

## Factors Affecting Employee Performance of Education Office in Tabanan Regency

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**Abstract—** Human resources (HR) is one of the main assets in a company, the better the HR owned by the company, the easier the company's progress is to obtain. Good human resources are not only filled with employees with quality Intelligence Quotient (IQ), but also filled by employees who are able to control conflicts that occur around them, either in the work environment or in the family environment. The more qualified human resources an organization or company has, it is expected that the ability of the company or organization to compete will be better. Good performance is shown by workers, among others, by the education and training they receive. The actors used to improve worker performance include the education stage, training carried out by workers and worker satisfaction. The purpose of this study was to determine the effect both collectively and individually on the level of education, training and employee satisfaction on the performance of the staff of the Education Office of Tabanan Regency, Bali Province. This Study is a descriptive quantitative research, data collection method using questionnaires and multiple linear regression as data analysis, which was performed using SPSS software version 24. The sample used a number of 92 respondents. The results showed that both simultaneously and individually the level of education, training and employee satisfaction had an influence on the work performance of the employees of the Education Office of Tabanan Regency, Bali Province. The results also showed that the training factor gave the largest contribution to performance.

**Keywords:** Education, Training, Satisfaction and Performance

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### 1. Introduction

Human resources (HR) are one of the main assets of a company (Simamora, 2012), the better the HR owned by the company, the easier the company is to get. Good human resources are not only filled with employees who have quality Intelligence Quotient (IQ) but are also filled with employees who are able to control conflicts that occur around them, either in the work environment or in the family environment (Sofyandi, 2013). The more qualified human resources an organization or company has, it is expected that the company or organization's ability to compete will be better. The development of an organization or company results in greater responsibility for employees, making employees work hard, so sometimes forgetting time and neglecting family interests in order to achieve company goals. Company policies that do not pay attention to the interests of employees and their families can lead to conflicts between work and family (Meliani et al., 2014).

Performance comes from the word job performance or actual performance, which means the achievement of a job or actual achievement that someone has achieved. Job achievement is the result of work in quality and quantity achieved by an employee in carrying out his function according to the responsibilities assigned to him. The ability of employees is seen from the performance, good performance is optimal performance. Employee performance is one of the assets for the Company to achieve its goals. Achievement is usually defined as a person's success in carrying out a task. Employee performance is the work achieved by a person in carrying out the tasks assigned to achieve job targets. Employees can work well if they have high

performance so that they can produce good work. Employee performance is one of the determining factors for the success of a company in achieving its goals. Therefore, the fact of performance should be considered, because the decline in employee performance can affect the performance of Company overall. The good performance shown by employees is influenced, among others, by the education and training they receive. Communication is the most dominant social event in human life. (Robbins, 2016) said the factors used to improve employee performance include education level, training conducted by employees and employee satisfaction .

Job satisfaction is also a variable that affects employee performance, and one of the indicators of job satisfaction is the amount of salary received by employees. According to (Suwandi and Indiantoro, 2009) salary satisfaction means a person will feel satisfied with his salary if the perception of salary and what he gets is in line with expectations. (Suwandi and Indianto , 2009) also argued that apart from salary, employee psychological satisfaction will have a positive impact on employee performance. In addition, satisfaction with the availability of facilities and infrastructure to support work, a conducive work environment that supports career development, and the presence of good leadership are other things that support the positive performance of employees . In line with the development of science and knowledge, companies need to be better able to make their employees more skilled and trained in their work. Therefore, the agency took the initiative to run education and training programs for employees, because education and training made them more confident, which led to a sense of job satisfaction and more respect, and could seek to improve the performance of an agency.

Education is different from training. Education is more on philosophy and theory. Education and training have the same goal, namely learning. In learning there is an implicit understanding. Through understanding, employees can become innovators, initiatives, creative problem solvers and become effective and efficient employees in carrying out work. In the Tabanan Regency Education Office , of the 145 employees, most of the employees have high school education / equivalent as shown in table 1 below:

Table 1. Employee's Last Education Level  
Tabanan Regency Education Office

No.	Education	amount	Percent
1	High School / equivalent	61	42.07
2	Diploma	17	11.72
3	Bachelor	41	28.26
4	Postgraduate	26	17.95
	amount	145	100

Source: District Education Office. Tabanan (2020)

Based on Table 1 above shows that the level of education Most of employees at the District Education Office in Tabanan are high school / equivalent, the researchers mean employees in the above table are all employees who work at the District Education Office Tabanan well, freelancers, temporary employees, workers contracts or employees who have the status of the State Civil Apparatus (ASN). To improve performance, it is necessary to increase the quality through the development function. Development can be carried out trough training for employees , which is one of quality human with employee goals and objectives. The training aims to improve the work effectiveness of employees in achieving the specified work results. Improvement of work effectiveness can be done through increasing the knowledge, skills and attitudes of the employees themselves towards their duties. The phenomenon that occurs at this time, from the results of the initial interviews conducted by researchers, it was found that the employee's performance was not maximal at the Tabanan Regency Education Office , many factors caused the performance was not optimal, for example from the income received, the work load that was not appropriate or the motivation of the employees itself. Of the several factors that cause less than optimal performance of employees at the Education Office of Tabanan Regency, researchers found that there are three main factors that cause it, there is the level of education, lack of training and job satisfaction.

1. Educational factor, in this factor it can be found that the education level of employees, especially at the implementation level, is a high school equivalent or diploma, at the executive level most of the employees only carry out the orders of the superiors without wanting to make innovations and initiatives in order to provide better work results. Employees with a diploma and / or high school education level, only act in accordance with what is instructed and are guided as long as they finish working.
2. The second factor that makes the performance of employees at the Tabanan Regency Education Office less than optimal is the lack of training that is held, conducted and can be followed by

employees. In addition to the density of tasks and routines that must be carried out, most of the training and education provided is aimed at echelon three or echelon four, which are usually supervisors or supervisors. Lack of training for the executive ranks has reduced opportunities to improve performance.

3. Employees still experience low job satisfaction.

With regard to the training factor as the researcher pointed out in the point above, during 2019 there were only 8 (eight) trainings attended by ASN at the Tabanan Regency Education Office , until now the researchers did not find data on any training that had been carried out for employees other than ASN.

Job satisfaction, from the results of interviews that researchers conducted, are more subjective in employees. There are employees who are not satisfied with the workload they receive, there are employees who are not satisfied with the income they receive, there are also employees who feel that their lack of career development opportunities is the cause of their dissatisfaction. These three factors, the level of education, training and job satisfaction, are the main factors that seem to be the cause of the underperformance of the Tabanan Regency Education Office . Based on this background and phenomenon, researchers are interested in conducting research related to the factors that affect employee performance, especially at the Education Office of Tabanan Regency , Bali Province.

## 2. Literature Review

### A. Education Level

The level or level of education is the stage of continuous education, which is determined based on the level of development of students, the level of complexity of teaching materials and how to present teaching materials (Ihsan, 2016). The performance indicators used in this study include:

- a) The suitability of the level of education with the current job
- b) Ability to absorb new knowledge
- c) Willingness to reach a higher level of education
- d) Suitability of educational background with the responsibilities assigned
- e) Willingness to increase knowledge outside of working hours

### B. Training

(Captureasia, 2009) states that training is a learning process about a discourse of knowledge and skills aimed at implementing learning outcomes in accordance with certain demands. The training indicators used in this research are:

- a) Training in accordance with the field of work
- b) Training needs to be done to improve abilities
- c) There is a positive impact on work training
- d) Training organized by agencies must be followed
- e) The agency evaluates the training carried out.

### C. Job Satisfaction

According to (Robbins, 2013) job satisfaction is a general attitude towards a person's job which shows the difference between the number of awards received by workers and the amount they believe they should receive. Job satisfaction indicators are as follows:

- a) Adequacy of work facilities and infrastructure
- b) There are clear rules regarding career paths
- c) Compensation of compensation with work responsibilities
- d) The suitability of work with the knowledge and competencies possessed
- e) A conducive work environment
- f) The existence of superiors' support for the workload

### D. Employee Performance

Achievement is the result of a person as a whole in a certain period of carrying out a task, such as work standards, targets or target criteria that have been set and agreed with (Veithzal, 2005).

The performance indicators used are:

- a) Complete the work according to the target
- b) Work according to the specified quality of time
- c) Able to work efficiently and productively
- d) Have the competence to do the best job
- e) Responsible for work

### 3. Methods

This study uses a quantitative investigation method. The quantitative method is a method of investigation based on the positivism philosophy, which is used to examine a particular population or sample, data collection using investigative instruments, data analysis and quantitative / statistical with the aim of testing the predetermined hypothesis (Sugiyono, 2015). This study consisted of 3 (three) independent variables, namely the level of education, training and job satisfaction and 1 (one) dependent variable, namely employee performance. Data collection techniques in this study were carried out using a questionnaire given to employees at the Tabanan Regency Education Office. Of the 145 questionnaires distributed, only 92 questionnaires returned completely. After the questionnaire was filled in by the respondent, data tabulation was carried out and then data analysis was carried out to answer the formulation of the problems raised in this study. Mechanical analysis of the data used in the study using SPSS version 24 includes the validity and reliability, the classic assumption test and test hypothesis.

### 4. Result and Discussion

#### A. Influence the level of education, training, and employee satisfaction together on performance simultancy.

Based on the results of research on the results of the first multiple linear regression shows a positive and significant effect jointly between the level of education, training, and employee satisfaction on the performance of the staff of the Tabanan Regency Education Office. Hypothesis 1 is that together the level of education, training, and employee satisfaction has an effect on the performance of the staff of the Tabanan district education office. Shown by the results of the F test count of 6.464, which is greater than the value of the F table, namely 2.70 with a significance of 0.000, a significance value of 0.000 less than 0.05, the regression model can be used to predict the performance of the staff of the Tabanan Regency Education Office.

The influence of a good level of education, the existence of structured and sustainable training and job satisfaction felt by employees simultaneously have an influence on performance and are mutually reinforcing. It is explained that training that is not done properly but employees have a good level of education and good job satisfaction will still produce good performance. Lack of training will be covered by employees by learning independently, so that employees have satisfaction because of the success of completing work with good quality.

This is in line with previous research conducted by Firmansyah Adiangung (2015) which states that Employee Satisfaction has a positive and significant effect on the performance of Fried Chicken employees in Suhari Jogja. The results of other research relating to the joint relationship between the level of training education and job satisfaction with employee performance at the Tabanan Regency Education Office as well as those found in previous research conducted by (Ahmad, 2018) where in the study it was stated that the level of Good education that is owned by employees is very influential on this performance which is getting better accompanied by training that is carried out continuously, and periodically, will not only provide job satisfaction to these employees but will also have an influence on the employee's performance. Of this case may be the better quality of the work or also the higher the quality of work. In another side to the training will give satisfaction to the work carried out, it is also stated by (Belwakar et al., 2018), that the influence of jointly include level of education, training and satisfaction that mutually affect one another then employee performance will also get better. Other research by (Dale, 2013) also stated the same thing that the level of a good education, both formal and non-formal education along with training in a structured continuous and sustainable will give birth to a satisfaction in doing that ultimately performance the organization will be better so that it can provide better services to the community. From some search those who do study on the level of education, training satisfaction and performance results consistent with the results that performed in this study.

#### B. Effect of Education Level on Performance

The results of the output analysis using SPSS show that the level of education has a positive and significant effect on the performance of the staff of the Tabanan Regency Education Office. Hypothesis 2 which states that the level of education has a positive and significant effect on the performance of the staff of the Tabanan Regency Education Office. This result is aimed at the value of t count greater than t-table, which is equal to  $3.198 > 1.662$  and a significance value of  $0.000 < 0.05$ . The results of this study are in line with previous research conducted by (Putrisari, 2015), and (Yavas, et al. 2008), which revealed that the level of education has a positive and significant effect on performance, where in the

study it was explained that the higher the level of education a person has. employee then Employee performance produced will increase. The level of education in this case, is not limited to formal education but also includes non-formal education, the higher the level of education an employee has will have an influence on the performance of the employee concerned. It can be seen that employees who have a higher level of education than other employees will have the ability to understand instructions, carry out instructions, and complete work better than other employees, this is in line with the results of research conducted by (Hennekam , 2016 ). The abilities possessed by employees are directly proportional to the level of education possessed by the employees concerned. The level of education can also be seen apart from the last diploma they have as well as a certificate of expertise which shows the extent of the employee's competence in completing work in accordance with the procedures set by the organization or company.

Furthermore, (Luthan , 2015), argues that remembering education in addition to explaining how capable the skills are of employees also shows the desire of employees to improve their competence in completing their work. The same result was also stated by (Otto et al., 2017), the skills possessed by employees even though it does not absolutely indicate the level of education they have will have an influence on their performance in completing work. The results of previous studies as stated above are in line with the results presented in this study. The level of education in this case is not only the level of formal education but also the level of non-formal education that is obtained during the working period. The higher the education that employees have, the easier it is to understand, absorb new knowledge and adaptability to the jobs and tasks given. This will have an impact on the quality of work produced, where the higher the quality of work produced by an employee, the lower the employee's performance will be. On the other hand, with the minimum quality of work in accordance with the SOP, the stress level of employees will also be low, where the stress level is also related to employee performance.

### **C. Effect of Training on Performance**

The results of the output analysis using SPSS show that training has a positive and significant effect on the performance of the staff of the Tabanan Regency Education Office. Hypothesis 3 stated that the training positively and significantly terhadap Performance Service employee District Education Tabanan. This is aimed at the value of t count greater than t table, which is equal to  $4,913 > 1,662$  and a significance value of  $0,000 < 0,05$ . The results of this study are in line with previous research conducted by (Fure, et., Al. , 2015), (Heryanto, 2016), and (Anuraga , 2016) suggesting that high training, both quantitatively and qualitatively will cause performance to become increasingly high. a lot and have an impact on the performance of the company as a whole. (Fure, et al., 2015) , argued that training is not just providing material to employees but it is prioritized how these employees are able to improve performance, based on the experience and knowledge they have when receiving training. So according to (Fure, et al., 2015), the results of training are said to have an impact on employees, if the employee concerned is able to improve performance, it is not only shown with better results but also faster work completion in accordance with the procedures set by the organization or company. A slightly different matter was stated by (Anuraga , 2016) that the training carried out by agencies or organizations, especially government ones, is more about refreshing how a job is done and how to provide better service to the community. The opinion expressed by (Anuraga , 2016) is in line with the results of research conducted by (Heriyanto , 2016), that the training carried out at government agencies is more of a routine and has made very few changes to the performance of the employees concerned.

On the other hand, the importance of training was stated by (Rivai, et al, 2005), that training not only provides material on how to complete a job well or simply provides better service to the community but also provides new understanding, technology transfer, and provides a different perspective. it is different for employees who have been completing their work or tasks for which they are responsible based on habits without thinking about how to complete work more effectively and efficiently. The ability to complete work effectively and efficiently carried out by government employees is influenced by many things such as SOPs that have been outlined by superiors, so that in some cases innovation and creativity from employees cannot be applied due to collisions with existing regulations and organizational culture in agencies. the. The opinion expressed by (Rivai, et al, 2005), this does not necessarily limit and eliminate the importance of training that must be carried out by employees in improving performance. Performance Service employee Education Office Tabanan District will be higher, if the agency gives training is getting better is up to date and go directly spaciousness (practice). Up to date mean Training received by employee appropriate and always follow the dynamics of the developments particularly in utilizing technology and information today. Practice

means that the training received by employees has learning activities that are directly involved in the field carried out by employees . For example Training in which up to date if the education received by the employee have the materials that follow the development, development technology and economy. Education office can also provide more knowledge than the standard material provided.

#### **D. Effect of Employee Satisfaction on Performance**

The results of the output analysis using SPSS show that employee satisfaction has a positive and significant effect on the employee performance of the Tabanan Regency Education Office . Hypothesis 5 states that Employee Satisfaction has a positive and significant effect on employee performance of the Tabanan Regency Education Office . This is aimed at the t value greater than t table, which is equal to  $4.012 > 1.662$  and a significance value of  $0.001 < 0.05$ . The positive and significant effect of customer satisfaction on performance is supported by several previous studies including those conducted by (Hill and Green, 2015), and (Kusuma , 2015). The previous research gave the same result that the satisfaction felt by customers when they received the product they ordered was not much different from what the customer expected. (Hill and Green , 2015), and (Kusuma , 2015) , suggest that the satisfaction felt by employees can be subjective. There are employees who assess job satisfaction if the amount of salary and allowances received to make ends meet , but on the other hand is not uncommon that employees are satisfied if the infrastructure in doing the work fulfilled and does not become an obstacle in me the right job which it is responsible. There are also employees who feel that satisfaction will be achieved if there is a good relationship between fellow employees or a relationship between employees and superiors. Work Satisfaction as submitted by the three groups of employees above have subjective values, so that the employees who have the same level and class do not necessarily have the same job satisfaction and this greatly affects the performance levels they produce.

In another side results of research conducted by (Aghazadeh, 2015), suggests that employee satisfaction is to achieve what it wants employees to do the job with the reality experienced or felt by the employee at the time of doing the job. As a lower gap between desires with the reality that they feel, the higher the level of satisfaction felt by employees, otherwise as a wide gap between what they want with what they get, employee satisfaction will be even lower. In to do with performance, high satisfaction will provide maximum performance compared with employees who have low satisfaction levels. Other assumption the same proposed by (Ariyanti, 2016), that employee satisfaction higher would result in the employee's performance are the better, but it granted an exception by (Sirca et al, 2013), in his research suggested that there are employees who have the satisfaction is high but give less than good performance to agencies / organizations . Employee that is so, usually found there are employees who have entered a period of preparation for retirement or a feeling that has been impossible to get a better career path so that the employee gives the performance is and will unconsciously weaken instnasi / organization.

Job satisfaction is one of the factors that can affect employee performance in an agency organization. Job satisfaction is a positive feeling in a job as a result of the evaluation of various aspects of the job. In the embodiment of job satisfaction that is felt, among others is manifested by fulfilling employee expectations with regard to salaries, allowances or infrastructure that support performance. At present, employees at the Tabanan Regency Education Office feel that what they receive, both in terms of salaries, allowances and work support facilities and infrastructure, has been fulfilled by the office, and this has contributed to the better performance of employees. On the other hand, unfulfilled satisfaction, for example a career path that is not explained by non-objective performance appraisals will reduce satisfaction and can have an impact on employee performance, both individually and in part.

## **5. Conclusion**

The conclusions of the study are; The level of education has a positive and significant effect on the performance of the Tabanan Regency Education Office staff , training has a positive and significant effect on the employee performance of the Tabanan Regency Education Office, and employee satisfaction has a positive and significant effect on the employee performance of the Tabanan Regency Education Office.

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