



The Influence of In-service Training and Position Levels on the Performance of Civil Servants in the Procurement Service Section of the Regional Secretariat in Probolinggo Regency

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Legislation concerning regional government has logical consequences for the governance process. This is followed by the issuance of Government Regulation Number 38 of 2007 concerning the Division of Government Affairs between Provincial Regional Governments and Regency / City Regional Governments, followed by Government Regulation Number 41 of 2007 concerning Regional Device Organisations. The Probolinggo District Government responded by establishing Probolinggo District Regulation Number 7 of 2007 concerning the Organisation and Work Procedure of the Regional Secretariat and Expert Staff of Probolinggo Regency. The type of explorative research is research that aims to find something new. The object of the research concerns the actions taken by civil servants in the service section of the procurement of the regional secretariat of Probolinggo Regency. The results showed that in-service training and position levels had a significant effect on productivity of 77.4%. The remaining 22.6% is explained by other variables not included in the regression model in this study.

Key words: *In-service Training, Position Levels, Performance, Procurement.*



Introduction

The enactment of Law Number 32 Year 2004 concerning the Regional Government brings logical consequences to the process of governance in the region followed by the issuance of Government Regulation Number 38 of 2007 concerning the Division of Government Affairs between Provincial Regional Government and Regency / City Regional Government followed by Government Regulation Number 41 in 2007 concerning Regional Device Organisations. The Probolinggo District Government responded by establishing Probolinggo District Regulation Number 7 of 2007 concerning the Organisation and Work Procedure of the Regional Secretariat and Expert Staff of Probolinggo Regency.

The Procurement Service Section has the task of formulating policies, administration, procurement services, implementation of policies and complaints, and the implementation of guidance programs and administrative services in the field of goods/services procurement services within the Regional Government. To carry out its duties, the Procurement Service Section has the following functions:

1. Preparation of policy formulation and administrative services in the field of goods / services procurement services.
2. Formulation of policies in the field of goods / services procurement services.
3. Implementation of coordination with other institutions or agencies in the implementation of activities in the field of goods / services procurement services.
4. Implementation of guidance for administration and apparatus in the field of goods / services procurement services.
5. Control, evaluate and report on the implementation of activities in the field of goods / services procurement services.
6. Compilation, implementation, coordination and evaluation of Standard Operating Procedure (SOP) section activities.
7. Implementation of other functions provided by the Economic and Development Administrative Assistant.

The Procurement Service Section is a work unit that has an onerous task, therefore employees who demonstrate satisfactory performance and responsibility are needed. Various methods have been implemented to improve performance, for example through socialisation and

training for improving Human Resources (HR) in the Regional Procurement Service Section of Probolinggo Regency.

Literature Review

In-Service Training

Rycus and Hughes (2000) define in-service training as training which is carried out as part of one's work. The assessment can be conducted alone or with the help of supervisors, coaches or mentors. Activities are often informal even though instruments used in formal training may be utilised. In essence, in-service training is a form of on-the job training that is usually done when there are new employees in an organisation.

Functional levels

Functional levels, according to Law Number 5 of 2014 (Undang-Undang Nomor 5 Tahun 2014) concerning state civil apparatus, consists of both functional positions of expertise and functional positions of skills. Functional positions of expertise are positions that:

1. Require professional qualifications with educational levels as low as a bachelor's degree.
2. Include activities related to research and development, improvement and application of concepts and theories and operational methods and the application of scientific disciplines that underlie the implementation of the duties and functions of the positions concerned.
3. Are bound to certain professional ethics determined by professional ties.

Performance

Performance is the result or output of a process (Nurlaila, 2010: 71). According to the behavioural approach in management, performance is the quantity or quality of something produced or services provided by someone who does the job (Luthans, 2005: 165).

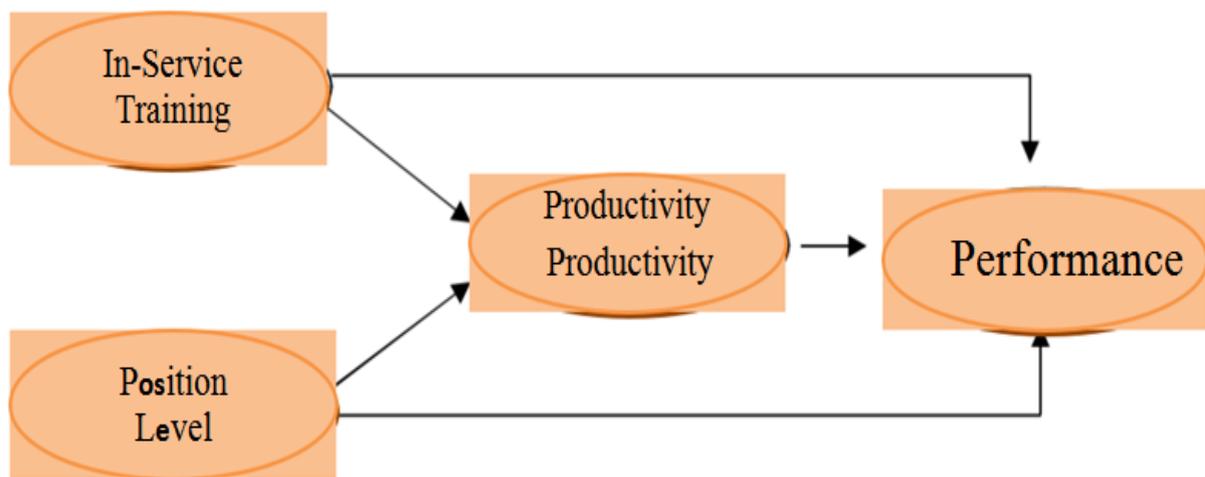
Performance relates to work performance, which is a comparison between work results and set standards (Dessler, 2000: 41). Performance is the result of work in both quality and quantity that is achieved by someone carrying out tasks according to the responsibilities given (Mangkunagara, 2002: 22).

Productivity

According to Hasibuan (1996: 126), productivity is the comparison between output (yield) and input (input). Increased productivity is only possible according to an increase in efficiency (time-material-energy) and the work system, production techniques and the increase in skills of the workforce. According to Riyanto (1986: 22), technically, productivity is a comparison between the results achieved (output) and the overall resources needed (input). Productivity contains an understanding of the comparison between the results achieved with the role of labour unity of time.

Conceptual Framework

Figure 1. Structural Model



Source: Rycus and Hughes (2000), Law Number 5 year (20 (2014), Hasibuan (1996), Nurlaila, (2010)

Hypothesis

The hypotheses raised in this study are:

H1: There is a significant influence on in-service training on the productivity of the Procurement of Goods and Services working group in the Procurement Service Section

H2: There is a significant influence on in-service training on the performance of the Procurement of Goods and Services working group in the Procurement Service Section

H3: There is a significant influence on the position level on the productivity of the Procurement of Goods and Services working group in the Procurement Service Section

H4: There is a significant influence on the position level on the performance of the Procurement of Goods and Services working group in the Procurement Service Section

H5: There is a significant effect on productivity on the performance of the Procurement of Goods and Services working group in the Procurement Service Section

H6: There is a significant influence on in-service training and the level of office on the productivity of the Procurement of Goods and Services working group in the Procurement Service Section.

Methodology

This study uses a causal research design approach, which is a study that aims to explain the causal relationship between variables through hypothesis testing. According to Sugiyono (2013: 37), the main purpose of causal research is to prove a causal relationship between variables and compare the effect of several variables on a variable so that the variable that has the dominant influence on a variable can be known. The population and sample in this study were all employees, men and women in the Procurement Service Section of the Probolinggo Regency Regional Secretariat, which numbered 87 people. Path analysis techniques were used in this study to find out the direct and indirect effects of independent variables on the dependent variable.

Definition Operational Variables

- a) Variable In-Service Training (X1): Refers to training carried out in the implementation of one's work. Indicators of in-service training include knowledge, and experience
- b) Variable Position Level (X2): A group of positions containing functions and tasks related to functional services based on specific skills. Indicators from the position level include education, science disciplines, and professional thics.
- c) Productivity variable (Z1): A comparison between the results achieved (output) and the overall resources needed (input). Indicators of productivity include labour and working hours.
- d) Performance Variable (Y1): Work results in quality and quantity achieved by employees in carrying out their functions in accordance with the responsibilities given to them. Indicators of competencies include quantity, quality, reliability, and presence.

Result

Test Validity and Reliability

Testing the validity of the data aims to determine the extent to which the validity of the questions form the distribution of questionnaires. Test data validity is achieved using the product moment correlation method (Pearson correlation).

Table 1: Validity of Research Instruments

No.	Dimension	r table	Correlation Coefficient	Description
In-service Training				
1.	X1.1	0,213	0.718	Valid
2.	X1.2	0,213	0.876	Valid
3.	X1.3	0,213	0.844	Valid
4.	X1.4	0,213	0.500	Valid
5.	X1.5	0,213	0.421	Valid
6.	X1.6	0,213	0.497	Valid
Position Level				
7.	X2.1	0,213	0.783	Valid
8.	X2.2	0,213	0.774	Valid
9.	X2.3	0,213	0.864	Valid
10.	X2.4	0,213	0.870	Valid
11.	X2.5	0,213	0.630	Valid
12.	X2.6	0,213	0.714	Valid
13.	X2.7	0,213	0.489	Valid
Productivity				
14.	Y1.1	0,213	0.865	Valid
15.	Y1.2	0,213	0.773	Valid
16.	Y1.3	0,213	0.865	Valid
17.	Y1.4	0,213	0.557	Valid
18.	Y1.5	0,213	0.517	Valid
19.	Y1.6	0,213	0.417	Valid
20.	Y1.7	0,213	0.677	Valid
21.	Y1.8	0,213	0.557	Valid
Performance				
22.	Y2.1	0,213	0.699	Valid
23.	Y2.2	0,213	0.754	Valid

24.		Y2.3	0,213	0.842	Valid
25.		Y2.4	0,213	0.535	Valid

Source: Researchers, 2017, Process Data

Based on the reliability test results, it can be concluded that all the measuring instruments used are reliable, as shown by Cronbach's Alpha, which generally moves from 0.600 to 0.800.

Table 2: Reliability of Research Instruments

Dimension	Cronbach's Alpha	Reliability
In-service Training	0.740	Reliable
Position Level	0.858	Reliable
Productivity	0.820	Reliable
Performance	0.674	Reliable

Source: Researchers, 2017, Process Data

Auto Correlation Test

Auto correlation testing aims to test and establish whether there is a correlation between the data in the research variable on a linear model of simple regression. If there is a correlation, the regression model is not feasible so it is considered good if the regression is free from autocorrelation. The method used to determine the existence of auto correlation is one way to use the Durbin-Waston (D-W) method. According to Tony Wijaya (2009) if the DW value: $1 < DW < 3$ then auto correlation does not occur. The results of the Durbin-Watson test using SPSS in this study are:

Table 3: Auto Correlation Test Results

Regression Equation	Durbin-Watson	Conclusion
First	1.709	There is no auto correlation
Second	1.636	There are no auto correlations

Normality Test

The results of the normality test indicate that the number of Kolmonov-Smirnov in-service training value data is 0.228 with a significant probability of 0.214, Kolmonov-Smirnov value for position level 0.229 with a significance probability of 0.324, Kolmonov-Smirnov value for

productivity 0.273 with a probability value of 0.502, Kolmonov-value Smirnov performance 0.252 with a significance probability value of 0.258 and Kolmonov-Smirnov value. The probability value of each variable is far greater than the real level of 0.05. Therefore, it can be concluded that all research data are normally distributed.

Path Analysis Results

A. Effect of in-Service Training and Position Level on Productivity

This analysis is used to determine the level of influence of a causal relationship conducted from the results of questionnaires. Path coefficient calculation in this study uses standardised regression analysis.

Table 4: The path coefficient test results influence in-service training & job levels on productivity

Variable	Beta	T hitung	PV/Prob	Sig T
In-service training (X1)	0.687	8.460	0,05	0.000
Position Level (X2)	0.430	7.120	0,05	0.000
R = 0.880				
R Square = 0.774				
F = 131.898				
Sig. F = 0.000				

Therefore, the regression equations for dialysis variables in this study are:

$$Y1 = \beta_1 X1 + \beta_2 X2$$

$$Y1 = 0.687 X1 + 0.430 X2$$

From the multiple linear regression equation, it can be described as follows:

- a) The magnitude of the regression coefficient of the in-service training variable of 0.687 indicates that the in-service training variable has a positive influence on productivity.
- b) The magnitude of the position level variable regression coefficient of 0.430 indicates that the position level variable has a positive influence on productivity.

c) Effect of in-service training, position level, productivity on performance.

Standardised regression test results - Effect of in-service training, position level, and productivity on performance is as follows:

Table 5: Test results of the path coefficient of the effect of In-service Training, Position Level, on Performance

Variable	Beta	T hitting	PV/Prob	Sig
In-service Training (X1)	0.222	3.754	0.05	0.000
Position Level (X2)	0.620	1.519	0.05	0.135
Productivity (Y1)	0.305	5.104	0.05	0.000
R = 0.898				
R Square = 0.806				
F = 105.505				
Sig. F = 0.000				

The regression equation is obtained for the variables analysed in this study, namely:
 $Y_2 = \beta_1 X_1 + \beta_2 X_2$

$$Y_2 = -0.222 X_1 + 0.620 X_2 + 0.305 Y_2$$

The multiple linear regression equation can be described as follows:

- The magnitude of the regression coefficient of in-service training variable of 0.222 indicates that the in-service training variable has a positive influence on performance.
- The magnitude of the position level variable regression coefficient of 0.620 shows that the position level variable has a positive influence on performance.
- The magnitude of the regression coefficient productivity variable of 0.305 indicates that the productivity variable has a positive influence on performance.

The summary of the path coefficients modelled in this study can be seen as follows:

Table 6: Summary of Path Coefficients

Dependent	Beta		
Variable	Coefficient	P-Value	Conclusion
Productivity	0.222	0.000	Significant
Productivity	0.620	0.135	Significant
Performance	0.687	0.000	Significant
Performance	0.430	0.000	Significant
Performance	0.305	0.000	Significant

Hypothesis Test Results

- a) The hypothesis states that there is a significant effect between the in-service training variable on productivity.

The results showed that the in-service training variable had a t-count of 8,460 with a probability of 0.000 ($0.000 < 0.05$). The in-service training variable is shown to have a significant effect on productivity. In other words based on the results of the study it can be concluded that hypothesis 1, which mentions that in-service training has a significant effect on productivity, can be proven.

- b) The hypothesis states that there is a significant effect between the in-service training variable on performance.

The results showed that the in-service training variable had a t-count of 0.222 with a probability of 0.000 ($0.000 < 0.05$). The in-service training variable is shown to have a significant effect on performance. In other words, based on the results of the study, it can be concluded that hypothesis 2, which mentions that in-service training has a significant effect on performance, can be proven. The results of the test of this hypothesis indicate that in-service training has a significant effect.

- c) The hypothesis states that there is a significant influence between the position level variables on productivity.

The results showed that the position level variable had a t-count of 0.430 with a probability of 0.000 ($0.000 < 0.05$). The position level variable is shown to have a significant effect on productivity. In other words, based on the results of the study it can be concluded that hypothesis 3, which states that the position level has a significant effect on productivity, can be proven.

- d) The hypothesis states that there is a significant influence between the position level variables on performance.

The results of the hypothesis test show that the position level has a significant effect on performance. The results showed that the position level variable had a t-count of 0.620 with a probability of 0.135 ($0.135 > 0.05$). The position level variable is shown to have no significant effect on performance. In other words, based on the results of the study, it can be concluded that the hypothesis that the position level has a significant effect on performance cannot be proven.

- e) The hypothesis states that there is a significant effect between productivity variables on performance.

The results showed that the productivity variable has a value of t-count of 0.305 with a probability of 0.000 ($0.000 < 0.05$). The productivity variable is shown to have a significant effect on performance. In other words based on the results of the study it can be concluded that hypothesis 5, which states that productivity has a significant effect on performance, can be proven.

- f) The hypothesis states that there is a significant influence between the in-service training variable and the position level on productivity.

The results showed that the training in-service variable had a t-count of 8,460 with a probability of 0.000 ($0.000 < 0.05$). The in-service training variable is shown to have a significant effect on productivity. In other words, based on the results of the study it can be concluded that hypothesis 1, which states that in-service training has a significant effect on productivity, can be proven. The results showed that the position level variable had a t-count of 0.430 with a probability of 0.000 ($0.000 < 0.05$). The position level variable is shown to have a significant effect on productivity. In other words based on the results of the study it can be concluded that hypothesis 3, which states that the position level has a significant effect on productivity, can be proven.

Discussion

Based on Table 4, it can be concluded that simultaneously the independent variables of the effect of in-service training & position level (X1, X2) have a significant influence on the dependent variable

productivity (Y1) indicated by the value of Sig. F $0.000 > 0.005$. While the t test or partial test shows that, the variables X1 and X2 significantly influence Y1. This is indicated by the magnitude of the Sig. Each of them is 0.000 and $0.000 > 0.005$. Whereas variable X2 has a significant effect on Y1. The Sig. equal to 0.000, each, indicates this is smaller than the alpha value of 5%. In addition, the results of the multiple linear regression analysis show the coefficient of determination (R squared) of 0.774. These results state that the independent variables (In-service training and Position) are able to explain the changes that occur in the dependent variable (Productivity) of 77.4%. While the remaining 22.6% is explained by other variables not included in the regression model in this study.

Based on Table 5 it can be concluded that simultaneously the independent variables (X1 and Y1) have a significant influence on the dependent variable indicated by the value of Sig. F



0,000 > 0.005. While the t test or partial test shows that the variables and X2 do not significantly, influence Y2. This is indicated by the magnitude of the Sig. each of them is 0.620 and 0.135 > 0.005. While variables X2 and Y1 significantly influence Y2. The Sig. F of each of them is 0.430, and 0.000, each of which is smaller than the alpha value of 5%, which indicates this. In addition, the result of the multiple linear regression analysis shows the coefficient of determination (R squared) of 0.806. This result states that the independent variables (In-service training and Position and Productivity) are able to explain the changes that occur in the dependent variable (Performance) by 80.6%. While the remaining 19.4% is explained by other variables not included in the regression model in this study.

Conclusion

1. Partially in-service training and position levels have a significant effect on employee performance at the Regional Secretariat. Together, in-service training and position levels have a significant effect on employee performance at the Regional Secretariat.
2. In-service variable training and position level regression coefficients are positive (+) indicating a unidirectional relationship, in other words, in-service training and position levels will improve employee performance at the Regional Secretariat.

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