

Research Article

The Influence of Training Dimensions for Employees on the Quality of Service of Bank Mandiri Offices in Aceh Province, Indonesia with Organizational Commitment as a Mediating Variable

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Abstract: The study aimed at investigating the effect of training easy access, training support, and training benefit on service quality either directly or indirectly through organizational commitment at Bank Syariah Mandiri of Aceh Area offices. The sampling method employed is census method of which to measure the variable dimensions of training & organizational commitment and purposive sampling to measure service quality variables. This study uses path analysis using SPSS 22 for data analyzing. The results of the study indicate that except for training support that does not influence organization commitment, all other variables namely the ease of access to training, and the benefits of training have a simultaneous and partial influence on service quality of the bank both directly and indirectly through mediating variable of organizational commitment. Organizational commitment mediates the effect of all three independent variables on service quality.

Keywords: Training Dimensions, Commitment of Organization, Service quality

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INTRODUCTION

In the world of service providers, the company's service to customers is an aspect that must be considered and improved in quality. Customers will usually be loyal to companies that are able to provide more services for themselves and will leave if they only have mediocre service. Spilane (2008) argues that one form of service that can be directly felt by customers is the form of service provided by employees who deal directly with customers.

In delivering quality services to customers, the company stimulates them to establish strong ties with the company. A good bond can certainly cause the company to understand what customers need and expect from the company. If the service is received according

to their expectations, then it is perceived as good service quality, but if the opposite, then the quality of service is perceived as low.

The quality of service provided by employees to customers is closely related to the sense of organizational commitment perceived by employees. In addition, training for employees is considered to have a major influence on the quality of services provided to customers.

A company that is committed to the quality of service and employee development is PT Bank Syariah Mandiri (Persero) Tbk, which is usually abbreviated as BSM. BSM strives to provide the best service for customers,

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It is as stated in its vision. Then also commitments to employees by providing opportunities to act as well as professional careers. One strategy is to implement learning programs.

LITERATURE REVIEW

Service Quality

According to Supranto (2001: 228), it refers to a word specifying something that must be done well, the application of it as the nature of product performance or performance is a major part of the company's strategy in order to achieve sustainable excellence, either as a market leader or as a strategy to continue to grow. The service quality indicators are based (Zheithalm *et al.*, 1990) as follows:

1. Appearance of officer
2. Service waiting room
3. Reliable service procedures
4. Accuracy in fulfilling promises
5. Ability to face problems that arise
6. Ability to deal with customer complaints
7. Ability in administrative matters
8. Technical ability of officers
9. Officer social skills
10. Employee attention
11. Personal services provided to customers

Training

Sofyandi (2013: 113) delineates it as a program that is expected to provide stimulation to someone to be able to improve their ability in certain jobs and gain general knowledge and understanding of the overall work environment and organization.

Training Dimensions

Easy Access to Training

Bartlett and Kang (2004) reveal that companies that are considered to have fair accessibility to training programs are more likely to have more work than employees in their organizations. An effective training program can also cause employees to form opinions that their organization has the will to invest in it, because organizations care about them. The indicators of it based on training (Dhar, 2014) are:

1. Company policy regarding the number and type of training
2. The organization provides access to training
3. The number and type of training is appropriate.

Support for Training

Employees who feel that their organization supports the improvement and development of skills to find better solutions to work related problems, feel obliged to display a higher level of commitment to their organization (Brunetto *et al.*, 2012; Teck Hong & Yong Kean, 2012) The support indicators for training based on (Dhar, 2014) are:

1. Manager support.
2. Support of colleagues.
3. Ease of communication related to training.
4. Training procedure is easy

The perceived benefits of training

Career benefits can be considered as a result of employee participation in training programs, because they help them achieve their career goals and pursue new pathways to expand and develop their careers (Noe & Wilk, 1993). The indicators of perceived benefits from training according to (Noe & Wilk, 1993) are:

1. Personal benefits
2. Benefits of work
3. Career benefits

Organizational Commitment

It can be defined as the degree to which an employee identifies himself with the organization and goals of the organization, as well as the expectations of employees to survive in the organization (Robbins, 2008). According to Mowday (1998) indicators of organizational commitment are:

1. Acceptance of organizational goals.
2. Desire to work hard.
3. Willingness to remain part of the organization.

Based on previous research, it can be formulated the research framework for this research as shown on Figure 1 as follows:

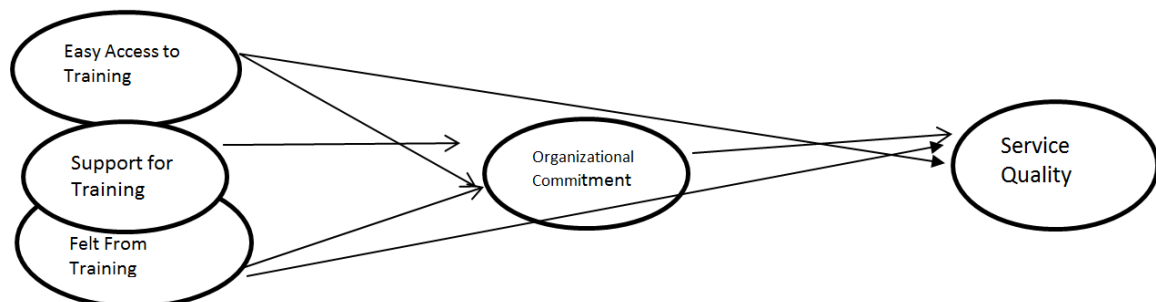


Figure-1. Research Framework

Based on the above literature, the following hypothesis can be formulated as follows:

“ easy access to training, support for training, and training benefit affect service quality either directly or indirectly through organizational commitment”

RESEARCH METHOD

Object of Research

The object of this research is at the Bank Syariah Mandiri (BSM) Area Aceh office. The factors examined are related to the influence of training dimensions on service quality with organizational commitment as a mediating variable. Where training dimension variables are solved to facilitate access to training, support for training and perceived benefits from training.

Population and Sampling

The data collection method is used by using census in which measure the variable dimensions of

training and organizational commitment. Based on this census method, researchers took as many as 123 samples of employees of Bank are office. The the respondents taken were 123 people. The sampling of these customers was carried out by purposive sampling, meaning that the customers who were the sample were customers who were served directly by employees of BSM in the Aceh area.

Measurement Scale

It is used is an interval scale in the form of a Likert scale, which is a scale that shows the level of approval from respondents. According to Jogiyanto (2009) this Likert scale is used to measure the subject's response to 5 scale points with the same interval.

Data Analytical Tool

In this study, it employs a mediating variable that is organizational commitment of which its concept of mediator's role can be seen from Figure 2 as follows:

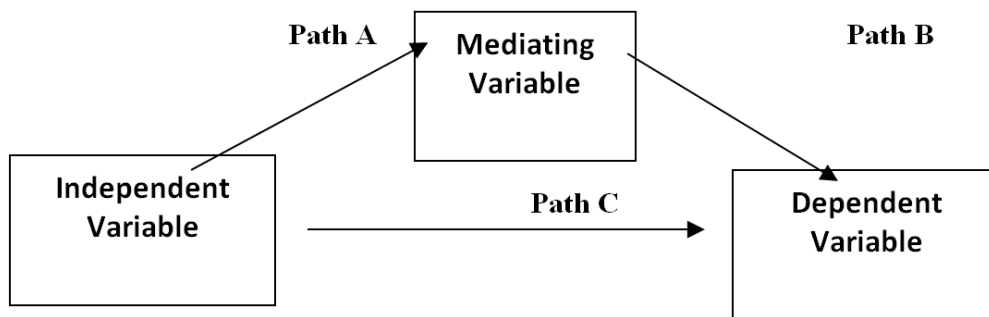


Figure 2. The Concept of the Role of Mediator

With a path analysis method as a data analytical tool, it is therefore the testing of the mediation effect can be done with the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \text{ (Equation 1)}$$

$$Z = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \text{ (Equation 2)}$$

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + e \text{ (Equation 3)}$$

RESULTS AND DISCUSSIONS

Characteristics and Objects of Research

The profiles of respondents that consist of 123 employees of Bank indicated that majority of employees are female and most of them are below 35 year old. Their education level is mostly bachelor

degree and diploma degree graduates and a great level of income levels are between Rp 1.500.000 and Rp 3.500.000

Measurement Model

The Results of the Validity and Reliability Test

Testing the validity of the data in this study was carried out statistically, namely using the Pearson test

The reliability test results in this study resulted in the cronbach alpha value of each variable > 0.60, so that all the variables used were declared reliable. The results regarding the validity and reliability test can be seen in Table 1 below.

Table-1. The Results of the Validity and Reliability Test

Item Question	r-Count	P-value	Description	Reliability
Y1	0,701	0,000	Valid	
Y2	0,676	0,000	Valid	
Y3	0,755	0,000	Valid	
Y4	0,913	0,000	Valid	
Y5	0,871	0,000	Valid	
Y6	0,720	0,000	Valid	0,940
Y7	0,683	0,000	Valid	
Y8	0,751	0,000	Valid	
Y9	0,907	0,000	Valid	
Y10	0,870	0,000	Valid	
Y11	0,888	0,000	Valid	
Z1	0,869	0,000	Valid	
Z2	0,895	0,000	Valid	0,846
Z3	0,866	0,000	Valid	
X11	0,858	0,000	Valid	
X12	0,893	0,000	Valid	
X13	0,866	0,000	Valid	0,875
X14	0,793	0,000	Valid	
X21	0,850	0,000	Valid	
X22	0,883	0,000	Valid	0,830
X23	0,857	0,000	Valid	
X31	0,853	0,000	Valid	
X32	0,799	0,000	Valid	0,808
X33	0,899	0,000	Valid	

Source: Primary data processed, 2018

Based on Table 1 it is concluded that all statements of each variable are declared valid because they have a positive relationship to the total construct score. The relationship is because each statement has a significance value below alpha 5% and the calculated r value is greater than the value of r table.

Proof of Hypothesis and Discussion
The Results of the Hypothesis Testing Substructure I

To test the sub-structure I hypothesis can be seen the results of statistical tests based on data processing using SPSS as presented in Table 2 below.

Table 2. Output of Determination of Sub-structure I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.856 ^a	0.733	0.726	0.335

Based on Table 2 shows that the value of R-Square is 0.733 or 73.3%. This shows that the variables of ease of access to training, support for training, and the benefits of training are able to explain the organizational commitment variable of 73.3%, while the rest is explained by other variables not included in this study.

To see the effect of exogenous variables both directly and indirectly on endogenous variables partially and simultaneously, this study uses path analysis. For the results of regression analysis the effect of ease of access to training on organizational commitment can be seen in the following Table 3.

Table 3: Coefficients Substructure I

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-,112	,249		-,449	,654
	Ease of access to training	,213	,069	,203	3,112	,002
	Support for training	,581	,076	,543	7,648	,000
	Benefit from training	,238	,065	,225	3,672	,000

Based on Table 2 and Table 3, the results of the equation hypothesis substructure II are obtained. The results of testing the hypothesis are as follows.

a. First Hypothesis

Table 4: Substructure I Test F

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36,718	3	12,239	108,948	,000 ^b
	Residual	13,369	119	,112		
	Total	50,087	122			

The results of testing this hypothesis are the variables of ease of access to training, support for training and the benefits of training jointly influencing organizational commitment. This conclusion is derived from the significance value in Table 4 of 0,000 smaller than 0.05. Based on Table 2, R2 values show 0.733 or 73.3%. It can be interpreted that the influence of the independent variables together on the quality of service is 73.3%.

b. Second Hypothesis

This hypothesis is to investigate the effect of ease of access to training on organizational commitment partially. The result of this test is that the variable of ease of access to training partially affects the organizational commitment, this conclusion is obtained from the significance value in Table 3 of 0.002.

c. Third Hypothesis

It refers to examination of the influence of variable support for training on organizational

commitment partially. It examines the effect of variable ease of access to training, support for training and the benefits of training on organizational commitment together can be seen in Table 4 below.

The result of testing the hypothesis is that the support variable for training partially affects organizational commitment, this conclusion is obtained from the significance value in Table 3 of 0.000.

d. Fourth Hypothesis

It is employed for the investigating of the effect of benefit variables from training on organizational commitment partially. The results of testing this hypothesis are the benefit variables of training partially affect the organizational commitment; this conclusion is derived from the significance value in Table 3 of 0.000 which is smaller than the alpha value of 0.05.

Results of Substructure II Hypothesis Testing

To test the substructure hypothesis II can be seen the results of statistical tests based on data processing using SPSS as presented in Table 5 below.

Table 5: Substructure II Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.875 ^a	0.765	0.757	0.254

To see the effect of exogenous variables both directly and indirectly on endogenous variables partially and simultaneously, this study uses path analysis. For the results of regression analysis, the effect of ease of

access to training and organizational commitment is able to explain service quality variables can be seen in the following Table 6.

Table 6: Coefficients Substructure II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,923	,190		4,871	,000
	Support for training	,200	,054	,236	3,696	,000
	organizational commitment	,022	,070	,026	,318	,751
	Support for training	,269	,052	,315	5,173	,000
	Organizational commitment	,343	,070	,426	4,929	,000

Based on Table 5 and Table 6, the results of the equation hypothesis substructure II are obtained. The results of testing the hypothesis are as follows.

a. Fifth Hypothesis.

This is to see the effect of variable ease of access to training, support for training, benefits of training and organizational commitment to quality of service

together. The test results can be seen in the following Table 7.

Table-7: F Test of Substructure II

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24,888	4	6,222	96,123	,000 ^b
	Residual	7,638	118	,065		
	Total	32,526	122			

The results of testing this hypothesis affect the quality of service, this conclusion is obtained from the significance value in Table 7 of 0,000 which is smaller than 0.05. Based on Table 7, R2 values indicate 0.765 or 76.5%. It can be interpreted that the influence of the independent variables together on the quality of service is 76.5%.

b. Sixth Hypothesis

This hypothesis specifies the effect of variable ease of access to training on service quality partially. The result of testing this hypothesis is the variable of ease of access to training partially affects the quality of service, this conclusion is obtained from the significance value in Table 7 of 0.000.

c. Seventh Hypothesis

The seventh hypothesis is to find out the influence of variable support for training on service quality partially. The result of testing this hypothesis is the variable support for training partially does not affect the quality of service, this conclusion is obtained from the significance value in Table 7 of 0.751.

d. Eighth Hypothesis

It is to verify the effect of variable benefits from training on service quality partially. The result of testing this hypothesis is that the benefit variables of training partially affect the quality of service, this conclusion is derived from the significance value in Table 7 of 0.000.

e. Ninth Hypothesis

The ninth hypothesis is used to examine the effect of variable organizational commitment on service quality partially. The results of testing this hypothesis are that organizational commitment variables partially affect the quality of service, this conclusion is obtained from the significance value in Table 7 of 0.000.

Mediation Testing Results

1. Effect of Ease of access to training on service quality through organizational commitment

Testing of mediating effects variable ease of access to training on personnel performance can be explained as follows:

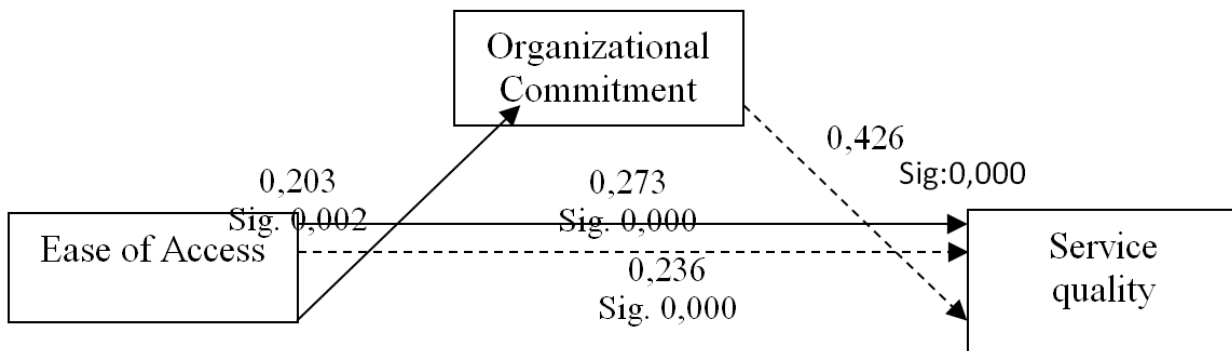


Figure-3. Mediating Securities Testing for easy access to training on service quality through Organizational Commitment.

Based on Figure 4.6, it was found that ease of access to training had a significant direct effect on organizational commitment variables and service quality variables. While organizational commitment variables also have a significant effect on service quality variables. The effect of ease of access after the mediation variables of organizational commitment is significant, it can be concluded that organizational commitment variables act as variables that mediate the

relationship between ease of access to training on service quality. The role of mediation played by organizational commitment is partially mediating.

2. Influence of Support for training on service quality through organizational commitment

Testing the mediating effect of variable support for training on personnel performance can be explained as follows:

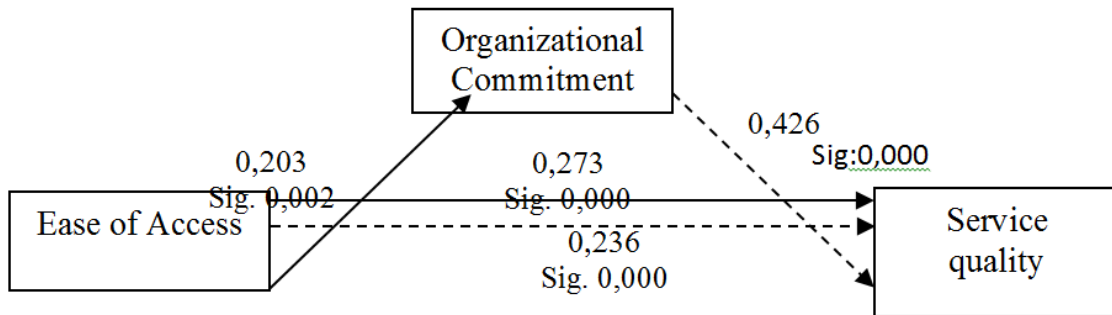


Figure: 4: Mediating Effect Testing Support for training on service quality through Organizational Commitment

Based on Figure 4, it was found that support for training had a significant direct effect on organizational commitment variables and service quality variables. While organizational commitment variables also have a significant effect on service quality variables. The effect of support for training after the mediation variable of organizational commitment is not significant, it can be concluded that the organizational commitment variable acts as a variable that mediates the relationship between supports for

training on service quality. The role of mediation played by organizational commitment is fully mediating.

3. ***Effect of benefits from training on service quality through organizational commitment***

Testing the mediating effect of the benefits variable from training on personnel performance can be explained as follows:

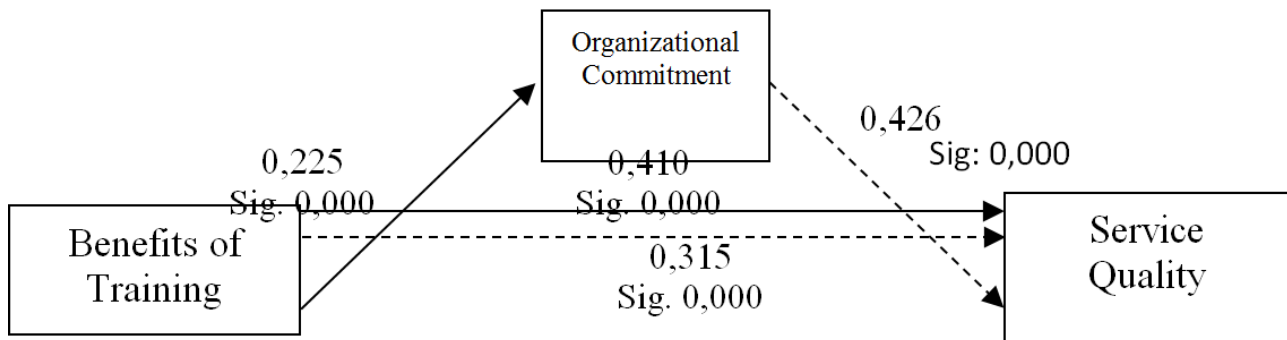


Figure-5. Mediating Effect Testing Benefits of training on service quality through Organizational Commitment

Based on Figure 5, it was found that the benefits of training had a significant direct effect on organizational commitment variables and service quality variables. While organizational commitment variables also have a significant effect on service quality variables. The effect of the benefits of training after the mediation variables of organizational commitment is significant, it can be concluded that the organizational commitment variable acts as a variable that mediates the relationship between the benefits of training on service quality. The role of mediation played by organizational commitment is partially mediating.

CONCLUSIONS

1. Ease of access to training, support for training, and the benefits of training together affect organizational commitment.
2. Ease of access to training partially influences organizational commitment.

3. Support for training partially influences organizational commitment.
4. Benefits of training partially affect organizational commitment.
5. Ease of access to training, support for training, benefits of training, and organizational commitment together affect the quality of service.
6. Ease of access to training partially affects the quality of service.
7. Partial support for training does not affect service quality.
8. Ease of access to training partially affects the quality of service.
9. Benefits of training partially affect the quality of service.
10. Organizational commitment mediates the effect of easy access to training on service quality.

11. Organizational commitment mediates the influence of support for training on service quality.
12. Organizational commitment mediates the effect of the benefits of training on service quality.

RECOMMENDATIONS

1. For the leaders of the Central Mandiri Syariah Bank and Bank Syariah Mandiri Leaders, the Aceh Area Office should support the quality of employee service provided to customers through the best quality of service. This can be done by training employees who can help improve service quality. In addition, employee training also affects employee organizational commitment. With training, employees will feel valued and get support from the company, thus employees will be increasingly committed to the organization. If you already have a commitment to the organization, the employee will provide optimal service, and ultimately the customer who gets the best quality of service will be loyal to the bank.
2. For each Bank Syariah Mandiri employee the Aceh Area Office should continue to improve the quality of service both in the frontline, marketing, administration and other fields, according to their respective job desks. Then employees also need to increase organizational commitment. This can be done by following employee training.

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