

THE INFLUENCE OF HUMAN RESOURCE DEVELOPMENT IN IMPROVING PERFORMANCE OF BONE REGENCY SECRETARIAT

Surianti, Haselman, Baharuddin & Muhammad Yunus
Faculty of Social and Political Sciences
Hasanuddin University, INDONESIA

ABSTRACT

Human resource development is influenced by many things, but discussed in this research is education and training that are believed to affect each other directly or indirectly to the performance. This study aims to determine the effect of education on performance and to determine the effect of training on performance of Bone Regency Regional Secretariat. The research method used is explanatory survey research method with quantitative approach. The results showed that education simultaneously had a positive effect on employee performance. The positive influence and correlation between education and employee performance is theoretically and conceptually very reasonable because with the higher one's education, the tendency of performance is also increasing both in quality and quantity. Education is more likely to affect employee performance. The effect of training on employee performance versus education. Employee training affects the reactions, behaviors, learning and outcomes of employment. The effect to performance is directly related to the process of completion, thereby affecting the quality and quantity of employee performance.

Keywords: Human resources, performance, education, training.

INTRODUCTION

The development of human resources means as the embodiment of the social responsibility of an organization. In carrying out activities to achieve the goals set by the organization, the local government should have a pattern of development of planned and systematic human resource management system so that the desired goals can be achieved effectively and efficiently. Human resource development is defined as a series of systematic and planned activities designed by the organization to provide an opportunity for its members to learn the skills required to meet current and future employment requirements. (Werner & DeSimone, 2009).

Human resource development process is very important to obtain skilled and professional manpower especially in terms of mastery of technology in order to utilize other resources. Human resource development (Sedarmayanti, 2008), aims to produce a logically and comprehensively related framework for developing an environment where employees are encouraged to learn to grow. To improve the quality of employees, Nitisemito (2003), explains that there are several efforts in terms of human resource development namely education, training, mutation and promotion. Education in an organization is an indispensable process of capability development within an organization. The same thing is also expressed by Musanef (1996), that it needs to be carefully designed a form of Human Resource development that can be done through Education and Training, placement (mutation and Promotion).

Education is more related to general knowledge and usually more related to the theory of work so that the development of Human Resources in the level of education is also said to affect the performance of employees in an organization. Siswanto (2003), education is everything to foster personalities and develop life-long human, physical, and spiritual abilities, both inside and outside school, for the building of unity and a just and prosperous society and always in balance. In addition to education, training is also an important human resource development process. However, sometimes some organizations still neglect training because they consider it an additional cost. Syaidam (2006), Training is an attempt to eliminate the occurrence of gaps or gaps between elements owned by an employee with the elements - elements desired by the organization.

Through this activity, there are three points that want to be obtained from an employee that is the improvement of skill, improvement of knowledge, existence of behavior change / attitude. While the opinion of Dessler (2015), that training (training) means to provide new employees or existing employees the skills they need to do their job. Training is important. If even high-potential employees do not know what to do and how to do it, they will improvise or not do anything useful at all. The development of apparatus resources is also influenced by the Behavior of Apparatus and Cultural Organization within the government organization (Nahrudin & Tambajong, 2017).

Education and training of Civil Servants (PNS) in Bone Regency can't be implemented optimally by local government in general. Most of the local government apparatus has never attended civil servant education training either Structural / Training and Technical / Functional Training. In the Bone Regency Secretariat, there are 139 civil servants (55% (39.5 %)) who have obtained Structural Education / Training which mostly follow the Basic Structural / Basic Education and Training namely General Administration Training (ADUM) and Leadership Training (Diklatpim) Level IV. Similarly, most employees have never received any specific technical / functional education and training relevant to their respective duties. Human resource development is influenced by several things, but discussed in this research is education and training which is believed to affect each other directly or indirectly to the performance.

RESEARCH METHOD

The research method used is explanatory survey research method with quantitative approach. Exploratory survey is one form of research approach that aims to find information about a topic or problem that is not fully understood by a researcher. Through this research design will describe some variables that will be studied, then will be made the relationship between variables one with other variables, both direct and indirect influence so easily formulated research problems, theoretical thinking, hypothesis formulation, research instrument, data analysis techniques and the expected conclusion.

Hypothesis is a temporary answer to the problem of research, until proven through the data collected (Arikunto, 2002). The hypothesis in this research are:

- H1. It is alleged that the development of Human Resources through education has an effect Significant to performance.
- H2. It is alleged that human resource development through training is influential Significant to performance.

RESULTS AND DISCUSSION

Effect of Education on Employee Performance

The direct influence of education on the performance of employees can be known from the results of SEM analysis shows that education with the value of Critical Ratio (C.R). = 5,574 significant ($P < 0.01$) have a positive effect on employee performance. This result rejects the hypothesis that education has no effect on employee performance (H_01 is rejected) and accepts the hypothesis that education affects employee performance (H_{11} accepted). In accordance with the value of estimate in weighted regression table (0.245) it can be interpreted that with the increase or decrease of one unit of education scale causes the increase or decrease of 0.245 units of employee performance scale in the Regional Secretariat of Bone Regency. If expressed in percentage then it can be interpreted that the performance of employees in the Regional Secretariat of Bone Regency increased by about 25% by increasing 100% or 2 times the education scale.

The positive influence and correlation between education and employee performance is theoretically and conceptually very reasonable because with the higher one's education, the tendency of performance is also increasing both in quality and quantity. The level of education measured by the indicator of reasoning power, ability to think and specialization of expertise has a direct link and influence on the performance of employees. The high power of reasoning and the ability to think directly influence through indicators of quality, quantity and effectiveness of an employee. Skill and education specifications both formal and non formal influence the independence and commitment of employees in completing the work burdened so that ultimately also affect the quality, quantity and effectiveness of an employee's performance. The results that show the influence and positive correlation of education on the performance of employees obtained in this study in line with previous research results include empirical studies that helped support the findings of this study is the results of research conducted by Zakso (2010) which states that the level of education and work experience simultaneously have a positive and significant effect on employee performance. And reinforced by the theory Muttaqin, et.al (2013), which states that the high level of education one will affect the performance of employees. Similarly, Notoatmodjo's theory (2003) also states that high levels of education of employees will affect the ability to achieve optimal performance. From these findings, we can conclude that education correlates and directly affects the performance of employees.

Then the indirect effect of education on employee performance can be measured from its influence through the variable between the mutation. The direct influence of education on the mutation that became one of the factors used in calculating the indirect effect of education on the performance of employees can be seen from the value of C.R = 6. 672 ($p < 0.01$) concluded that education significantly affects the mutation. Thus the hypothesis that education does not affect the mutation (H_02) is rejected or the hypothesis that education affects the mutation (H_{12}) is accepted. The magnitude of the direct influence of education on mutations in accordance with the values in the weighted regression table of 0.518. The amount of indirect influence of education through the variable mutation path (Education-Mutation-Performance) seen from the value of Standardized Indirect Effects of 0.038. This value can be calculated from the multiplication of the direct effect of education on performance (0.245) with the direct influence of education on mutation (0.518) so as to obtain a value of $0.245 \times 0.518 = 0.038$. The total amount of influence of education on the performance of employees can be obtained by summing the direct influence with indirect ($0.245 + 0.038$) = 0.283. This value is equal to the value shown in the Standardized Total Effect table of SEM analysis results.

Comparing the amount of direct influence with the indirect influence of education on employee performance ($0.245 > 0.038$) then this fact can be interpreted that education is more likely to affect the performance of employees directly than indirect influence through mutation. These results reinforce the previous statement that indeed the level of education a person can directly affect the performance of employees. Employees with higher levels of education then these employees tend to have the power of reason, ability to think and skill according to higher job specifications. The result is that the employee will work more effectively with better quantity and quality of work when compared to other employees with lower levels of education.

Higher-level employees formally possess better knowledge, experience and skills that have the ability to complete more jobs, more thoroughly and more effectively than those with lower levels of education. This is because in formal education that followed become the basis of knowledge and skills so that it can affect the ability to think and reasoning of a person which is very influential on the smoothness and accuracy of work. Employees with higher levels of education tend to better understand the problems and master the tools used so that it can help him in completing his work.

Real-life facts in the field are seen as employees with higher levels of education such as graduates who work in fields related to computing work tend to have a much better quantity and quality of work compared to non-graduate employees. It turns out that one of the reasons is the ability of higher degree employees to utilize tools in Microsoft Excel so that they can calculate faster and more thoroughly compared to non-graduate employees who mostly have lower Microsoft Excel mastery because in working there are still many who use the calculator and work in manual.

Commitment and independence of employees with a higher educational background tend to be higher as well. This is because higher educational and skill specifications lead to employees with higher average levels of education with the ability to reason and think much more about their job problems. In completing the work, employees with higher levels of education do not require a lot of guidance, especially with regard to technical issues in solving their work problems, being more self-reliant and having a clearer and more credible commitment when compared to lower-level employees.

Meaning the results of research indicating that the direct influence of education on higher performance compared with the indirect influence of education through the mutation of employee performance in the Regional Secretariat of Bone Regency it is seen that the effect of mutations with the aim to improve performance with consider the level of education does not yield much results. This is because the effect of education on employee performance is more influenced by the direct effects so that mutated to any job does not affect the increase in impact on performance. This fact can be taken into consideration by the officials in determining the mutation is not necessary based on or see the background and level of education.

Referring to the results of this study then there are two basic essences that can be evaluated in the staffing of Bone Regency Secretariat at this time that is against the qualifications of employee education and mutation patterns that occurred during this time. Evaluation of employee education qualification is related to the mutation concerning the suitability of educational specification with employee job, while the mutation pattern is related to the

accuracy of the implementation of mutation in considering the education to achieve the improvement of employee performance.

The result of the research shows that the more dominant direct influence of education on the performance of employees compared with the indirect influence through mutation can occur because the job distribution so far is in accordance with the respective educational level so that the workload in accordance with the level of employee education employed so that the influence of education difference only can be seen from the difference between the workload level of employee job so that if the mutation is done within the scope of work that the workload is still equal then it will not raise and degrade employee performance. Another possibility that can happen is that if the mutation during this time does not consider the balance of workload then this result can only occur if the ability and qualifications of employees who have the same ability to work on various jobs with different workloads. This last possibility is very small chance because the educational specifics of the employee usually only fit the job with a certain workload.

The influence of small education through mutation on employee performance can be used as material for evaluation of mutation. In accordance with this fact it can be assumed that the pattern of mutations occurring in the Regional Secretariat of Bone Regency is still considering the suitability of education level and workload because it is proven that although the indirect influence of education on the performance of small employees but still shows a positive correlation which means that the pattern of mutations as long as it has not decreased the performance of employees due to non-conformity with the level of education. The second thing related to this pattern of mutations is that if during the consideration of employee education in mutation is still low then the future may need to be taken into account so that the implementation of mutations can more effectively improve the performance of employees by considering education.

The Effect of Training on Employee Performance

The direct influence of training on employee performance can be known based on the result of SEM analysis in weighted regression table it shows that significant training ($p = 0.043$) affect employee performance with the value of $C.R = 2.025$. This result answers the hypothesis H3 with the conclusion that the training effect on employee performance ($H03$) is rejected or $H13$ accepted. The estimate value in the weighted regression table (0.144) equals the magnitude of the direct influence of training on employee performance shown in the Standardized Direct Effect table of the SEM results. This value can be interpreted that with an increase or decrease of one unit of training scale causes an increase or decrease of 0.144 units of employee performance scale in Bone Regency Secretariat. It can also be stated that the performance of employees in the City Government of Bone increased by 14.4% with an increase of 100% or 2 times the scale of training. When compared with the effect of education on employee performance it is seen that the effect of training is lower.

Theoretically and conceptually the influence and positive correlation between training and employee performance is very reasonable and reasonable because with the more frequent training implemented by an employee, the performance of employees can be increased especially the things related to the technical. Form of training that is usually carried out with a specific purpose more aimed at improving the technical ability of employees in carrying out their duties and responsibilities. Employee training affects the reactions, behaviors, learning and outcomes of employment. The effect to performance is directly related to the process of completion, thereby affecting the quality and quantity of employee performance.

The results of interviews with some of the employees who had attended the training argued that the training had a lot of impact, especially in technical matters in carrying out their daily tasks. Even some employees assume that the job is currently done can only be done after a special training with intensive within a certain time. The impact of training on improving the technical ability of employees in carrying out their duties and responsibilities has been put forward by some previous research. The effect of training programs on employee performance according to Barry Chusway (1997), that the training program is a planned process to change attitudes, knowledge or skills of expertise through experience, to achieve effective performance in activities or activities. Research Ariana, et al. (2013) showed a significant positive influence between leadership on employee performance. Prasetyo et al. (2015) shows that leadership influence has a positive and significant impact on employee performance. Sultana et al. (2012) also found that training is a key element for improving performance because training is positively and significantly related to employee performance. Ningrum, et al. (2013) The results can be seen that employee training has a significant and positive impact on employee performance. Primajaya (2012) positive and significant influence between job training on employee performance.

The indirect influence of training on the performance of employees can be known from the investigation of the indirect influence of training on employee performance can be measured from the influence through the variable between the promotion. In calculating the indirect effect of training on employee performance, it is necessary to calculate the direct influence of training on promotion which is one of the factors used in calculating the indirect effect of training on employee performance. The result of SEM analysis shows that the effect of training on performance with the value of $C.R = 13.344$ ($p < 0.01$) can be concluded that the training significantly affect the promotion. Thus the hypothesis stating that the training does not affect the promotion (H04) is rejected or the hypothesis that training influences the promotion (H12) is accepted. The magnitude of the effect of training on promotion in accordance with the value in the weighted regression of 0.890.

The indirect effect of training on performance through the variable mutation path (Education-Promotion-Performance) is seen from the value in the Standardized Indirect Effects table of 0.555. This value is derived from the multiplication of the direct effect of training on performance (0.144) with the direct influence of training on promotion (0.890) so that the value of $0.144 \times 0.890 = 0.555$ is obtained. The amount of total influence of training on employee performance can be obtained by summing the direct influence with indirect ($0.144 + 0.555$) = 0.699. This value is equal to the value shown in the Standardized Total Effect table of SEM analysis results.

Comparison of the magnitude of direct influence with the indirect effect of training on employee performance ($0.144 < 0.555$) provides important information that the effect of training on employee performance is much greater indirect influence through promotional variables compared with direct influence. This result is in contrast to the effects of education which exhibit a greater direct tendency of influence even though through two different mediatorial or variable variables.

The facts of the research indicating an almost 4-fold indirect effect (0.555: 0.144) higher than the direct impact of training on employee performance can be used to explain the effect of training on employee performance in the Bone District Secretariat today. Increased technical ability of employees in the work will impact 4 times higher on performance improvement after going through promotional variables. This can happen because employees who have

attended the training followed by promotion of better positions or positions will be motivated more so that their work spirit and work ethic are increasing so that their performance improvement has increased significantly and gives a double effect in performance improvement. Under the same conditions employees who only attend training without accompanied by the promise or realization of promotion to occupy a better position then the impact on performance is only a little. This is very human because the employees who have attended the training and are still placed in the same job assume that the training that followed is considered not useful in career improvement so that the motivation and work ethic is not as big as the employees who are promoted at a better level of office. Consequently, although performance improvements occur as a direct impact of technical skill upgrades, the magnitude is not as big as the double effect of the promoted employee.

Responding to the fact of the indirect influence of training on improving the performance of employees in the Regional Secretariat of Bone District, it is necessary to have a mature planning and integrated with the promotion plan. The appointment and assignment of employees for training should be planned and adapted to the promotion plan. Long before the promotion of positions to employees first included in the training for its performance on the job and new positions will be more effective and its performance can be increased significantly equivalent. This means that training should only be given to employees who do have promotional planning in the future. The use of budgets for specific training for unplanned employees promoted to specific jobs or jobs will only cost money because it does not lead to significant performance improvements from the training results.

The physiological influence of promotion of office affecting employee motivation and work ethic in management can be explained through expectation or expectation to economic factor and prestige. With a better job promotion or work it is reasonable to expect an employee to expect increased income and improved prestige. As a human being and economic theory and the need for income-generating influences are closely related to an increase in one's motivation and morale. Similarly, upgrading the office so that employees feel valued and strive to take responsibility for his position causes him to continue to maintain and even improve its performance. Prestige that is difficult to measure with material by feeling better with other employees encourages an employee to compete and remains superior to other employees with the utmost effort to continuously improve performance in order to maintain position.

CONCLUSION

Education simultaneously has a positive effect on employee performance. The positive influence and correlation between education and employee performance is theoretically and conceptually very reasonable because with the higher one's education, the tendency of performance is also increasing both in quality and quantity. education is more likely to affect employee performance. The effect of training on employee performance versus education. Employee training affects the reactions, behaviors, learning and outcomes of employment. The effect to performance is directly related to the process of completion, thereby affecting the quality and quantity of employee performance. The recommendations of this study need to be more in assessing the level of education because based on the results of research found that education has the greatest influence on performance although other variables also have an effect.

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