

# **The Role of Training and Employee Performance in Department of Public Work and Spatial Planning in Pelalawan Regency with Discipline and Work Motivation as Intervening Variable**

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## **Abstract**

*The role training and on employee performance in Departement of Public Works and Spatial Planning in Pelalawan Regency with discipline and work motivation as intervening variable. This research was conducted on Departement of Public Works and Spatial Planning of Pelalawan Regency which aims to know the effect of training, discipline and work motivation variable on employee performance. The population of this research is using census technique, which is taken from all employees both civil servants and non civil servants who have attended training for the last 5 (five) years. The analysis used in this research is using WarpPLS analysis technique. The results showed that the training has a significant effect on work discipline and employee work motivation (H1 and H2 are accepted). And While based on the results of testing the effect of training on performance has not significant (H3 is rejected). Thus it can be said that the training does not affect the employee performance through work discipline (H4 is accepted). And indirect testing of training is not proven to have an effect on improving performance through work motivation (H5 is rejected)*

**Keywords :** *Training, Work Discipline, Motivation and Performance*

## **Introduction**

In this globalization era, all aspects on working environment are required to always simprove the professionalism. Not only on private employees, civil servants are also required to work professionally. Increased professional work must be supported by supporting aspects. Working professionalism is also closely related to performance. Good performance should be owned by every employee. To improve this performance many factors must be applied by employees, such as by improving the discipline in work, must have a strong motivation from within the self to work and also the level of education and adequate training. Of these factors, it is expected that every employee always increase the

professionalism of work in order to improve good performance.

Human resource development is an implication for career advancement and development.

A good career followed by good performance. Each individuals should be encouraged by spirit or motivation in order to have the spirit to move forward and be responsible with what has been assigned to them. As the state apparatus, civil servants are required to be able to work as closely as possible, so that what has become the goal of the country can be achieved and run as planned. In order to achieve that goal, it takes discipline in work, self-motivation and good education and training.

The importance of motivation and discipline that exist in employees in

improving their performance will have an impact on the performance results. Malayu in Sunyoto Danang (2012: 191) motivation is a stimulus of the desire of the motive of one's willingness to work, every motive has a certain goal to be achieved. Mangkunegara (2009: 93) motivation is a condition that moves employees to be able to achieve the purpose of the motive. This is also in accordance with research conducted by Susanto (2010) states that the motivation has a significant effect on employee performance. If a person is motivated then he will try and do his best to achieve the goal, but not necessarily high effort will result in high performance. Therefore, required the intensity and quality of these efforts and focused on the goals of the organization / institution.

If level of motivation and work discipline in low level, its affected usually frequent delays in the completion of work, not be able to achieved targets that have been determined, lack of sense of responsibility of employees to their work, low sense of belonging in the agency and less directional job goals of an employee.

In addition, education and training levels have a very important influence on personal mind set. The higher the level of education a person, usually the better the mindset and point of view. Education can be obtained from formal and informal education. Formal education starts from basic education to university. Apart from formal education, one's education or knowledge can be obtained from non-formal education, such as experience and knowledge of the surrounding environment.

The importance of education and training for employees is to shape the characteristics and abilities of the field of work that they did. Provision of education and training on a regular basis and in accordance with the needs of employees have an important role in the organization or agency. Hasibuan (2005) said that

education and training (training) affect the performance of employees.

According to research conducted by Sahanggamu (2014) explained that education and job training affect the performance of employees. Good and proper education and training are able to change the paradigm or the employee's view towards the better. However, sometimes education and training conducted by an agency or agency is irrelevant or inappropriate in terms of what is required by the employee, this affects the non-synchronization of the sciences gained during this education and training with the application on the day-to- day.

Not all of Civil servant of Department of Public Works and Spatial Planning in Pelalawan can attend the training, and still the minimum number of employees who have followed the training, so not all employees can improve the quality of self-employee training. In addition, from several training programs attended by employees in 2015 and 2016, there is no training related to improving the quality of discipline and attitude training, which will affect the mindset and improving the performance of these employees, but only the general training on Field of work that there is Public Works and Spatial Planning, this will not be able to change the mindset of employees to be able and excited or motivated in working and improve its performance.

In Pelalawan Regency currently has 30 work units, consisting of Service, Office and State Agency. In this research object, writer interested to do research in one of the existing Service in Pelalawan Regency that is Public Works and Spatial Planning, where task and function of this Service is in the implementation of public works and spatial arrangement of city and region. In the implementation of his work, the phenomenon that occurred in the Public Works and Spatial Planning of Pelalawan Regency are: (1) there are still many employees with lack of discipline,

this can be seen from the lack of supervision of the leadership to increase discipline of employees / subordinates (2) The lack of motivation in the work that can be seen that employees often postpone work (3) there's still minimum number of employees who get or follow the training and well matched in their respective fields of work, (4) the low level of employee performance.

Therefore it is necessary to evaluate this problem, the main reason for low performance of employees in this service, whether the impact or influence of ineffectiveness or lack of success of training programs that have been followed by the employee. In relation to the influence of work discipline, motivation and training on employee performance, some previous researchers, as stated by Jacob (2014) stated that simultaneously work discipline, motivation and education and training variables have a positive and significant effect on employee performance.

According to the results of research conducted by Rifa'i (2015) stated that the variables of work discipline gives a significant result on performance but its influence is negative. This means that employees who have run a good work discipline did not improve the performance of these employees. Meanwhile, according to the results of research conducted by Komala Sari (2014) entitled The influence of leadership, motivation and discipline of work on the performance of employees at PT. Patra Komala in Dumai, stated that there is no significant influence between work discipline on performance. Therefore, this is a research gap from this research that I am going to do, and made an interest for me to reexamine my research, whether the results are the same as those of Rifa'i and Komala Sari's or are different.

#### *Problem Formulation*

From the description on the background of the problem, the authors formulate the problem of this study as follows:

- A. Does the training affect the employee discipline?
- B. Does the training affect employee work motivation?
- C. Does the training affect employee performance?
- D. Does the training affect the performance of employees as measured by work discipline variables as intervening variables?
- E. Does the training affect employee performance as measured by motivation variable as intervening variable?

#### *Research Purposes*

Based on the formulation of the problem as described above, the purpose of this study are as follows:

- A. Identification the extent of the influence of training on employee discipline
- B. Identification the extent of the influence of training on employee motivation
- C. Identification the extent of the influence of training on employee performance
- D. Identification the extent of the influence of training on employee performance through work discipline
- E. Identification the extent of the influence of training on employee performance through motivation.

#### *Research Benefits*

The results of the study are expected to give the following benefits:

1. Theoretical benefits  
This research can provide useful theoretical benefits as a contribution of thought to the world of education
2. Practical Benefits
  - 2.1 For the author  
Adding to the writer's insight about the effect of training on employee performance
  - 2.2 For Pelalawan Regency Government  
As information materials, both for the leadership, all civil servants (PNS), and Non-Civil Servants in the Public Works and Spatial Planning Department

Pelalawan especially in improving job performance. In addition, as a consideration and input for leaders to take decisions and determine the direction of wisdom in improving employee performance.

### 2.3 For Science:

## Hypothesis

Based on the formulation of the above problems obtained the following hypothesis:

1. Training has a significant effect on employee work discipline
2. Training has a significant effect on employee work motivation
3. Training has a significant effect on employee performance
4. Training has a significant effect on employee performance through work discipline
5. Training has a significant effect on employee performance through work motivation

## Research Methods

### Research sites

This research was conducted at Public Works Department and Spatial Planning of Pelalawan Regency, which is located at the Office Complex of Bhakti Praja Pangkalan Kerinci, which is a unit of regional apparatus that has the main purpose is in the implementation of public works and spatial arrangement of city and region. Researchers conduct research in this service, because researchers work in the service, and also the necessary data available so as to facilitate researchers conduct research.

As reference materials and contributions of scientific literature, especially in the field of human resource management.

### 2.3 For further Researchers

As a reference in conducting further research and to refine previous research.

## Population And Sample

Population is the sum total of the object under study which is the generalization of an object consisting of all elements that can be identified and have certain characteristics. While the sample is attracting some units of the population. In this study the authors specialize in the subject of research are both civil servants and non-civil servants who have been followed training for the last 5 (five) years Identify Variables In this study the authors use several variables consisting of independent variables and dependent variables. The independent variable consists of:

X1: Training

While the dependent variable (independent) is:

Y1: Work discipline

Y2: Motivation

Y3: Performance

NO	RESEARCH VARIABLE	INDICATOR	SCALE
1	Performance (Y3)	1. Quantity of work 2. Quality of work 3. The timeliness 4. Effectiveness 5. Independence (Robbins, 2006: 260)	Ordinal
2	Discipline (Y1)	1. Rules 2. Time of Work 3. Sanctions (Adapted from Mangkuprawira & Hubbies, 2007:125)	Ordinal
3	Motivation (Y2)	1. Physiological needs 2. Request needs 3. Needs of security 4. Social needs 5. Self-actualization needs (Maslow in Robbins, 2008:223)	Ordinal
4	Training and Education (X1)	1. Change of work 2. Extensive knowledge 3. Skill enhancement 4. Responsibility (Andrew E. Sikula in Mangkunegara, 2011:44, and Sedarmayanti, 2013:174)	Ordinal

## Research Operationalization

### *Sources and Types of Data*

In this research the type of data required is quantitative data and supported by qualitative data, which explains the environmental conditions of the Public Works and Spatial Planning Agency explicitly, through direct interviews with existing samples. Data source is obtained from primary data and secondary data. Primary data is obtained directly from employees in Public Works and Spatial Planning of Pelalawan Regency and General Sub Division of staff and secretariat. While secondary data obtained through information from the Regional Personnel Agency (*Badan Kepegawaian Daerah*) Pelalawan Regency, where all information about the personnel directly managed in the agency personnel.

### *Collecting Data Method*

For data collection procedure, in this study using questionnaires dispersion techniques equipped with interviews. Questionnaire is a tool to obtain data containing questions or statements in writing and answered in writing by the respondents about the variables studied. The scale used is Likert scale design.

## Discussion

### *The Effect of Education and Training (Diklat) on employee work discipline*

Based on the test results can be seen that the estimation parameter for testing the effect of Training on work discipline has an influence of 0.680 and p value  $<0.001$ . Both values have met the requirements of acceptance of the hypothesis that the value of Composite Reliability (CR) of 0.680 is smaller than 1.96 and the probability  $<0.001$  is smaller

than 0.05. The coefficient of 0.680 indicates a positive direction, which means that the employee's training increases the work discipline. Thus it is concluded that hypothesis 1 is accepted: Employee Training of Employee Training has an effect on work discipline.

### *Influence of Education and Training (Diklat) effect on employee work motivation*

Based on the test results it is known that the estimation parameters for testing training on motivation have an effect of 0.568 and p value  $<0.001$ . Both of these values have met the requirements of hypothesis acceptance that the value of Composite Reliability (CR) of 0.568 is smaller than 1.96 and the probability  $<0.001$  is smaller than 0.05. The coefficient of 0.568 indicates a positive direction which means the training improves the motivation. Thus it can be concluded that hypothesis 2 accepted: Employee training affects the employee's motivation.

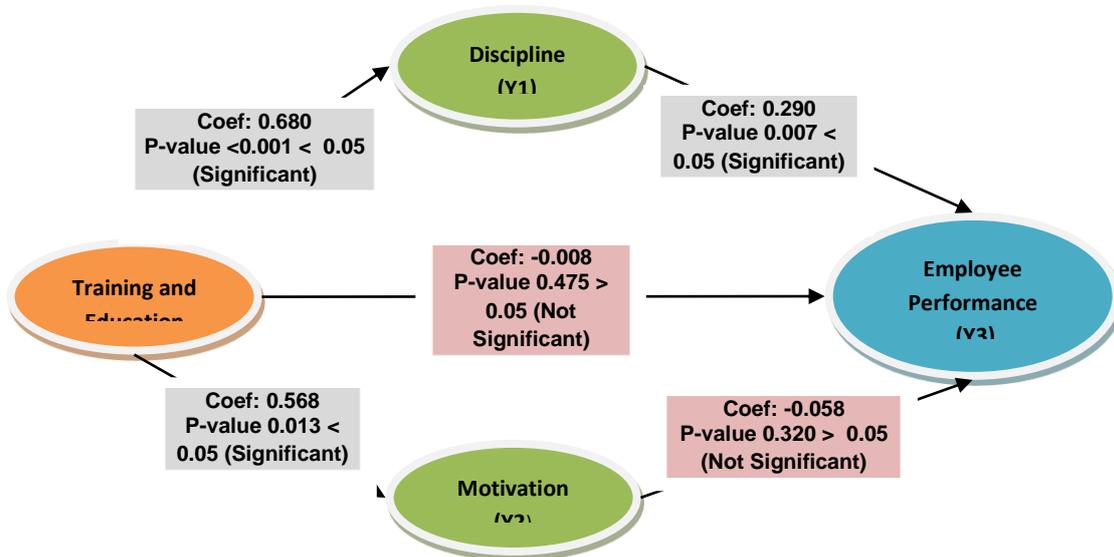
### *Influence of Education and Training (Diklat) on employee performance*

Based on the test results note that the estimation parameter for testing the effect of training on performance has a beta coefficient of -0.008 and p value of 0.475. The value does not meet the requirements of acceptance of the hypothesis that the value of Composite Reliability (CR) of -0.008 is smaller than 1.96 but the probability of 0.475 is greater than 0.05. The beta coefficient value of -0.008 shows a negative direction with p-value 0.475 greater than sig 0.05 (not significant). Thus it can be concluded that Hypothesis 3 is rejected: the training does not affect the performance.

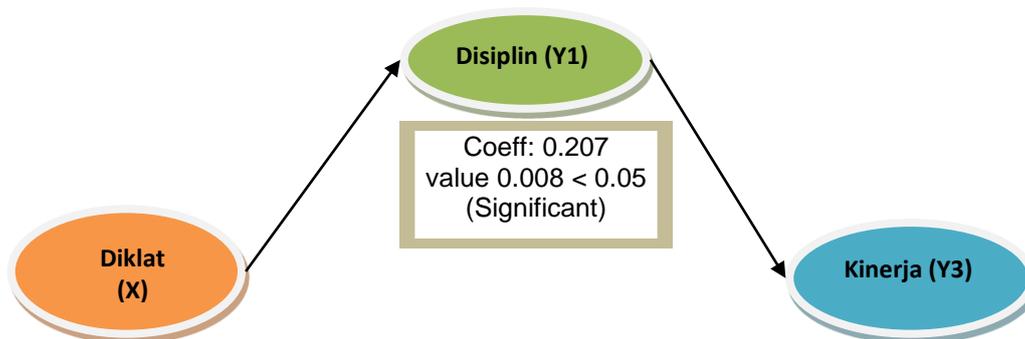
For that can be explained in the picture below, which is the result of

analysis of direct influence between the four variables.

Hypothesis test result is shown on below picture:



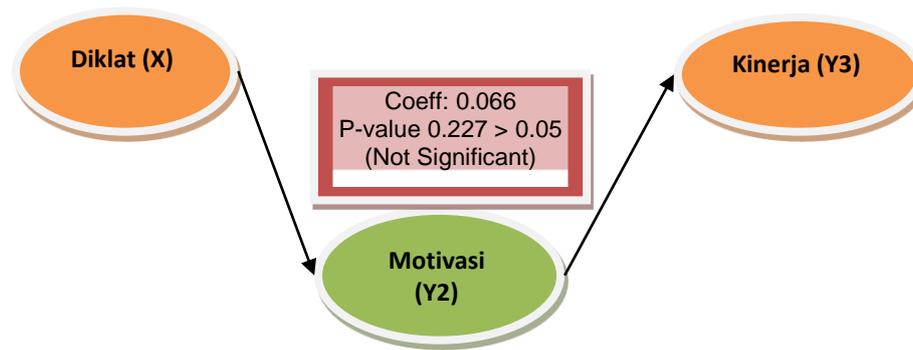
Hypothesis test result is shown in indirectly on below picture:



*Influence Indirectly training on performance through discipline.*

Based on the test results, it is known that the estimation parameter for the indirect effect of the training test on the performance through the discipline has an influence of 0.207 and p value of 0.008. Both values meet the requirements of hypothesis acceptance that is the value of Composite Reliability (CR) of 0.207 which is smaller than 1.96 and the probability of 0.008 is smaller than 0.05. The coefficient of 0.069

indicates a positive direction which means that the training improves employee performance through work discipline and its influence is significant. Thus it can be interpreted that indirect effect (indirect effect) of Training and Education (*Diklat*) significant effect on performance through work discipline (hypothesis 4 accepted).



*Influence Indirectly training on performance through motivation*

Based on the test results it is known that the estimation parameter for the training test on the performance through motivation has an influence of 0.066 and p value 0.227. Both values reject the hypothesis acceptance requirement that is the value of Composite Reliability (CR) of 0.066 which is smaller than 1.96 but the probability of 0.227 is greater than 0.05. Composite Reliability (CR) with positive signs indicates that the training has the potential to improve performance through motivation but the effect is not significant. Thus it can be interpreted that indirect effect (training indirect effect) is not proven to influence improve performance through work motivation (hypothesis 5 rejected).

## Conclusions And Recommendations

### *Conclusion Research*

Based on the results of research that has been done, can be concluded as follows:

1. Training has a significant effect on employee work discipline.
2. Training has a significant effect on employee work motivation.
3. Training does not affect the performance of employees.
4. Indirectly Training and Education (*Diklat*) has an effect on performance through work discipline.
5. Indirectly the training does not affect the performance through work motivation.

### 5.3 Research Suggestion

With three influential hypotheses and two hypotheses have no effect, suggestions for the leadership of Public Works and Spatial Planning of Pelalawan Regency are as follows:

1. If we see from the research results obtained that the training has an effect on the discipline, but has not been able to produce changes in the work better. Therefore it is requested to the leadership in order to give a fairly firm sanction against disciplinary offenses committed by the employee to keep employees accountable for what they have done.
2. In addition to the salary received regularly every month, the leader should pay attention to allowances or other bonuses given to employees, for employees more spirit and motivated in improving performance. In addition, the selection of appropriate training also has the potential to improve employee performance. Therefore, the human resources department on Public Work and Spatial Planning Agency and staff should be able to arrange and map the training needs required by the employee, and instruct the right employees in accordance with their work needs and potentials.
3. The selection of appropriate training also has the potential to improve employee performance, Therefore, the human resources department and staff should be able to arrange and map the training needs required by the employees, and instruct the right employees to follow the training in

accordance with their work needs and potential.

4. Leaders should be able to maintain the stability and conducive working environment so that employees remain disciplined. Sanctions should not be subjected to subjectivity but should be as objective as possible.

5. Motivation is not only created by the personal self of each employee and the environment, but the attention of the leadership and caring attitude towards subordinates are also required by employees. In this Agency there is still a leader who is less concerned or indifferent to his subordinates, then there are some of the employees can not give a good contribution because of lack of leadership attention to him.

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