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The Effect of Training and Commitment on the Performance of Village Business Entity (BUMDes) Management in Kampar Regency Riau Province

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Abstract: *This study aims to see the effect of training and commitment on the performance of BUMDes management in Kampar Regency, Riau Province. The samples of this study were 30 BUMDes from 5 Districts in Kampar Regency. Questionnaires were distributed to 30 respondents, and successfully collected with complete answers from 30 respondents. Primary data were collected through a questionnaire as the instrument to prove the results of the study. Multiple linear regression analysis with the help of the SPSS program were used to test the hypothesis of the study. Data collected from 30 respondents then were analyzed with the assistance of SPSS software version 23.0 using descriptive statistical analysis and multiple linear regression analysis to generate a classical assumption test, data analysis model, coefficient of determination and proving the hypothesis. The results of the study show that: 1) there is positive and partially significant effect of training on the performance of BUMDes management in Kampar District, 2) there is positive and significant effect of partial commitment on the performance of BUMDes management in Kampar Regency, 3) there is a simultaneous positive and significant influence of training and commitment on the performance of the managers of BUMDes management in Kampar Regency.*

Keywords: *Performance, Training and Commitment*

Introduction

Law No. 6 of 2014 concerning Villages defines that Badan Usaha Milik Desa (BUMDes) is "Business entities whose entire or the majority of their capital are owned by villages through direct participation from separated village assets to manage assets, services, and other businesses to for commonwealth of villagers". BUMDes according to Law No. 32 of 2004 concerning Village Government was established to improve Locally-generated revenue/Pendapatan Asli Desa (PADesa). BUMDes is a business entity that established by Village Regulation as the outcome Village Deliberation. According to previous statement, the establishment of BUMDes based on Village Regulations and does not require authorization from Notarial Deed.

As stated in Permendesa PDT and Transmigration No. 4/2015, the establishment of BUMDes aims to: Improve the village economy, Maximize village assets to be useful for village welfare, Improve community efforts in managing the economic potential of the village, Develop business cooperation plans among villages and/or with third party, Create market opportunities and networks that support citizens' general service needs, Open employment, Improving community welfare through improving public services, growth and

economic equality in the village; Improve the income of the village community and the Pendapatan Asli Desa (PADesa).

BUMDes in the village has uniqueness and speciality by the potential of the village. Some of the main characteristics that distinguish BUMDes from other commercial economic institutions are: This business entity is owned by the village and managed together; Sources of funds and assets come from villages (51%) and the community (49%) through equity participation (shares or taking part); The operation uses business philosophy from the local culture (local wisdom); The business sectors based on the potential and results of market information; The benefits to improve the commonwealth of capitalist and villagers; Facilitated by the government, provincial, district and village; Workers are selected based on village policy The operationalization is jointly controlled by the Pemdes, BPD, and managers The legal entity status is established by Village Regulation (article 88 paragraph 2).

Kampar Regency in Riau Province has problems in managing BUMDes also the guidance and supervision are needed. BUMDes Evaluation has been done by the authorities in conducting the assessment. Based on the results of the assessment, most of BUMDEs are in the basic classification, only few BUMDes are classified as growing and developing one. The classification is determined based on an assessment on aspects: institutional; the rules; effort; administration, reporting, and accountability; assets and benefits felt by the community from the presence of BUMDes. This research was conducted on 30 BUMDEs that met the criteria from authoras research object. The BUMDes used as objects are 22 or 73% included in the basic classification, five BUMDes or 17% are included in the classification of growth and only three BUMDes or 10% are included in the developing classification, and there is no BUMDes which is classified as advanced one. As the importance of BUMDes in the village, therefore as a manager, it is necessary to strive so that the BUMDes can achieve these goals through the results of the work achieved. According to Mangkunegara (2013), Performance is the result of the quality and quantity of work achieved by a person to do his duties by the responsibilities given. The achievement of BUMDes objectives is inseparable from the performance of managers and many factors that affect performance include training and commitment owned by managers in supporting BUMDes.

Literature Review

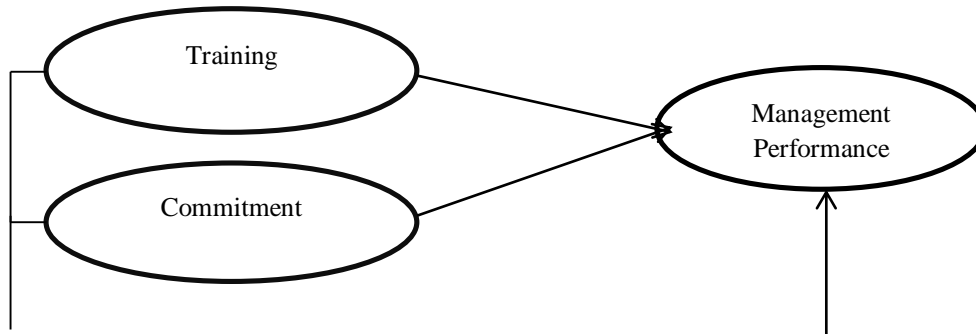
According to Mohammad Faisal Amir (2015) in the context of human resource management, employee performance is the behavior of activities by a person about work duties in a company, department, or organization which done by their potential to produce something meaningful for the organization, the wider community or itself. Efforts to improve employee performance is one of the main factors for organizations to achieve organizational goals. Based on the BUMDEs management, BUMDes Establishment and Management Guide in 2007 state four common indicators to measure performance, such as cooperation, participation, transparency, and responsibility.

Snell and Bohlander (2010) stated that training is all the efforts made by organizations to encourage the learning of organizational members. Meanwhile, according to Dessler (2013) training is a process of teaching new skills to new or old employees who are related to their work. Based on this statement, it can be concluded that training is an activity to improve employees' knowledge and skills regarding the work they do. According to Mohammad Noer (2016), there are five components in training, such as: skilled, responsibility, expertise, and job satisfaction.

Organizational commitment is employee orientation towards the organization in terms of loyalty to the company and its involvement in the organization (Robbins, 2012). Employees are more focused on maintaining their membership in the company by identifying organizations with specific goals. Organizational commitment is the level where an employee

identifies himself and his organization by reflecting beliefs such as employees will provide loyalty, and have the desire, willing to work hard, sacrifice, and care for the survival of the organization. According to Sopiah (2008), there are three levels of commitment dimensions: willingness, loyalty, and pride

Research Framework



Research Hypothesis

The hypotheses in this research are: The Cooperation of Training and Commitment have a positive and significant effect on the performance of BUMDes manager the training has a positive and significant effect on BUMDes manager performance the commitment has a positive and significant effect on the performance of BUMDes manager

Research Methods

The population in this research were all village-owned enterprises in the Kampar district, which amounted to 229 and selected 30 BUMDes to be sampled based on the *Purposive Sampling* technique. The BUMDes selected have met the criteria desired by the researchers to be active BUMDes, have businesses, and have clear management. Each BUMDes is selected to be respondent by a manager .

Data collection techniques used in this research are:Observations. This technique is done by observing directly or indirectly the research object. The instrument used can be in the form of observation sheets, observation guides, and others. Questionnaire. The questionnaire technique is a data collection technique by asking questions to respondents to answer.

Research Results And Discussion

Descriptive analysis results show that the majority of respondents based on sex (83.33%) are male, overall managers are in the productive age and most or 80% have years of service under 5 years or 20% have work periods between above 10 years.

Validity Test

The results of the data validity test in this research are shown in the table below:

Table 1. Validity Test Results

Variable	Item	R _{count}	r _{table}	Desc
Performance (Y)	K1	0.444	0.361	Valid
	K2	0.687	0.361	Valid
	K3	0.855	0.361	Valid
	K4	0.693	0.361	Valid
Training (X ₁)	P1	0.488	0.361	Valid
	P2	0.635	0.361	Valid
	P3	0.849	0.361	Valid
	P4	0.784	0.361	Valid
Commitment (X ₂)	K1	0.882	0.361	Valid
	K2	0.799	0.361	Valid
	K3	0.621	0.361	Valid

Source: *Processed Data*

Based on table 1, we know the value of r count for all items of variable statement > 0.361. It means that the statement items used to measure each variable are declared valid.

Reliability Test

The results of the data reliability test can be seen in the following table:

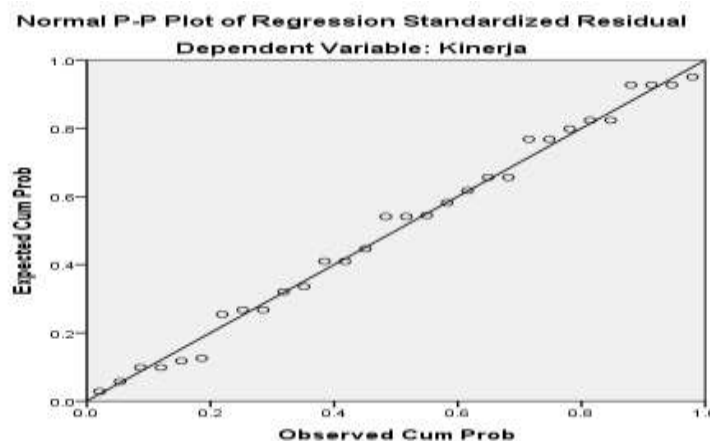
Table 2. Reliability Test

Variable	Cronbach's Alpha	Nilai Kritis	Description
Performance	0.615	0.6	Reliable
Training	0.622	0.6	Reliable
Commitment	0.667	0.6	Reliable

Based on the table above it can be seen that all research instruments are reliable because *Cronbach Alpha* is greater than the alpha coefficient value 0.6, which means the variables are consistent and trustworthy.

Classical Assumption Test

Data normality test results can be seen in the following figure:

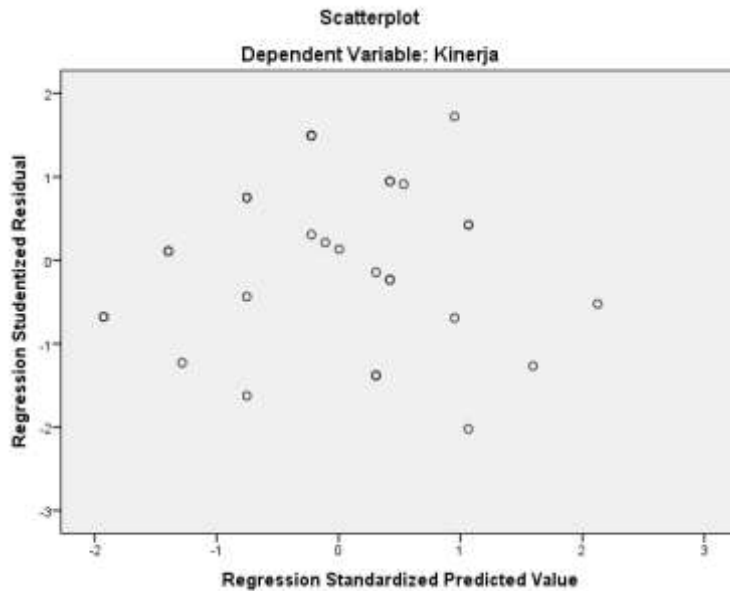


Based on these images it can be seen that the data spread around the diagonal line, the regression model meets the normality assumption.

Table 3. Multicollinearity Test

Model	Coefficients ^a					Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1 (Constant)	5.072	2.987			1.698	.101		
Training	.375	.165	.359		2.267	.032	.858	1.166
Commitment	.455	.172	.419		2.644	.013	.858	1.166

Based on Table 3 above, it can be seen that the Training variable has a VIF 1.166 and a tolerance value of 0.858, the Commitment variable has a VIF value of 1.166 and a tolerance value of 0.858. Based on all these variables, the overall tolerance value > 0.1 and VIF value < 10. Therefore, the regression model is free from the influence of multicollinearity.



From the picture above it appears that the points spread randomly. It does not form a specific pattern that is clear and spread above and below the zero on axis of the ordinate. Therefore, it can be concluded that the regression model in this research is not heteroscedasticity.

Table 4. Results of Multiple Linear Regression Tests

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	5.072	2.987			1.698	.101
Training	.375	.165	.359		2.267	.032
Commitment	.455	.172	.419		2.644	.013

The multiple linear regression equation is formulated as follows:

$$Y = 5.072 + 0.375 X_1 + 0.455 X_2$$

Note:

Y = Manager Performance

X₁ = Training

X₂ = Commitment .

The multiple linear regression equation above can be interpreted that: Information : The constant value (a) of 5,072. This shows that if the value of training and commitment is assumed to be zero (0), then the performance will be worth 5,072. The coefficient value of the training variable is 0.375. The meaning is that each improve of training by 1 unit will improve performance by 0.375 assuming other variables are fixed. The coefficient value of the commitment variable is 0.455. The meaning is that every commitment improve of 1 unit will improve performance by 0.455 assuming other variables are fixed

Table 5: Test Results F

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	14.510	2	7.255	9.703	.001 ^b
Residual	20.190	27	.748		
Total	34.700	29			

Simultaneous significance test/Mutually (statistical test F) yields a calculate F value of 9,703 at 1 free degree (df₁) = number of variables - 1 = 3 - 1 = 2, and free degree 2 (df₂) = nk-1 = 30 -2-1 = 27, where n = number of samples, k = number of independent variables. The F value of the table at the 0.05 significance level of confidence is 4.21, thus $F_{\text{calculate}} = 9.703 > F_{\text{table}} = 4.21$ at the significance level of 0.00. Because the probability is significantly less than 0.05, the regression model can be used to predict the Manager's Performance in BUMDes in Kampar or it can be said that Training (X₁), and Commitment (X₂) mutually affect the Performance of BUMDes Managers in Kampar, Riau Province

Table 6. Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.072	2.987		1.698	.101
Training	.375	.165	.359	2.267	.032
Commitment	.455	.172	.419	2.644	.013

Based on the t-test, the value of t count Training variable (X₁) of 2,267 while t table at the 95% confidence level (significance of 5% or 0.05 and free degrees 2 (df₂) = nk-1 = 30-2-1 = 27, where N = number of samples, and K = number of independent variables, is 2,048, thus $t_{\text{calculate}} = 2,267 > t_{\text{table}} = 2,048$ and significance value of 0.032 (sig < 0.05). Based on the above analysis it is concluded that The training has a significant effect on the Manager's Performance in BUMDes in Kampar Regency so that the null hypothesis (H₀) is rejected and H_a is accepted, thus this hypothesis has been empirically tested, while the t count value of the organizational commitment variable (X₂) is 2.644 while the t table is 2,048 thus $t_{\text{calculate}} = 2.644 > t_{\text{table}} = 2.048$ and a significance value of 0.013 (sig < 0.05) Based on this analysis, it is concluded that commitment has a significant effect on the performance of managers in BUMDes in Kampar so that the null hypothesis (H₀) is rejected while H_a is accepted, thus this hypothesis has been tested empirically.

Discussion

F test results showed an $F_{\text{calculate}}$ of $9,703 > F_{\text{table}}$ (4.21) with a significant $(0.001) < 0.05$. It means that the variable Training and Commitment influence mutually or simultaneously on manager performance. T-test results show that $>$ that is $2,267 > 2,048$ with sig. $(0,000) < 0.05$ means that they are rejected and accepted. Training has a positive and significant effect on the manager's performance. The partial test results of commitment variables obtained that $> 2,644 > 2,048$ and sig. $(0,000) < 0.05$ means rejected and accepted, then there is a decision that is Commitment affects performance.

Table 7. Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.647 ^a	.418	.375	.865

The coefficient of determination of 0.375 or 37.5% indicates that 37.5% Performance is influenced by Training and Commitment while the remaining is 62.5% Performance is influenced by other variables which are not included in this regression model.

Conclusions And Suggestions

Training and Commitment simultaneously influence on Performance. Based on a descriptive analysis of performance does not met with the standards or the indicator revision is needed. Partial training influences performance. Training indicators that must be improved include Skillful, and Expertise. Partial commitment influences performance. The commitment indicator that must be improved include loyalty.

Training and commitment should have a clear basis based on criterias such as educational background, experience that linear with BUMDes standard. Training should have correlation with BUMDes needs and can be done by skills and abilities of each manager. Commitment and loyalty of managers to BUMDes are needed so that the best managers that meet the criteria of BUMDes can be selected.

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