

# EMPLOYEE TRAINING AND DEVELOPMENT, WORK ENVIRONMENT AND LEADERSHIP ON EMPLOYEE COMPETENCE AND PERFORMANCE IN GOVERNMENT OF BAUBAU CITY, SULAWESI TENGGARA

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## ABSTRACT

Organizations aspire to succeed through differentiated programs, services, capabilities and products. However, these elements need to be envisioned, developed, implemented and maintained by well-trained individuals. The purpose of this research is to see how the training and development of employees. Work environment and leadership affect employee competence and performance. This study uses descriptive qualitative research. Interview techniques are used in the data collection process to collect information about how employee training and development, work environment and leadership factors affect employee competence and performance. The results of the research analysis show that the training and development of employee performance in the Baubau city government of the Southeast Sulawesi Province is through formal courses and programs, assessments. The work environment has an influence on employee competence and performance by dividing it into 2 indicators, namely by looking at the physical environment and non-physical environment. Leadership carried out. Leadership in improving employee competence and performance is by consistently providing training programs to fill skill gaps that employees do not have. the results of interviews conducted with informants showed that every employee must always be given direction in every procedure, job description, and workload. Employees will understand what will be done and have the initiative to generate fresh new ideas to improve their performance.

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## 1. INTRODUCTION

Organizations aspire to success through different programs, services, capabilities, and products. However, such elements need to be imagined, developed, applied, and maintained by well-trained individuals. While employee training and development can be a challenging task for many leaders, organizations invest more than \$126 billion annually in employee training and development (Jehanzeb, K., & Bashir, 2013) Employee training and development efforts show that organizations leverage not only high-potential employees, but also individuals who can commit to achieving higher levels of responsibility. (Macey, WH, Schneider, B., Barbera, KM, n.d.) The performance of the organization is related to the management and attitude of the supervisor. (Pitt, M., & Tucker, 2010) posits that organizational performance is a sign of an organization's self-motivation to achieve its mission, goals, values and goals by carrying out its activities in the form of inputs and outputs.

In a typical work environment, important components are physical and behavioral constituents. Elements related to an employee's ability to physically integrate into an office environment are called a physical environment. While the etiquette of office dwellers with each other is interconnected through the behavioral components of the environment. The office environment positively affects the individual behavior of employees. Thus, the superiority of the work environment acts as an important function in determining the level of motivation, productivity, and performance of employees and workers (Sharma, J., Dhar, R. L., & Tyagi, 2016) One of the factors affecting employee performance is leadership style. In achieving goals, each organization is influenced by organizational behavior which is a reflection of the behavior and attitudes of actors in the organization, be it leaders or subordinates. The leader usually has its own distinctive features, distinctive features of the way and style so as to distinguish him from others. These efforts assist the individual in reducing the anxiety or frustration encountered at work. When a task

is not performed correctly and the end result is not considered as expected, the individual may not be motivated to continue doing it (Asim, 2013).

Leadership style is the way a leader influences his employees to work better to achieve organizational goals (Veliu, L., Manxhari, M., Demiri, V., & Jahaj, 2017) The role of leadership to support employee performance according to (Gençer, M. S., & Samur, 2016) can be done in several ways, such as; Set important rules and provide significant resources such as team leaders and employee training, lead all management processes including the process of establishing all organizational rules, the process of building relationships with customers, suppliers, and between internal department functions, the process of supporting the empowerment of employee staff and leaders in supporting their functions also as a process of assessing and improving systems that can support empowerment, delegation of authority to middle managers and be a positive example for them as coaches and empowerment leaders, not as traditional managers who only organize and control (Safira & Rozak, 2020). Local government is one of the public sectors that manages policies and regulations derived from the government. The Baubau government in Southeast Sulawesi Province has always tried to provide training and development for entrepreneurs. This is done as a form of carrying out the responsibilities given, so that akaryawan can improve their competence and performance. From the explanation described above, this study will discuss employee training and development, work environment and leadership on employee competence and performance in the Baubau Sulawesi Tenggara government.

## 2. METHOD

This study uses qualitative descriptive research. Interview techniques are used in the data collection process to collect information about how employee training and development, work environment and leadership facts on competence and performance of employees. The subjects in this study were leaders from the Baubau city government Sulawesi Tenggara. Interviews are research tools used to obtain strategic and accurate and scientifically accountable information (Sekaran, 2010). The interview results will be analyzed descriptively based on the facts and angles of the researcher on the problem of competence and employee performance. This research provides a model for developing competencies and employee performance to achieve human resources that can develop their business.

## 3. RESULT AND DISCUSSION

Based on the title that Siudah wrote, the results and analysis of this study, will explain the main components in the key group.

### a. Employee training and development

The interview results show a leadership role in pursuing internal employee productivity branding, work-life balance, and work environment. (Bhatti, KK, 2007) These four components will affect employee productivity The implication is that employees will feel comfortable and can work optimally. The results of this study illustrate that organizational strategy has a vital role in planning the implementation and achievement of business targets. Informarman explains that the training carried out to improve employee performance, Employee development methods fall into four categories: formal courses or programs, assessments, professional relationships, and experience in the workplace). We use this category as a framework to illustrate how contemporary development methods embody proactivity, a renewed work context, and new thinking about the valuation of human capital. As shown in Table 1, for each category we present specific examples of contemporary development behaviors that build human capital but are largely absent in current development research. It is important to note that the list is not intended to be exhaustive and each instance may not be appropriate or impossible for employees at all jobs due to factors such as job design or resource constraints. It is simply a demonstration to emphasize the importance of moving towards a broader theoretical conceptualization of what constitutes employee development and the environment in which it occurs. The development methods driven by the leader in the Baubau city government environment are:

### 1. Formal courses and programs

Berdasarkan result wawanacara that dilakukana by Researchers that program Implementation Kurusu .ini with face Look for and Register deep Course online and webinars be activity development autonomic that get Used employee to Increase Skills and knowledge Their. Course online open massive (MOOCs) appear from movement source power education academic. Experience learn .ini open with get Accessed by Who just that have connection internet then massive with Purpose to Register Thousands student. Milieu Learning online join video Talkand Course interactive through group discussion and wikis.

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Course have date begin and finish and included quiz and test MOOCs Include Various topic included science computer, psychology, physiology and policy health already Formed by some university (for example, Michigan, Stanford, Princeton). Course often Developed deep Partnership with company that have bond academic like Coursera. Webinar Refers at seminars immediately, presentation, Talk, or workshop that Done in a online. Webinar Provides Learning Sync (time real) (Romiszowski & Mason, 2002) Process Implementation Course and formal programs that dilakukan by government city province Baubau Sulawesi southeast be, Instructor Members Send video, audio, and picture and push Participants to Ask question and commentary ke papan message. Ada Voice Ask-answer real-time, chance to discussion and bait Back immediately and Participants get record accounts to Reviewed or Share with other people. Webinar offer Property Instructional from seminar or conference stare Face Regular, but without cost trip or place. All Participants webinar maybe be of one location or Spread in a geographic. Various association professional offer series webinar. For example, SHRM Organizes webinar about practice best to Management and power Pull talent; SAS Organizes series of seminar about data big and analytical data; Harvard Business Review in a orderly offer webinar about Various topic Management, strategy, and technology information. Course usually Implemented every year As 2 -3 times. Course .ini Made as attempt to development Competence and Performance employee. From result interview that Done, alas an holding Course aforementioned, as answer above Issues that Faced in order to Performance Kayrawan more good and can ditingkatkan.

## 2. Valuation

Completing certification and engaging in feedback search is an autonomous assessment activity that employees can use to improve skills and identify ways to position themselves for better performance and future opportunities. Certification represents a guarantee of a person's knowledge, experience, and skills in a particular professional field. Usually, accredited institutions or professional societies offer exams for people who meet the minimum qualifications (for example, years of education and experience) to assess their understanding and ability to perform a particular job or task. Individuals who score above the specified standards receive certification as proof of expertise. For example, HR professionals can obtain a Human Resources Professional (PHR) or a Senior Human Resources Professional (SPHR) from a Human Resources Certification Body (HRCI) to signify HR mastery (HRCI - Certification: Review). Other examples include Certified Analytics Professional (CAP) and Leadership in Energy and Environmental Design (LEED), green building certifications that identify business owners as environmentally responsible people.

### b. Work Environment

(Sedarmayanti, 2013) The work environment is right where there are several groups and several supporting facilities to help the agency work towards achieving its goals in accordance with its vision and mission. The work environment according to (Mangkunegara, 2013) is all the physical aspects of work, work psychology, and work regulations that can affect job satisfaction and productivity gain. (Heizer, J., & Render, 2015) defines a work environment as a physical environment in which employees can improve their performance, safety, and quality of life in the workplace. Based on interviews conducted by researchers, it is stated that leaders in the district of baubau province, Southeast Sulawesi, in creating a good work environment for their employees is to divide it and pay attention to the work environment into two categories, namely the work environment which is physical and non-physical. Physical can be defined as an environment as a work environment that is directly related to the employee's workplace, both in the nature of health, social relations and satisfaction. These three categories are carried out by leaders in an effort to improve employee performance. The second work environment is a non-physical work environment is a factor in which there is a working relationship between superiors and subordinates with a group of co-workers and the relationship between leaders and employees. According to informants and research results, factors that affect the physical work environment are improving the presence of lighting, temperature / air, air circulation and noise . This is considered so that employees in the environment can work optimally and can be used as a support in increasing competence and employee performance.

### c. Leadership

(Du, S., Swaen, V., Lindgreen, A., & Mon, 2013). The strategic model of increasing employee productivity through leadership functions is shown in Figure 1

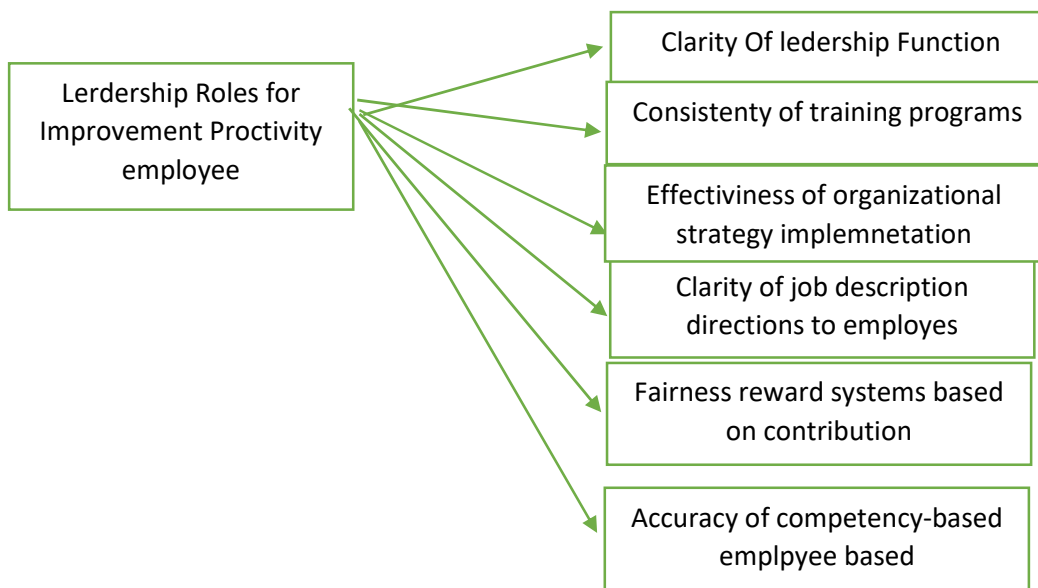


Figure 1: Model of improving the competence and performance of employees with leadership.

Figure 1 shows that the leadership function is very influential in improving the competence and performance of karyawa. Based on leadership functions are spelled out through a clear and precise position structure. Qualifications and specifications of work are formulated precisely in accordance with the business needs of the enterprise. Consistency of training programs to fill skill gaps that employees do not have. (Muayyad, D. M., & Gawi, 2017) It is very good for maintaining employee stability. The effectiveness of the implementation of organizational strategies through coordination and delegation functions assigned by the leadership. The municipal government of Baubau Province realizes that one of the successes to improve services to the community is through strategic leadership and being able to take advantage of every market opportunity. According to the results of interviews conducted with informants, it was found that every employee should always be given directions in every procedure, job description, and workload. Employees will understand what will be done and have the initiative to come up with new, fresher ideas to improve their performance and the performance in which they work. What is done is, the leader gives the right rewards and the right placement of employee positions according to competence. The stability of employee productivity can be maintained properly and is able to achieve the expected performance in the process of implementing services to the community in the baubau provincial city government.

#### 4. CONCLUSION

Training and performance development of employees in the municipal government of Baubau Southeast Sulaesi Province is with formal Courses and programs, Assessment. The work environment has an influence on employee competence and performance by dividing it into 2 indicators, namely by looking at the physical environment and the non-physical environment. leadership done. Leadership in improving employee competence and performance is by providing consistency of training programs to fill skill gaps that employees do not have. the results of interviews conducted with informants found that every employee should always be given direction in every procedure, job description, and workload. Employees will understand what will be done and have the initiative to come up with fresher new ideas to improve their performance

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