5. For the respondents, the research is expected to provide input for the future in the work better so as to produce maximum performance.

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