

The Effect of Training and Competence, Work Discipline on Improving the Performance of State Civil Apparatus at the Regional Secretariat of Jeneponto Regency

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Abstract

The research objective was to determine and analyze the effect of training and competency, work discipline on improving the performance of state civil servants at the Regional Secretariat of Jeneponto District. The research uses a causality design with a quantitative approach, it was conducted at the Regional Secretariat of Jeneponto District, and it lasted for approximately 2 (two) months, November to December 2020. The population was all staff of the Regional Secretariat of Jeneponto, namely 224 employees, with a saturated sampling technique so that the final sample involved was 224 employees. Data collection techniques through observation, interviews, questionnaires, and documentation, while data analysis using path analysis. The research results showed that indirect impact, the performance of the employees could be improved by training where the implementation of practical training has been done by emphasizing to organizational needs to encourage corporate and employee enthusiasm in participating in the activity. In addition, competence is also a variable that promotes the improvement of the Regional Secretariat of Jeneponto district; formally, employees have good competence with placement by their competence. Employee competence is measured well with better knowledge, understanding, values, attitudes, and interests. On the indirect effect, the role of work discipline as an intervening variable has a good impact on training to performance. Good training has led to an increase in employee discipline, which impacts performance but differs from competence on employee performance. Employees feel the inability to apply organizational discipline to its full potential when many workloads are given.

Keywords

Training, Competence, Work Discipline, and Performance.

1. Introduction

Human resources are the essential thing in any organization to run well. Therefore, it takes many ways to empower these human resources. According to Handoko and Hani. (2014) that human resource management aims to optimize the functions of the entire workforce in an organization. The other is to optimize leaders' performance in managing all employees using more efficient ways and efforts.

Thus, the importance of the performance of the State Civil Apparatus in carrying out its duties encourages the government to continue to increase the capacity of the State Civil Apparatus to support various tasks and responsibilities of very dynamic and complex work (PP No.101 the Year 2000). Training or training is an activity to improve one's workability about activities (Simamora 2015). Training helps employees understand practical knowledge and application to enhance the skills, skills, and attitudes that organizations need to achieve their goals.

In addition, training to eliminate and reduce the service gap of the apparatus must have high professional competence and constantly follow the developments that occur in the community. This is where reliable apparatus performance is required. Improving the competence of employees in the organization participates in enhancing its performance which can later improve the organization's performance (Wardhana, 2014).

Given the importance of efforts to improve employee performance through training and competence of apparatus, it will be challenging to achieve optimal performance if those who have attended the training and good competence in carrying out their work have disciplinary Contrary to Oemar's opinion (2007), someone, this study seeks to uncover how much The Influence of Training and Competence, Work Discipline on Improving the Performance of State Civil apparatuses in the Secretariat of the Jenepono District.

2. Literature Review

The purpose of the training itself is undoubtedly to improve the individual or employee both from the job by improving his ability, attitude, and discipline, and so forth. Hani Handoko (2014) that the training enhances mastery of various skills and techniques of implementing specific work, routine and detailed. Comprehensively, training is related to improving knowledge and work skills and forming work discipline character so that what employees do is productive in results and authoritative in nature through work discipline. Thus, good training will encourage the improvement of employee discipline. This is also supported by previous research conducted by (Mulyani 2019), (Willson and Hikmah, 2020), (Fathurahman, 2020) and (Yant Akhlish, 2019), which suggests that training has a positive and significant effect on work discipline.

Competence can be obtained. Naturally, that is realized from birth, and not all can get it. Thus, employees with good competence certainly have a good ability in carrying out a task or job, as stated that competence refers to the power, in general, to run a job or part of a job competently (Prihadi, 2004). Competence possessed by employees with the ability to carry out their work is undoubtedly based on the skills and knowledge and support a good work attitude (Jannah et al., 2019; Lionardo et al., 2020; Yusuf et al., 2019). Work discipline as a reflection of the excellent competence of an employee is certainly due to high awareness to comply with the rules of the organization as stated by Hasibuan (2017) that discipline is the awareness and willingness of a person to comply with company regulations and prevailing social norms. This is also supported by previous research conducted by and (Riyani, 2020) which suggests a positive and significant influence of competence on work discipline.

Training is a strategic step taken by the organization to improve the performance of its employees so that they are more responsible for what is given to them. This is supported by gomes' opinion (2010), which suggests that training is every effort to improve employees' performance for a particular job, which is his responsibility. According to Hamalik (2007) in (Andi Rasma Ayu, Gunawan, Harifuddin, 2016) that training in a public organization (government) has had clear rules, and it is expected that what is done can be implemented both by the employees. Training conducted by considering aspects of the need will lead to improved performance of employees (apparatus). This is also supported by previous research conducted by (Ramang et al., 2019), which concluded that training had a positive and significant effect on performance improvement.

The competence of employees at least no impression of the work is delayed or difficult to do that can consume a lot of resources to complete it, employees with competencies that have certainly will spend all their efforts to achieve what they want. This is in line with the opinion of Boulter et al. (Rosidah, 2003). Competence is the essential characteristic of a person who allows employees to issue superior performance in their work. Through competence, that will undoubtedly produce improved performance, meaning the job done by employees with a good level of

competence will be high quality, can be completed on time, and done responsibly with good work skills (Ervina et al., 2019; Novitasari et al., 2019; Rumaolat et al., 2019). Hasibuan (2017) stated that performance is the result of work achieved by a person in carrying out his duties on proficiency, effort, and opportunity. This is also supported by previous research conducted by (Tamsah and Eddyman, 2019), which concluded the existence of positive and significant influence of competence on performance.

Discipline in work is an essential character for employees because discipline will not trigger the buildup of work and many resources and time. Edy Sutrisno (2016) stated that discipline is the behavior of a person following the rules, work procedures, or discipline as attitudes, behaviors, and actions in line with the regulations of the organization, both written and unwritten. Through good work, discipline will facilitate organizational goals, and of course, their performance will be better. Thus, the more disciplined the employee will be, the more improved his performance. This is also supported by previous research conducted by (Muchzen et al., 2019), (Zulkifli et al., 2019a), (Heryani et al., 2019), (Zulkifli et al., 2019b), which concluded that discipline has a positive and significant effect on employee performance.

3. Methods

This research uses a causality design with a quantitative approach conducted at the Jeneponto District Secretariat Office, which is planned to last for approximately 2 (two) months, namely November to December 2020. The population in this study was all employees of the Jeneponto District Secretariat, namely 224 employees, with sampling techniques saturated so that the final sample involved was 224 employees. Data collection techniques through observation, interview, questionnaire, and documentation, during data analysis with path analysis.

4. Results

4.1. Result

Table 1. Test t Effect of X1 and X2 on Y

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	.671	1.510		.444	.657
	Training_X1	.539	.078	.439	6.886	.000
	Comfetence_X2	.422	.087	.310	4.864	.000

Dependent Variable: Work Discipline (Y)

Source: Data processing, 2020.

Training (X1) on Work Discipline (Y); The coefficient of the path (α_1) = 0.439 with a significance of 0.000 means a positive and significant effect (Sig < 0.05) (Table 1). The magnitude of variable X1's influence on Y can be seen in the *standardized coefficients beta* value of 0.439, which means that every increase of one Training point (X1) will increase the Work Discipline (Y) by 0.439 points.

Competency (X2) to Work Discipline (Y); The coefficient of the path (α_2) = 0.310, with a significance of 0.000, means positive and significant effect (Sig < 0.05). The magnitude of variable X2's influence on Y can be seen in the *standardized coefficients beta* value of 0.310, which means that every increase of one Competency point (X2) will improve the Work Discipline (Y) by 0.310 points (Table 2).

Table 2. Test t Effect of X1, X2, and Y on Z

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	4.550	.877		5.188	.000
	Training_X1	.173	.050	.231	3.448	.001
	Comfetence_X2	.232	.053	.281	4.381	.000
	Work Discipline (Y)	.192	.039	.315	4.906	.000

Dependent Variable: Performance Apparatus (Z)

Source: Data processing, 2020.

Training (X1) on Apparatus Performance (Z); The coefficient of the line (β_1) = 0.231 with a significant rate of 0.001 means effective (Sig < 0.05). The magnitude of the influence of Variable X1 on Z can be seen in the *standardized coefficients beta* value of 0.231, which means that any increase in Training (X1) will improve Apparatus Performance (Z) by 0.231 points.

Competency (X2) to Apparatus Performance (Z); The coefficient of path (β_2) = 0.281 with a significant significance of 0.000 means significant (Sig < 0.05). The magnitude of Variable X2 on Z can be seen in the *standardized coefficients beta* value of 0.281, which means that any increase in Competence (X2) will improve apparatus performance (Z) by 0.281 points.

Work Discipline (Y) on Apparatus Performance (Z); The coefficient of line (β_3) = 0.315 with a significant significance of 0.000 means significant (Sig < 0.05). The magnitude of variable Y's influence on Z can be seen in the standardized coefficients beta value of 0.315, which means that any improvement in Work Discipline (Y) will improve Apparatus Performance (Z) by 0.315 points (Table 3).

Table 3. Hypothetical test results

No	Hypothesis	Value	Sig	Conclusion
1	Training has a positive and significant effect on the discipline of personnel work at the Jeneponto District Secretariat	0.439	0.000	Positive and Significant
2	Competence has a positive and significant effect on the discipline of personnel work at the Jeneponto District Secretariat	0.310	0.000	Positive and Significant
3	Training has a positive and significant effect on the performance of apparatus at the Jeneponto District Secretariat	0.231	0.001	Positive and Significant
4	Competence has a positive and significant effect on the performance of apparatus at the Jeneponto District Secretariat	0.281	0.000	Positive and Significant
5	Work discipline has a positive and significant effect on the performance of apparatus at the Jeneponto District Secretariat	0.315	0.000	Positive and Significant
6	Training has a positive and significant effect on the performance of apparatus through work discipline at the Jeneponto District Secretariat	0.138	0.013	Positive and Significant
7	Competence has a positive and significant effect on the performance of apparatus through work discipline at the Jeneponto District Secretariat	0.097	0.062	Positive and Insignificant

4.2. Discussion

Effect of Training on Work Discipline on Jeneponto District Secretariat. Positive and significant, the findings of this study are supported by previous research and (Yant Akhlish, 2019). Implementing the training has formed a change in employee behavior with good work discipline, and discipline not only quickly come and late for work but there is an attitude that is in line with the rules of the person as a whole.

Influence of Competency on Work Discipline in Jeneponto District Secretariat. Positive and significant, the findings of this study are supported by research (Tamsah and Ilyas, 2019), (Ferial et al., 2019b), and (Riyani, 2020). Work discipline as a reflection of the excellent competence of an employee is undoubtedly due to high awareness to comply

with the rules of the organization. Regional Secretary Jeneponto with employees who have a good level of education encourages better understanding of employees for their duties and responsibilities, their competence shows their ability to carry out or perform jobs or tasks based on skills and supported by the attitude of work demanded by the work.

Effect of Training on Apparatus Performance at Jeneponto District Secretariat. This study's positive findings are supported by research and (Ramang et al., 2019). Training provides benefits such as increasing loyalty, strengthening subordinates' working relationships with superiors, improving and improving the skills and knowledge of all employees at every level, helping to increase work responsibilities (Nath et al., 2021; Suharyanto et al., 2021; Umanailo et al., 2021).

Effect of Competency on Apparatus Performance in Jeneponto District Secretariat. Positive and significant, the findings of this study are supported by research (Darwis et al., 2019), (Bahari et al., 2019), (Ferial et al., 2019a) and (Tamsah and Eddyman, 2019), employees showed satisfaction with their work, and through the competence of employees with understanding and interest. There is no impression that the work delayed or challenging to do can consume a lot of resources in completing it, employees with competence that has been issued all their efforts to achieve what they want.

Effect of Work Discipline on Personnel Performance at Jeneponto District Secretariat. Positive and significant, the findings of this study are supported by (Muchzen et al., 2019), (Zulkifli et al., 2019a), (Heryani et al., 2019), (Zulkifli et al., 2019b). Discipline is realized with employees coming to work on time, dressed well, using materials and equipment carefully, producing maximum performance according to the specified hours and satisfactory quality of work, and following the way of work determined by the organization with good spirit.

Effect of Training on Personnel Performance through Work Discipline at Jeneponto District Secretariat. Positive and significant, in this research, Jeneponto District Secretary conducts training to his employees with many objectives and, most importantly, improves performance. Through training has encouraged improvements in work discipline that also lead to their high performance.

The Influence of Competence on The Performance of Apparatus through Work Discipline at the Jeneponto District Secretariat. In Jeneponto District Secretariat, employees have a good level of work awareness with their competence. Still, when employees have difficulty controlling their work, it will be challenging to apply the principles of work discipline and sometimes defy the formal rules. This is not in line with Singodimejo's (2002) view, which reveals that discipline is an attitude of willingness and willingness for a person to obey and adhere to the rules' norms in force. Insignificant results in the study showed that employees of the Regional Secretariat have not been fully able to implement a fast work system to make employees disciplined in completing their work will impact their performance.

5. Conclusion

Based on the research results, it can be concluded that on direct influence, the performance of the Jeneponto District Secretariat apparatus can be improved by training. The Jeneponto District Secretariat implements practical training by paying attention to the needs of the organization to encourage the enthusiasm of organizations and employees in attending training. In addition, competence is also a variable that promotes the improvement of the performance of employees of the Jeneponto District Secretariat; formally, employees have good competencies with appropriate placement of competencies. The competence of employees is measured both by the better knowledge, understanding, value, attitude, and interest in the work they do. On indirect influence, the role of work discipline as an intervening variable has a good impact on the training related to performance; good training has encouraged improved employee discipline. This impacts on performance but differs on from

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