

# Effect Of Planning Strategy, Empowerment, Training And Education On Organizational Commitment And Performance Of Cooperation Small Business Enterprises In District Maluku Tenggara Maluku Province

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**Abstract:** The purpose of this study is to examine and analyze the influence of Strategic Planning, Empowerment, Education and Training on Organizational Commitment to the Management of High and Medium Cooperatives in Southeast Maluku Regency of Maluku Province. To test and analyze the effect of Strategic Planning, Empowerment, Education and Training on Performance of in cooperatives and SMEs in Southeast Maluku Regency of Maluku Province. To test and analyze the organizational commitment to the performance of the board of cooperatives and SMEs in the Maluku District of Southeast Maluku Province. To test and analyze the influence of strategic planning, empowerment, education and training through organizational commitment to the performance of management on cooperatives and SMEs in the Maluku District of Southeast Maluku Province. The population of this study were 315 units of cooperatives and SME respondents and the determination of the sample of 106 people as respondents. Data were analyzed using Structural Equation Modeling (SEM). The result of the research shows that strategic planning has positive and significant influence to organizational commitment, empowerment has significant positive effect on organizational commitment, education and training have positive and significant influence on organizational commitment Strategic planning has positive, insignificant influence on the performance of cooperative and SME management, empowerment has a positive and significant influence on the performance of cooperative and SME management, education and training have a significant positive effect on the performance of cooperative and SME management. Organizational commitment has a significant positive effect on the performance of cooperative and SME management. Strategic planning has a significant positive effect on the performance of cooperative managers and SMEs through organizational commitment. Empowerment has a positive and significant influence on the performance of cooperative and SME management through organizational commitment Education and training have a positive and significant influence on the performance of cooperative and SME management through organizational commitment

**Keywords:** Strategic Planning, Empowerment, Education and Training, Organizational Commitment, Performance of cooperative .

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## I. Introduction

The challenge faced by the Indonesian nation in an effort to increase human resource capacity in the era of global competition increasingly and widespread and affects the declining confidence of the nation so that efforts to build human resources should be used as a shared thinking toward changes in the attitude and views of the nation as an interactive consequences humans as individuals in relation to national, regional and international community communities. Prakash and Hart (2000) in his hypothesis say that globalization is a dependent variable driven by 4 (four) important elements of technological development, market system dissemination, domestic politics and free competition between countries that affect modification of governance institutions to play a significant role in the process of globalization which thus requires revitalizing the vision and strategy of human resource development in support of global community phenomena expressed by Kenichi Ohmae (The Borderless Word) on the birth of an industrialized, informative and individualistic society Empirically, it can be proved that based on the results of research in several countries shows that the management of human resources effectively able to encourage high profitability increase, in other words the business organization can meet the needs of organizations, employees, shareholders and investors (Schuler, Randall, Jackson & Susan, 1996) so that the organization is expected to boost its country's economic development, although resource-poor will remain rich in its human resource potential, as experienced by Japan,

China, South Korea and India. Cooperatives, small and medium enterprises in Indonesia is one of the pillars is very strategic in strengthening the economy of a country or region. The business can survive despite a country's economic crisis and has a strong foundation to survive in the event of a change in the economy because of the real sector business. (Theng, LauGeok and King Wang 1996, Looney and Rober, 2004, Chee-Cuhong, 2004, Amina, 2004, Kim Sum, 2005). This can be reinforced by the opinion of the economist that the small-scaled business sector has proven endurance from various economic conditions and is able to survive from competitive conditions (Swasono 2001: 157).

Small-scale enterprises are also a source of aspiration from the form of positive and creative thinking of the people who are willing to move forward and the society gives more to small-scale companies than to large-scale companies (Robbins 1997: 205, Wen Hsien Chen, 1999: 46 ).

The success of cooperatives, small and medium enterprises cannot be separated from the role and support of families that can combine the spirit of family life and business vision that refers to the desire to move forward and develop in accordance with the vision of family life. Family business is the mainstay and the wheels of a State, studies on family businesses show that 90% of the businesses in democracies are family businesses (McCann et al., 2001).

The role of cooperatives, small and medium enterprises is very important in encouraging the economy is seen from the continued number of businesses in Indonesia from the total number of SMEs in 2010 amounted to 53,823,732, in 2011 amounted to 55,206,444, in 2012 amounted to 56,534,592 and until 2015 more than 80,000 units of business, but the business development from year to year is not in line with the progress of business, only 30% of the business that develops with the good condition of the rest maintain the business, it illustrates not achievement of shared expectations that can prosper the community, especially community in rural areas. According to Jeanings and Beaver (1995) in Frost (2003) that the success rate of small companies is very low, how many estimates turn out that the failure rate in doing business at the level of managerial character and strategy. With the hard work done by the actual owners of the production process can still run Tambunan (2002: 19) also mentioned that the performance of small and medium enterprises in Indonesia is still low. This is due to the weak internal ability of the business such as; human resource management, marketing, working capital, production technology, especially those owned by the small business. While some other opinions stated that the factors causing the lack of success of small business is the inability of management, weakness of financial supervision, and weakness in doing marketing (Idrus, 1999: 7) The results of existing research has shown that in general, SMEs do not have a plan in terms of provision of funds, so always require greater capital than it should. Edward's research (1983: 3) proves that small businesses have an effect on capital policy, capital resource utilization, marketing channel and production policy and labor wage level. The utilization of this international efficiency will occur when there is an interaction between the availability of production factors and the opportunities (the opportunistic), so that small businesses can reach the best activities and (Poter, 1992: 6)

This is supported by several previous studies providing recommendations that performance is influenced by commitment and strategy planning, empowerment, and education and training. George Tand (2012) recommends commitment to positively and significantly influence on performance, Mediaty (2010) recommends strategic planning has positive and significant to the performance, Ari Fadzilah (2006) recommends empowerment has a positive and significant impact on performance.

From the above description, the development of cooperatives, small and medium enterprises Southeast Maluku Regency of Maluku Province from the year 2016 is illustrated in the table below

**Table. 1:** Data on the development of Cooperative, Small and Medium Enterprises of Southeast Maluku Regency of Maluku Province in 2016

No	District	Unit	Percentage (%)
1.	Kei Kecil	140	44
2.	Manyeu	24	8
3.	Hoat Sorbay	14	4
4.	Kei Kecil Timur	16	5
5.	Kei Kecil Timur Selatan	13	4
6.	Kei Kecil Barat	13	4
7.	Kei Besar	44	14
8.	Kei Besar Selatan	9	3
9.	Kei Besar Barat	7	2
10.	Kei Besar Utara Timur	27	9
11.	Kei besar Utara Barat	8	3
	Total	315	100

**Source** :Department of Cooperatives and SMEs kab. Southeast Maluku 2016

Based on table 1 above can be explained that the number of cooperatives, small and medium enterprises in the small kei kecamatan for five years as many as 140 (44), District Manyeu as much as 24 (8%) Hoat Sorbay Sub-district as much as 14 (4%), 16 (5%), small southern kei subdistrict of 13 (4%), western kei as much as 13 (4%), large kei as much as 44 (14%), large southern kei 9 (3%), large western kei as many as 7 (2%), large north eastern as much as 27 (9%) and kei great north west as much as 8 (3%). Think of being carved out of the number of cooperatives, small and medium enterprises in Southeast Maluku district from year to year the number is increasing, but what is being observed is that there are cooperatives and SMEs in certain sub-districts whose development has increased and decreased or fluctuated year by year. Based on the background that has been described, then the problem in research : 1. Strategy Planning has a positive and significant impact on the organizational commitment of the management of cooperatives, small and medium enterprises in Southeast Maluku Regency of Maluku Province. 2. Whether empowerment has a positive and significant impact on the commitment of the crush-producing organization to cooperatives, small and medium enterprises in Southeast Maluku District of Maluku Province. 3. Whether such studies and training have a positive and significant impact on the organizational commitment of the management of cooperatives, small and medium enterprises in Southeast Maluku Regency of Maluku Province. 4. Whether Planning Strategy has a positive and significant impact on the performance of cooperative, small and medium business operators in Southeast Maluku Regency of Maluku Province. 5. Whether empowerment has a positive and significant impact on the performance of the management boards of cooperatives, small and medium enterprises in Southeast Maluku Regency of Maluku Province. 6. Does education and training have a positive and significant impact on the performance of cooperative management boards, small and medium enterprises in Southeast Maluku Regency of Maluku Province. 7. Is Organizational Commitment has a positive and significant impact on the performance of cooperative management, small and medium enterprises in Southeast Maluku Regency of Maluku Province. 8. Does Strategic Planning have a positive and significant impact on the performance of the Board through organizational commitment to cooperatives, small and medium enterprises of Southeast Maluku Regency of Maluku Province. 9. Whether Empowerment has a positive and significant impact on the performance of the cultivators through organizational commitment to cooperatives, small and medium-sized enterprises in the Maluku district of Southeast Maluku Province. 10. Whether education and training have a positive and significant effect on the performance of the board through organizational commitment to cooperatives, small and medium enterprises in Maluku district of southeast Maluku Province.

## **II. Methodology**

This study uses hypothesis testing or research testing, although in the description contains descriptions but as a rational research the focus lies in the explanation of the relationship between variables. The research design used is a survey design, which is basically an investigation conducted to obtain facts about the phenomena present in society to look for more factual and systematic information (Nazir, 1988). Population is a generalization area consisting of subjects / objects that have certain qualities and characteristics established by the researcher to be studied and then drawn the conclusions or aggregations of all elements or individuals that is sources of information in a research (Sumarsono, 2005).

In each study, the selected population is closely related to the problem to be studied. The population in this research are all business actors of small and medium enterprises in Southeast Maluku Regency amounting to 315 units of cooperative business, small and medium enterprises (SME)

The study sample is part of the population taken as a data source and can represent the entire population. Seeing the large population, the sampling using Stratified Rational Sampling Technique with the determination of the sample based on the formula Solvin (Umar, 1999: 78

Data analysis technique. Data analysis techniques used in explaining the phenomenon in this research is descriptive statistical analysis techniques and analysis of Structural Equation Modeling (SEM). 1. Descriptive Analysis Descriptive statistics analysis is used to explain the characteristics of respondents including sex, recent education, age and years of service. In addition, descriptive statistical analysis is also used to explain the responses of respondents to research variables include the influence of strategic planning, empowerment, education and training and commitment to the performance of community business groups. Calculations in descriptive statistical analysis were performed with the help of a computer using AMOS 5.0 programming packages and SPSS version 17.0

## **III. Results**

Results Analyze the result of research by using Structural Equation Model (SEM) model with confirmatory factor analysis (CFA) of AMOS 21.0 (Analysis of Moment Structure, Arbuckle, 1997). The predictive power of the observed variables at both the individual and the construction levels is seen through the critical ratio (CR). If the critical ratio is significant then the dimensions will be said to be useful for predicting constructs or latent variables. The research's construct variables consist of strategy planning, empowerment,

education and training, organizational commitment and performance. By using model of structural equation from AMOS will get fit model indicator. The benchmark used in testing each hypothesis is the critical ratio (CR) value of the regression weight with a minimum value of 2.0 in absolute terms. The criterion used is to test whether the proposed model is compatible with the data or not. The fit model criteria consist of: 1) degree of freedom should be positive and 2) non-significant Chi-square required ( $p \geq 0.05$ ) and above conservative received ( $p = 0.10$ ) (Hair et al., 2006), 3) incremental fit above 0.90 ie GFI (Goodness of fit index), Adjusted GFI (AGFI), Tucker Lewis Index (TLI), The Minimum Sample Discrepancy Function (CMIN) divided by degree of freedom (DF) and Comparative Fit Index (CFI), and 4) RMSEA (Root Mean Square Error of Aproximation) is low

Confirmatory Factor Analysis is used to examine the variables that define a construct that can not be measured directly. The analysis of the indicators used gives meaning to the label given to the latent variables or other constructed constructs.

**Table 2:**Evaluation of Goodness of Fit Indices criteria for strategy planning, empowerment and education and training

Goodness of fit index	Cut-off Value	Result Model*	Information
$\chi^2$ - Chi-square	Expected Small	201,284 < (0,05:171=202,513)	Good
Probability	$\geq 0.05$	0.056	Good
CMIN/DF	$\leq 2.00$	1.177	Good
RMSEA	$\leq 0.08$	0.041	Good
GFI	$\geq 0.90$	0.855	Marginal
AGFI	$\geq 0.90$	0.804	Marginal
TLI	$\geq 0.95$	0.968	Good
CFI	$\geq 0.95$	0.974	Good

Table 2 shows that measurement model of strategy planning, empowerment and education and training hence model criterion has indicated the existence of fit model or suitability between data and model. This is evidenced from the eight existing criteria fix, six have met the criteria. Thus the above model shows a good level of acceptance, therefore it can be concluded that the model is acceptable. Furthermore, to know the variables that can be used as indicators of strategic planning, empowerment and education and training can be observed from the loading factor or lambda coefficient ( $\lambda$ ) and the level of significance, which reflects each variable as an indicator of strategy planning, empowerment and education and training shown in table 3.

**Table 3:** Loading factor ( $\lambda$ ) Measurement of strategic planning factors, empowerment and education and training

Indikator Variabel	Loading Factor ( $\lambda$ )	Critical Ratio	Probability (p)	Information
Planning Strategy				
X1.1	0,682	7,053	0,000	Signifikan
X1.2	0,523	5,297	0,000	Signifikan
X1.3	0,695	7,197	0,000	Signifikan
X1.4	0,754	Fix	0,000	Signifikan
X1.5	0,634	6,501	0,000	Signifikan
X1.6	0,686	7,088	0,000	Signifikan
X1.7	0,609	6,195	0,000	Signifikan
X1.8	0,692	7,322	0,000	Signifikan
X1.9	0,623	6,370	0,000	Signifikan
Empowerment				
X2.1	0,580	6,222	0,000	Signifikan
X2.2	0,587	6,433	0,000	Signifikan
X2.3	0,888	Fix	0,000	Signifikan
X2.4	0,723	8,248	0,000	Signifikan
Training & education				

X3.1	0,690	7,325	0,000	Signifikan
X3.2	0,503	5,153	0,000	Signifikan
X3.3	0,678	8,949	0,000	Signifikan
X3.4	0,771	Fix	0,000	Signifikan
X3.5	0,761	10,001	0,000	Signifikan
X3.6	0,770	8,359	0,000	Signifikan
X3.7	0,753	8,161	0,000	Signifikan
X3.8	0,787	8,562	0,000	Signifikan

Loading factor (λ) measurement of strategy planning, empowerment and education variables and training in Table 14 shows the test results on the measurement model of strategy planning variables, empowerment and education and training of each indicator explaining the constructs, especially the unobserved variables, all lambda values are > 0.5 and all show a significance value < 0.001, so all indicators are included in the next test. Organizational commitment and Performance. The result of CFA test of organizational commitment and performance variable to the overall model consisting of: The result of construct test of organizational commitment and performance variable is evaluated based on goodness of fit indices in Table 5.10 below by presented criteria model and its critical value. From the evaluation of the proposed model shows that the evaluation of the overall construct yields a critical value indicating that the model is in accordance with the data, so that it can be tested for suitability of the next model.

**Table 4.** Evaluation of Goodness of Fit Indices criteria Organizational commitment and performance

Goodness of fit index	Cut-off Value	Results Model*	Information
$\chi^2$ - Chi-square	Expected Small	41,392 < (0,05:30= 43,773)	Good
Sign.Probability	≥ 0.05	0.081	Good
CMIN/DF	≤ 2.00	1.380	Good
RMSEA	≤ 0.08	0.060	Good
GFI	≥ 0.90	0.930	Good
AGFI	≥ 0.90	0.872	Marginal
TLI	≥ 0.95	0.979	Good
CFI	≥ 0.95	0.986	Good

Table 4, shows that the model of organizational commitment and performance measurement hence model criteria has indicated the existence of fit model or suitability between data and model. This is evidenced from the eight existing criteria fix, only one that has not met the criteria of AGFI but its value is close to critical value. Thus the above model shows a good level of acceptance, therefore it can be concluded that the model is acceptable. Furthermore, to know the variables that can be used as indicator of organizational commitment and performance can be observed from value loading factor or coefficient lambda (λ) and its significance level, which reflect each variable as indicator of organizational commitment and performance shown in table 5

**Table 5.** Loading factors (λ) Measurement of organizational commitment and performance factors

Indikator Variabel	Loading Factor (λ)	Critical Ratio	Probability (p)	Information
Organization Commitment				
Y1.1	0,907	Fix	0,000	Signifikan
Y1.2	0,814	11,235	0,000	Signifikan
Y1.3	0,673	8,136	0,000	Signifikan
Y1.4	0,794	10,707	0,000	Signifikan
Performance				
Z1.1	0,859	Fix	0,000	Signifikan
Z1.2	0,912	12,828	0,000	Signifikan
Z1.3	0,860	9,781	0,000	Signifikan
Z1.4	0,736	8,943	0,000	Signifikan
Z1.5	0,751	9,219	0,000	Signifikan
Z1.6	0,812	10,482	0,000	Signifikan

Loading factor () measurement of organizational commitment and performance variable in Table 5, shows the test result on the measurement model of organizational commitment variable and performance of each indicator explaining the construct, especially the unobserved variables. Based on the results of the analysis seen lamda values are all > 0.5 and all show the significance value <0.001, so that all indicators are included in the next test.

Strategic Planning, Empowerment, Education and Training, Organizational Commitment and Performance.

Based on the way of determining the value in the model, the first model testing variable is grouped into exogenous variables (endogenous variables) and endogenous variables. An exogenous variable is a variable whose value is determined outside the model. While the endogenous variable is a variable whose value is determined through the equation or from the established relationship model. Included in the group of exogenous variables is the measurement of strategic planning, empowerment and education and training while the endogenous variables are organizational commitment and performance.

The model is said to be good when the hypothetical model development is theoretically supported by empirical data. The result of SEM analysis can be seen in the following figure:

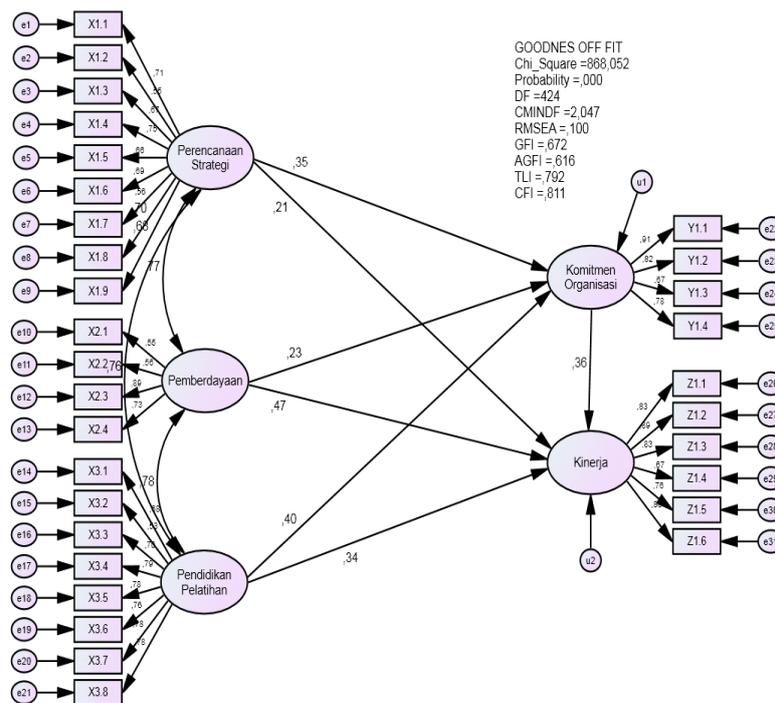


Figure 1. Measurement of variable relation model

The model test results shown in Figure 5. above are evaluated based on the goodness of fit indices in table 19, along with presented the criteria model and its critical value that has the suitability of the data.

Table 5: Evaluation of Goodness of Fit Indices Overall Model criteria

Goodness of fit index	Cut-off Value	Results Model*	Information
$\chi^2$ – Chi-square	Expecet Small	868,052 > (0,05:424= 473,009)	Not Good
Probability	$\geq 0.05$	0.000	Not Good
CMIN/DF	$\leq 2.00$	2,047	Not Good
RMSEA	$\leq 0.08$	0.100	Not Good
GFI	$\geq 0.90$	0.672	Not Good
AGFI	$\geq 0.90$	0.616	Not Good
TLI	$\geq 0.95$	0,792	Not Good
CFI	$\geq 0.95$	0.811	Not Good

Source: Hair (2006), Arbuckle (1997)

From the evaluation model shows that eight of the criteria of goodness of fit indices do not appear to meet the criteria, but see the number of samples in this study of 106 <250 and indicators of 31 indicators, it is necessary to prove whether there is a suitability between models with data through the fulfillment of criteria goodness of fit indices so that modification of the model is done by correlation between error indicator in accordance with the instructions of modification indices with modification condition done without changing the meaning of relationship between variables.

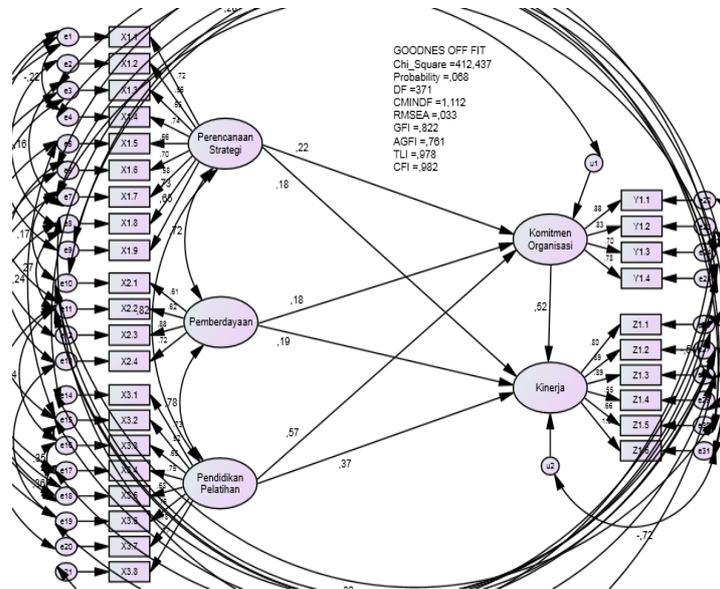


Figure 2. Relation model

Results of analysis after the final model obtained are as follows: The model test results shown in Figure 6 above are evaluated based on the goodness of fit indices in table 4 below with the presented criteria model and its critical value which has the suitability of the data. Table 6 Evaluation of Goodness of Fit Indices Overall Model Criteria

Goodness of fit index	Cut-off Value	Result Model*	Information
$\chi^2$ - Chi-square	Expeded Small	412,437 < (0,05:371= 416,913)	Good
Probability	$\geq 0.05$	0.086	Good
CMIN/DF	$\leq 2.00$	1,112	Good
RMSEA	$\leq 0.08$	0.033	Good
GFI	$\geq 0.90$	0.822	Marginal
AGFI	$\geq 0.90$	0.761	Marginal
TLI	$\geq 0.95$	0.978	Good
CFI	$\geq 0.95$	0.982	Good

Sources: Hair (2006), Arbuckle (1997)

From model evaluation indicated from eight criteria of goodness of fit indices only one that has not fulfilled criterion that is GFI and AGFI but its value is close to critical value, so that model as a whole can be said has match with data and can be analyzed further.

### Hypothesis Testing

Based on the empirical model proposed in this study can be tested against the proposed hypothesis through testing the path coefficient in the model of structural equations. Table 21, is a hypothesis testing by looking at the value of p value, if the value of p value is less than 0.05 then the relationship between the significant variables. Test results are presented in the following table

**Table 7. Hipotesis Testing**

HIP	Variabel Independen	Variabel Dependent	Direct Effect			
			Standardize	CR	p-value	Information
H1	Planning Strategy	Organization Commitment	0,225	2,140	0,032	Significant
H2	Empowerment	Organization Commitment	0,184	2,068	0,039	Significant
H3	Education and training	Organization Commitment	0,572	4,141	***	Significant
H4	Planning Strategy	Performance	0,181	1,937	0,053	Not Significant
H5	Empowerment	Performance	0,187	2,269	0,023	Significant
H6	Education and training	Performance	0,374	2,761	0,006	Significant
H7	Organization Commitment	Performance	0,517	3,991	***	Significant
Indirect Effect						
Variabel Independen		Variabel Beetwen	Variabel Dependen	Standardize	p-value	Information
H8	Planning Strategy	Organization Commitment	Performance	0,116	0,043	Significant
H9	Empowerment	Organization Commitment	Performance	0,095	0,039	Significant
H10	Education and training	Organization Commitment	Performance	0,296	0,004	Significant
Total Effect						
Variabel Independen		Variabel Dependen	Standardize	Information		
Planning Strategy		Organization Commitment	0,225	Significant		
Empowerment		Organization Commitment	0,184	Significant		
Education and training		Organization Commitment	0,572	Significant		
Planning Strategy		Performance	0,297	Significant		
Empowerment		Performance	0,282	Significant		
Education and training		Performance	0,670	Significant		
Organization Commitment		Performance	0,517	Significant		

#### IV. Conclusion

Based on the analysis of research results and discussion, concluded as follows:

1. Strategic planning has a positive and significant influence on organizational commitment. Strategic planning implemented in the form of vision and mission, objective analysis, internal environment analysis, analysis of external environment, human resources analysis, opportunity identification, decision making, implementation, evaluation and control in the implementation of the board has a commitment to run the cooperative and SME in accordance with the planning that has been well defined.
2. Empowerment has a positive and significant influence on organizational commitment. Empowerment in the form of ability, choice, strong influence, courage has been instilled by the leadership of the cooperative and instilled board and cooperative and SME members contribute in realizing the commitment of cooperative management organizations and SMEs in the implementation of tasks on cooperatives and SMEs in the district of Maluku Tenggara Maluku
3. Education and Training has a positive and significant influence on organizational commitment. Education and training in the form of cognitive education, affective education, psychomotor education, skills training, retraining, functional training, team training and creativity training. Has been owned and contributed to organizational commitment of executives in carrying out work on cooperatives and SMEs in Southeast Maluku Regency of Maluku Province.
4. Direct strategy planning has a positive and insignificant influence on the performance of cooperative and SME caster. the strategic planning has been implemented well, giving a positive but insignificant effect on the performance of the board on the cooperatives and SMEs in the Malukun Tenggara Regency of Maluku province.
5. Direct empowerment has a positive and significant influence on the performance of cooperative and SMEs penguurus. Empowerment has been applied well to give a significant contribution to the performance of cooperative and SME cultivators, it shows that if the better the empowerment it will encourage improve the performance of the board on the cooperatives and SMEs in Southeast Maluku Regency of Maluku Province.

6. Direct education and training have a significant positive effect on the performance of cooperative and SME management. Education and training owned by cooperative and SME's pengurus directly contribute to the performance of cooperative and SMEs pengurus. This indicates that the better education and training, the performance of management of Cooperatives and SMEs will also increase in Cooperatives and SMEs in Southeast Maluku Regency of Maluku Province
7. Organizational commitment has a positive and significant influence on the performance of cooperative and SME caster. Organizational commitment that has been run by cooperative and SME managers directly contribute to improving the performance of pengurus on cooperatives and SMEs This shows that the more commitment to the organization then the performance will increase as well. in Southeast Maluku Regency of Maluku Province.
8. Strategic planning has a significant positive effect on performance through organizational commitment. This means that strategic planning is accomplished by creating better organizational commitment and ultimately impacting performance improvements. in Southeast Maluku Regency of Maluku Province.
9. Direct empowerment has a positive and significant influence on the performance of the board through organizational commitment. This indicates that if the better the empowerment it will encourage the formation of organizational commitment and impact on performance improvement. in Southeast Maluku Regency of Maluku Province.
10. Direct education and training have a positive and significant influence on performance through organizational commitment. This indicates that the better education and training, the organizational commitment will also be better and lead to improved performance pengurus cooperatives and SMEs are getting better in the Maluku district southeast of Maluku Province.

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