



Journal Homepage: - www.journalijar.com
**INTERNATIONAL JOURNAL OF
ADVANCED RESEARCH (IJAR)**

Article DOI: 10.21474/IJAR01/7343
DOI URL: <http://dx.doi.org/10.21474/IJAR01/7343>



RESEARCH ARTICLE

EFFECT OF WORKING PRODUCTIVITY AND WORK MOTIVATION TO THE QUALITY OF EDUCATION AND IMPLEMENTATION OF LEADERSHIP TRAINING LEVEL IV AND III AT EAST JAVA PROVINCE TRAINING BOARD.

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Manuscript Info

Manuscript History

Received: 04 May 2018

Final Accepted: 06 June 2018

Published: July 2018

Keywords:-

work productivity, work motivation, service quality.

Abstract

The purpose of this study is to analyze and prove the effect of work productivity and work motivation on the quality of service of Education and Training of Leadership Level II, IV and III in East Java Provincial Training Board based on Perka Lembaga Administrasi Negara RI Number: 18,19 and 20 Year 2015.

This study was designed using a causal or causal relationship between two or more variables. The location of the research was conducted at East Java Province Training and Training Agency. Implementation of research planned in January - February 2018. Population in this research is employees who are involved in the implementation of Leadership Training Level II, III and IV in the environment of Training of East Java Province, which amounted to 40 people. The number of samples used in this study is the same as the number of population with sampling technique is total sampling. The purpose of this study, is to determine the extent to which the effect of work productivity and work motivation on the quality of service implementation diklatpim II, III and IV in East Java Provincial Training and Training Board. While encouraging this research to be held, is that in the year 2019 and so on later, can be done efforts to manage the increase of values of the 2 selected variables, namely work productivity and work motivation, so as to achieve satisfaction index participants diklatpim II, III and IV > 83% , as contained in the Strategic Plan of East Java Province Training Agency 2014 - 2019.

The results of this study indicate that for work productivity variables have a t_{count} of 2.648 and t_{table} 2.026 then ($t_{count} > t_{table}$). Then from the significant level of 0.012 is smaller than 0.05 (0.012 < 0.05). This means that for the variable work productivity partially have a significant influence on the quality of service implementation of Education and Leadership Training Level II, III and IV in East Java Provincial Training and Training Board. For work motivation variable has a t_{count} of 3.080 and t_{table} of 2.026 then ($t_{count} > t_{table}$). Then from a significant level of 0.004 smaller than 0.05 (0.004 < 0.05). This means that for the variable of work motivation partially have a significant influence on the quality of service implementation of Leadership Education and Training Level II, III and IV in East Java Provincial Training and Training Board. The results of this study indicate the variables of work productivity and work motivation simultaneously

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have a significant influence on the quality of education and leadership training services Level IV and III at the East Java Provincial Training and Training Agency.

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Preliminary:-

The quality of public services has been regulated based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 15 Year 2014 on Guidelines on Service Standards. For the preparation, determination, and application of the Service Standards, the following principles shall be observed: 1. Simple, Service Standards that are easy to understand, easy to follow, easy to implement, easy to measure, with clear procedures and affordable costs to the community and the organizers; 2. Participatory, Preparation of Service Standards by involving the community and related parties to discuss together and get alignment on the basis of commitment or agreement; 3. Accountable, matters set forth in the Service Standards shall be executable and accountable to interested parties; 4. Continuing, Service Standards should be continually improved as an effort to improve service quality and innovation; 5. Transparency, Service Standards should be easily accessible to the public; 6. Justice, Service Standards should ensure that the services provided can reach all societies with different economic status, geographical location spacing, and different physical and mental capabilities.

Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia No. 15 of 2014 is also implemented by the Education and Training Agency of East Java Province in performing public services, especially in the field of ASN competence improvement, in this case Leadership Training. To realize the quality of education and leadership training services level II, III and IV, well executed and assessed high quality then sumebr dayyya man kepanitiaan in the implementation of the training must have high work productivity and high work motivation as well. The work productivity of the existing human resources in East Java Provincial Education and Training Board has been considered good enough, as indicated by the achievement of 95% of the set work target (100%). Nevertheless, there is still a need to increase the productivity of work better to improve the quality of human resources, which is supported by efforts to improve the administration of the authenticity (by system) and also the fulfillment of other supporting facilities and infrastructure in the East Java Education and Training Agency. Associated with the productivity of employees in the organizers of Diklatpim II, III and IV, operationally performed by 40 people involved in the implementation of the training (committee), consisting of: 8 people in charge of class / generation (called homeroom guard), 8 people on duty as operational monitoring of teaching and learning activities amounted to, 8 people served as implementing administrative training implementation, 6 people served as a sports coach and 10 people served as board members / dormitories responsible. From 40 people then formed a small team / class of Diklatpim consisting of 5-6 people in turn. From the small team will be known and assessed work productivity and then evaluated for service improvement Diklatpim II.III and IV.

In addition to work productivity, other things that need to be considered to improve the quality of training service is the work motivation. Motivation of work owned by employees / Widya swara in the East Java Education and Training Agency is quite good. It is characterized by a good work ethic of employees and low employee absenteeism. Nevertheless, work productivity and work motivation that exist in the East Java Education and Training Agency in the implementation of diklatpim still need to be improved again in order to meet the standards in the quality of public services in accordance with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Republic of Indonesia No. 15 of 2014 .

Improving the quality of service should be done considering that based on internal data in 2017, Implementation of Diklatpim II, III and IV still faces problems that make the index of training participants satisfaction on apparatus training services still ranged between 80-83%. Still not optimally the participants' satisfaction diklatpim caused by several problems that is: not effective office administration (part not yet IT-based), so often hinder bureaucracy process and many complained by training participant. The second problem is not yet the maximum fulfillment of infrastructure apparatus training facilities (rooms / dormitory / study / Wifi and others), this is related to the low standard of infrastructure facilities established by the Education and Training Agency of East Java Province. The third problem is the implementation of human resources training inadequate in terms of capacity and amount. The small team that accompanied the implementation of the training is still considered inadequate and needs to improve the quality and quantity of human resources from the Education and Training Agency of East Java Province. Small

team consisting of 5-6 people often experience problems in realizing the quality of service to the training participants, this is because small teams often get the task hours that exceed the standard. The existence of the workload is more than the employee requires profiling and high work motivation in working to serve the training participants.

Theoretical Study:-

Quality of Public Service

Definition of public service according to Regulation of the Minister of Administrative Reform of the State and Bureaucratic Reform of the Republic of Indonesia Number 15 Year 2014 concerning Service Standard Guidance shall be any service activities carried out by public service providers as an effort to fulfill the needs of recipients of services, as well as in the implementation of the determination of legislation. According Sinambela in Pasolong (2011: 128) public service is any activity undertaken by the government against a number of humans who memiliki any profitable activities in a collection or unity and offer satisfaction even though the results are not bound to a product physically.

According to Zeithaml et al in Pasolong (2011: 135), to know the quality of service felt real by consumers, there is an indicator of the size of customer satisfaction lies in the five dimensions of service quality according to what the consumer said. The five servequal dimensions are:

1. **Tangibles**:-quality of service in the form of office physical facilities, computerized administration, waiting room, information center.
2. **Reliability**:-ability and reliability to provide reliable services.
3. **Responsiveness**:-the ability to help and provide services quickly and accurately, and responsiveness to consumer desires.
4. **Assurance**:-ability, friendliness and courtesy of employees to ensure consumer confidence.
5. **Emphaty**:-firm but attentive attitude from employees to consumers.

Work productivity:-

International Labor Organization (ILO) cited by Malayu S.P Hasibuan (2005: 127) reveals that more simply the purpose of productivity is the comparative ratio between the amount produced and the amount of each source used during production. The concept of productivity can basically be seen from two dimensions, namely the dimensions of individuals and organizational dimensions. Assessment of productivity problems from the dimensions of the individual is none other than to see productivity especially in relation to the characteristics of individual personality traits. In this context the essence of understanding productivity is a mental attitude that always has the view that the quality of life today must be better than yesterday, and tomorrow must be better than today (Kusnendi, 2003: 8.4).

Work motivation:-

According to Vroom in Ngahim Purwanto (2006: 72), motivation refers to a process affecting individual choices on the various forms of desired activity. Then John P. Campbell, et al. Suggests that motivation includes in it the direction or purpose of behavior, the power of response, and the persistence of behavior. In addition, the term includes a number of drives, needs, incentives, rewards, reinforcements, goals setting, expectancy, and so on.

The Linkage of Work Productivity with Quality of Service:-

Employees in the East Java Provincial Education and Training that have high work productivity are employees who have a high responsibility in carrying out the mandate of his work. High work productivity will contribute to the performance of the institution, one of which is the provision of good service for stakeholders. Employees with low labor productivity will have a low potential to provide services, since they tend to have a low responsibility to advance the agency in which they work.

From the results of empirical studies or previous research conducted by Aisyah, et al (2012), found that work productivity as measured by the quality of internal services that include facilities and infrastructure, work policies and procedures, management factors, training, communication, reward and recognition of results , teamwork and achievement of work goals have strong links to faster, more accurate service procedures and increased stakeholder satisfaction. This is in line with the research of Mustika et al (2014), which shows that the quality of apparatus resources that contain the potential quality of working groups built on the creativity and strength of the fabric of cooperation, high organizational commitment and result in the quality of performance has a strong enough relationship in quality improvement service to the public.

Linkage of Work Motivation with Quality of Service:-

Jobs that are not based on good motivation will not provide positive benefits for themselves and others. Motivation of work becomes one of the important things to have employees in carrying out their duties and responsibilities. Employee's motivation of work will not appear without the stimulus from within the employee or from outside. Similarly, what happens to employees in the East Java Provincial Training and Training, where employees have obtained their rights as employees and the value received by employees is high when compared with employees in other agencies.

Based on the results of empirical studies, indicating that the motivation of work has a relationship in improving the quality of service. The results of Nurbiah (2016), showed that the low motivation of work potentially worsen the quality of service to the public. Public service that still needs improvement because it looks positive relationship with the existence of work motivation in public service. Research Wijaya (2015), there is a significant relationship between work motivation and performance of service personnel.

Framework:-

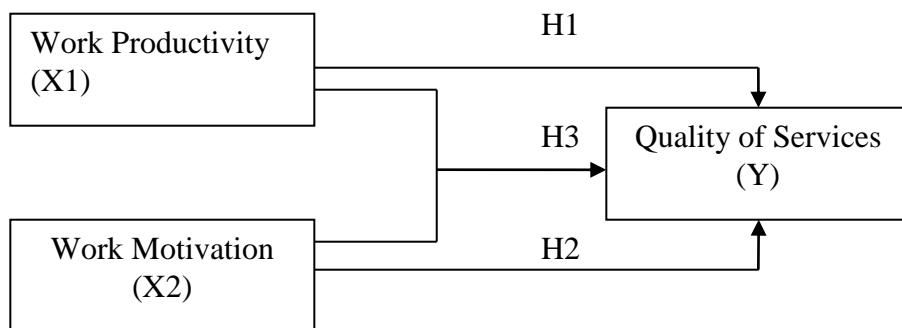


Figure 1:-Framework

Framework of thought or research model above, shows that allegedly variable work productivity has a positive relationship to service quality. This means that the higher the work productivity of employees, the quality of services provided is also better. In addition, work motivation variables are expected to have a positive relationship to service quality. This means that the higher the employee's motivation to work the quality of services provided is also better. It is simultaneously assumed that work productivity and work motivation have a significant influence on service quality at East Java Province Training and Training Agency.

Methodology:-

In this study was designed to determine the causal relationship or cause of effect between two or more variables. Selection of this research design is based on existing capabilities, while the instrument is a reliable questionnaire. The location of the research was conducted in East Java Province Training and Training Agency. Implementation of research planned in January - February 2018. Population in this research is employees who are involved in the implementation of Leadership Training Level II, III and IV in the environment of Training of East Java Province, which amounted to 40 people. The sample is part of the population that represents the entire member of the representative population. The number of samples used in this study is the same as the total population of 40 people. Sampling technique of this research using total sampling.

Data collection techniques used in this study is to use questionnaires and interviews. Questionnaire filling is done closed with a period of 1-3 days. To collect data by interviews conducted on 5 respondents who are considered competent and understand the problems related to work productivity, work motivation and service quality in East Java Provincial Training and Training Board. The purpose of this interview is to get in-depth information related to the research topic.

The result of data collection is then analyzed using quantitative analysis (statistical test) and qualitative analysis from the interview result, so that the result of the research findings are more in depth. The findings of this research will be a recommendation material for the East Java Provincial Training and Training Agency to improve the quality of services in accordance with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 15 Year 2014 on Guidelines on Service Standards.

Result And Discussion:-

Test of Research Instrument

Validity Test

Validity test is used to determine feasible and valid questions. The decision criteria

Has compare to the corrected item - total correlation (r_{count}) with r_{table} value that is $df = n-2 = (40-2) = 38$ obtained $r_{\text{table}} = 0,310$. If the corrected item - total correlation is greater than r_{table} (0.310) then the indicator is valid (valid) and vice versa. Based on validity test show work productivity question (X_1), work motivation (X_2), and service quality (Y) are all declared valid. It is marked with corrected item - total correlation ($r_{\text{count}} > r_{\text{table}}$ (0.310)).

Reliability Test:-

A variable is said to be reliable if it gives a cronbach alpha value > 0.6 . Based on reliability test indicate that cronbach alpha value for work productivity variable equal to 0,894; for work motivation variable is 0,783; and service quality variable equal to 0,822; because the value of cronbach alpha $>$ from 0.6; then the variable work productivity otherwise reliable.

Multiple Linear Regression Analysis:-

Table 1:-Multiple Regression Analysis

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	4.330	3.414		1.268	.213
	Work Productivity	.324	.122	.356	2.648	.012
	Work Motivation	.482	.157	.414	3.080	.004

a. Dependent Variable: Quality of Services

From the table above can be explained as follows:

$$Y = 4,330 + 0,324X_1 + 0,482X_2$$

1. $a = 4,330$; shows the quality of service before influenced work productivity (X_1) and work motivation (X_2).
2. $b_1 = 0,324$; work productivity variables have an effect of 0.324 to improve service quality.
3. $b_2 = 0,482$; work motivation variable has an effect of 0.482 to improve the quality of service.

t-Test (Partial Test):-

Based on t_{count} value of 2,648 and t_{table} of 2.026 then ($t_{\text{count}} > t_{\text{table}}$). Then from a significant level of 0.012 (less than 0.05 ($0.012 < 0.05$) then H_0 is rejected and H_1 is accepted. This means that for variable work productivity partially have a significant influence on service quality. Based on the result of t_{count} of 3.080 and t_{table} of 2.026 then ($t_{\text{count}} > t_{\text{table}}$). Then from a significant level of 0.004 smaller than 0.05 ($0.004 < 0.05$) then H_0 is rejected and H_1 is accepted. This means that for the variable of work motivation partially have a significant influence on service quality.

Simultaneous Testing (F Test):-

Table 2:-F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128.737	2	64.369	10.527	.000 ^b
	Residual	226.238	37	6.115		
	Total	354.975	39			

a. Dependent Variable: Quality of Service
b. Predictors: (Constant), Work Motivation, Work Productivity

Based on the above table it can be explained that the magnitude of F_{count} : 10,527 and F_{table} : 3.25; means $F_{\text{count}} > F_{\text{table}}$ at the error rate of 5%, the magnitude is significant (profitability) $0.000 < 0.05$ ($\alpha = 5\%$) then H_0 is rejected and H_1 accepted. The conclusion that the work productivity variable (X_1), and work motivation (X_2) together affect the quality of service (Y).

Determination Coefficient Analysis (R^2):-

Determination Coefficient Test (R^2) used to find out how far the ability of the model in explaining the variation of bound variables, the following test results coefficient of determination.

Table 3:-Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602 ^a	.363	.328	2.47276
a. Predictors: (Constant), work Motivation , work Productivity				

For determination coefficient analysis is 0,363 meaning change of service quality can be explained by change of work productivity variable (X_1) and work motivation (X_2) together equal to 36,3%. While the rest is equal to 63.7% influenced by other variables outside the variables studied.

Discussion:-**Effect of Work Productivity on Quality of Services:-**

The results of this study indicate that for work productivity variables have a t_{count} of 2.648 and t_{table} 2.026 then ($t_{count} > t_{table}$). Then from the significant level of 0.012 is smaller than 0.05 (0.012 < 0.05). This means that for the variable work productivity partially have a significant influence on the quality of service Provision of Education and Leadership Training Level IV and III in East Java Provincial Training and Training Agency.

The results of this study can be interpreted that the higher work productivity of employees, the quality of service in the implementation of leadership training in East Java Provincial Training and Training Board is also getting better, and vice versa. The results of this study also shows that work productivity is considered good enough or high in carrying out its duties and responsibilities.

Based on the results of interviews with respondents obtained information that the productivity of employees at the East Java Provincial Training and Training Board is quite good, it is given that the staff in East Java Provincial Training and Training Board has a S3 education and experience of a qualified bureaucracy. In addition, facilities and infrastructure supporting the training that is considered quite relevant also affect the productivity of employees in work and work. According to the respondents' assessment, the physical and mental health of the mentor of East Java Provincial Training and Training Agency is quite good. Employees of East Java Provincial Training and Training Agency did not have any problems if they had to get an out-of-town task in implementing the training.

Effect of Work Motivation on Quality of Services:-

The results of this study indicate that for work motivation variable has a t_{count} of 3.080 and t_{table} 2.026 then ($t_{count} > t_{table}$). Then from a significant level of 0.004 smaller than 0.05 (0.004 < 0.05). This means that for the variable of work motivation partially have a significant influence on the quality of service Provision of Education and Leadership Training Level IV and III in East Java Provincial Training and Training Board.

The results of this study can be interpreted that the higher the work motivation received by employees, the quality of service in the implementation of leadership training in East Java Provincial Training and Training Board is also getting better, and vice versa. The results of this study show that the employee's work motivation is high in completing tasks and responsibilities.

Based on the interviews and findings of the research note that the achievement motivation of the employees of East Java Province Training and Training Agency is good enough. It is characterized by employee morale in performing tasks as mentor training both inside and outside the city. Employee motivation is also quite good because it gets the material compensation and non-material worthy of East Java Provincial Training and Training Agency. Employees also have the support of the family in carrying out duties as mentors, although often the task outside the city does not reduce the spirit of work. According to the respondents, almost all employees have a high responsibility to carry out their duties and to advance the institution in which they serve.

Effect of Work Productivity and Work Motivation on Quality of Services:-

The results of this study indicate the variables of work productivity and work motivation simultaneously have a significant influence on the quality of education and leadership training services Level IV and III at the East Java Provincial Training and Training Agency. The results of this study can be interpreted that the higher the value of work productivity and employee work motivation, the quality of service in the implementation of leadership training in East Java Provincial Training and Training Board is also getting better, and vice versa.

In general, the quality of services implemented by East Java Provincial Training and Training Agency has been based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 15 Year 2014 on Guidelines on Service Standards, although there are still some items that have not reached the optimal assessment. The quality of services from the facilities and infrastructure sessions provided by East Java Provincial Training and Training Agency continue to improve in order to increase the number of student training satisfaction index.

To provide good service, employees of East Java Provincial Training and Training Board are encouraged to have emotional closeness with the training participants, that is by being polite, responsive and empathetic to all trainees regardless of race, taste and religion. This commitment is always emphasized in accordance with the vision of East Java Provincial Training and Training Agency "Become Center of Excellence (*Pusat Keunggulan*) in Realizing State Civil Apparatus Who Have Competence, Dedication and High Integrity".

Conclusion:-

1. Variables of work productivity partially have a significant influence on the quality of education and leadership training services Level IV and III at the East Java Provincial Training and Training Agency.
2. Variables of work motivation partially have a significant influence on the quality of service implementation Education and Leadership Training Level IV and III in East Java Provincial Training and Training Agency.
3. Variables of work productivity and work motivation simultaneously have a significant influence on the quality of service Provision of Education and Leadership Training Level IV and III in East Java Provincial Training and Training Board.

Suggestion:-

1. To improve the quality of service in the implementation of Education and Leadership Training Level IV and III in East Java Provincial Training and Training Board, it is necessary to consider the training facilities and infrastructure, which concerns the fulfillment and availability of facilities and infrastructure, such as dormitories, libraries, places of worship, and rest room that is means a relaxing.
2. The use of Information System means in the effort of completion of administrative administration of diklatpim is an urgent need, especially concerning administration administrasi lesson, financial admnistrasi as well as fulfillment of information system needs for the smoothness of learning diklatpim on class or off class, especially concerning ease of access participants to relate with organizer specifically and widyaiswara as pengampu material or as a coach (supervisor). It is expected that East Java Provincial Training and Training Agency continue to make improvements and renewals on the use of information technology, so that it can facilitate the employees and training participants in the implementation of the training.
3. Development of the competence of Diklatpim (organizing committee) in the Training Board of East Java Province, which is an employee or human resources directly related to the implementation of Diklatpim II, III and IV should be considered the efforts to strengthen the competence of tasks, especially those involving the control of the utilization of media learning, administration of information management-based learning and management of financial administration based Information System.
4. While concerning efforts to improve the quality of service in the implementation of Education and Leadership Training Level II, III and IV in the Training Board of East Java Province, to improve the Satisfaction Index of the participants of Diklatpim, in addition to efforts to increase competence in Widyaiswaranya, also done other efforts that are inter- personal (personal approach) from the leadership at the administrator level (head / field head), so that with a personal approach from the leadership (non-material) can be instrumental in increasing the motivation of employee or HR human resources Diklatpim II, III and IV.

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