

# **The Role of Education and Training Towards Employee Performance Improvement at Jejawi District Office Ogan Komerang Ilir District**

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## **ABSTRACT**

A job can be done / done more quickly if the employee / employee understands the meaning of education and training. The aim of this research was to know the role of education and training in improving employee performance at the Head Office of Jejawi District, Ogan Komerang Ilir Regency. Nowadays, education and training have become an inseparable part of human resources/employees so that every agency must implement this method. The method used in this research is a qualitative method, in which the researcher conducts research directly to the research object that has been determined in order to be able to see and observe directly the problems studied. The conclusion of this study is that the role of education and training in improving employee performance at the Jejawi sub-district office, Ogan Komerang Ilir district, is quite good. This is evidenced by the ability of employees to understand their duties and provide good service to the community.

**Keywords:** Role, Education, and Training.

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## **1. INTRODUCTION**

A job can be done / done more quickly if the employee / employee understands the meaning of education and training. Today, education and training have become an inseparable part of human resources. To get quality human resources/employees, a dynamic process is needed, especially when education and training are provided. This of course starts from the lowest work elements to the most complex in each department or section. So that later it is expected that there will be a consistent and sustainable increase in performance (Suwendi, 2021).

According to Syafe'i (Buyung, 2005), the manpower/Human Resources plan, on the one hand, contains an estimate of the manpower needs for the next few years in accordance with economic developments and the development plan

that has been set. Meanwhile, on the other hand, the manpower/Human Resources plan contains the methods and steps for fulfilling the workforce, either through the education system, or through training programs (Semadi, 2021).

When the researcher made initial observations, a phenomenon was seen, namely in this part or work unit, there were still delays in completing a job that was done by an employee, especially in parts / units that were directly related to the community such as: sections / units of public services, so that it had an impact at the slow service of the administration department at the Jejawi District Office, Ogan Komerang Ilir Regency to the community, so that people feel dissatisfied with the service. This means that there is still incompetence in carrying out the tasks performed by human resources/employees (Santika et al., 2021). This kind of thing

should not need to happen if the human resources/employees have been provided with education and training consistently by the organization/institution. This phenomenon is quite interesting for researchers to examine with the title: "The Role of Education and Training in Improving Employee Performance at the Jejawi Sub-District Head Office, Ogan Komering Ilir Regency."

The formulation of the problem from this research is: What is the role of education and training in improving employee performance at the Head Office of Jejawi District, Ogan Komering Ilir Regency?

### *1.1 Literature Review*

#### *Definition of Education*

According to Malayu S. P. Hasibuan (2017: 69), "Education is the relationship between increasing general knowledge and understanding of the overall work environment". Meanwhile, according to Husnan (Husnan, 2007) states that: "Education is an activity to increase one's knowledge including increasing mastery of theory and decision-making skills on issues involving activities to achieve desires and companies".

According to Notoatmodjo (Notoatmodjo, 2009) explains that: "Education in an organization is a process of developing capabilities in the direction desired by the organization concerned. Furthermore, according to (Hariandja, 2009) "Education of an employee can increase the competitiveness of the agency and improve the performance of the agency.

#### *Educational Goals and Benefits*

According to Mulyasana (Mulyasana, 2011) the purpose of education is as a guide, mentor, and direction for students so that they can grow up according

to their potential and true self-concept so that they can grow, compete, and maintain their lives in times full of challenges and change.

While the benefits of education for a person is to be able to develop his potential so that he will get religious spiritual strength, then be able to control himself, have a better personality and also increase intelligence, have noble character accompanied by various skills for himself and society at large and also for the nation and country (Santika & Suastika, 2022).

#### *Educational Indicators/Measurements*

The indicators/tools for measuring education according to (Hasbullah, 2001) are:

1. Educational background
2. Knowledge insight

#### *Definition of Training*

According to Hani Handoko (T. Handoko, 2003), the purpose of training and employee development is to improve the effectiveness of employees' work in achieving predetermined work results. Increased work effectiveness can be done by training and / or development.

New employees / employees usually have the basic education and training needed. They are the product of a certain level of ability and skill. Managers / leaders must start with the current level of ability and skills and on the basis of this make employees / employees more productive.

#### *Training Indicators/Measurements*

According to Mangkunegara (Mangkunegara, 2017), the indicators/measures of the training are:

1. Goals and Objectives.
2. The trainers.
3. Exercise Materials.
4. Training Methods.
5. Training Participants.

*Training Benefits*

There are several benefits of training and human resource development, according to Schuler (Schuler, 2019), namely:

1. Training and human resource development can reduce and eliminate poor performance.
2. Training and human resource development increase individual and team productivity.
3. Training and human resource development increase the flexibility of the workforce.
4. Training and human resource development increase employee/employee commitment.
5. Training and human resource development reduce turnover and absenteeism.

*Definition of Performance*

The term performance contains various meanings. According to (Khaerul Umam, 2012), "said that performance is more a level of success achieved by a person to find out the extent to which a person achieves the achievement that is measured or assessed".

(Sedarmayanti, 2019) suggests that individual performance is how a person carries out his work. In other words, work performance is an act or process that can be assessed by others.

*Dimensions / Performance Measurement*

(Sentono, 2002) mentions the dimensions / performance measurement tools. According to him, performance includes: the results of skills, knowledge, and attitudes of humans.

While the dimensions of performance according to Swastha (Swastha, 2002), are the quantity and quality of work completed by individuals,

groups or organizations. This means that the dimensions of work performance consist of three components, namely: quality, quantity and effectiveness.

With regard to the Performance of Civil Servants (PNS) which has now changed its name to the State Civil Apparatus (ASN), the Government of the Republic of Indonesia has issued Government Regulation (PP) Number 30 of 2019 concerning Performance Assessment of Civil Servants.

There are 2 (two) indicators that are used to assess the performance of Civil Servants (PNS) contained in PP Number 30 of 2019, namely:

1. Work Results.
2. Work Behavior.

According to Hasibuan (Hasibuan, 2005), states that performance is the degree to which a person's success in completing his work is called the "level of performance".

Employee performance does not arise by itself, in addition to the ability and effort from within the employee, employee performance is also influenced by other factors that are around them, one of which is the work atmosphere. As stated by Sukanto and Indriyo (Reksohadiprodjo, 2003) that a bad working atmosphere will result in low production because employees do not devote full attention to their work.

The benefits that can be obtained from a good working atmosphere include increasing performance, improving service and quality of goods (services), increasing employee morale, and reducing operational costs (Ruky, 2001).

According to Parker (Ruky, 2001:16) the characteristics and effective cooperation are as follows:

1. Clear Purpose.
2. Informality.

3. Participation.
4. Listening.
5. Civilized Disagreement.
6. Consensus Decisions.
7. Open Communication.
8. Clear Roles and Work Assignments.
9. Shared Leadership.
10. Style Divestment.
11. Self-assessment.

## 2. METHODS

The method used in this research is a qualitative method, the researcher conducts research directly to the research object that has been determined in order to be able to see and observe directly the problems studied. Qualitative research according to Sugiyono (Sugiyono, 2006) is a research method used to examine the condition of natural objects, as opposed to an experiment, where the researcher is the key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive, and The results of qualitative research emphasize more on the meaning of generalizations.

## 3. RESULTS AND DISCUSSION

### 3.1 Results

The following will present the results of research related to the title of the study, namely: The Role of Education and Training on Increasing Employee Performance at the Head Office of the Jejawi District, Ogan Komering Ilir Regency. Where the results of this study were carried out and obtained through interviews with informants in February - March 2022 on the object of research that was adjusted to the indicators in the study, namely:

*3.1.1 Concept/Dimension of Education (X1), consisting of 2 (two) indicators, namely:*

#### 1. Educational Background.

Regarding the questions asked by the researcher to the informants about: Is your education related to your current job?..., the answer was obtained from Mr. Susanto, S.Pd., MM as the Head of Jejawi District, namely: "Bachelor's educational background (S1 ) I am indeed very irrelevant / unrelated to the work I am currently doing. However, I continued my postgraduate study (S2) in the field of Management, where I graduated from a university whose basic education was managerial which suited my field." (Interview, Friday, February 11, 2022).

The answer from Mr. Alimuddin, S.H., M.Si as the District Secretary was "My education is Government Science, where this field is very compatible with my current job". (Interview, Friday, February 11, 2022).

Furthermore, Mr. Armawan, S.E as the Head of Government explained that "My educational background is not directly related to my current job. However, I keep trying to learn to understand the job." (Interview, Friday, February 11, 2022).

Next, Mrs. Rilianah, S.T as an Administrative Officer explained that "My education has nothing to do with the field of work I am currently in but I have to try to understand my duties". (Interview, Friday, February 11, 2022).

The same question was also addressed to Mrs. Yanti Febrianti, S.Ip. as an Administrative Officer, he explained that "My educational background is related to my current job because I come from a Government Science graduate so that I quite understand the tasks in the

government sector". (Interview, Friday, February 11, 2022).

The answer was also conveyed by Mr. Mujiono, S.Pd as an Administrative Officer that "The education I have is not in accordance with my current job but I try my best to serve the needs of the community". (interview, Friday, February 11, 2022).

Finally, Mr. Alamsyah, S.Pd as an Administrative Officer explained "My education is not related to my current job in my office but I have to adopt all things related to my work by learning step by step". (Interview, Friday, February 11, 2022).

## 2. Knowledge Insight

Regarding the question, Apart from formal education, do you have other skills?..

Mr. Susanto, S.Pd., M.M. as the sub-district head explained that "I have leadership skills apart from my formal education". (Interview, Friday, February 11, 2022).

Mr. Alimuddin, S.H., M.Si as the Secretary of the Camat explained "I have the skills that I got through the course". (Interview, Friday, February 11, 2022).

As for Mr. Armawan, S.E as the Head of Government, he replied that "I have no other skills other than formal education. Sometimes I have a hard time understanding what to do." (Interview, Friday, February 11, 2022).

Furthermore, Mrs. Rilianah, S.T as an Administrative Officer explained that "In addition to formal education, I have typing and computer skills although they are still general things". (Interview, Friday, February 11, 2022).

Meanwhile, Mrs. Yanti Febrianti, S.Ip as an Administrative Officer replied that "I have archival skills that I got through training that I attended during my first years

working". (Interview, Friday, February 11, 2022).

Meanwhile, Mr. Mujiono, S.Pd as an Administrative Officer explained that "I don't have any skills but I have to learn to understand the job". (Interview, Friday, February 11, 2022).

Finally, Mr. Alamsyah, S.Pd as an Administrative Officer explained "I don't have other skills besides relying on a formal diploma but I want to take courses or training". (Interview, Friday, February 11, 2022).

*3.1.2 Concept / Dimension, Training (X 2), consists of 5 (five) indicators, namely:*

### 1. Goals and Objectives.

With regard to the question, What are your goals and objectives for your job?..., the informants' answers are as follows:

Mr. Susanto, S.Pd., M.M as the Head of Sub-district explained "My goal and target for work is that I want the work to be completed on time and in accordance with the Standard Operating Procedure (SOP). (Interview, Friday, February 25, 2022).

Meanwhile, Mr. Alimuddin, S.H., M.Si as the Secretary of the Camat explained "my goal and target for work is that I want the work done to be effective and efficient". (Interview, Friday, February 25, 2022).

Mr. Armawan, S.E as Head of Government explained that "I try as much as possible so that the goals and objectives of the work can be realized". (Interview, Friday, February 25, 2022).

According to Mrs. Rilianah, S.T as an Administrative Officer explained "as a government employee, I strive so that I can provide excellent service to the community so that the goals and objectives of the work can be achieved". (Interview, Friday, February 25, 2022).

Mrs. Yanti Febrianti, S.Ip as an Administrative Officer said that "I try with the abilities and expertise that I have so that the goals and objectives desired by the work can be fulfilled even though they are not optimal". (Interview, Friday, February 25, 2022).

Mr. Mujiono, S.Pd as an Administrative Officer explained that "the aim and objective of my job is to provide the best service to the community". (Interview, Friday, February 25, 2022).

Meanwhile, Mr. Alamsyah, S.Pd as an Administrative Officer explained "the goals and objectives of the work have been set for the Standard Operating Procedures (SOP) so I try to fulfill them". (Interview, Friday, February 25, 2022).

## 2. Trainers

Regarding the question, What are the difficulties encountered in the training process?..., the informants answered as follows:

According to Mr. Susanto, S.Pd., M.M as the Camat explained that "I did not find any difficulties in the training process because I had received the exercises given previously". (Interview, Friday, February 25, 2022).

According to Mr. Alimuddin, S.H., M.Si as the Secretary of the Camat explained "during the training process, I did not experience any difficulties because I could master all the material". (Interview, Friday, February 25, 2022).

Meanwhile, Mr. Armawan, S.E as the Head of Governmental Affairs argued that "in the training process, I had difficulty understanding the applications being taught". (Interview, Friday, February 25, 2022).

Mrs. Rilianah, S.T as an Administrative Officer explained "I had problems understanding the use and use of

the application". (Interview, Friday, February 25, 2022).

Furthermore, Ms. Yanti Febrianti, S.Ip as an Administrative Officer said that "my experience in participating in the training is still very minimal so it is difficult for me to understand the material". (Interview, Friday, February 25, 2022).

Mr. Mujiono, S.Pd as an Administrative Officer explained that "even though it was a little complicated, I tried to understand the material during the training process". (Interview, Friday, February 25, 2022).

According to Alamsyah, S.Pd as an Administrative Officer explained "the material is complicated but I have a lot to learn". (Interview, Friday, February 25, 2022).

## 3. Exercise Material

In relation to the question, What material was learned in the training process?..., here are the answers from the informants:

Mr. Susanto, S.Pd., M.M as the Camat explained that "the material learned in the training process is matters related to administration". (Interview, Friday, February 25, 2022).

Mr. Alimuddin, S.H., M.Si as the Secretary of the Camat explained "the material presented during the training process was in accordance with the needs". (Interview, Friday, February 25, 2022)

Mr. Armawan, S.E as the Head of Government explained "the material is very interesting so that it makes me interested in learning it". (Interview, Friday, February 25, 2022).

According to Mrs. Rilianah, S.T as an Administrative Officer explained "the material varies, but all of them are related to administrative services". (Interview, Friday, February 25, 2022).

According to Mrs. Yanti Febrianti, S.Ip as an Administrative Officer, she explained that "the material studied is applications related to administration". (Interview, Friday, February 25, 2022).

According to Mr. Mujiono, S.Pd as an Administrative Officer explained that "the material is quite challenging to learn". (Interview, Friday, February 25, 2022).

Meanwhile, according to Mr. Alamsyah, S, Pd as an Administrative Officer explained that "in the training process, the material learned at first looks complicated but after entering the system it becomes easier". (Interview, Friday, February 25, 2022).

#### 4. Training Methods.

With regard to the question, what methods are used in the training?..., the informants answered as follows:

According to Mr. Susanto, S.Pd., M.M as the Camat explained "the method used in the training is to bring in trainers from outside so that employees feel more motivated in participating in the training". (Interview, Friday, February 25, 2022).

According to Mr. Alimuddin, S.H., M.Si as the Secretary of the Camat explained "the method used is the Training of Trainers, where the trainers / instructors are from outside the institution where they work". (Interview, Friday, February 25, 2022).

According to Mr. Armawan, S.E as the Head of Government explained "the method, trainers / instructors from outside who have experience". (Interview, Friday, February 25, 2022).

Furthermore, Ms. Rilianah, S.T as an Administrative Officer explained "the method applied is that a trainer who comes from outside provides technical guidance to the trainees". (Interview, Friday, February 25, 2022).

Mrs. Yanti Febrianti, S.Ip as an Administrative Officer explained "the training applies a structured method, in which the trainer/instructor provides material to the participants in stages". (Interview, Friday, February 25, 2022).

Mr. Mujiono, S.Pd as an Administrative Officer explained "the method provided is quite interesting so I am interested in learning it". (Interview, Friday, February 25, 2022).

Finally, Mr. Alamsyah, S.Pd as an Administrative Officer explained that "the method is gradual so that participants can understand the training material provided". (Interview, Friday, February 25, 2022).

#### 5. Training Participants.

Regarding the question, Why did you attend the training?..., here are the answers from the informants:

According to Mr. Susanto, S.Pd., M.M as the Camat explained that "I used to often attend training as a leader. But now it's just supervising the implementation of the morning training for my employees." (Interview, Friday, February 25, 2022).

As for Mr. Alimuddin, S.H., M.Si as the Secretary of the Camat explained that "I have attended training several times and will often attend training to improve my skills on the job". (Interview, Friday, February 25, 2022).

Meanwhile, Mr. Armawan, S.E as Head of Government explained "training is very important for me to improve my skills at work". (Interview, Friday, February 25, 2022).

According to Mrs. Rilianah, S.T as an Administrative Officer explained "I attended training to adapt to the current situation, especially technology issues". (Interview, Friday, February 25, 2022).

According to Mrs. Yanti Febrianti, S.Ip as an Administrative Officer, she

explained "I am happy to participate in the training because it can improve my non-formal abilities". (Interview, Friday, February 25, 2022).

Mr. Mujiono, S.Pd as an Administrative Officer explained "I take part in the training to increase knowledge and broaden knowledge, especially those related to work". (Interview, Friday, February 25, 2022).

Meanwhile, Mr. Alamsyah, S.Pd as an Administrative Officer explained that "the training that I attended can make myself able to compete and improve performance". (Interview, Friday, February 25, 2022).

*3.1.3 Concept/Dimension, Performance (Y), consists of 2 (two) indicators, namely:*

#### *1. Work Results*

With regard to the question, What impact is expected in the work?..., the informant answered as follows:

According to Mr. Susanto, S.Pd., M.M as the Camat explained that "the expected impact is of course all employees understand their work so that the services provided can be optimal". (Interview, Friday, March 4, 2022).

Mr. Alimuddin, S.H., M.Si as the Secretary of the Camat explained that "the impact on work is expected by employees to gradually understand their work". (Interview, Friday, March 4, 2022).

According to Mr. Armawan, S.E as the Head of Government, explained that "the expected impact is that employees know the function of training to improve abilities on the job". (Interview, Friday, March 4, 2022).

According to Mrs. Rilianah, S.T as an Administrative Officer explained "the expected impact is none other than employees understanding every system

application that is being used". (Interview, Friday, March 4, 2022).

According to Mrs. Yanti Febrianti, S.Ip as an Administrative Officer explained that "employees are expected to be able to work better to support government programs". (Interview, Friday, March 4, 2022).

Mr. Mujiono, S.Pd as an Administrative Officer explained that "the impact on work is that the work becomes easier to understand and do". (Interview, Friday, March 4, 2022).

Mr. Alamsyah, S.Pd as an Administrative Officer explained that "the impact on work is quite significant and has an effect on performance". (Interview, Friday, March 4, 2022).

#### *2. Work Behavior*

Regarding the question, What is your motivation at work?....., the informant answered as follows:

According to Mr. Susanto, S.Pd., M.M as the Camat explained that "my motivation in working is none other than to support the implementation of government administration which is better known as Good Governance". (Interview, Friday, March 4, 2022).

According to Mr. Alimuddin, S.H., M.Si as the Secretary of the Camat explained "my motivation in working, apart from supporting government administration, is also trying to be a mentor for the community". (Interview, Friday, March 4, 2022).

According to Mr. Armawan, S.E as Head of Government, explained "my motivation in working is to provide the best service to the community". (Interview, Friday, March 4, 2022).

Furthermore, Mrs. Rilianah, S.T as an Administrative Officer explained "my motivation in working is to learn and keep



learning to provide optimal service". (Interview, Friday, March 4, 2022).

According to Mrs. Yanti Febrianti, S.Ip as an Administrative Officer, she explained that "my motivation in working is to be a good Servant of the State". (Interview, Friday, March 4, 2022).

Mr. Mujiono, S.Pd as an Administrative Officer explained "my motivation in working, apart from improving my abilities, is also being a servant for the community". (Interview, Friday, March 4, 2022).

Finally, according to Mr. Alamsyah, S.Pd as an Administrative Officer explained that "my motivation in working is to work properly and correctly according to the direction of the leadership". (Interview, Friday, March 4, 2022).

### **3.2 Discussion**

The following is a discussion of this study entitled: The Role of Education and Training on Employee Performance Improvement at the Jejawi Sub-District Head Office, Ogan Komering Ilir Regency which is presented in accordance with the indicators in the study, namely:

*3.2.1 Concept/Dimension of Education (X1), which consists of 2 (two) indicators, namely:*

#### *1. Educational Background.*

Based on the results of the research at the time of the interview, the answer for this indicator was that most of the informants' educational backgrounds were not in accordance with the work occupied by the informants at this time. However, this does not become an obstacle in working and completing the work.

#### *2. Knowledge Insights.*

Based on the results of the research at the time of the interview, the answer for this indicator was obtained that most of them

had the skills and expertise to support the insight of informants' knowledge in providing services to the community.

*3.2.2 Concept / Dimensions of Training (X2), consisting of 5 (five) indicators, namely:*

#### *1. Goals and Objectives*

Based on the results of the research at the time of the interview, the answers for this indicator were obtained, the majority of informants answered that their goals and objectives in working were directed and in accordance with Standard Operating Procedures (SOP).

#### *2. Trainers.*

Based on the results of the research at the time of the interview, the answers for this indicator were obtained, most of the informants experienced difficulties in the training process. One of the contributing factors is the lack of experience in participating in training.

#### *3. Exercise materials.*

Based on the results of the research at the time of the interview, the answers for this indicator were obtained, the majority of the informants answered that the training material was very interesting and in accordance with current administrative needs.

#### *4. Training Methods*

Based on the results of the research at the time of the interview, an answer was obtained for this indicator, all of the informants answered that the training method they received was structured and easy to understand.

#### *5. Training Participants*

Based on the results of the research at the time of the interview, the answers for this indicator were obtained, most of the informants answered that they attended the training which had the main goal of

improving personal skills in terms of administrative services.

*3.2.3 Concept/Dimension of Performance (Y), consisting of 2 (two) indicators, namely:*

*1. Work Results.*

Based on the results of the research at the time of the interview, answers were obtained for this indicator, all of the informants answered that the training they received could improve their understanding of work, especially matters related to administrative systems/applications.

*2. Work Behavior.*

Based on the results of the research at the time of the interview, an answer was obtained for this indicator, all of the informants answered that they had a strong motivation in supporting the government's work program in terms of administrative services.

*3.3 The Role of Education and Training on Employee Performance Improvement at the Jejawi District Head Office, Ogan Komering Ilir Regency.*

Based on the results of research conducted by researchers and discussing the answers of informants, it is known that with good education and training provided to employees, it can improve employee performance both personally and organizationally. In this case, the services provided to the community are optimal.

#### 4. CONCLUSION

Based on the results of research and discussion, it is concluded that: The role of education and training in improving employee performance at the Jejawi sub-district office, Ogan Komering Ilir Regency is quite good. This is evidenced by the ability of employees to understand their duties and provide good service to the community.

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