

**THE EFFECT OF TRAINING AND DEVELOPMENT PROGRAM AND WORK
CHARACTERISTICS ON EMPLOYEES PERFORMANCE IN
MINISTRY OF RELIGION OFFICE IN
SOUTH MINAHASA DISTRICT**

*PENGARUH KARAKTERISTIK PELATIHAN DAN PROGRAM PENGEMBANGAN DAN KINERJA
KARYAWAN DALAM PELAYANAN KANTOR AGAMA DI MINAHASA SELATAN*

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Abstract: Employees are the big asset of organization. Employee Performance has big effect to organizaional performance. The role of agencies that includes all activities undertaken are always aiming to achieve maximum results with available resources, requiring the role of human resources that exist in the institution concerned. Human resources have a very big role because human activities in these institutions so as to make the company has the ability to achieve its objectives. Agencies also need to provide guidance as well as serious attention and sincerely to humans, so there is a balance between the two and the workers will feel used his ability as a worker. Training and Job Characteristic have significant influence on employee performance. leader in Ministry of Religious Affair Office of Christian in South Minahasa Regency should pay attention to Training and Job Characteristic have significant influence on employee performance.

Keywords: *training, job characteristic, employee performance*

Abstrak: *Karyawan merupakan aset terpenting bagi organisasi. sehingga diduga memiliki pengaruh besar terhadap kinerja organisasi. Peran lembaga yang mencakup semua kegiatan yang dilakukan selalu bertujuan untuk mencapai hasil yang maksimal dengan sumberdaya yang tersedia, membutuhkan peran sumberdaya manusia yang ada dilembaga yang bersangkutan, sumberdaya manusia memiliki peran yang sangat penting karena aktivitas manusia dilembaga tersebut sehingga membuat perusahaan memiliki kemampuan untuk mencapai tujuannya. Agen juga harus memberikan bimbingan serta perhatian serius dan sungguh-sungguh untuk manusia sehingga ada keseimbangan diantara dua dan pekerja akan merasa dimanfaatkan kemampuannya sebagai seorang pekerja. Pelatihan dan karakter kerja berpengaruh signifikan terhadap performa pekerja. Pemimpin di Kantor Agama Minahasa Selatan harus memperhatikan Pengembangan dan karakter kerja yang berpengaruh pada performa pekerja.*

Kata kunci: *pelatihan, karakter pekerjaan, performa kinerja*

INTRODUCTION

Research Background

Performance is basically what was done or not done so that their employees affects how much they contribute to the institution or organization including quality of service presented. It is necessary for programs that can assist in improving performance in order to improve employee performance objectives can be achieved company.

Office of the Ministry of Religious Guidance Christians in South Minahasa regency as agency engaged in services in the task of coordinating the implementation of various programs and activities as well as policy formulation uses a performance-based management approach and committed to achieving success in the tasks related to services, particularly in the supply system business and written communication services, financial transactions and logistics reliable and competitive in domestic and global markets.

Office of the Ministry of Religious Guidance Christians in South Minahasa District strives to be the best agency, providing the best solution and be the first choice of domestic and global in realizing business development through partnership, which is supported by the human resources surpassed and uphold the institution. Thus it can be realization of the vision and mission performed by the Office of Religious Affairs in the South Minahasa Regency. Thus, based on the problem background above, this research conduct a title as "The Influence of Training and Development Program and Work Characteristic on Employee Performance at Ministry of Religious Affair Office of Christian in South Minahasa Regency".

Research Objectives

To determine the significant influence of Training, Job Characteristics on Employee Performance.

1. To analyze the influence of Training on employee performance.
2. To analyze the influence of Job Characteristic on employee performance.
3. To analyze the influence of Training and Job Characteristic on employee performance simultaneously.
4. To analyze which one between the Training and Job Characteristic are the dominant influence on employee performance.

THEORITICAL REVIEW

Employee Performance

Understanding performance or achievements of labor (Amin, 2013) is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to him. Performance by is an achievement or success of the work done by looking at the responsibilities and attitudes directed to perform his duties were.

Training

Training can be seen as one of the investment. Therefore, organizations or agencies that want to expand, should pay attention to training for their employees. The use of the word training and development proposed by the experts, namely DaleYolder use the term training for executive employees and supervisors, while development is reviewed for management employees (Amin, 2013). According Brum (2007) training is the process of improving capabilities through learning and behavioral guidelines for the results obtained in accordance with the needs in the workplace or organizational environment.

Work Characteristics

Work is a group of rather perfect position in terms of the elements of his work, duties and responsibilities are covered by the same job description. Characteristics of the work is the nature and duties include responsibility, target task and the level of performance obtained from the work itself. Work intrinsically gives performance will provide motivation for most people and the work is not satisfactory (Gabr and Mohamed, 2012).

Hypothesis

The hypothesis for this research is:

H₁: Training has significant influence on employee performance, partially.

H₂: Job Characteristic has significant influence on employee performance, partially.

H₃: Training and Job Characteristic have significant influence on employee performance, simultaneously.

H₄: Dominant factor influence on employee performance

Type of Research

This study evaluated from the rate of expansion, including the type of associative research. Associative research is research that aims to determine the relationship between two or more variables. In connection with this study to analyze the effect of training and job characteristics on employee performance.

Place and Time of Research

The study is conducted at South Kab.Minahasa training time from May to early July

Conceptual Framework

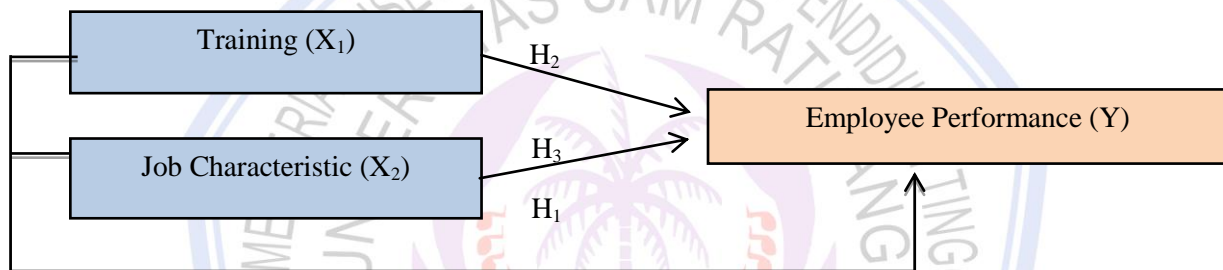


Figure 1. Conceptual Framework

This framework the multiple regressions to analyze the influence of simultaneously and partially of two elements on Employee Performance.

Population and Sample

The population is a group of people, events, or anything that has certain characteristics. The population is not just the amount that is the object or subject being studied, but covers all the characteristics or properties dimiliki or subyke all employees of the Office of Religious Affairs in South Minahasa regency totaling 154 people. The samples were selected in this study using a sample that is required can be accurately represent the population. The number of samples that can be representative of the population depends on the size of the population. In determining the minimum number of samples in a descriptive study, namely twenty percent ($\geq 20\%$) of the total population, the authors define a sample size of 30 people.

Sampling method in this study using purposive sampling method of sampling is done in taking people who are elected according to specific criteria which are owned by the sample. In this study, the criteria used were those who had attended the training and development.

Data Collection Method

Primary data is data obtained by field surveys using all the original data collection methods. And the source of the data used in this research that the data derived from the questionnaire on the Office of Religious Affairs in the South Minahasa regency, and secondary data from the literature mainly qualitative data.

Variables Classification

In this study, consisting of a variable, independent variables: Training (X_1), Job Characteristic (X_2), and the dependent variables: Employee Performance (Y).

Data Analysis Method Validity and Reliability Test

To analyse the validity of questionnaire, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what ought to be measured.

Reliability test is established by testing for both consistency and stability of the answer of questions. Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another. The interpretation is:

- < 0.6 indicates unsatisfactory internal consistency or consider that the data is unreliable.
- 0.7 indicates that the data is acceptable.
- 0.8 indicates good internal consistency or consider that the data result is reliable

Multiple Linear Regressions

The formula of linear regression (multiple linear regressions) in general as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y = Employee Performance

X_1 = Training

X_2 = Job Characteristic

α = Constant

b_1 & b_2 = the regression coefficient of each variabel

e = error

RESULT AND DISCUSSION

Validity Test

Table 1. Validity Test

Indikator	Pearson Currelation
$X_{1.1}$.763"
$X_{1.2}$.836"
$X_{1.3}$.710"
$X_{1.4}$.662"
$X_{2.1}$.857"
$X_{2.2}$.879"
$X_{2.3}$.891"
$X_{2.4}$.719"
$X_{2.5}$.568"
$Y_{.1}$.802"
$Y_{.2}$.921"
$Y_{.3}$.789"
$Y_{.4}$.788"
$Y_{.5}$.797"
$Y_{.6}$.802"
$Y_{.7}$.821"

Table 1. Validity Test

Indikator	Pearson Correlation
Y _{.8}	.789**
Y _{.9}	.788**
Y _{.10}	.797**

Source: SPSS Data Analysis, 2015

From the table above shows the validity test of variable $X_1 - Y$ and dependent variable are bigger than r value. The table shows the total number for $X_1 - Y$ are above 0.3, means that all the indicators are valid.

Test Reliability

Table 2. Reliability Test Table

Variable	Cronbach's Alpha
X ₁	.689
X ₂	.850
Y	.945

Source: SPSS Data Analysis, 2015

From the table above shows the Cronbach's Alpha > 0.6, indicated that all research instrument indicator of variable are reliable.

Heteroskedastisity Test

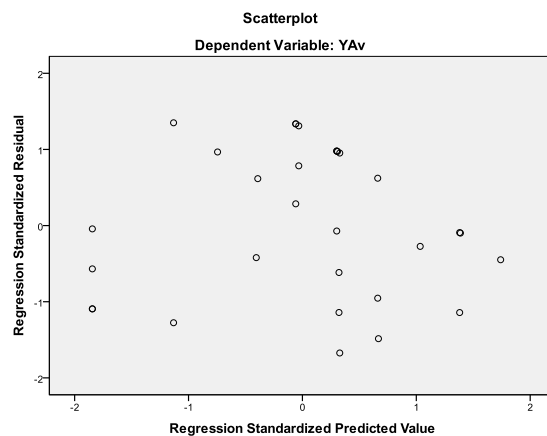


Figure 2. Heteroskedastisity Test
Source: SPSS Data Analysis, 2015

The figure above it can be seen that there is no established pattern, in other words the graph describing the plot spread above and below the number 0 (zero) on the Y-axis. This proves that the independent variable X_1 and X_2 on Y are free of Heteroscesdastisity.

Multicollinearity Test

Table 3. Multicollinearity Test

Variable	VIF
X ₁	1.075
X ₂	1.075

Source: SPSS Data Analysis, 2015

Normality Test

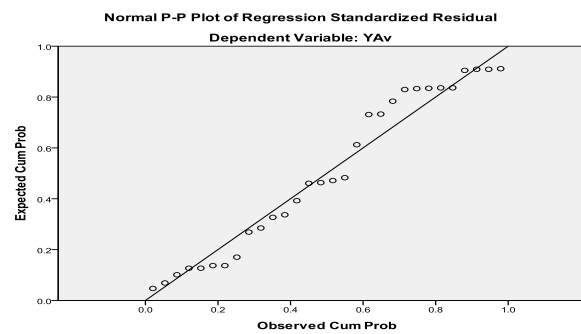


Figure 3. Normality Test

Source: SPSS Data Analysis, 2015

Coefficient Regression

Table 3. Unstandardized Coefficient Beta

Variable	B
(Constant)	.896
X ₁	.534
X ₂	.680

Source: SPSS Data Analysis, 2015

Coefficient Correlation and Determination

Table 4. Coefficient Correlation (r) and (r²)

Model	R	R.Square
1	.717 ^a	.651

Source: SPSS Data Analysis, 2015

The analysis of correlation (r) is equal to 0.717 indicating that the Correlation of The Influence of X₁ and X₂ on Y has a strong relationship.

Simultaneously Test**Table 4. Simultaneously Test (F – test)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.139	2	2.069	14.270	.000 ^a
	Residual	3.916	27	.145		
	Total	8.055	29			

a. Predictors: (Constant), X₂A_v, X₁A_v

b. Dependent Variable: Y_{av}

Source: SPSS Data Analysis, 2015

Value of 14.270 of F_{Count} significant 0.010. Because the sig < 0.05 means the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. Therefore H₀ is rejected and accepting H_a. Thus, the formulation of the hypothesis that The Influence of X₁ and X₂ on Y Simultaneously, accepted.

Partially Test**Table 4. Partial Test Analysis Table (t-test)**

Model	t	Sig
X ₁	2.931	.007
X ₂	5.082	.000

Source: SPSS Data Analysis, 2015

Discussion

Training and development and job characteristics have a close relationship with Employee Performance in the Office of Religious Affairs in South Minahasa Regency. This is evidenced by the results of the calculation of the value of R and R² which illustrates that the training and development and characteristics of work have a strong influence on employee performance at the Office of Religious Affairs in South Minahasa district with a value contribution Effect of Training and development and Job Characteristics on employee performance in Office Ministry of Religious Affairs in the South Minahasa District of 65.1%

This is in line with research conducted by Mumu, Victor Herman, 2007 in a research entitled Performance Achievement Motivation in the Civil Service in the Office of the National Education North Sulawesi. In his research, he found that there was a close relationship between motivation with employee performance. He explained that this happens because of a variety of other supporting factors such as the attention of the leadership that led to an employee in the office of the Department of National Education SULUT encouraged and motivated to excel. With the research conducted by Mumu can also inspire the findings in this study. It turns motivation and characteristics of the right job can boost employee performance.

The above results it was found that simultaneously or together, and partially or respectively, Training and Development and Job Characteristics significant effect on employee performance at the Office of Religious Affairs in South Minahasa Regency. This is proven by the value of F is greater than F table with significant value that exceeds 95% and the level of the model calculations possibilities to make mistakes <0.05. Likewise with tcount greater than ttable. The significant influence is because specified performance targets are individually specifically, in the field of project, process, and core routines which will be the responsibility of the employee. Performance targets can be set as follows, the leader of the unit concerned with subordinates chance that the leaders of sub-units, stating that they need to accomplish goals in the period of this example is a common goal and become small goals for each part of the unit.

The target performance is the performance of employees, so that accurate information about the performance, whether satisfactory or not. Units at lower levels may have become targets they set, and instead they are there at the top may be a shortfall. Achievement of labor productivity as desired company or agency must be supported by the activities of the personnel department, such as as follows (Farooq and Khan, 2010) Amin Anam et al in their research about The Impact of Employees Training On the Job Performance in Education Sector of Pakistan also arguing the same thing. According to them, Training and development are continuous process in improving the caliber of employees. It is an attempt to improve their current and future performance but the organization should keep a track on their performance after imparting them training it means training needs assessment it is a systematic process of altering the behavior of employees in a direction to achieve the organization's goals. A training program is an effort by the employer to provide opportunities for the employees to acquire job interrelated skills, attitudes and information. In order to meet the ever-growing needs of education the sector has to become dynamic and updated in modern scenario and also to take up this sector to the heights of international excellence requires best combination of new technology and skillful and talented manpower In this research paper an attempt is made to learn that training and development exist in education sector and their impact to generate efficiency of employees to cater to the need of their customers.

CONCLUSION AND RECOMMENDATION

This research concludes findings as follows:

1. Training has significant influence on employee performance, partially.
2. Job Characteristic has significant influence on employee performance, partially.
3. Training and Job Characteristic have significant influence on employee performance, simultaneously.
4. Dominant factor influence on employee performance is job characteristic.

Recommendation

1. Leader in Ministry of Religious Affair Office of Christian in South Minahasa Regency should pay attention to Training and Job Characteristic have significant influence on employee performance.
2. To improve this research, the next researcher should add more variable or intervening to make a better result for the influence on purchase intention.

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