

## Research Article

# The Effect of Competence, Education and Training on Career Development and Its Impact on Employees' Performance in Aceh Civil Service Agency, Indonesia

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**Abstract:** The purpose of this study is to determine the influence of the competence, education, and training on career development either partially or simultaneously, the influence of Competence, Education, and Training on Employee Performance either directly or indirectly through the Career Development on Employee Performance, the Career Development on Employee Performance. This research was conducted at the Aceh Civil Service Agency. The object of this research is competence, education and training on employee performance and career development. The results showed that competence, education and training have a significant effect on career development and also proved that competence, education and training have a significant effect on employee performance. The outcome also indicated that career development has a significant effect on employee performance and research results also proved that there was an indirect influence of competency, education and training on employee performance through employee career development and it is therefore career development mediate fully the influence of education on employee performance.

**Keywords:** Competence, Education, Training, Career Development and Employee Performance.

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## INTRODUCTION

The central government has given authority to the regional government to regulate and manage its own government affairs, in accordance with what is stated in Law Number 33 of 2004 concerning Financial Balance between the Central Government and Regional Governments. This provides an opportunity for local governments to develop their regions according to their capabilities, needs and all aspects prioritized by each region.

The obligation of the government is to improve the welfare of its people in accordance with the statement weighing the letter a of Law Number 23 of 2014 concerning Regional Government which states: "That the implementation of regional government is directed to accelerate the realization of public welfare through improved services, empowerment and community participation through increased regional competitiveness by paying attention to the principles of democracy, equality, justice, and the peculiarities of an area in the system of the Unitary State of the Republic of Indonesia".

For this reason, one of the important factors in

enhancing national competitiveness and development is the quality of developing competencies of government agencies through Education and Leadership Training. The role of the Civil Servants is not only important but also feels increasingly important in realizing the success of development, because Civil Servants are the implementing elements of policies issued by the Government. At this level, the bureaucracy will provide colors that determine whether the policy is successfully implemented or not successfully implemented.

Employee competence can determine the ability of each employee for the agency. Employees who already have good competence, then the agency will retain employees to continue working by providing salaries, benefits, etc. that are in accordance with their competence, with reciprocity between agencies and employees, then employees will commit to the agency where they work.

Likewise the case with Civil Servants who work in the Aceh Government, especially Civil Servants serving in the Aceh Civil Service Agency. Many civil servants on duty neglect competence in carrying out tasks where stereotypical views about the behavior of civil servants are known to the public, as well as the

involvement of government officials in collusion, corruption and nepotism. Thus, competence shows skills and knowledge that are characterized by professionalism in a particular field as something that is most important or as superior in that field.

Employee education and training is an activity to develop human resources to improve knowledge, abilities and skills, and improve employee performance. Education and training seeks to develop the intellectual abilities and personality of employees. Therefore, every organization that wants to develop must really pay attention to employee education and training so that it can affect employee performance.

Individuals who want to develop their careers must work as much as possible, namely by showing good performance. Meanwhile, leaders as parties who facilitate employee career development should be able to provide a clear career development path in order to achieve organizational goals and employee career development activities are very important in efforts to improve employee performance.

The performance of employees in the Aceh Civil Service Agency (*BKA*), lately shows a decrease in performance that is not in accordance with the expectations of the leadership, especially in achieving organizational performance. The low performance of employees can be seen from not achieving the realization of work that does not reach the target that has been planned and determined by the leadership and also the low level of service provided to the apparatus who are attending Education and Training as well as Apparatus who are taking care of ranks and classes through the Office of the Aceh Civil Service Agency .

From the results of the interim study it was stated that the realization of the work targets set by the leadership of the Aceh Civil Service Agency was not achieved, probably due to competency factors that were still inadequate compared to the workload that had to be borne by the employees themselves.

Phenomenon related to employee performance is still low employee performance caused by leadership factors at *BKA* where the leader still cannot carry out his duties and role as a leader to improve the performance of subordinates and overall organizational performance. Leadership in the *BKA* has an important role in improving employee competencies and have an impact on improving employee performance, where the leadership style applied to the *BKA* is a participatory leadership style, then the work environment factors that also have an important role in improving performance and organizational cultural factors also have a role.

## LITERATURE REVIEW

### Competence

Competence is a basic characteristic possessed

by a person who directly influences a person's success at work, or can predict excellent performance. Competence is defined as knowledge, skills, and basic values that are reflected in the habit of thinking and acting. Competence can also be intended as the ability to carry out tasks obtained through education and / or training. Competence is also a basic characteristic possessed by an individual that is causally related in meeting the criteria needed to occupy a position.

According to Wibowo (2016: 271) suggests that competence is: "An ability to carry out or do a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Competence according to the Big Indonesian Dictionary (2015) is the authority or power to determine or decide something; the ability to master the grammar of a language in an abstract or inward manner. Furthermore, according to the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 2 of 2013 Article 1 that competence is the ability and characteristics possessed by a civil servant (PNS) in the form of knowledge, skills, and behavioral attitudes required in carrying out their duties so that civil servants can carry out their duties professionally, effectively and efficiently.

Based on the theory, competence lies in the inside of every human being and is forever in the personality of someone who can predict behavior widely in all work situations and tasks. Capacity building is a strategy aimed at improving efficiency, effectiveness and responsiveness in order to improve organizational performance. The dimensions can be in the form of efforts to develop human resources, organizational knowledge and institutional reform. In dealing with the influence of the organizational environment, requires the readiness of the organization's human resources to have the ability to answer these challenges by showing their performance through activities in the field of tasks and work in the organization (Sutrisno, 2012: 204).

According to opinion (Cut Ena Suryana, Mukhlis Yunus, Amri, 2015) "Competence can be seen, among others, from the skills of employees in utilizing work equipment used. Some employees are quite skilled at utilizing the work equipment provided, such as the use of computers for example, so that the ability to complete work is also getting better. On the contrary, there are still employees of the agency who have poor skills so that they have a negative impact on their ability to complete work ".

### Education

Understanding Education is a process, technique, and method of teaching and learning with the intention of transferring knowledge from someone to another person through a systematic and organized procedure that lasts for a relatively long period of time.

Whereas according to the department of national education language center, education is the process of changing the attitudes and procedures of a person or group of people in an effort to mature humans through teaching and training efforts (Harsono; 2011: 162) According to Hasibuan quoted from Edwin. B. Flippo (2002: 69) education is related to increasing general knowledge and understanding of our environment as a whole. According to Ruky in Hendrik Setiawan (2006) education / learning (learning) is an action taken by the employee in an effort to master certain skills, knowledge, and attitudes that result in a relatively permanent change in their work behavior. Education is a conscious and planned effort to realize a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character, and skills needed by themselves, society, nation and country.

Education is a continuous process that cannot be separated from the organizational system. The presence of new employees and those who will occupy new positions, encourages staffing to always hold education and training programs. According to Andrew F. Sikula development refers to the problem of staff and personnel is a long-term educational process, using a systematic and organized procedure with which managers learn perceptual and theoretical knowledge for general purposes.

### **Training**

Training is a process, technique and method of teaching and learning with the intention of transferring one's knowledge to others with a predetermined standard. While training is a teaching and learning process using certain techniques and methods to improve employee work skills and abilities (Soekidjo, 2009: 71) Training is an activity carried out by the company with the aim of being able to improve and develop attitudes, behaviors, skills and knowledge from employees in accordance with the wishes of the company concerned. Training relates to the addition of general knowledge. Understanding of training is an action to increase knowledge, and the ability of an employee to carry out a particular job. Efforts to improve employee performance in the organization through education and training is one of the things that must be done and get serious attention in order to respond to the challenges and changes that occur in the community, as well as to improve organizational performance.

The success of an organization cannot be separated from human resources (HR). The role of HR in organizations has meaning that is as important as the work itself. Given the importance of the role of human resources in the organization, human resources are the determining factors of the organization so that HR competency is a very decisive aspect of organizational

success. The high competencies possessed by HR in an organization will determine the quality of human resources that will ultimately determine the competitive quality of the organization itself. Furthermore related to the understanding of HR, Faustino (2003: 1) argues that HR is one of the resources contained in the organization, covering all people who carry out activities. HR is the only resource that has reason, feeling, desire, ability, skill, knowledge, encouragement, power and work. The only resource that has a ratio, taste, and intention. All of the potential human resources are very influential on the efforts of the organization in achieving its goals. In his opinion (Rizaldo Yan Sasra, Abdul Rahman Lubis, Syafruddin Chan, 2015) "Employee education and training is a job requirement to improve the mastery of various skills, expertise and knowledge based on actual and detailed work activities in order to be able to carry out and complete the work given to her".

### **Career Development**

Careers are part of the journey and purpose of one's life. Everyone has the right and obligation to successfully achieve a good career, that's his obsession. A well-established and real assumption that we often encounter in people's lives, that someone will succeed or succeed in his career when someone has become or occupies the position of manager or head of an agency, both in government and in the private sector. With this kind of perception someone gets recognition and feels valued, respected both in the work environment, family and in society. Status and dignity are elevated and become a pride.

Career planning is the process through which individual employees go through to identify and take steps to achieve their career goals. Career development is the process of increasing the ability of individual work achieved in order to achieve the desired career. Whereas according to Handoko in Megita (2014), career development is a personal improvement that can be done by someone to achieve a planned career plan.

### **Employee Performance**

According to Syamsir Torang (2013: 74) performance (performance) is the quantity and or quality of the work of individuals or groups within the organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been established or applicable in the organization.

Suyadi Prawirosentono in Akhmad Subekhi and Mohamad Jauhar (2012: 193) performance is the work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each, in order to achieve the goals of the organization legally, not breaking the law and in accordance with morals and ethics.

The term performance comes from the word job performance or actual performance (performance achievement or actual achievement achieved by someone).

Understanding performance (work performance) is the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Anwar Mangkunegara King in Ahkmad Subekhi and Mohamamad Jauhar, 2012: 193). Based on the understanding of performance according to some experts above, it can be concluded that performance is an embodiment carried out by employees in improving the work of an employee or organization. Good employee performance is one of the most important factors in the agency's efforts to improve organizational performance.

Based on the opinions of (Basri, A. Rahman Lubis, Mirza Tabrani, 2015) "Things that define employee performance, they are more likely to see performance as a result of work achieved by an employee in carrying out a particular task in accordance with the responsibilities given. In this case we can explain that performance is the result of work both in quality and quantity produced by an employee in a certain period in accordance with the responsibilities given in an organization".

## RESEARCH METHOD

### Population and Sampling

The population in this study were all Aceh Personnel Bodies as many as 99 people because the study population was relatively small, so the sampling was done by census technique by researching all employees of the Aceh Personnel Board, amounting to 50 people, whose analysis method was soft modeling because it did not assume the data must be measured by a certain scale, which means the number of samples can be small (under 100 samples) (Ghozali (2006)..

### Data Analysis Tools

The analysis used is the method of this research is to use SmartPLS (Partial Least Square) software. Ghozali (2006) explains that PLS is a method of analysis that is soft modeling because it does not assume the data must be measured by a certain scale, which means the number of samples can be small (under 100 samples).

## DISCUSSIONS AND RESULTS

### Partial Competence Effect on Career Development

Based on the results of data analysis where the Original Sample (O) is the path coefficient of 0.379 and

T Statistics ( $|O / STERR|$ ) to show the significance of the influence of 4.226. Thus Hypothesis 1 is proven, the original value of the positive sample estimate indicates that competency has a significant effect on Career Development.

### Partial Effect of Education on Career Development

Based on the results of data analysis where the Original Sample (O) is the path coefficient of 0.533 and T Statistics ( $|O / STERR|$ ) to show the significance of the influence of 5.929. Thus Hypothesis 2 is proven, the original value of the positive sample estimate indicates that education has a significant effect on career development.

### Effect of Partial Training on Career Development

Based on the results of data analysis as in table 4.12 where the Original Sample (O) is the path coefficient of 0.144 and T Statistics ( $|O / STERR|$ ) to show the significance of the effect is 1.623.

### Effect of Competence on Employee Performance

Based on the results of data analysis where the Original Sample (O) is the path coefficient of 0.075 and T Statistics ( $|O / STERR|$ ) to show the significance of the effect of 1.606. Thus Hypothesis 4 is proven, the original value of the positive sample estimate indicates that competence has a significant effect on employee performance.

### Effect of Education on Employee Performance

Based on the results of data analysis where the Original Sample (O) is the path coefficient of 0.325 and T Statistics ( $|O / STERR|$ ) to show the significance of the influence of 4.210. Thus Hypothesis 5 is proven, the original value of the positive sample estimate indicates that education has a significant effect on employee performance.

### Effect of Training on Employee Performance

Based on the results of data analysis where the Original Sample (O) is the path coefficient of 0.060 and T Statistics ( $|O / STERR|$ ) to show the significance of the effect of 1.128. Thus Hypothesis 6 indicates that training has no significant effect on employee performance.

### Effect of Career Development on Employee Performance

Based on the results of data analysis where the Original Sample (O) is the path coefficient of 0.579 and T Statistics ( $|O / STERR|$ ) to show the significance of the influence of 5.825. Thus Hypothesis 7 is proven, the original value of the positive sample estimate indicates that career development has a significant effect on employee performance.

The Summary of Research Hypothesis Testing Results can be seen on the Table 1 as follows:

**Table 1:** Hypothesis Testing Summary

Hipotesis	Penelitian Deskriptif	Keterangan
H1a	Pengaruh kompetensi terhadap pengembangan karir	H <sub>2</sub> Diterima
H2a	Pengaruh pendidikan terhadap pengembangan karir	H <sub>2</sub> Diterima
H3a	Pengaruh pendidikan terhadap kinerja pegawai	H <sub>2</sub> Diterima
H4a	Pengaruh pengembangan karir terhadap kinerja pegawai	H <sub>2</sub> Diterima
H5a	Pengembangan karir Memediasi pengaruh pendidikan terhadap kinerja pegawai.	H <sub>2</sub> Diterima

## CONCLUSIONS

1. Competence has a significant influence on the Career Development of the Aceh Civil Service Agency
2. Education has a significant effect on the career development of the Aceh Civil Service Agency
3. Training has no significant effect on the career development of the Aceh Civil Service Agency
4. Competence has a significant effect on the performance of employees of the Aceh Civil Service Agency
5. Education has a significant effect on the performance of employees of the Aceh Civil Service Agency
6. Training does not have a significant effect on the performance of employees of the Aceh Civil Service Agency
7. Career development has a significant effect on the employee performance of the Aceh Civil Service Agency.
8. The results of the study also prove that there is an indirect effect of knowing the indirect influence of competency, education and training on the performance of employees of the Aceh Civil Service Agency through the career development of employees
9. The results of the study also show that career development fully mediates the influence of education on employee performance

## RECOMMENDATIONS

1. In order to improve employee competency, the leader needs to pay attention to the ability of employees at the BKA to identify daily work problems.
2. Activity committees at the Aceh Civil Service Agency to apply appropriate subject matter to teachers to be carried out in the field or assignment so that the work done is in accordance with procedures.
3. Leaders in the Aceh Personnel Agency must appoint a training committee / implementer who is always responsible for their duties so that discipline is made for training participants.
4. To improve career development is also the concern of the leadership, especially how the work is done everyday based on the ability of the employees themselves so that leaders can see the performance

of their employees to be able to be promoted.

5. To improve the performance of employees also must pay attention to how in carrying out the tasks need to be open and willing to accept input, correction and suggestions from other parties so that the tasks carried out are carried out properly.

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