

Education and Leadership Training in Improving Competence and Performance of Employees of the Human Resources Development Agency

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Abstract

This research aims to analyze the impact of education and training and fluency competence on overall performance, both directly and indirectly. This type of research is quantitative research. The population in this study is the entire quantity of ASN in the West Sulawesi Province Human Asset Improvement company, which amounts to 218 people, and the pattern is sixty-nine ASN. The collection of information used is questionnaires and documentation. Data collected through questionnaires are analyzed with the help of the SPSS smart PLS 3.2.8 program. The results showed that leadership training affects the soft competence of employees and improves the performance of human resources in West Sulawesi Province. Likewise, leadership training affects employee performance in developing human resources of West Sulawesi Province companies. Different conclusions also show that weak competence affects the overall performance of employees in human resource companies in West Sulawesi Province. Similarly, management education affects performance if mediated with the help of tender employee competencies in the human resource development organization of West Sulawesi Province.

Keywords

Leadership Training, soft competence, and performance.

1. Introduction

With the widespread changes in Indonesian employment, law No. 43 of 1999 was issued on Amendments to Law No. 8 of 1974 concerning the Idea of a common call. It is believed that the administrative law faculty can require all changes in employment. It is believed that Civil Servants (PNS) can have the option to build the positions they have depending on their portrayal. The capacity of Government employees plays an important role in the progress period to work on increasing Government employees who should be considered so that they can build human resources and later be useful in the government environment.

"The role of Education and Leadership Training (DIKLATPIM) to improve soft competence and employee performance of the Human Resources Development Agency in West Sulawesi Province." Thus, to build the understanding of civil servants, the task of public authorities is to hold administrative preparation exercises that will be assisted through training pathways. It tends to be concluded that the author needs to direct behavioral exploration in the nearest Business Entity if we look at the series of experiences, especially the Human Resources Improvement Organization in the West Sulawesi Region.

Complete tasks and responsibilities are the best way to produce high-quality output. The performance of workers in a company is declared effective, and success in achieving ideals can be influenced by factors that come from within the organization, including education and training, employment, and the soft competence of workers. It is based on the

potential of employees. The maximum performance of a worker can be obtained if an organization can direct and develop the capacity of its personnel to paint optimally (Rijal et al., 2019).

Understanding performance problems is the effect of the work done by a person when carrying out tasks and transformational leadership obtained from personnel. Decreased worker performance if one of these elements is reduced or absent. For example, when some employees have the potential to be able to do their job, and the job is difficult, but the company offers equipment beforehand. The overall performance consists of high-quality output as well as task focus.

2. Literature Review

Instruction is a framework in which an individual gets an exceptional ability to help conduct associations realize schools and training methods identified with different authoritative plans. Teaching is a scientific method in a short period. It uses organized scientific communication tools to demonstrate individual behavior, capacity, and inspiration to explore and work on specific capacities and abilities acquired at some stage in schools and training programs. According to Umar et al. (2019), the place to build human resources in the era of globalization is school and full of obstacles, so training should not be ignored. Furthermore, more and more enemies are troublesome and sharp. Based on Government Regulation No. 101 of 2000 concerning Training of Civil Servants Office (PNS) in line with the instructions of the Leadership Training Organizer (LAN: 2001) with the aim of: Develop the ability, expertise and attitudes, and behavior in carrying out professional duties based on the personality and ethics of civil servants (PNS) based on the wishes of an organization. Creating personnel who can play an active role in reform and glue to the unity and unity of the Indonesian nation It maintains a way of thinking and a facilitator spirit that is in line with the facilitator or provider and security and strengthens the network. Create a pattern or order of news and questions and answers that are enthusiastic about doing the task of improvement to create good and correct governance.

Soft competence analysis can improve a profession. According to Ahdan et al. (2019), soft competence is an employee's perspective in carrying out and helping in the field of work. Furthermore, expressed that employee soft competence is an impression from the perspective of information, ability, and worker behavior. Consistent with Sahabuddin et al. (2019), the tender competency degree consists of Knowledge, Ability, Stigma and Motivation, Self-Portrait, and Social Position. Still, in determining the smoothness of these competencies, it is necessary to see the effectiveness of highly expected degrees from the level of performance. According to Sukimi et al. (2019), there are five soft competence formats that all individuals, including the following, must own: Task-skills skills, Task management skills, Skills to act (Contingency management skills), Skills to work together (Job role environment skills), Adaptability skills (Skill transfer)

The overall performance of employees is the preferred result of the perpetrator. Worker performance is the level at which employees can reap the needs of activities. To decide the performance value generally combines the subjective and quantitative parts of the execution of the general occupation. Similarly, that the elements that affect employee performance are employee performance in describing the level of effort they spend and the organizational assistance they get (Tamsan & Yusriadi, 2022). Variables that affect workers in business premises include an individual's ability to perform a task, the level of effort put into them, and authorized assistance. Related to management functions, human resource management activities must be improved, evaluated, and modified where it is very important to work together on the competitive performance of businesses and people in the workplace.

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As for the three reasons why goal placement greatly affects overall performance, especially: It is placing goals with a directive effect, namely by focusing the sport on a certain path instead of another path. Because goals are common, humans sometimes direct efforts in proportion to the target problem. The hard desire is to get more endurance results than the light desire.

Performance assessment indicators, according to (Kusuma et al., 2021), are divided as follows: Labor sanctions, accuracy is thoroughness, display, and recognition of results. Quantity of work is in the form of output volume and contribution. Required supervision include requiring advice, courses, or development. Presence, along with timeliness, subject, trust/ dependency. Conservation, which includes the prevention of waste, damage, and maintenance of devices

3. Methods

This research uses quantitative techniques to explain the location of the variables studied and the relationship between one variable and another variable. This study will explain causal dating between variables through hypothesis tests. Later in this study, the IBM SPSS 21 application was used as the analysis method. The level of research time used in researching until the final touch of thesis practice may be estimated to be almost two months, from April to July 2020, which is located at the Human Resources Improvement Organization of West Sulawesi Province.

The population of this view is in the form of the entire ranks of ASN in the Human Resources Development Corporation of West Sulawesi Province, with a total of 218 people. The determination of the number of samples considered representative is to use the Solving formula and then obtain a sample of 69 people.

Data collection was carried out in various settings Mastulen et al. (2021), including: Documentation. The documentation needed is several documents that show or describe important data and information related to research. Questionnaire. Provide a questionnaire to the respondent (sample). This questionnaire is based on the form of written questions that will later be given to respondents.

The analysis technique used is the technique of the course analysis approach. It is used to examine the style of relationships between variables. This model can find out the direct or oblique influence of impartial (exogenous) hard and fast variables on established variables (endogenous) (Sugiyono, 2017). It is still in line with Sugiyono (2017) that the route coefficient (direction) is a standardized coefficient, especially the regression coefficient calculated based on the database that has been established on the standard number (Z-score). This analysis is also assisted by SPSS 21 software, providing check F on Alpha = zero.05 or $p \leq \text{zero.05}$ due to the level of interest F (sig. F) even for T check the degree of importance Alpha = 0.05 or $p \leq 0.05$, which is the code (sig. T) which is used to see the significance of the oblique influence of impartial variables on structured variables (Figure 1).

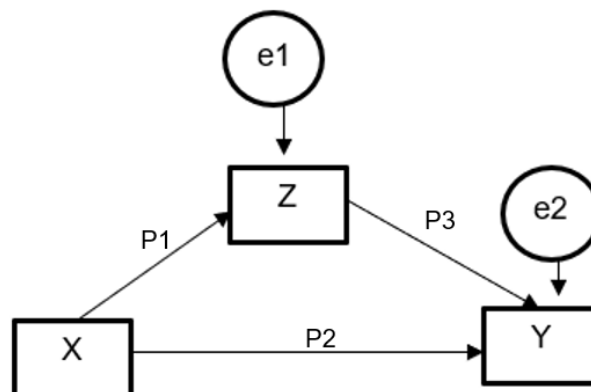


Figure 1. Path Analysis Mode

4. Results of Discussion

This study carried out pls algorithm calculations and bootstrapping to test hypotheses using Smart PLS 3.2.8 to see direct and indirect influences (mediation) (Table 1).

Table 1. Hypothesis test

	Original Sample (O)	T Stats	P Values
Claimed performance >	0,635	5,265	0,000
Claimed -> Soft Competence	0.840	21.952	0,000
Soft Competencies -performance >	0.292	2,295	0,022
Claimed -> Soft Competency-> Performance	0.245	2,202	0,280

Source: Smart PLS (2021)

The results of interviews and observations show that leadership training is very felt to have run more effectively even though some shortcomings affect soft competence. The study results show that if Leadership Training is getting better, it will increase the soft competence of employees and vice versa. If the leadership training is not good, employees' soft competence will also decrease. The study results also showed respondents' responses to Leadership Training in soft competence, which on average showed a high response of respondents/good. However, there are still those who show a doubtful or disapproving response to the leadership training currently strongly felt towards soft competence.

The implementation of leadership training in West Sulawesi Province, and the development of human resources for entrepreneurs, have been going very well. Participants who have participated in the training and training materials provided have been following the wishes of the activity. Then the contributors have followed education where the schooling techniques are very thrilling and easy to apply. Furthermore, participants who have participated in the training have had a good teacher attitude and ability to inspire contributors in conducting research and the length of education based on predetermined needs and good enough training facilities that are the same as the standard. School leadership variables are arranged through indicators consisting of training content materials, training techniques, attitudes and abilities of coaches, length of training time, and schooling centers.

Training management is a system of organizing teaching and debriefing to achieve presidential management's competency requirements based on structural positions (Perka LAN number 25 of 2015 article 1 paragraph five). The target of schooling is to offer insights, knowledge, knowledge, skills, attitudes, and behavior in the subjects of the leadership of the apparatus so that it can meet the leadership requirements of certain structural positions. The competence of speed determinants must have accurate soft competence. Tender competence is a lifestyle skill that strongly supports a person, including the ability to fix problems in institutions, emotional intelligence, and appropriate speaking skills.

By the guidelines for the implementation of training and education management, it is said in the Decree of the Head of the Kingdom that "Civil Servants as Human Resources (HR) of the nation's apparatus that plays a role in regulating government and development." The figure of the Civil Servant who can play this role is the Civil Servant who has meet competence and is recognized based on his attitude and behavior. He has an excellent ethical and intellectual character, expert, aware of his responsibilities as a public servant, which can ultimately glue the cohesion and unity. It is full of loyalty and obedience to the kingdom.

The authority policy effort is in the form of school leadership and education that will be completed through the training path to form the parents of the Civil Servant, for example as in the instructions for training and training: in 2001, which led to the Growth Effort: 1) The attitude and spirit of this carrier can be oriented more closely to entertainment in society, kingdom, and place of birth; 2) Meek technical, managerial or leadership competencies; 4) The implementation of efficient, strong and high-quality responsibilities is carried out with a spirit of cooperation and responsibility based on the agency painting environment.

Compared to authority policies, education management and educational applications serve as a forum for organized education apparatus to grow into operational leaders. Therefore, the level of management education and training must provide certainty in forming speed-determining individuals who have operational perceptions to build proper governance. This management and schooling training can be used for the first step or even the continuity method to form a device like it, ordering learning behavior for the device in shaping themselves as leaders who can always face adjustments from their respective environments.

The consequences of the study are supported by a statement put forward by Bahri et al. (2021) and stating that training and schools are an attempt to reduce or eliminate obligations between personnel and what is expected of employers. It is done by increasing the potential of an organizational painting by cultivating one's skills, abilities, and attitudes.

These results are also strongly supported by the consequences of (Ilyas et al., 2022; Kurniawan et al., 2022; Nath et al., 2021; Setianto et al., 2022; Suharyanto et al., 2021) research which shows the direct effect of full-size education centers and schools III on personnel positions. Tamsah et al. (2021) also said that training and training (training) has a very effective and good influence on working employees.

The study results show that better Leadership Training will improve employee performance and vice versa. If the leadership training is not good, employee performance will also decrease. The study results also showed respondents' responses about Leadership Training to the performance of respondents' average high/good response. However, there are still those who show doubtful responses and do not agree with the leadership training activities that are currently strongly felt to performance. The interviews and observations show that leadership training is felt to be very effective. However, there are still some shortcomings that must be corrected so that later it will affect employee performance.

The leadership training variable is arranged through a sign consisting of the content of the training, training strategy, attitude of the coach and skills of the instructor, length of training, and facilities in training activities. As a human asset development effort, leadership training activities in West Sulawesi Province have been running very well. Individuals can already follow education and educational materials provided based on work desires. Furthermore, the participants who have participated in a training where the educational strategy provided is very interesting and smooth when applied. In addition to members who have participated in a training where the teacher has an excellent attitude and competence if it can encourage participants to research and the education period by predetermined requirements and training facilities that are adequate and by the level of need.

Understanding Leadership education is a way to force teaching and knowledge to reap the competency needs of government organizers based on their structural positions (Perka LAN span 25 of 2015 article 1 paragraph 5). It is related to government policy, leadership education, and the capability to implement education as a medium for officials in training assigned to become operational leaders. School leadership aims to provide insight, knowledge, information, abilities, attitudes, and behavior in the field of the leadership of the apparatus so that it can meet the needs of management in certain structural positions. Consequently, the level of education and school management must ensure the formation of a speed-setter who has an operational perception to build a good and correct government. To form an apparatus like this, this leadership education and education can be used as a basic step or maybe the same system, arranging the learning behavior of the apparatus in shaping itself as a leader who can sometimes maintain modifications from the environment.

It is related to the basic principles put forward with Yusuf et al. (2021). In the broadest sense of improvement, human resources (training and training) can drastically be understood as techniques of improvement, potential or capability, soft competence, and career rather than personnel/personnel involved. Measurement of development and increased capacity ratios (questioning, logic, IQ, competence) also include improving ethics and morality or religious quotient (SQ). The measure of competence has the following factors: knowledge, ability, self-concept, drive, tendencies, and motives. This competency is one of the additions informing experts, namely the ability to do work with predetermined pleasant requirements.

This consequence is also supported by research with the help of Nurhilal et al. (2021) and Umar et al. (2021). with the title of the influence of leadership education and professional development on overall employee performance in the West Sumatra Province MSME Cooperative. The research results show that management training has a very large and large influence on employee performance.

Based on the research results, if the soft competence of employees is getting better, it will improve performance and vice versa. If the soft competence of employees is not good, employee performance will also decrease. The results also showed respondents' responses about soft competence to the performance that showed respondents' high/good average response. However, there were still those who showed doubtfulness and disapproval responses to soft competence that is currently felt to performance. Based on the results of interviews and observations, soft competence is less effective in some employees, affecting employee performance.

Soft competency variables are structured using signs that include communication competence, emotional intelligence, talent for improving complexity, ethics, and leadership abilities. Implementing leadership training at the Human Asset Improvement Agency of West Sulawesi Province has been going well. Personnel can carry out every given effort and carry out many tasks. Furthermore, in my paintings, my personnel can make difficult decisions. They can work with colleagues, as well as be able to adapt to a completely new painting environment quickly.

Competence is one of the defining elements to improve worker performance and provide staff who offer a more specific view of workers and their jobs. With various blessings presented in various events, competencies can be executed in various work activities in the company. Dedication of performance objectives, determination of process requirements, and qualifications of tasks should be clearer and more targeted in terms of tasks, degree qualifications, and level of competence. Competence can be performed as a mixture of abilities, non-public attributes, and understandings that can be determined, assessed, and evaluated. For this reason, the connection is not always directly associated with the intellectual ability (IQ) but rather related to behavior (behavior); people can also have enough competence and information to perform a task. But it was no guarantee that he would perform his way. Competency techniques, in addition, also issue reasons, male or female, and the Idea of the underlying self of a person to use his knowledge and ability to the maximum in work. Some literature often divides competencies into two, especially soft and tough competencies. Tender competence is a competency that is closely related to the ability of painting approach, human relations, and interaction with other humans. Examples are management, communication, interpersonal relationships, and others. Preferably, each employee is given the education to improve skills and understanding to shape the organization's desires. However, it is realized that improving abilities and skills is not enough in the future because many people are clever but well-behaved. As a result, additional subtle competencies are needed. Smooth competency is a part that affects the development of competence and a person's overall performance. The reason, innate factors, and self-ideas produce behavior after it produces the results of work and pleasure (Reynilda et al., 2021).

Good soft communication can provide quality service. This is in line with the theory developed by Yusriadi et al. (2020), namely soft competency is a competency related to the ability to manage work processes, and human relations and build interaction with others, such as leadership, communication, and interpersonal relations. The results were also supported by research from Wahida et al. (2021). Their research results showed that soft competence has a significant effect on employee performance.

The study results showed that if leadership training is getting better, it will improve performance if mediated by soft competence, and vice versa. If the leadership training is not good, employee performance will also decrease if mediated by soft competence employees. The results showed respondents' responses about Leadership Training to soft competence and performance that showed respondents' high /good average responses. However, there were still those who showed hesitantly, disapproved, and strongly disagreed responses to soft competence and performance currently felt towards Leadership Training. Based on the results of observations and interviews, Leadership Training is less effective, so it impacts soft competence and performance.

Leadership training variables are composed of training content, methods, instructor attitudes and skills, length of training time, and training facilities. The training facilities are adequate and by the standards. Implementing leadership training at the Human Resources Development Agency of West Sulawesi Province has been going well. Participants have participated in training and training materials provided by work needs. In addition, the participants have participated in training where the training methods provided are very interesting and easy to understand. In addition, participants who have participated in a training where the instructor has adequate attitude and skills can encourage participants to learn and the length of training time is by the standards set.

Soft competence variables are compiled using signs including conversational talent, emotional intelligence, problem-solving competencies, ethics, and management competencies. School management application in human resource improvement companies in West Sulawesi Province has been going well, where employees can carry out every given mission and highlight the potential to perform many tasks. Similarly, my personnel can make difficult decisions in my work, paint with colleagues and quickly adapt to a completely new painting environment.

Management training is a technique of conducting coaching and obtaining knowledge to obtain the needs of presidential leadership competencies based on their structural positions (Perka LAN wide variety 25 of 2015 article 1

paragraph five). Management training aims to provide insight, understanding, knowledge, competencies, attitudes, and behavior in equipment management to meet leadership requirements in positive structural positions.

Based on government policies, education software and leadership training can be a source of educational device media organized to become operational leaders. Therefore, the extent of leadership education and schooling must guarantee the formation of a person's character in the determinant who has the operational perception to build a good and appropriate government. To form a device like this, this management education and training can be used as a first step or perhaps in a further way, regulating the behavior of the mastery of the apparatus in shaping itself as a leader who can sometimes face changes from their respective environments.

Soft competency is closely related to managing work processes, relationships between people, and building interaction with others, for example, leadership, communication, interpersonal relationships, and others. Generally, all employees are given the training to improve their abilities and skills to be by the company's wishes. But in the future, it is still far from found that the improvement of ability and knowledge is never enough because of the large number of smart employees but lack of attitude. So, it takes extra gentle competence. In conclusion, soft competency is a part that can affect the development of hard competency and the performance of a person. The motives and innate factors of self-concept will result in skillful behavior and result in work (performance).

This research relates to the opinion recommended by Yusriadi, bin Tahir, et al. (2020). They state that employee performance in a company can be said to be the best and most successful when achieving goals to inspire several elements, namely schools as employee tender competencies based on personnel's capacity to complete their responsibilities and obligations to produce better output. The maximum performance can be obtained if the business entity can direct and improve the capabilities of workers who can work more optimally.

5. Conclusion

DIKLATPIM can be implemented to improve the competence of employees, which can later be used as a support to improve and optimize the performance of employees. From this research, some conclusions can be drawn where leadership training is very influential on employee soft competence, meaning that better leadership training will grow employee soft competence. Similarly, the leadership training that has been carried out affects employee performance.

Different conclusions also show that soft competence is very influential on the overall performance of employees against human resources companies of West Sulawesi Province; this means that the higher the tender competence it will improve employee performance. Similarly, leadership training impacts performance is mediated using the competence of auction apparatus in business entities to improve human assistance in West Sulawesi Province, meaning that management education can improve performance if mediated with the help of auction competencies.

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