

THE EFFECT OF TRAINING AND EDUCATION AND WORK MOTIVATION ON THE COMPETENCE AND PERFORMANCE OF SATPOL PP AND DAMKAR EMPLOYEES OF TANAH LAUT DISTRICT

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ARTICLE INFO	ABSTRACT
<p>Keywords: Education and Training, Work Motivation, Competence, Civil Servant Performance</p>	<p>The purpose of this study is to determine and analyze: 1) the influence of training on employee competence 2) the influence of work motivation on employee competence 3). the influence of training on employee performance 4). the influence of work motivation on employee performance 5). the influence of competence on employee performance 6). the influence of training on employee performance through competence 7) the influence of work motivation on employee performance through competence. The population in this study were all Satpol PP and Damkar employees totaling 150 employees. The sampling technique in this study used purposive sampling. The sample in this study was 37 employees. Data were analyzed using path analysis with the help of smart PLS SEM (Partial Least Square-Structural Equation Modeling) software. The results of the study found that: 1) Training has an effect on employee competence. 2) Work motivation has an effect on employee competence. 3) Training has an effect on employee performance. 4) Work motivation has an effect on employee performance. 5) Competence has an effect on employee performance. 6) Training has an effect on employee performance through competence. 7) Work motivation has an effect on employee performance through competence.</p>
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1. INTRODUCTION

Humans have the most important role in an organization, without the role of humans even though various factors needed are available, the organization will not run. Because humans are the driving force and determinant of the course of an organization. Therefore, the organization should provide positive direction in order to achieve organizational goals. Employees are organizational assets to improve results. Therefore, employee handling must be carried out seriously and thoroughly.

Civil Servants (PNS) and Non-Permanent Employees (PTT) are one of the determinants in the dynamic development process so that a greater role is needed, especially in the implementation of government. The smooth implementation of government and the implementation of development require guidance for the apparatus. Employees as the main element of human resources of the apparatus have an important role in determining the success of the implementation of government and development. Therefore, it cannot be denied that humans are the main capital that needs to be considered in a government. This is very important because in any case the success of an organization in achieving its goals is determined by the quality and capabilities of human resources (HR).

Quality human resources are human resources that have good knowledge, abilities, skills and attitudes in working. Therefore, organizations need to take steps to develop and improve the quality of employees. Employees are expected to always hone their knowledge, skills and abilities to be better, in accordance with the demands of the times and can improve employee performance in the organization.

Performance is basically what employees do that affects how much they contribute to the agency or organization including real evidence given to the organization. Organizations in improving employee performance need to develop appropriate human resources with a supportive work environment. Factors used to improve employee performance include individual abilities (knowledge, skills and abilities), effort devoted, and organizational support. Employee performance is the result of an employee's processing and energy on the work done, can be tangible, seen, counted in number, but in many cases the results of thought and energy cannot be counted and seen, such as ideas and innovations from employees in order to improve organizational progress.

According to Gibson in Rizaldy (2018) stated that as a requirement for the formation of high performance is a positive change in individual attitudes and behavior. And usually performance is associated with productivity, performance of work tasks and organizational activities. One way that can be done in an effort to improve employee performance is through employee development, namely by conducting education and training (Ambar and Rosidah 2013). To achieve the performance faced in an organization or agency, employees must receive adequate education and training programs for their positions so that employees are skilled in carrying out their work (Mangkunegara 2017).

Education and training are seen as an investment in human resources aimed at increasing the productivity of the workforce. Therefore, education and training are one of the important factors in an organization. The importance of education and training is not only related to the various dynamics (changes) that occur in the organizational environment, such as changes in production, technology, and workforce, but also related to the benefits that can be felt. These benefits include: increasing organizational productivity, morale and work discipline, facilitating supervision, and stabilizing the workforce.

Human resources can do the job properly and produce the right results, then employees need to be equipped with the skills and expertise according to the field they work in. Improving employee performance is supported by various factors, including competence. Competence can deepen and expand work capabilities. The more often someone does the same job, the more skilled and faster he will complete the job. This happens because with the competence possessed by the employee concerned, he is increasingly able to carry out the tasks assigned to him.

Literature Review

Human Resource Management

According to Edison (2016:10) human resource management is management that focuses on maximizing the capabilities of employees or members through various strategic steps in order to improve employee performance towards optimizing organizational goals. Furthermore, Widodo (2018:4) human resource management is a science used to manage people or employees according to organizational goals.

The theory of job performance in this case is a psychological theory about the process of a person's work behavior so that it produces something that is the goal of his work. Robbins and Judge (2015:128) who stated that there are various kinds of encouragement in their efforts to expand employees that affect the efficiency and quality of government operations are often the center of productivity improvement. Based on the opinion above, human resource management is a science used to manage people or employees in accordance with organizational goals that focus on maximizing the abilities of employees or members through various strategic steps.

Education and Training

Government Regulation Number 101 of 2000 concerning Civil Servant Job Education and Training Article 1 paragraph (1) explains that "PNS job education and training is the process of organizing teaching and learning in order to improve the abilities of Civil Servants (PNS)". Then Education and training according to Heidjrachman and Suad (2013:77), is: Education is an activity to improve a person's general knowledge including improving mastery of theory and decision-making skills regarding problems related to activities to achieve goals, while training helps employees understand practical knowledge and its application, in order to improve the skills, abilities, and attitudes needed by the organization in an effort to achieve its goals.

Another opinion was put forward by Notoatmodjo (2013:27) that: (Formal) education in an organization is a process of developing abilities in the direction desired by the organization concerned, while training is part of an educational process whose aim is to improve the abilities and special skills of an individual or group of people.

The importance of education and training for employees is stated in Article 31 paragraph 1 of Law No. 43 of 1999 concerning the principles of personnel, namely to achieve the greatest possible efficiency and effectiveness, arrangements and implementation of education and training for Civil Servants are made with the aim of increasing dedication, quality, expertise, ability and skills. Based on several definitions that have been presented, it can be concluded that education and training are a series of activities that prioritize knowledge, skills and improving the attitude of an employee in carrying out his duties in order to achieve organizational goals effectively and efficiently.

Work motivation

According to Mangkunegara (2017:61) motivation is a condition or energy that drives employees who are directed or focused on achieving organizational goals. Widodo (2018:187) motivation is a force that exists within a person, which drives their behavior to take action. The intensity of the power from

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within a person to do a task or achieve a goal shows the extent of their motivation, in other words motivation is a force that causes a person to produce something according to what he says, not just promises and desires.

According to Wibowo (2018:109) motivation is a collection of energetic forces that start from both within and outside the worker, starting from work-related efforts, and considering its direction, intensity and persistence. Motivation is a critical consideration because effective performance often requires both high levels of ability and motivation.

Based on the above opinion, it is concluded that motivation is an encouragement to act on a series of human behavioral processes by considering the direction, intensity, and persistence in achieving goals. While the elements contained in motivation include elements of arousing, directing, maintaining, showing intensity, being continuous and having a goal.

Competence

According to Edison (2016:142) competence is a characteristic that underlies an individual related to the causal relationship or cause and effect of effective and/or superior implementation in a job or situation. Furthermore, Edison (2016:142) competence is an individual's ability to carry out a job correctly and have advantages based on matters concerning knowledge, skills, and attitudes.

According to Fahmi (2016:52) competence is an ability possessed by an individual that has a selling value and it is applied from the results of creativity and innovation produced. As a reinforcement of our thinking, Boulder in Fahmi (2016:52) states that competence is a basic characteristic of a person that allows them to produce superior performance in their work. From the several opinions above, it can be concluded that what is meant by competence is the ability of an individual to carry out a job correctly and have advantages that are based on matters concerning knowledge, skills, and attitudes *that* are in accordance with established standards.

Performance

Performance in English is called job performance or *actual performance* or *level of performance*, which is the level of employee success in completing their work. Performance is not an individual characteristic, such as talent, or ability, but is a manifestation of the talent or ability itself. Performance is a manifestation of ability in the form of real work. Performance is the work result achieved by employees in carrying out tasks and jobs originating from the organization. According to Fahmi (2016:127) performance is the result obtained by an organization, whether the organization is *profit-oriented* or *non-profit-oriented*, which is produced during a period of time. Widodo (2018:131) performance is the result of carrying out a job, either physical/material or non-physical/non-material. Edison (2016:190) performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions or agreements.

According to Government Regulation No. 30 of 2019, Civil Servant Performance is the work results achieved by each Civil Servant in an organization/unit in accordance with the SKP and Work Behavior. Civil Servant Performance Assessment aims to ensure the objectivity of Civil Servant development based on the achievement system and career system. The assessment is carried out based on performance planning at the individual level and unit or organizational level, taking into account the targets, achievements, results, and benefits achieved, as well as the behavior of Civil Servants. Based on the above opinion, it can be interpreted that optimal and stable performance is not something that happens by chance. Of course, it has gone through stages with good performance management.

2. METHODS

Research Design

The research entitled The Influence of Education and Training and Work Motivation on the Competence and Performance of Satpol PP and Damkar Employees of Tanah Laut Regency, is a quantitative research. This research is designed as quantitative or to find out whether there is an influence caused by each independent variable on the dependent variable either directly or indirectly, so this research is included in the *explanatory research type*.

Population and Sample

The population in this study was all Satpol PP and Damkar employees of Tanah Laut Regency, totaling 150 employees. According to Sugiyono (2016:118) sample is part of the number and characteristics owned by the population. The sampling technique in this study used purposive sampling or research sampling with special considerations. The sample in this study amounted to 37 civil servant employees of Satpol PP and Damkar Tanah Laut Regency.

Research Instruments

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In the data collection technique, the first thing that is looked at is the research instrument, so that this research instrument is in the form of a questionnaire containing a list of questions from each variable, both independent variables and dependent variables with 5 (five) answer choices that are distributed to respondents to be answered independently.

Data Analysis Techniques

Frequency and Descriptive Analysis

1. Frequency Analysis

From the total score of respondents' answers obtained, then the assessment criteria are compiled for each statement item. To describe the data on each assessment variable, a frequency distribution table is compiled to determine whether the level of value (score) of the research variable falls into the category: Strongly agree, agree, less agree, disagree, strongly disagree. For the average score, the number of questionnaire answers is divided by the number of statements multiplied by the number of respondents.

2. Descriptive Analysis

Descriptive research is research conducted to determine the value of independent variables, either one or more variables (independent) without making comparisons or connecting them with other variables.

The data comes from the answers given by respondents to the items contained in the questionnaire. Furthermore, the researcher will process the data and then provide an explanation.

Inferential Statistical Analysis

1. Outer Model Analysis

According to Husein (2015: 18) outer model analysis is carried out to ensure that the measurement used is suitable for measurement (valid and reliable). There are several calculations in this analysis:

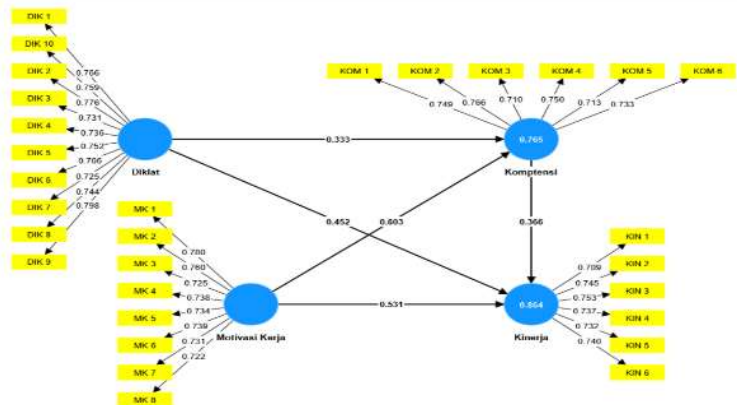
- a. Convergent validity is the factor loading value on the latent variable with its indicators. The expected value is > 0.7 .
- b. Discriminant validity is the crossloading value of factors that are useful for determining whether a construct has adequate discriminant. The method is to compare the value of the intended construct must be greater than the value of the other construct.
- c. Composite reliability is a measurement that if the reliability value is > 0.7 then the construct value has a high reliability value.
- d. Average Variance Extracted (AVE) is the average variance that is at least 0.5.
- e. Cronbach alpha is a calculation to prove composite reliability results where the minimum value is 0.6.

2. Inner Model analysis

In this model analysis is to test the relationship between latent constructs. There are several calculations in this analysis:

- a. Coefficient of Determination (R^2)
The coefficient of determination (R^2) analysis is used to determine how large the percentage contribution of the influence of the independent variables simultaneously is to the dependent variable (Priyatno, 2017:56)
- b. Effect size (F square) to determine the goodness of fit of the model.
Effect size (F^2) is a measure of the practical significance of research results in the form of a measure of the magnitude of the correlation or difference, or the effect of a variable on another variable. This measure complements the information on the analysis results provided by the significance test.
- c. Prediction relevance (Q square) or known as Stone-Geisser's
This test is conducted to determine the predictive capability of how good the resulting value is. If the value obtained is 0.02 (small), 0.15 (medium) and 0.35 (large). Can only be done for endogenous constructs with reflective indicators.

Hypothesis Testing



- a. In his book Husein (2015: 21) hypothesis testing can be seen from the t-statistic value and probability value. For hypothesis testing, namely by using statistical values, then for alpha 5% the t-statistic value used is 1.96. So the criteria for accepting the hypothesis are Ha is accepted and H0 is rejected when the t-statistic > 1.96 and the probability of Ha is accepted if the p value < 0.05.
- b. Testing of the direct influence hypothesis is carried out on the results of the analysis test in the path analysis coefficient table and the indirect influence is tested from the indirect specific coefficient table.

3. RESULTS AND DISCUSSION

Outer Model Testing (Measurement Model)

- a. Convergent Validity
Based on the data above, the indicator value of all variables has a factor loading value above 0.700. Therefore, all statements are declared to have passed the convergent validity test.
- b. Average Variance Extracted (AVE)

Table 5.14 AVE

Variables	AVE	Rule of Thumb
Training	0.562	Reliable
Work motivation	0.549	Reliable
Competence	0.543	Reliable
Performance	0.542	Reliable

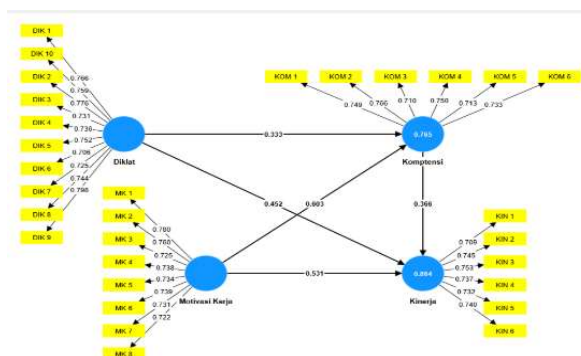
Source: Data processed 2023

Based on the table above, all constructs show AVE values greater than 0.50, namely with the smallest value of 0.542 for the performance variable and the largest 0.562 for the training variable. These values have met the requirements according to the minimum AVE value limit specified, namely 0.50.

- c. Discriminant Validity
From the cross loading results, it shows that the correlation value of the construct with its indicators is greater than the correlation value with other constructs (cross loading value > 0.70). Thus, all constructs or latent variables already have good discriminant validity, where the indicators in the construct indicator block are better than the indicators in other blocks.

Composite Reliability

Equation is as follows:



Y = a composite reliability coefficient must be greater than 0.7 although a value of 0.6 is still acceptable. However, the internal consistency test is not absolutely necessary if the construct validity has been met, because a valid construct is a reliable one, conversely a reliable construct is not necessarily valid (Cooper and Schindler, 2014).

Table 5.16 Composite Reliability

Variables	Composite Reliability	Rule of Thumb
Training	0.928	0.70
Work motivation	0.907	0.70
Competence	0.877	0.70
Performance	0.876	0.70

Source: Data processed 2023

Based on the table above, the results of the composite reliability test show a value > 0.6, which means that all variables are declared reliable.

**Inner Model Tester
Determination (R²)**

Variables	R Square	
	R Square	Conclusion
Competence	0.765	Good
Performance	0.864	Good

Source: Data processed 2023

Based on the R-square value in the table above, it shows that training and work motivation are able to explain the variability of the competency construct by 76.5%, and the remaining 23.5% is explained by other constructs outside those studied in this study. While training, work motivation and competence are able to explain the variability of the performance construct by 86.4%, and the remaining 13.6% is explained by other constructs outside those studied in this study.

Predictive Relevance (Q²)

This test is conducted to determine the predictive capability of how good the resulting value is. If the value obtained is 0.02 (small), 0.15 (medium) and 0.35 (large). Can only be done for endogenous constructs with reflective indicators. In the performance variable Prediction relevance (Q square) the test value is 0.796 so it is said that the prediction capacity is large and the competency variable gets a value of 0.721 large prediction capacity.

Effect Size (F²)

Effect size (F²) is a measure of the practical significance of research results in the form of a measure of the magnitude of the correlation or difference, or the effect of a variable on another variable. This measure complements the information on the results of the analysis provided by the significance test.

Discussion

- a. The influence of training on competence

The results of this study are in line with research conducted by Guridno, A., (2019) which states that training has a significant influence on competence. Likewise, the results of the study by Purnomo, et al. (2016) found that education and training have an effect on competence. However, in contrast to research conducted by Fajiatul (2019), education and training cannot have a significant effect on competence.

- b. The influence of work motivation on competence
Based on the results obtained, work motivation proves that there is a positive influence on competence so that this hypothesis is accepted. This can be interpreted that the greater the work motivation possessed by each employee will have an impact on increasing the competence of the employee. The results of this study contradict the research conducted by Mutia (2016) which stated that competence does not have a significant influence on motivation.
- c. The influence of training on employee performance
This result was obtained because education and training (diklat) were carried out with the aim of improving the skills of each individual in carrying out a series of jobs that would be given. That respondents had attended training in accordance with their current field of work more than 4 times and the training content in each training attended was in accordance with the current field of work. So that the achievement of employee performance, both SKP and work behavior, was assessed as very good or good. This is because the quality of resources is an important aspect because of its role as a driving force that can influence the ability and success in achieving the main goals of an organization effectively and efficiently (Rahman, AF, 2016). The results of this study are in line with research conducted by Heryati, A., (2018), which stated that training has a significant influence on performance.
- d. The influence of work motivation on employee performance
Based on the respondents' answers to the statement items from the employee motivation and performance variables, it can be concluded that respondents who are motivated to work professionally and can apply their knowledge and skills in carrying out their work will have an impact on increasing work results and in turn employee performance will increase with the SKP value. and work behavior is considered very good and good.
- e. The influence of competence on employee performance
Based on the respondents' answers to the competency variable statement items, the respondents have sufficient knowledge to support the work, as well as skills for the work so that they can complete each workload well, resulting in work that can be increased and assessed with the results of the SKP assessment and work behavior very well and well. This can be interpreted that the higher the competence possessed by employees can have an impact on increasing the performance of these employees.
- f. The influence of training on employee performance through competency
The results of the sixth hypothesis test prove that training has a significant effect on performance through competence. This result is because the level of competence possessed by respondents or employees has a significant and positive relationship to the level of employee performance. In addition, education and training (diklat) provided to employees can improve employee competence so that the workload that is the responsibility of the employee can be completed properly and on time. It can be concluded that the education and training (diklat) that employees follow is able to improve employee competence so that it is able to provide improvements in employee performance.
- g. The influence of work motivation on employee performance through competence
Based on the results of the study, it can be concluded that respondents have motivation that can be used to support performance. These results are due to the work motivation possessed by respondents or employees during the usual as if flowing with time, if it is said that employee motivation is very low it is not found, on average employees have motivation with standard measures following the workload they carry, the role of staff functions very optimally in providing support and completing work. Working professionally by applying knowledge to work will be able to complete tasks and work well so that employee performance will increase. Thus the achievement of SKP performance values and work behavior becomes very good and good

4. CONCLUSION

Based on the research results, the following conclusions can be drawn: Training has an impact on the competence of Satpol PP and Damkar employees in Tanah Laut Regency. Work motivation influences the competence of Satpol PP and Damkar employees in Tanah Laut Regency. Training has an impact on the performance of Satpol PP and Damkar employees in Tanah Laut Regency. Work motivation influences the performance of Satpol PP and Damkar employees of Tanah Laut Regency. Competence influences the performance of Satpol PP and Damkar employees in Tanah Laut Regency. Training has an impact on the performance of Satpol PP and Damkar employees in Tanah Laut Regency through competency. Work

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motivation influences the performance of Satpol PP and Damkar employees of Tanah Laut Regency through competence.

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