

The Effect of Employee Training and Development on Employee Performance of the Department of Education, Youth and Sports in Labuan Bajo, West Manggarai

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Abstract

The purpose of this study was to determine the effect of employee training and development on the performance of the youth education and sports department of Labuan Bajo, West Manggarai. The population in this study were 43 respondents. Data collection techniques in this study are the distribution of questionnaires and questionnaires. The data analysis used in this study were: validity test, reliability test, normality test, multicollinearity test, Heteroskedasticity Scatter Plot test, multiple regression analysis, coefficient of determination test, t test (partial test), hypothesis test 1 (the effect of training on performance), test hypothesis 2 (influence of development on performance), F test (simultaneous test). The results of this study can be concluded that: Partially training has a positive and significant effect on the performance of the Department of Education and Sports of Labuan Bajo Manggarai Barat, Partially development has a positive and significant effect on the performance of the Department of Education and Sports of Labuan Bajo Manggarai Barat, Simultaneously training and development has a positive and significant effect on the performance of the West Labuan Bajo Manggarai Education and Sports Office employees and the most dominant variable that affects the performance of the West Labuan Bajo Manggarai Education and Sports Office employees is the development variable.

Keywords

training and development on employee performance



I. Introduction

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Institutions in government try to have professional and skilled human resources. The effectiveness of employee training is very important, especially for developing human resources. Training and development of human resources in government institutions is carried out to improve employee performance.

At the Office of Education, Youth and Sports, Labuan Bajo-West Manggarai Regency, a phenomenon gap that often occurs lately is found, namely that there are still some employees who have not been able to do their jobs perfectly as expected by

government institutions, this is because some of these employees have not attended training and development where this training should be given to prospective employees when they will work at the Department of Education, Youth and Sports, Labuan Bajo, West Manggarai Regency. While for old employees, there are still many irregularities in terms of work reports, financial reports, operational reports and others. The phenomenon that occurs regarding training and development at the Department of Education, Youth and Sports, Labuan Bajo, West Manggarai Regency has not been running properly because there is still an element of managerial subjectivity in assessing employee performance, so that it has an impact on the decline in employee performance. Management should be able to minimize this by managing development in accordance with the "International Organization for Standardization (ISO)" standard so that in its implementation management can continue to improve the performance of each of these employees, without having to sacrifice reduced performance due to the influence of subjective assessments. .

Development indicates an increase in the status of an employee in an organization on a predetermined career path. Research by Jayusman and Siti Khotimah (2012) states that development has no significant effect on employee performance. The existence of these differences needs to be retested to clarify the relationship between training and development variables on employee performance.

Problem Formulation

Based on the background, the authors formulate the problem of this research are:

1. Does the training program affect the performance of the employees of the Department of Education, Youth and Sports Labuan Bajo, West Manggarai Regency.
2. Does the development program affect the performance of the Youth and Sports Education Office of Labuan Bajo, West Manggarai Regency?
3. Does the training and development program affect the performance of the employees of the Youth and Sports Education Office of Labuan Bajo, West Manggarai

Regency

1. Labuan Bajo Sports, West Manggarai Regency.
2. To determine the effect of the development program on the performance of
3. the employees of the Department of Education, Youth and Sports, Labuan Bajo, West Manggarai Regency.

II. Review of Literature

2.1 Understanding Training

Training according to Dessler (2004) is the process of teaching the skills needed by new employees to continue their work. Mondy and Noe (2005) describe training as follows: "Training includes those activities that serve to improve an individual's performance on a currently held job or one related to it.", both physical work and work related to other people, especially in the development of each individual. According to Rivai and Sagala in Sinambela (2016) the benefits of training can be seen, namely: For employees, organizations and for human resource relations. There are several dimensions and indicators in training as described by Mangkunegara (2017), the training indicators are the instructor, participants, materials, and objectives in the training. The training program according to Handoko (2001) is designed to improve work performance, reduce absenteeism and turnover, and improve job satisfaction. The categories of management training programs include practical methods and simulations.

2.2 Definition of Development

Employee development according to Sikula (1981) is as follows: development, in reference to staffing and personnel matters, is a long term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purposes. Based on this definition, it can be seen that development emphasizes staff and personnel issues. Development is a long-term educational process using a systematic and organized procedure, as well as a leader will continue to learn a variety of conceptual and theoretical knowledge to achieve a larger general goal. In this regard, what is developed is employee knowledge both conceptually and theoretically. Knowledge development is intended to increase the ability of human resources in carrying out their duties. Meanwhile, Muhadjir (1988) defines human resource development as improving human quality in both physical and mental terms. Hariandja (2002) states: "training and development is a unity and can be defined as a planned effort from the organization to improve the knowledge, skills, and abilities of employees.

2.3 Understanding Employee

Performance Performance is one of the important aspects used to measure employees at work. By performing well, it will provide benefits for the company to evaluate the results obtained by the company. Feedback given by employees on their performance will allow managers to plan career development, training and development, salary increases, promotions, and other decisions. According to Rivai and Basri (2005) performance is the result achieved and refers to the achievement and implementation of a requested job.

Thought Framework

The Office of Education, Youth and Sports Labuan Bajo, West Manggarai Regency as a technical service institution has the task of authority in the field of public services, one of which is the implementation of public services in the field of Education and Sports. From the existing problems, the framework of this research is:

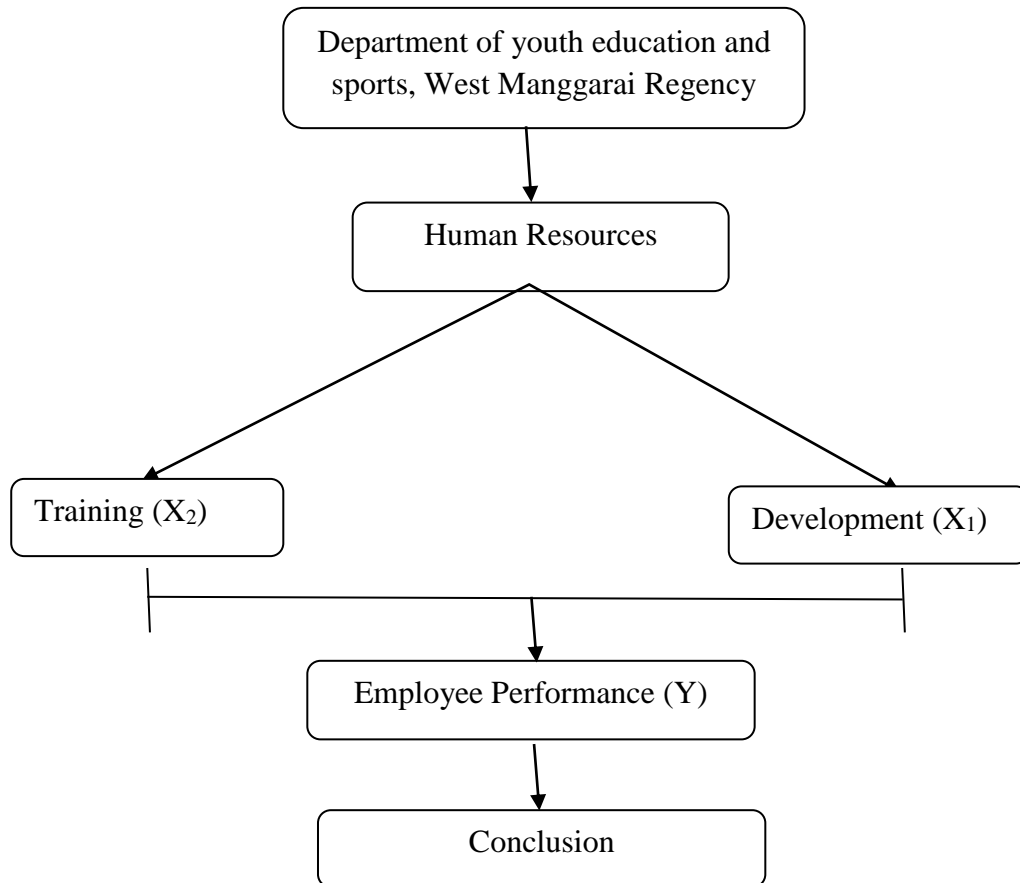


Figure 1. Mindset Chart

Research Hypotheses

In performance appraisal sometimes low performance is found, even though they have attended very intensive training and development programs. Based on the description above, the hypothesis in this study is as follows:

- H1: The Training Program (X₁) partially has a significant effect on performance (Y).
- H2: The development program (X₂) partially has a significant effect on performance (Y).
- H3: The training program (X₁) and development (X₂) simultaneously have a significant effect on performance (Y).

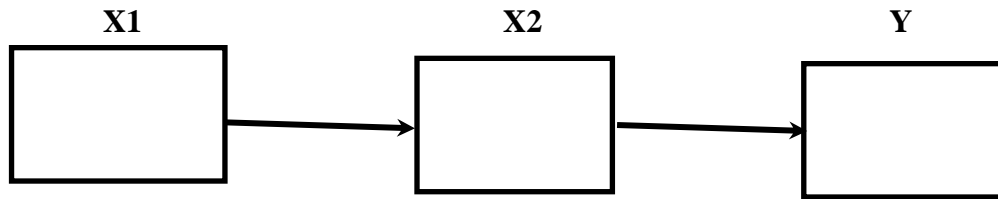
III. Research Method

3.1 Location and Time of Research

The research location is at the Office of Education, Youth and Sports, Labuan Bajo, West Manggarai Regency on Jalan Sernaru no. 3 Labuan Bajo, West Manggarai Regency. The time of the research was carried out in May 2019 until it was finished.

3.2 Research Design

Based on the title of this study, the variables studied were the effect of training and development on the performance of the employees of the Department of Education, Youth and Sports Labuan Bajo Manggarai Barat



Description: X1 = training, X2 = development, Y = performance

3.3 Sample

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono: 2007). The sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for researchers to study everything in the population (Sugiyono: 2007). Thus, this research includes population research because all populations are sampled.

As for the population of the Office of Education, Youth and Sports, namely the head of the department 1 person, the secretary 1 person, the head of the general subsection 20 people, the head of the program subsection 10 people, the head of the finance subsection 11 people.

Table 1. Total population and research sample

No.	Sub Population (person)	Population (person)	Sample (person)
1	Head of Service	1	1
2	Secretary	1	1
3	Head of Subsection of General	20	20
4	Head of Subsection of Program	10	10
5	Head of Subsection of Finance	11	11
Total		43	43

Source: Department of Youth and Sports Kab. West Manggarai, 2021

3.4 Data Analysis Techniques

Data analysis is the process of compiling so that it can be interpreted according to the type of research, for data management the author uses qualitative descriptive analysis which is processed with percentages. Qualitative data will be described with separate words or sentences according to categories to obtain conclusions. After the data is collected, the data is then grouped and tabulated with supporting information in explaining the research results to be analyzed qualitatively in analyzing the collected data. The formula used to find the percentage, with variable Y is multiple linear regression: $Y = a + bx_1 + cx_2 \dots$ where : Performance (Y), independent variable (x_1) is training, independent variable (x_2) is development.

IV. Results and Discussion

4.1 Results

a. Hypothesis Testing

Multiple Regression Analysis

After the results of the classical assumption test are carried out and the overall results show that the regression model meets the classical assumptions, the next step is to evaluate and interpret the multiple regression model. The multiple regression model in this study

was to examine the effect of the independent variables Training Office Employees of Education and Sports

b. Coefficient of Determination Test

Based on the output display of the summary model in table, it can be concluded that the adjusted coefficient of determination is 0.511. This value indicates that it is 51.1%. The larger the *Adjusted R Square*, the stronger the relationship between the three variables in the regression model. It can be concluded that 48.9% of employee performance variables can be explained by independent variables, namely Training (X1), Development (X2), while the remaining 51.1% is explained by other variables outside the model.

Table 2. Test Results of Model Determination Coefficient Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
a	1.731 ^{.511}	.534	4.292	Data

Sources: processed (SPSS 25) 2021

c. T-test (Partial Test)

After fulfilling the classical assumption test, the regression model used in this study is correct, and then it will be tested whether there is an effect of training, development on the performance of the education and sports office staff in Labuan Bajo, West Manggarai. The following table shows the results of multiple regression analysis data processing using SPSS version 25

Table 3. t test results (partial test)

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients				
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	5.843	7.110		.822	.001		
	Training	.198	.190	2.477	.651	.001	.995	1,536
	Development	.596	.223	4.457	.651	.000	Data	1,536

Source: processed (SPSS 25), 2021

From Table 3 then the multiple linear regression equation model is obtained:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 5.843 + 0.280X_1 + 0.995X_2 + e.$$

Information:

Y = Performance,
X1 = Training,
X2 = Development,
e = Standard error

The regression equation above shows the relationship between the independent variable and the dependent variable partially, from the equation it can be concluded that:

1. The constant value is 5.853 meaning if not there is a change in the Training, Development variable (the value of X1, X2 is 0) then the performance of the Education and Sports Office of Labuan Bajo Manggarai Barat is 5,843
2. The training regression coefficient value is 0.280 meaning that if the Training variable (X1) increases by 1% assuming the development variable (X2), and constant is 0, then the performance of the employees of the Education and Sports Office of Labuan Bajo Manggarai Barat increased by 0.280% This shows that the training variable contributes positively to the performance of the employees of the Department of Education and Sports in Labuan Bajo Manggarai Barat
3. The regression coefficient of development is 0.995 means that if the communication variable (X2) increases If the level is 1% assuming the training variable (X1), and the constant is 0, then the performance of the employees of the Department of Education and Sports Labuan Bajo Manggarai Barat increases by 0.995%. This shows that the development variable contributes positively to the performance of the West Labuan

Looking at the SPSS output from the coefficients on the t-test above, the following is a discussion of the partial test between Training, Development on the performance of Labuan Bajo Manggarai Education and Sports West .

1) Test Hypothesis 1 (Effect of Training on Performance)

From the coefficient table, the count value is 2.477 and the t table value is known to be **2.022**. By comparing tcount and table, it is found that $t_{count} > t_{table} = (2,477 > 2,022)$, because the tcount is greater from t table, it can be concluded that the regression coefficient of the training variable is significant. And the results obtained from the comparison of the value of significance: **sig. = 0.001 < 0.05**. Because sig. < , it can be concluded that H1 is accepted and H0 is rejected, meaning that the regression coefficient on the variable "**Training partially significant effect on performance, then Hypothesis I received**".

The results of this study are supported with previous research conducted by Anitha and Kumar in 2016 which showed that the training provided by the company must be effective so that employee performance gets better and has a positive effect on the company.

2) Hypothesis Test 2 (Influence of Development on Performance)

From the coefficient table, the count value is **4.457** and the t table value is **2.022**. By comparing between count and table, it is found that $t_{count} > t_{table} = (4,457 > 2,042)$, because the value of tcount is greater than table, it can be concluded that the regression coefficient of the communication variable is significant. And the results obtained from the comparison of the value level of significance: **sig. = 0.000 < 0.05**. Because sig. < , it can be concluded that H2 is accepted and H0 is rejected, meaning that the regression coefficient on the **communication partially (individually) has a significant effect on performance. Then Hypothesis II Accepted**

d. Test F (Simultaneous Test)

Simultaneous test is used to find out together the independent variables, namely Training (X1), Development (X2) affect the dependent variable, namely the performance of the Education and Sports Office employees of Labuan Bajo Manggarai Barat (Y).

The F statistical test basically shows whether all independent or independent variables included in the model have a joint effect on the dependent or dependent variable. If the F value is greater than 4, then H0 can be rejected at a 5% confidence level. In other

words, we accept the alternative hypothesis which states that all independent variables simultaneously and significantly affect the dependent variable (Ghozali, 2011: 98). The results of data processing using SPSS 25 are shown in the following table:

Table 4. Table ANOVA (Simultaneous Test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	844,212	2	422,106	22,911	000 ^b
	Residual	736,951	40	18,424		
	Total	1581,163	42			

Data sources processed (SPSS 25), 2021

Based on the table. 4.15 it can be concluded that Training and Development has a simultaneous and significant effect on performance can be seen from the calculated F value above **22,911** which is greater than **2.84** and the probability is **0.000 < 0.05**, and the **calculated F value is > F table**. Thus obtained **F count > F table (22,911 > 2.84)** then **hypothesis IV is accepted**.

4.2 Discussion

The results of this study are in accordance with the previous research conducted by Syed Manzoor Hussain Shah, Nareed Sultana, Khawaja Sabir Hassain, and Imtiaz Ali in 2011 which had the result that the development provided by the company did not have a significant effect on improving employee performance.

This study aims to determine the effect of training and development on the performance of the Education and Sports Office of Labuan Bajo, West Manggarai. Y). Overall, the results of hypothesis testing using multiple regression can be seen in table 4.16 below:

Table 5. Summary of Hypothesis Testing Results Hypothesis

Results	Code	H1
Training	has a positive and significant impact on	Accepted
H2	Development has a negative and insignificant effect on	Accepted
H3	Training and Development Taken together, there is a positive and significant effect on	Accepted

a. Leadership Influence on Employee Performance at the Labuan Bajo West Manggarai

Education Office5.14. From the coefficient table, the tcount value is 2.477 and the t table value is known to be 2.022. By comparing count and table, it is found that count > table = (2,477 > 2,022), because the value of count is greater than table, it can be concluded that the regression coefficient of the training variable is significant. . And the results obtained from the comparison of the value of sig. with the level of significance: sig. = 0.001 < 0.05. Because sig. < , it can be concluded that H1 is accepted and H0 is rejected, meaning that the regression coefficient on the Training variable **is partially (individual) significant effect on performance**.

Based on the results of the research above, employee training has a significant effect on performance partially. The results of this study prove that Employee training has a positive effect on employee performance. This means that the better employee training provided by the agency will further improve employee performance.

- b. The influence of development on the performance of the Education and Sports Office of Labuan Bajo Manggarai Barat

The results of testing the second hypothesis which states that development positive effect on the performance of the Labuan Bajo West Manggarai Education and Sports Office employees can be seen in table 4.14. From the coefficient table, the count value is 4.457 and the t table value is known to be 2.022. By comparing count and table, it is found that $\text{count} > \text{table} = (4,457 > 2,022)$, because the value of tcount is smaller than table, it can be concluded that the regression coefficient of the development variable is significant. . And the results obtained from the comparison of the value of sig. with the level of significance: $\text{sig.} = 0.0 < 0.05$. Because $\text{sig.} <$, it can be concluded that H2 is accepted and H0 is rejected, meaning that the regression coefficient on the development variable **partially (individually) has a significant effect on performance.**

- c. The Effect of Training and Development on the Performance of the Education and Sports Office of Labuan Bajo Manggarai Barat

The results of this study indicate that training and development have a simultaneous and significant effect on performance. This can be seen from the calculated F value above which is 22,911 which is greater than 2.84 and probability of 0.000 is less than 0.05, and the value of $F_{\text{count}} > F_{\text{table}}$ is obtained. Thus, $F_{\text{count}} > F_{\text{table}} (22,911 > 2.84)$ Because $\text{sig.} <$, it can be concluded that H3 is accepted and H0 is rejected, meaning that the regression coefficient on the **Training and Development simultaneously (together) significant effect on performance.**

- d. The most dominant variable

From the results of this study, the most dominant variable is Development (X2), because $\beta = 0.995$ and P value = 0.000, so the development variable (X2) has the most dominant influence on employee performance. The value of p value X2 ($0.002 < 0.05$) and has the most significant value and the value of $\beta = 0.995$ is the largest among other variables on the Y variable (Performance), so that it becomes the most dominant variable in this study.

V. Conclusion

Based on the results of the research and discussion, it can be concluded several things:

1. Training has an effect on the work performance of the employees of the Labuan Bajo West Manggarai Education and Sports Office as evidenced by the regression coefficient value of 0.280%. Thus, if the training variable (X1) increases by 1% assuming the development variable (X2), and the constant is 0, then the performance of the Labuan Bajo West Manggarai Education and Sports Department employees increases by 0.280%. This shows that the training variable contributes positively on the performance of the West Labuan Bajo Manggarai
2. Education and Sports Office employees. Development affects the work performance of the West Labuan Bajo Manggarai Education and Sports Office employees as evidenced by the regression coefficient value of 0.995%. Thus, if the communication variable (X2) increases by 1% assuming the training variable (X1), and the constant is 0, then the performance of the Labuan Bajo West Manggarai Education and Sports Department employees increases by 0.995%. This shows that the development variable contributes

positively to the performance of the employees of the Education and Sports Office of Labuan Bajo Manggarai Barat

3. Training and Development has a simultaneous effect on performance as evidenced by the constant value of 5.853%. Thus, if there is no change in the Training, Development variable (the value of X_1 , X_2 is 0) then the performance of the Labuan Bajo Manggarai West Education and Sports Department employees is 5.853%

Suggestions

Based on the research results and conclusions above, the authors provide the following suggestions:

1. To the Education and Sports Office of Labuan Bajo Manggarai Barat, to further improve employee training and development by encouraging employees to work more effectively and
2. Efficiently performance can be further improved
3. To the Head of the Education and Sports Office of Labuan Bajo Manggarai Barat to further improve training and more flexible development, so that the already good performance can be maintained or if possible it can be improved again.
4. For further researchers, it is hoped that this research can be further developed by using different variables or indicators so that more accurate information or results can be obtained about the factors that affect employee performance.

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