

EFFECT OF TRAINING AND INDIVIDUAL CHARACTERISTICS ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE AT PT. BPR ARUNA NIRMALADUTA IN GIANYAR REGENCY

Anak Agung Istri Agung Ovy Dwijayanthi
Ida Bagus Udayana Putra
Ni Wayan Sitiari

ABSTRACT

Given the importance of organizational commitment and employee performance. The supporting factors include training and individual characteristics. This study used 76 respondents. The data collection method used is in the form of a questionnaire. The analysis technique used is Partial Least Square (PLS) Version 20. Based on the results obtained, among others, training has a positive and significant effect on employee performance, individual characteristics have a positive and significant effect on employee performance, training has a positive and significant impact on organizational commitment, individual characteristics have a positive influence and significant to organizational commitment, organizational commitment has a negative and insignificant effect, the mediating role of organizational commitment on the relationship between training and individual characteristics on employee performance shows that the indirect relationship between commitment to performance is not significant, then organizational commitment is not a mediation between organizational commitment to employee performance.

Keywords: training, individual characteristics, organizational commitment, employee performance

INTRODUCTION

Nowadays, in the face of competition between BPRs, it is very competitive where BPRs must design the right work and be supported by providing training to employees which directly leads to increasing employee productivity. The more productive employees are at work, the employee's work will automatically be achieved. Training can encourage employees to stay in the company (Chicu et al., 2019). Employee performance is the result of a process that refers to and is measured over a certain period of time based on pre-determined provisions, standards or agreements (Lubis et al., 2019). Good performance is a step to achieve organizational goals, so efforts need to be made to improve performance. Employee performance is measured by the quantity of work, quality of work and timeliness (Dharma 2016).

Factors that affect employee performance include the training provided, the individual character of each employee and the commitment determined within a company in order to achieve the goals of the company. The training provided to each employee is expected to increase performance and make it easier for employees to work in the field. Training can be measured by implementation of new programs, trainings to use new tools or facilities, trainings for employees who will take on new jobs or assignments, trainings for the introduction of new work processes or procedures and training for new employees (Notoatmodjo 2011). This means that there are other factors that need to be considered in training, namely organizational commitment. Research conducted by (Willson et al., 2020) states that training has a positive and significant effect on employee performance. Meanwhile, other studies found the effect of training on employee performance was not significant (Purnawati et al., 2017). This means that there are other factors that need to be considered in training, namely organizational commitment.

Organizational commitment is the degree to which an employee believes in and accepts organizational goals and wishes to stay with the organization (Mathins et al., 2006). High commitment makes a person more concerned with the organization than personal interests and tries to make the organization better, while low organizational commitment will make someone to act for his personal interests (Greenberg and Baron, 2017). Research from (Husnah et al., 2018) states that organizational commitment has a significant effect on employee performance. According to research (Kahpi et al., 2020) organizational commitment has a positive and significant influence on employee performance. With the commitment owned by the organization will improve its performance in order to achieve the goals of the company.

Factors that affect employee performance other than training and commitment are individual characteristics of an employee. Individual characteristics are interests, attitudes towards oneself, work, and work situations, individual needs, abilities or competencies, knowledge of work and emotions, moods, feelings of beliefs and values (Ardana et al., 2012). Research from (Munang et al., 2021) individual characteristics affect employee performance. However, research conducted by (Tambingon 2019) states that individual characteristics have no significant effect on employee performance. Thus, the main problems can be formulated as follows:

1. How is the effect of training on organizational commitment at PT. BPR Aruna Nirmaladuta?
2. How is the influence of individual characteristics on organizational commitment at PT. BPR Aruna Nirmaladuta?
3. How is the effect of training on employee performance at PT. BPR Aruna Nirmaladuta?
4. How is the influence of individual characteristics on employee performance at PT. BPR Aruna Nirmaladuta?
5. How is the effect of organizational commitment on employee performance at PT. BPR Aruna Nirmaladuta?

6. How is the role of organizational commitment in mediating the effect of training on employee performance at PT. BPR Aruna Nirmaladuta?
7. How is the role of organizational commitment in mediating the influence of individual characteristics on employee performance at PT. BPR Aruna Nirmaladuta?

LITERATURE REVIEW

Employee Performance

Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. Performance employees are very important in the company's efforts to achieve its goals (Rivai 2018: 548-549). Employee performance is a systematic evaluation of the work that has been done by employees and is intended for development (Yani 2017: 117). Performance is basically what employees do or don't do (Mathis and Jackson, 2019).

Organizational Commitment

Wibowo (2014) states that organizational commitment is the feeling, attitude, behavior of individuals who identify themselves as part of the organization, are involved in organizational activities, and are loyal to the organization in achieving organizational goals. Organizational commitment is the degree to which an employee identifies with a particular organization and its goals, the willingness to exert a lot of effort on behalf of the organization and the desire to maintain membership in the organization (Manap 2017). (Bashaw & Utaminingsih, 2014) revealed that the level of organizational commitment of an employee is also an important thing that needs to be measured by the company in an effort to improve employee performance.

Definition of Training

Kasmir (2016: 199) training is a process to shape and equip employees by increasing their skills, abilities, knowledge and behavior. This means that training will shape employee behavior in accordance with what is expected by the company, for example according to company culture. (Sofyandi 2013: 112), training is an effort to improve the knowledge and abilities of employees in carrying out their work more effectively and efficiently. (Rivai 2013: 212) Training is a process of systematically changing employee behavior to achieve organizational goals.

Individual Characteristics

Robbins (2016: 46) explains that individual characteristics include age, gender, race, marital status, and years of service in the organization. (Dalimunthe 2017: 42) Individual characteristics also consist of certain aspects or dimensions of a criterion that can be attributed to each individual so that each can be distinguished from one another. (Hurriyati 2015: 79) individual characteristics are a psychological process that affects individuals in obtaining, consuming and receiving goods and services and the experience of individual characteristics is an internal (interpersonal) factor that moves and influences individual behavior.

RESEARCH HYPOTHESIS

- H1: Training has a positive and significant effect on employee performance carried out by (Fakhri et al., 2020), (Yatimin et al., 2021), (Purwanto et al., 2021), (Putri et al., 2021), and (Mafulla 2021).
- H2: Training has a positive and significant effect on organizational commitment carried out by (Hanaysha 2016), (Purnawati et al., 2017), (Trisyanti et al., 2018), (Faisal et al., 2019), and (Anugrah 2020),
- H3: Organizational commitment has a positive and significant effect on employee performance (Susanti 2016), (Purnawati et al., 2017), (Husnah et al., 2018), (Anugrah 2020), and (Kahpi et al., 2020).
- H4: Individual characteristics have a positive and significant effect on organizational commitment by (Sulistiyani et al., 2016), (Sulaimiah 2017), (Ihya 2019), (Safrijal 2020), and (Kahpi et al., 2020)
- H5: Individual characteristics have a positive and significant effect on employee performance carried out by (Karyono et al., 2018), (Munang et al., 2021), (Kurniawati et al., 2021), (Putri et al., 2021), and (Mafulla 2021).
- H6: Organizational commitment is able to mediate the effect of training on employee performance done by (Trisyanti et al., 2018), (Faisal et al., 2019), (Karmelio 2019), (Hussain 2019), and (Anugrah 2020).
- H7: Organizational commitment is able to mediate the influence of individual characteristics on employee performance. conducted by (Arati 2017), (Sulaimiah 2017), (Kahpi et al., 2020), (Sudirja 2018), and (Taufiq 2020).

The research concept framework is depicted in Figure 1.

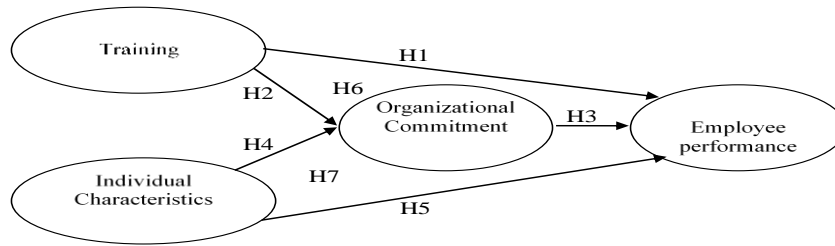


Figure 1 Research Concept Framework

RESEARCH METHODS

This research was conducted at PT. BPR Aruna Nirmaladuta which is located at Jalan Darmagiri No 99 Gianyar. The scope of this research includes a discussion of human resource management, particularly regarding training, individual characteristics, organizational commitment and employee performance. The method of determining the sample in this study used the census method. In this study using the statistical method Partial Least Square (PLS).

RESULTS

Measurement Model Evaluation

1) *Convergent Validity*

This evaluation is carried out by examining the outer loading coefficient of each indicator on its latent variables. An indicator is said to be valid, if the outer loading coefficient is between 0.60 – 0.70 but for an analysis whose theory is not clear then an outer loading of 0.50 is recommended (Lathan and Ghozali, 2012: 78), and is significant at the alpha level of 0.05 or t- statistics 1.96. The value of the outer loading of each indicator on the latent variable can be seen in Table 1

Table 1
Outer Loading Value Estimated Before Reconstruction

INDICATOR <- CONSTRUCTION	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Reaction of trainees <- TRAINING	0.593	0.549	0.170	3,492	0.001
Knowledge <- TRAINING	0.706	0.667	0.125	5,664	0.000
Changes in behavior <- TRAINING	0.566	0.540	0.179	3,158	0.002
Results <- TRAINING	0.187	0.150	0.271	0.691	0.490
Skills <- INDIVIDUAL CHARACTERISTICS	0.699	0.690	0.089	7,841	0.000
Ability <- INDIVIDUAL CHARACTERISTICS	0.479	0.463	0.149	3,216	0.001
Needs <- INDIVIDUAL CHARACTERISTICS	0.673	0.663	0.100	6,708	0.000
Attitude <- INDIVIDUAL CHARACTERISTICS	0.638	0.626	0.118	5,400	0.000
Family part of the company <- ORGANIZATIONAL COMMITMENT	0.408	0.411	0.136	3,014	0.003
Proud to be part of the company <- ORGANIZATIONAL COMMITMENT	0.670	0.655	0.099	6,739	0.000
Desire to move forward <- ORGANIZATIONAL COMMITMENT	0.745	0.746	0.055	13,476	0.000
It's hard to leave the organization <- ORGANIZATIONAL COMMITMENT	0.613	0.595	0.108	5,681	0.000
Loss if you leave the company <- ORGANIZATIONAL COMMITMENT	0.657	0.638	0.103	6,364	0.000
Have an obligation to survive <- ORGANIZATIONAL COMMITMENT	0.628	0.611	0.107	5,850	0.000
Great responsibility <- ORGANIZATIONAL COMMITMENT	0.639	0.626	0.101	6,303	0.000
It's unethical to move <- ORGANIZATIONAL COMMITMENT	0.323	0.313	0.165	1,959	0.051
quantity <- PERFORMANCE	0.565	0.548	0.157	3,604	0.000
quality <- PERFORMANCE	0.883	0.867	0.095	9,297	0.000
Punctuality <- PERFORMANCE	0.691	0.675	0.184	3,755	0.000

The results of the calculation regarding the outer loading value in Table 1. show that there are two indicators that do not meet the valid requirements based on the discriminant validity criteria, namely X1.4 and Y1.8 and are not statistically significant, then carried out model reconstruction. Results model reconstruction is shown in Table 2.

Table 2
Outer Loading Value Estimation Results After Model Reconstruction

INDICATOR <- CONSTRUCTION	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Reaction of trainees <- TRAINING	0.624	0.606	0.136	4,603	0.000
Knowledge <- TRAINING	0.729	0.713	0.111	6.583	0.000
Changes in behavior <- TRAINING	0.551	0.544	0.176	3,129	0.002
Skills <- INDIVIDUAL CHARACTERISTICS	0.639	0.684	0.089	7,763	0.000
Ability <- INDIVIDUAL CHARACTERISTICS	0.478	0.470	0.142	3,358	0.001
Needs <- INDIVIDUAL CHARACTERISTICS	0.669	0.660	0.097	6,920	0.000
Attitude <- INDIVIDUAL CHARACTERISTICS	0.648	0.641	0.108	6,000	0.000
Family part of the company <- ORGANIZATIONAL COMMITMENT	0.423	0.433	0.128	3,316	0.001
Proud to be part of the company <- ORGANIZATIONAL COMMITMENT	0.675	0.660	0.093	7,214	0.000
Desire to move forward <- ORGANIZATIONAL COMMITMENT	0.748	0.750	0.051	14.796	0.000
It's hard to leave the organization <- ORGANIZATIONAL COMMITMENT	0.633	0.610	0.113	5,614	0.000
Loss if you leave the company <- ORGANIZATIONAL COMMITMENT	0.655	0.644	0.099	6,642	0.000
Have an obligation to survive <- ORGANIZATIONAL COMMITMENT	0.615	0.598	0.104	5,923	0.000
Great responsibility <- ORGANIZATIONAL COMMITMENT	0.624	0.607	0.100	6,229	0.000
quantity <- PERFORMANCE	0.577	0.575	0.140	4,127	0.000
quality <- PERFORMANCE	0.881	0.869	0.077	11,500	0.000
Punctuality <- PERFORMANCE	0.679	0.664	0.167	4.061	0.000

The results of calculations regarding the value of outer loading after model reconstruction in Table 2 show that all indicators meet the valid requirements based on discriminant validity criteria, namely the value of outer loading > 0.50 and statistically significant.

2) Discriminant Validity

Measurement of the validity of the indicators that make up the latent variable can also be done through discriminant validity by looking at the cross loading. Discriminant validity can be done by comparing the index coefficients between blocks, construct indicators are declared valid if the index values of certain construct indicators are greater than the values of other construct indicators in the same block (Lathan and Ghozali, 2012:78-79).

Table 3
Discriminant Validity Test

VARIABLE	INDIVIDUAL CHARACTERISTICS	EMPLOYEE PERFORMANCE	ORGANIZATIONAL COMMITMENT	TRAINING
X1.1	0.157	0.230	0.198	0.624
X1.2	0.191	0.331	0.266	0.729
X1.3	0.197	0.254	0.216	0.551
X2.1	0.163	0.390	0.415	0.244
X2.2	0.478	0.058	0.322	0.076
X2.3	0.669	0.167	0.512	0.081
X2.4	0.648	0.452	0.352	0.271
Y1.1	0.332	0.213	0.423	0.156
Y1.2	0.368	0.134	0.675	0.269
Y1.3	0.575	0.413	0.748	0.388
Y1.4	0.376	0.189	0.633	0.178
Y1.5	0.315	0.153	0.655	0.175
Y1.6	0.342	0.111	0.615	0.165
Y1.7	0.387	0.000	0.624	0.117
Y2.1	0.318	0.577	0.263	0.227
Y2.2	0.436	0.881	0.235	0.428

Y2.3	0.181	0.679	0.212	0.214
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Table 3 shows that the index value of the cross loading indicator for each construct has shown to be greater than the other constructs in each measurement block so that it is declared valid based on the discriminant validity criteria.

3) *Composite Reliability and Cronbach Alpha*

A measurement can be said to be reliable, if the composite reliability and Cronbach alpha have a value greater than 0.70. Composite reliability and Cronbach alpha are a measurement of reliability between indicator blocks in the research model.

Table 4
Composite Reliability Test and Cronbach Alpha

CONSTRUCT	Cronbachs Alpha	Composite Reliability
INDIVIDUAL CHARACTERISTICS	0.494	0.719
EMPLOYEE PERFORMANCE	0.549	0.762
ORGANIZATIONAL COMMITMENT	0.749	0.820
TRAINING	0.276	0.671

Table 4 shows that the composite reliability value of each construct has been greater than 0.70, except for training a little less than 0.70 while in terms of the Cronbach Alpha value there are three constructs that have an index value below 0.70. However, in general it meets the reliable requirements, especially based on the composite reliability criteria.

Structural Model Evaluation

Path Statistical Analysis and Testing

Path Hypothesis Analysis and Testing, what is expected is Ho is rejected or sig value < 0.05 (or t statistic value > 1.96 with a significant level of

Table 5
Path Statistical Analysis and Testing

CONSTRUCT	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	Criteria
Individual Characteristics -> Employee Performance	0.408	0.406	0.121	3,379	Significant
Individual Characteristics -> Organizational Commitment	0.582	0.599	0.068	8,626	Significant
Organizational Commitment -> Employee Performance	-0.062	-0.055	0.150	0.412	Not Significant
Training -> Employee Performance	0.338	0.535	0.106	3,178	Significant
Training -> Organizational Commitment	0.193	0.197	0.087	2,218	Significant

Based on Table 5 shows that:

- 1) Individual characteristics have a positive effect of 0.408 on employee performance, and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 3.379.
- 2) Individual characteristics have a positive effect of 0.408 on organizational commitment, and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 8.626.
- 3) Organizational commitment has a negative effect of -0.062 and is not significant at the 0.05 level with a t-test value of 0.412 which is smaller than the t-table value of 1.96.
- 4) Training has a positive effect of 0.338 on performance and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 3.178.
- 5) Training has a positive effect of 0.338 on organizational commitment and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 2.218.

DISCUSSION

The effect of training on employee performance

Based on the analysis results show that training has a positive and significant effect on employee performance, meaning that the stronger the training at PT, BPR Aruna Nirmaladuta, the employee's performance will increase.

In this study, training was measured by four indicators namely reaction, knowledge, behavior change and results. The most dominant training is explained by the indicator of the results of participating in employee training able to complete work more easily and quickly. This means that management is able to provide training in improving the abilities and capacities of employees.

These results are in line with research conducted by (Yatimin et al., 2021) which states that training has a positive and significant effect on employee performance at PT. Teguhindo Lestaritama; (Fakhri et al., 2020); (Putri et al., 2021) stated that training had a positive and significant effect on the performance of the National Cyber and Crypto Agency employees; (Mafulla 2021) stated that training had a positive and significant effect on employee performance at PT. Multi Bintang Indonesia Tbk Sampangagung Kutorejo Mojokerto.

The effect of training on organizational commitment

Based on the results of the analysis showed a positive and significant effect of training on organizational commitment, meaning that the stronger the training at PT. BPR Aruna Nirmaladuta will increase organizational commitment.

In this study, training was measured by four indicators namely reaction, knowledge, behavior change and results. The most dominant training is explained by outcome indicators, by participating in training employees are able to complete work more easily and quickly. This means that the higher the benefits they feel in training as well as the support and convenience in training, the more desire to stay in training organization both in terms of feelings and sense of responsibility towards the organization will increase.

These results are in line with research conducted by (Purnawati et al., 2017) which states that training has a positive influence on organizational commitment at the Denpasar City Transportation Office; (Faisal, et al., 2019) stated that training had a positive effect on organizational commitment at the Cut Meutia Hospital; (Trisyanti et al., 2018) stated that training had a positive effect on organizational commitment at PT. Archipelago Superior Creation; (Anugrah 2020) stated that training had a positive effect on organizational commitment at PT. Garuda Indonesia Branch Office Pekanbaru.

The effect of organizational commitment on employee performance

The results of testing the effect of organizational commitment on employee performance, indicate that organizational commitment has no significant effect on employee performance. The results of this analysis mean that the better the organizational commitment, the higher the employee's performance, but the relationship between the two is not significant. This means that organizational commitment as reflected by the value indicator feels that they have an obligation to remain in the organization not strong enough to support employee performance.

Organizational commitment has no effect on employee performance at PT. BPR Aruna Nirmaladuta is caused by several things including, if viewed from the achievement of targets, PT. BPR Aruna Nirmaladuta experienced a decline in achievement, this was due to the economic condition of the community which was still experiencing a prolonged pandemic, so that employees had not been able to increase the targets that had been achieved the previous year due to the difficulty of getting new customers or collecting funds from existing customers. The results of this study are in accordance with research conducted by (Marsoit et al., 2017) that organizational commitment has no significant effect on employee performance at PT Aauransi Jasa Indonesia.

The effect of individual characteristics on organizational commitment

The results of testing the effect of individual characteristics on organizational commitment, indicate that individual characteristics have a positive and significant effect on organizational commitment. This means that the stronger the individual characteristics at PT BPR Aruna Nirmaladuta, the higher the organizational commitment.

In this study, individual characteristics are measured by four dimensions, namely skills, abilities, needs and attitudes. The results of this study, the most dominant individual characteristics are explained by indicators of knowledge where employees have individual capacities in carrying out work, meaning that employees like challenging and interesting jobs that encourage employees to be able to develop their careers, this is what causes employees to have a high commitment to work. remain in the company.

These results are in line with research conducted by (Kahpi et al., 2020); (Sulistiyani et al., 2016) stated that individual characteristics had a significant positive effect on organizational commitment at Pdam Tirta Mulia in Pamalang Regency; (Sulaimiah 2017) states that individual characteristics have a significant effect on organizational commitment to employees of the Mataram Indonesian Migrant Work Placement and Protection Center; (Safrijal 2020) found that individual characteristics have a positive and significant influence on organizational commitment to the Aceh Province BKKBN.

The effect of individual characteristics on employee performance

Based on the results of the analysis, the influence of individual characteristics on employee performance is positive and significant, meaning that the stronger the individual characteristics at PT BPR Aruna Nirmaladuta, the higher the employee's performance.

In this study, individual characteristics are measured by four dimensions, namely skills, abilities, needs and attitudes. The results of this study, the most dominant individual characteristics are explained by knowledge indicators where employees have individual capacities in carrying out work, meaning that the work given will be completed on time and can exceed the set targets.

These results are in line with research conducted by (Munang et al., 2021) which states that individual characteristics have a positive effect on employee performance at CV. Brilliant Works; (Kurniawati et al., 2021) which states that individual and leadership characteristics have a significant positive influence on employee performance at Plenary Accredited Health Centers in Pasuruan Regency; (Karyono et al., 2018) which states that individual characteristics have a positive effect on employee performance at PT. International Stars; (Mafulla 2021). found that individual characteristics have a positive and significant effect on employee performance at PT, Bintang Indonesia Tbk.

Organizational commitment in mediating training on employee performance

The results of testing the mediating role of organizational commitment on the relationship between training and employee performance indicate that the relationship is indirect and not significant. The results of this analysis mean that the better the organizational commitment, the higher the employee's performance, but the relationship between the three is not significant. This means that organizational commitment as reflected by the indicator that they feel they have an obligation to remain in the organization is not strong enough to support employee performance.

Organizational commitment does not affect individual characteristics at PT BPR Aruna Nirmaladuta due to several things including, judging from the characteristics of the respondents in this study, namely employees who have not worked long enough, namely under 5 years and the average age is 20-30 years, it means that employees of PT BPR Aruna Nirmaladuta was able to complete the job well even though there was still a discrepancy between the education sector and the duties and functions of employees. This means that organizational commitment is not able to explain the effect of training on employee performance but employee performance can be improved through training even without organizational commitment. These results are in line with research conducted by (Purnawati et al.,

Organizational commitment in mediating individual characteristics on employee performance

The results of testing the mediating role of organizational commitment on the relationship between individual characteristics and employee performance indicate that the relationship is indirect and not significant. The results of this analysis mean that the better the organizational commitment, the higher the employee's performance, but the relationship between the three is not significant. This means that organizational commitment as reflected by the indicator that they feel they have an obligation to remain in the organization is not strong enough to support employee performance.

Organizational commitment has no effect on individual characteristics at PT BPR Aruna Nirmaladuta due to several things including, judging from the characteristics of the respondents in this study, 56% of employees have worked for more than 5 years, meaning that PT BPR Aruna Nirmaladuta employees who have a long service period and feel they have expertise in applying techniques and procedures regarding the field of work so that employees will not leave the company. This means that organizational commitment is not able to explain the influence of individual characteristics on employee performance but employee performance can be improved through individual characteristics even without organizational commitment. These results are in line with the research conducted by (Tambingon, et al., 2019) that the characteristics directly do not affect the performance of employees carried out at PT. Coco Prima Lelema Indonesia. These results are also in line with research (Putri et al., 2021) that individual characteristics have no effect on employee performance carried out at the Jember Plantation Regional Company.

RESEARCH IMPLICATION

Employee performance is determined by training and individual characteristics while organizational commitment is not a mediating relationship between training and individual characteristics on employee performance, meaning that without organizational commitment, employee performance can be increased through training and individual characteristics. Organizational commitment is most dominantly reflected by indicators of having an obligation to remain in the organization. However, the high organizational commitment to employees has not been able to improve employee performance.

CONCLUSION

This research was conducted using research subjects PT. BPR Aruna Nirmaladuta. The results of this study indicate that:

1. Training has a positive and significant effect on employee performance. Which means that training has an effect on employee performance. Which means that the more frequent training is carried out, the employee's performance will increase.
2. Training has a positive and significant effect on organizational commitment. Which means the higher the benefits they feel in training as well as support and convenience in training, the better the desire to remain in the organization in terms of feeling and sense of responsibility and ownership of the organization.
3. Organizational commitment has no significant effect on employee performance. Which means organizational commitment has no effect on employee performance. This explains that increasing organizational commitment to employees has not been able to improve employee performance.

4. Individual characteristics have a positive and significant effect on organizational commitment. Which means that individual characteristics affect organizational commitment.
5. Individual characteristics have a positive and significant effect on employee performance. Which means that individual characteristics affect employee performance.
6. The mediating role of organizational commitment on the relationship between training and individual characteristics on employee performance shows that the indirect relationship between commitment to performance is not significant, then organizational commitment is not a mediation between organizational commitment and employee performance, meaning that the effect of training and individual characteristics on employee performance is not able to be conveyed well by organizational commitment.

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Anak Agung Istri Agung Ovy Dwijyanthi
Postgraduate Program Universitas Warmadewa
Email: Ovydwijyanthi98@gmail.com

Ida Bagus Udayana Putra
Postgraduate Program Universitas Warmadewa

Ni Wayan Sitiari
Postgraduate Program Universitas Warmadewa