

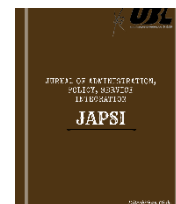
Journal of Administration, Policy and Service Integration
(JAPSI)



Manuscripts Received: 01 Mei 2024

Accepted Publication: 22 July 2024

Journal Homepage <http://journal.ubl.ac.id/index.php/japsi>



The Influence of Education and Training, Discipline, Experience on
Employee Performance at the Staffing and Human Resource Development
Agency of Pesawaran District

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Abstract

This study explores the evolving governance paradigm toward good governance, emphasizing the transition of government roles from regulatory functions to service provision. Local governments are tasked with prioritizing community needs and implementing public service that are responsive and accessible to all societal segments. However, effective human resource management within governmental organizations often remains neglected, undermining institutional success. The Personnel and Human Resource Development Agency of Pesawaran Regency exemplifies the critical need for enhanced employee development initiatives, particular in education and training. Observations reveal limited participation in training programs, stemming from low employee motivation and inadequate discipline, which negatively impacts overall performance. The research employs multiple linear regression analysis to assess the relationship between education and training, discipline, and experience on employee performance, revealing significant positive correlations for all variables. The findings underscore the importance of systematic human resource development to enhance education and training initiatives is essential for fostering a competent workforce capable of meeting the growing demands for high-quality public service in the face of increasing community expectations.

Keywords: *Employee Performance, Education and Training, Discipline, Experience.*

1. Introduction

The current governance paradigm has shifted towards a model known as good governance, redefining the role of government from merely acting as a regulator of society to becoming a provider of services for the public (Hijal Moghrabi & Sabharwal, 2017). Within this paradigm, local governments are expected to prioritize community needs and develop public services that are both responsive and accessible to all segments of society (Bello & Mackson, 2022). In fulfilling this role, local governments are tasked with implementing good

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governance principles, particularly within the framework of regional autonomy (Qiuhong, 2021). This approach necessitates that local government officials maintain a high level of transparency and professionalism, ensuring that their actions and decisions are accountable, efficient, and aligned with the broader objective of meeting the community's evolving needs and expectations (Imam & Astini, 2022). As organizations evolve, they often overlook the importance of managing their human resources effectively, despite its critical role in the success of government institutions (Taliang et al., 2023). In many cases, human resource management within governmental organizations is not conducted in a systematic or targeted manner (Arulrajah, 2016). Consequently, it is essential that all available human resources within the organization be optimized to achieve the best possible outcomes. Human Resource Development (HRD) serves as an effective approach to address the challenges of current global competition, and it is closely linked to the concepts of education and training (Ameyaw et al., 2019). These elements are integral components of HRD, ensuring that employees continue to develop and strengthen their competencies. In today's environment, employees are expected to possess a wide array of skills, abilities, knowledge, talents, attitudes, and dispositions, and they should also act as role models and sources of inspiration for the public (Susanto et al., 2023).

The Personnel and Human Resource Development Agency of Pesawaran Regency is a key governmental agency within the Pesawaran Regency administration, focusing on personnel management and civil apparatus development. Human Resource Development Agency Pesawaran is guided by a clear vision, mission, objectives, strategy, and policies, all of which align with its strategic role in supporting the Regent's decision-making processes and policy determinations. These decisions cover a broad range of governmental functions, from governance and development initiatives to public service delivery. Given this mandate, it is essential that the capabilities and professionalism of personnel within Human Resource Development Agency are continuously enhanced through systematic, directed, and sustainable development efforts. Such efforts are necessary to boost employee performance and to prepare them to meet the increasing demands for high-quality public services, as well as to respond effectively to the growing competition and expectations of the community for excellent service delivery.

Direct field observations at the Human Resource Development Agency of Pesawaran Regency reveal that not all employees participate in the agency's training and education programs, indicating that less than 100% of employees are actively involved in these developmental initiatives. This issue primarily arises from a lack of motivation among employees to engage in training, resulting in only a select group participating in these opportunities. Additionally, there are notable concerns regarding employee performance at Human Resource Development Agency of Pesawaran, such as some employees not fully engaging in work activities during office hours, only completing tasks when instructed or supervised, failing to meet deadlines, and even postponing work tasks. Furthermore, employees often exhibit limited experience in serving both the public and fellow civil servants, which is attributed to insufficient mastery of job-related tasks and inadequate skills. Consequently, there is a pressing need for proactive measures to enhance both employee performance and overall human resource quality. These measures should focus on fostering

a more motivated workforce that values professional growth and is equipped with the necessary skills to effectively serve the community and the institution.

Empirical observations reveal that human resource development at the Personnel and Human Resource Development Agency of Pesawaran Regency faces significant challenges. Participation in training and educational programs is limited, often accessible only to a select group, with many employees showing reluctance to engage in these opportunities due to low motivation for enhancing their competencies, skills, and capabilities. Furthermore, discipline among employees remains below optimal levels, as some frequently arrive late or leave early without proper authorization, which disrupts workflow and productivity. The limited work experience among certain staff members also creates an imbalance in workload distribution, placing additional strain on more experienced colleagues. Collectively, these issues including inadequate training, lack of discipline, and insufficient work experience have contributed to a noticeable decline in overall employee performance, underscoring the need for strategic interventions to improve engagement, accountability, and skill development across the agency. In light of these identified issues, a more in-depth investigation will be conducted to provide a comprehensive understanding and analysis.

2. Literature review

Employee Performance

(Rekawani et al., 2020) define performance as the outcome of an employee's work, measured both in terms of quality and quantity, representing how effectively they fulfill their duties in accordance with the responsibilities set by the organization. This performance is assessed by comparing the results of the employee's work against the organization's predefined standards and expectations (Eliyana et al., 2019). In addition, (Jibai & Hammoud, 2020) explain that performance serves as a crucial metric for evaluating how successfully an organization's programs, policies, or activities have met the goals, objectives, vision, and mission established through strategic planning.

The factors influencing employee performance are multifaceted and can generally be classified into internal and external categories. Internal factors include work discipline, motivation, and an employee's attitude towards their tasks (Younis et al., 2016). These personal attributes play a fundamental role in determining how engaged and committed an employee is in executing their responsibilities. Conversely, external factors encompass the broader conditions that shape the work environment, such as organizational structure, the quality and frequency of training opportunities, and the influence of supervisors or leaders (Kurdi et al., 2020). Together, these internal and external factors interact to influence employee performance levels, shaping not only individual achievements but also the overall effectiveness of the organization in reaching its strategic objectives (Khan et al., 2020).

According to (Dziallas & Blind, 2019), there are several indicators that can effectively measure employee performance. These indicators provide insights into how well employees are meeting their responsibilities. They serve as useful tools for evaluating individual contributions within an organization. By utilizing these indicators, organizations can assess various aspects of employee effectiveness. Overall, these measures are essential for understanding and enhancing employee performance. These indicators are understanding, innovation, speed, accuracy, co-operation.

Education and Training

Education and training play a critical role in the effective management of labor within organizations. It is imperative that these programs are approached with the seriousness and diligence they deserve, as their successful implementation significantly impacts overall organizational performance (Mubarok & Darmawan, 2019). To ensure the effectiveness of education and training initiatives, careful attention must be given. Such a commitment to developing robust training environments will enhance the expertise and work performance of employees, ultimately benefiting the organization as a whole (Mamaqi, 2023). As noted by (Jain & Sharma, 2019), investing in education and training is essential for achieving significant improvements in employee development outcomes. By prioritizing these elements, organizations can foster a more skilled and competent workforce capable of meeting contemporary challenges (Dixit & Sinha, 2020).

From the perspectives presented above, it can be concluded that education and training function as essential management tools for achieving organizational objectives, reflecting the commitment and responsibility of top leadership toward their employees (Suryaman et al., 2020). In the context of this study, the term education and training encompasses not only the enhancement of knowledge and skills but also the broader concept of transformation within the workforce (Mansouri, 2016). This multifaceted approach emphasizes the importance of continuous learning and development, which are crucial for adapting to the ever-changing demands of the organizational environment and ensuring that employees are well-equipped to contribute effectively to the organization's goals (Wisniewska et al., 2021). By prioritizing education and training, organizations can foster a culture of growth and improvement, ultimately leading to better performance and outcomes.

According to (Engidaw, 2021), the assessment of education and training can be evaluated using several key indicators that encompass essential elements for the effectiveness of training programs. One of the most significant indicators is the quality of the instructors who facilitate the training process, as their expertise and teaching methods can greatly influence the learning experience (Moussaid et al., 2020). Another critical factor is the participants themselves; their level of engagement, prior knowledge, and background can substantially affect the overall learning outcomes (Zulkifly, 2022). Furthermore, the training materials, methodologies, and clearly defined objectives are also vital components that play a crucial role in determining the success of education and training initiatives (Silalahi et al., 2022). By examining these interconnected indicators, organizations can enhance the design and implementation of their training programs, ultimately leading to improved learning and development results (Fahad Sulaiman et al., 2020).

Discipline

Discipline serves as a crucial tool for supervisors to communicate with employees, encouraging them to modify their behavior and enhancing their awareness of and willingness to comply with organizational regulations and prevailing social norms (Herawaty, 2023). Work discipline can be viewed as a form of training aimed at improving and shaping employees' knowledge, attitudes, and behaviors (Butarbutar & Nawangsari, 2022). This process enables employees to voluntarily collaborate with their peers and enhance their overall job performance (Lee & Raschke, 2016). Moreover, discipline is an inherent characteristic that individuals possess, acting as a means of self-control. It motivates and directs efforts toward

achieving positive outcomes. In the context of education, discipline in learning plays a vital role in enhancing an individual's capabilities (Maula & Yuliawati, 2022). Therefore, fostering a culture of discipline within organizations not only benefits individual employees but also contributes to the overall effectiveness and success of the organization as a whole.

(Esthi & Savhira, 2019) highlighted that discipline encompasses several key indicators that are essential for evaluating employee behavior and performance within an organization. These indicators include attendance, adherence to regulations, diligence in job responsibilities, ethical conduct, and honesty in the workplace. By assessing these factors, organizations can gain a comprehensive understanding of disciplinary practices and their impact on overall productivity and work culture (Rivaldo & Nabella, 2023). Work discipline is defined as an individual's attitude and behavior characterized by obedience, orderliness, responsibility, and loyalty towards the established rules and regulations within an organization. When employees act in accordance with the organization's expectations and directives, these regulations become effective and contribute to a well-functioning workplace (Faraj et al., 2022). Consequently, fostering a culture of discipline not only enhances compliance with organizational norms but also promotes a more productive and harmonious work environment. Thus, the relationship between employee behavior and organizational rules is crucial for achieving overall organizational goals (Anom et al., 2013).

Experience

Experience represents an individual's level of mastery and competence in their work, which can be evaluated based on their length of service as well as their knowledge and skills. It is essential to regard employee experience as a valuable asset that is both expected and capable of ongoing development (Pawirosumarto & Iriani, 2018). Work experience plays a crucial role in enhancing an individual's work capabilities by fostering improvements in skills, knowledge, and overall professional identity. Furthermore, individuals continually adapt their human capital profiles to align with the evolving demands of the labor market (Finch et al., 2016). This adaptability underscores the importance of continuous learning and professional development in maintaining a competitive edge in today's dynamic employment landscape.

A study conducted by (Goolsarran et al., 2018) reveals that employees with greater experience tend to perform better in their roles due to the extensive knowledge they accumulate over time, which significantly enhances their overall performance. This accumulation of knowledge serves as a valuable asset, enabling experienced employees to develop the skills necessary for achieving high levels of effectiveness in their work (Abualoush et al., 2018). Moreover, the diverse experiences individuals encounter throughout their careers contribute to their professional growth, ultimately leading to superior performance outcomes (Jalagat, 2016). By leveraging their past experiences, employees are better equipped to navigate challenges and deliver results that align with organizational goals.

According to (Alkurdi et al., 2020), several key indicators can be used to determine whether an employee is considered experienced. These indicators include the length of service, which reflects the duration an employee has been in a particular role, as well as the level of knowledge and skills acquired over time. Additionally, the mastery of specific job functions further contributes to an employee's overall experience. Together, these factors provide a comprehensive assessment of an employee's work experience and competency within their field.

Research Framework

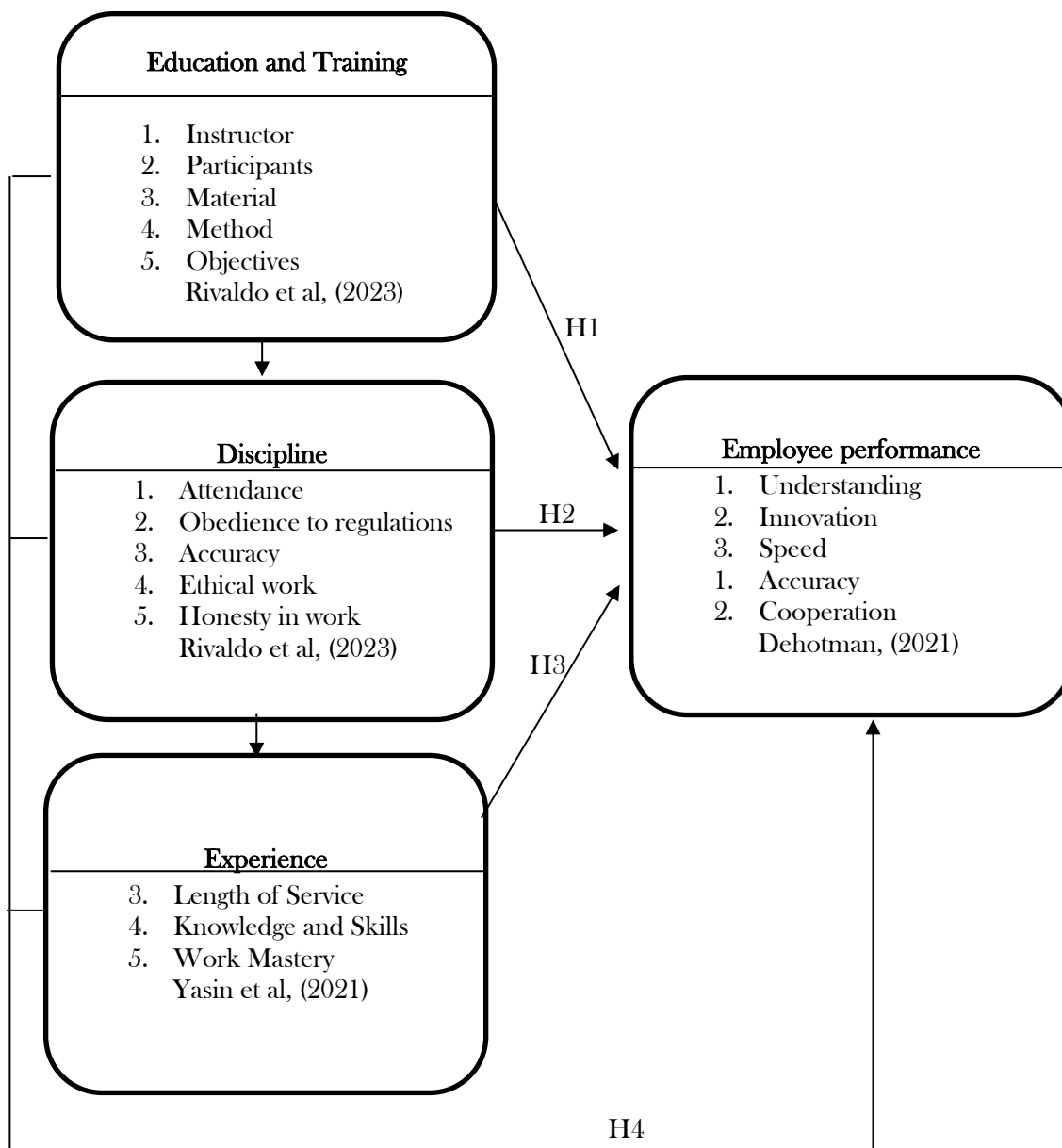


Figure 1. Framework

3. Methodology

Based on the background of the problem and the objectives outlined for this study, the researchers have determined that the most appropriate research method to employ is

quantitative research. This approach, often referred to as the positivist approach, is rooted in the philosophy of positivism, as discussed by (Bonell et al., 2018). According to (Barusman, 2019), research methods that adhere to the philosophy of positivism are typically utilized to investigate specific populations or samples. In such cases, sampling techniques are generally conducted randomly, and data collection is carried out using various research instruments. The analysis of the collected data is predominantly quantitative or statistical, with the primary aim of testing predetermined hypotheses. Furthermore, this research employs a survey method to gather data from natural settings. The data collection process involves a combination of techniques, including interviews, questionnaires, documentation, and other relevant methods. By utilizing this multifaceted approach, the researchers aim to ensure that the data collected is comprehensive and reflective of the studied population, thereby enhancing the reliability and validity of the findings. Overall, the choice of a quantitative research method, coupled with a survey approach, aligns well with the study's objectives and the nature of the research questions being addressed.

In this study, the researchers identified a population consisting of 32 civil servants at the Human Resource Development Agency of Pesawaran Regency. To collect data, a closed questionnaire was employed, meaning that the respondents were provided with predetermined answer options and were not offered alternative responses. Each question in the questionnaire was designed to measure specific variables using a Likert scale, allowing for the quantification of attitudes and perceptions. The research utilized both primary and secondary data sources to enrich the findings. For data analysis, a combination of quantitative and qualitative techniques was applied, enabling a comprehensive examination of the results and supporting a robust interpretation of the data collected.

4. Research Results and Discussion

Multiple Linear Regression

Table 1 Multiple Linear Regression

Model	Unstandadized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.098	6.168		1.637	.113
Education and Training	.448	.129	.512	3.474	.002
Discipline	.458	.142	.448	3.410	.000
Experience	.467	.147	.452	3.179	.000

a. Dependent Variable: Y

Source: Processed Data, 2024

In Table 1, the results of the multiple linear regression analysis for the research model are presented. This analysis provides a comprehensive overview of the relationships among the variables under investigation, allowing for a clearer understanding of the factors influencing the outcomes measured in this study. The multiple linear regression equation derived from

this analysis offers valuable insights into the dynamics at play, highlighting the significance of each predictor variable in relation to the dependent variable.

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 10,948 + 0,448 X_1 + 0,458 X_2 + 0,467 X_3 + e$$

Based on the multiple linear regression equation presented above, the following interpretations can be drawn:

- a. The constant term (b_0), which is obtained as 10.948, indicates that in the absence of training, discipline, and experience, the performance of employees at the Regional Employment and Human Resource Development Agency of Pesawaran Regency will remain constant at a value of 10.948. This finding suggests that without these critical factors in place, the baseline level of employee performance is expected to be stable, highlighting the significance of training, discipline, and experience in enhancing overall employee performance within the organization.
- b. The results indicate that the training and development program ($b_1 = 0.448$) has a positive and significant impact on employee performance at the Human Resources and Development Agency of Pesawaran Regency. This finding suggests that as the quality and effectiveness of the training programs improve, employee performance also enhances correspondingly. Therefore, it can be concluded that investing in well-structured training initiatives is crucial for fostering a more competent and high-performing workforce within the agency.
- c. The analysis reveals a coefficient of ($b_2 = 0.458$), indicating that the variable of discipline has a positive and significant effect on employee performance at the Human Resources and Development Agency of Pesawaran Regency. This finding underscores the importance of discipline as a crucial factor influencing employee performance within this organization. In summary, the results demonstrate that a strong disciplinary framework is associated with improved employee performance in the Human Resources and Development Agency of Pesawaran Regency.
- d. The analysis yielded a value of ($b_3 = 0.467$), indicating that experience has a positive and significant impact on employee performance at the Regional Personnel and Human Resource Development Agency of Pesawaran Regency. This finding suggests that as the quality of experience improves, employee performance also tends to enhance correspondingly. Thus, investing in the development of employees' experiences is crucial for fostering better performance outcomes within the organization.

Based on the preceding discussion, it can be concluded that among the three significant variables identified, the variable of education and training emerges as the most dominant factor influencing employee performance at the Human Resources Development Agency of Pesawaran Regency. This finding underscores the critical role that effective educational and training programs play in enhancing the capabilities and overall performance of employees within the organization. By prioritizing and investing in these initiatives, the agency can better equip its workforce to meet the challenges of their roles and improve service delivery to the community.

Testing the Coefficient of Determination (R^2)

Furthermore, the analysis of the coefficient of determination, commonly referred to as R^2 , plays a crucial role in evaluating the extent to which all independent variables collectively influence the dependent variable in this study. This statistical measure provides insights into the proportion of variance in the dependent variable that can be attributed to the variations in the independent variables. A higher R^2 value indicates a greater degree of explanation regarding the relationship between these variables. The specific R^2 value obtained from this analysis can be found in Table 2, where it is presented alongside relevant data, allowing for a comprehensive understanding of the model's effectiveness in capturing the dynamics at play. By interpreting the R^2 value in conjunction with other statistical metrics, researchers can gain a more nuanced perspective on the strength and significance of the relationships being examined.

Table 2 Test Results of the Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,801 ^a	,641	,603	2,253

a. Predictors: (Constant), Experience, Discipline, Education and Training

b. Dependent Variable: Y

Source: Processed Data, 2024

T Test

Table 3. T Test Results

Variable	t-Count	t-Table
Education and Training	3,474	2,048
Discipline	3,410	2,048
Experience	3,179	2,048

Source: Processed Data, 2024

Based on the data presented in table 3, the results of the t-tests conducted for each variable provide significant insights into their respective impacts on employee performance (Y). Regarding the variable of education and training (X1), the analysis reveals a t-count of 3.474, which exceeds the critical value of 2.048. This outcome leads to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_1). Consequently, it can be concluded that education and training significantly and positively influence employee performance, highlighting the importance of investing in employee development programs. In the case of discipline (X2), the t-test yields a t-count of 3.410, which also surpasses the critical value of 2.048. Similar to the previous finding, this result prompts the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_2). Thus, it can be inferred that discipline has a significant and positive effect on employee performance, indicating that maintaining a disciplined work environment contributes positively to overall performance outcomes. Lastly, the analysis of experience (X3) demonstrates a t-count of 3.179, again exceeding the critical threshold of 2.048. As a result, the null hypothesis (H_0) is rejected, and

the alternative hypothesis (H3) is accepted. This finding suggests that experience plays a significant and positive role in enhancing employee performance, emphasizing the value of accumulated knowledge and skills in the workplace.

Overall, the findings from the t-tests indicate that education and training, discipline, and experience are all critical factors that contribute positively to employee performance, underscoring the need for organizations to prioritize these elements to foster a high-performing workforce.

Table 4 Simultaneous Testing (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	253.911	3	84.637	16.678	<0.01 ^a
Residual	142.089	28	5.075		
Total	396.000	31			

a. Dependent Variable: Y

b. Predictors: (Constant), Experience, Discipline, Education and Training

Source: Processed Data, 2024

The data presented in table 4 provides a comprehensive overview of the findings from the ANOVA (Analysis of Variance) test, commonly referred to as the F-test, which was conducted as part of this study. The results indicate that the calculated F-value is 16.678, accompanied by a probability value of 0.00. This probability value is significantly lower than the conventional threshold of 0.05, which is commonly used to determine statistical significance. Consequently, these findings suggest that the independent variables in question namely, training, discipline, and experience collectively exert a substantial and positive influence on employee performance at the Pesawaran Regency Personnel and Human Resources Development Agency. This significant relationship underscores the importance of these factors in enhancing employee productivity and effectiveness, indicating that initiatives aimed at improving training programs, fostering discipline, and valuing experience can lead to notable improvements in overall employee performance within this governmental agency.

5. Conclusions and Implication

Conclusion

This research seeks to investigate the impact of education and training, discipline, and experience on the performance of employees at the Human Resources Development and Personnel Agency of Pesawaran Regency. A thorough analysis of the data gathered during the study has revealed several significant conclusions that highlight the importance of these factors in improving employee performance. Firstly, the findings indicate that education and training have a substantial and positive effect on employee performance when considered individually. This suggests that investing in employee development through well-structured educational programs and training initiatives can result in significant enhancements in performance outcomes. Secondly, discipline has been recognized as another factor positively affecting employee performance at the agency, underscoring the essential role that a disciplined work environment plays in promoting productivity and efficiency among employees, thus contributing to the agency's overall success. Thirdly, experience emerges as a crucial factor that

independently and positively impacts employee performance, with more experienced employees likely to exhibit improved skills and competencies, thereby boosting their overall effectiveness within the agency. Additionally, the research demonstrates that education and training, discipline, and experience together have a significant positive influence on employee performance, highlighting the necessity of integrating these components to establish a comprehensive strategy for employee development and performance improvement. Lastly, among these elements, education and training have been identified as having the most considerable effect on employee performance at the Human Resources Development and Personnel Agency of Pesawaran Regency. This implies that emphasizing educational initiatives and training programs could provide the most significant advantages in enhancing employee performance and, in turn, improving the agency's capacity to achieve its objectives. Overall, the findings from this study offer a valuable basis for formulating strategies to optimize employee performance within the agency.

Implication

Given the critical importance of employee development, it is essential for organizations to not only maintain but also enhance the implementation of education and training programs. To achieve this, organizations should actively involve their employees in various training activities that encompass technical skills, functional competencies, and leadership development. Moreover, it is advisable that education and training, along with employee discipline and relevant experience, be considered as key factors in formulating policies aimed at improving employee performance. However, it is important to note that certain indicators, which currently contribute minimally to shaping these three variables, need to be maximized to foster a significant improvement in both employee and organizational performance. The findings of this study should serve as a valuable consideration for the Regional Personnel and Human Resource Development Agency of Pesawaran Regency, as well as for other organizations, in their efforts to enhance employee performance effectively. For future researchers, it would be beneficial to expand the scope of the study by incorporating a wider range of variables and measurement indicators related to employee performance, providing a more comprehensive understanding of the factors influencing employee effectiveness and overall organizational success.

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