

The Effect of Training Effectiveness and Career Management on Apparatus Performance through Development Competence at Soppeng District Police (Polres)

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Abstract

This analysis aims to evaluate and examine the influence of training quality and career management on the performance of officials at the Soppeng District Police through competency growth. Both Soppeng District Police officers, as many as 351 personnel, were in the sample community. The sampling procedure was carried out using a purposeful sampling technique in this analysis, and the final sample collected was 150. Data collection methods are carried out by evaluation, interviews, questionnaires and notes, and data processing techniques using route analysis. The findings revealed that the achievement of the Polish officers' performance in Soppeng Regency was motivated by the creation of competencies that had an impact on the enhancement of work skills and improvements in work behavior. They will better contribute to the organization by organization exercises for them. Improving the efficiency of the apparatus is often motivated by the capacity of the company to handle the company's degree in an organization. Maintaining high results is one indicator of good management. Competency growth on products where the company must be prepared to carry out practical tests and reviews as space for its participants to conduct different coaching and development forms to put themselves in the right way. Competency growth helps businesses always remain ahead and take the most critical role in sustaining the standard of job compliance with its members' expertise.

Keywords:

Training effectiveness, career management, performance, competency development Indonesia

1. Introduction

The creation of human capital is an undertaking that any organization must carry out, ensuring that their expertise, talents, and abilities align with the guidance of the job they are doing (Muhajji et al., 2016; Tamsah et al., 2020; Umar et al., 2020). With this development, it is hoped that doing a better job can be strengthened and resolved. The creation of human capital is an efficient way to address multiple challenges, including backwardness and the enterprise's variety of resources (Awaluddin et al., 2019; Gani et al., 2019; Yusriadi et al., 2019). Organizations do not need to analyze developments in the external world such as demography, socio-culture, governance, technologies, and competitiveness when choosing approaches and policies. They instead need to examine their internal variables (Kaswan, 2017).

One of the considerations that play a significant role in achieving corporate or individual objectives is a success. When its workers are not doing well, an organization will find it hard to accomplish its targets (Muhajji et al., 2016; Nuring et al., 2020; Umar et al., 2020). According to Mangkunegara (2011), success is the product of a person's work in quality and quantity performed in his duties in compliance with his or her obligations. One approach to boost employee efficiency can be achieved by an efficient training process (training effectiveness). Training quality is essential, especially to produce human capital (Alliger et al. 2001). The demands of today's standards are becoming more excellent, and the market is becoming stronger. All current workers have met the job administration criteria. Still, it does not guarantee that all employees can automatically be useful as they are put in one specific employment area.

In their attempts to enhance their efficiency when employed, executive career paths often have the potential to have a significant effect on workers. Career management is an attempt by a company to monitor the flow of workforce changes across current positions over time. Career management teams tend to have strong qualifications and job interests, hoping that their jobs can be used successfully as skills that can be used in an enterprise (Hasibuan in Mualif Fakhruddin, 2017). During the pandemic, hurdles faced by the Soppeng Police, promotional efforts and professional advancement of participants, career development (promotion) were about shifting jobs and new roles and pay raises, and other incentives that could be gained. Competency growth is another factor that allows workers to optimize their efficiency. During the COVID-19 pandemic, employees/staff's skill development was theoretically restricted as with training exercises. All employee skill development activities and activities were carried out online, even though they were carried out using media devices, did not dampen the steps of the company in improving employee skills, which were carried out in creative ways. This research aims to reveal how much impact the efficacy of preparation and career management has on officials' success at the Soppeng District Police (Polres) through the acquisition of skills.

2. Literature review

The effectiveness of training, particularly for the growth of human capital, is very significant. Recruitment and human resource creation of an organization are carried out to increase the productivity of workers. Self-training is a form of acquiring abilities, rules, behaviors, or understanding principles to boost and developability. An individual who masters his job well and can keep up with changes and withstand extreme competitive environments will become a successful training person. An improvement in growing awareness, behaviors, expertise, and job growth is the goal of preparation from the human side (Bin Tahir, 2015).

Meanwhile, in terms of corporate interests, the training goal is to achieve optimum organizational efficiency due to training (Mangkuprawira, 2014). Effectively implemented research can yield improved skills or competencies than non-effective practice. The more successful the teaching is, the more expertise that an individual requires. Owned expertise will give rise to awareness, skills, and conduct (Hutapea and Thoha, 2008). Previous research findings supporting this partnership include Umar et al. (2020), Diny Ayuningtyas (2012), Ubaidillah (2018), Ai Nurashiah & Mala Tri Marlina (2018), and Dina Amaluis (2014) concluded that competence is impaired by training effectiveness. Hypothesis 1 may, thus, be rendered as follows:

H1: The effectiveness of training has a positive and vital impact on the production of skills, the higher the effectiveness of training can enhance the skills of workers at the Polres of Soppeng Regency

Careers are all occupations or positions that are supervised or retained during the professional life of a person. Career reflects the growth of individual workers in positions or ranks that can be attained in an organization during the working cycle (Handoko, 2014). Career management is a mechanism that helps staff to identify better and improve their talents and career priorities and to make the most productive use of these skills and interests (Bin Tahir & Rinantanti, 2016). Person career management is carried out internally as career management to evaluate possible career plans and growth (A'yun et al., 2019). Career management is a mechanism by which companies aim to balance

employee career desires and the organization's capacity to recruit. All participants, including the employee concerned with the unit where the employee works, and the company as a whole, are interested in career management. In the individual career management phase, competency learning is necessary and considers organizations to position individuals in a specific career. Spencer and Spencer (in Moehariono, 2013) note that integrity is a fundamental trait of an individual concerning the effectiveness of success in their jobs. This is essential in some roles accomplished by a person if he satisfies all the criteria and qualifications necessary to play the part. This is linked to the competence he has. Career management wants someone who has fulfilled a professional employee's requirements to be conveniently put in the company in a specific career direction. Sri Rahayuningsih (2014); Hengky Pangestu (2013); Suri Purnami (2017); Mualif Fakhruddin (2017) are previous research findings that confirm this association, each of which concludes that career management has a positive influence on competence. Hypothesis 2 should, thus, be rendered as follows:

H2: Job management has a positive and vital impact on the growth of talents. Improved career management would improve workers' skills at the Soppeng Regency Poles.

Training quality is advantageous not only for the company, department, or entity but also for the workers themselves. Efficient preparation can have advantages, namely that assignments and roles can be completed more quickly without beginning, being more competent subordinates, helping employees to get a higher place. Successful training is in line with the demands and roles filled, and if you want to find workers who can perform harder and be more efficient, this is crucial. In addition to increasing work productivity and reliability in achieving results, the training curriculum seeks to fill the difference between employee skills and job requirements (Umar, 2013). Success is a human or corporate success that has done its job well. One of the aims of conducting successful training is to enhance performance, which is reinforced by Simamora's (2014) view that activity is ultimately directed at improving performance. This job imagination allows individuals or employees of the company to solve challenges with new tips by successful training exercises that can give rise to innovation in the workplace and that can be taught. Previous findings of research that confirm this association include: Tamsah, H., Yusriadi, Y., & Farida, U. (2020); Stefanie Santoso et al. (2016); Diana Aqmal (2007); Pitha Dinza Pameilia (2019); Setiawati Intan Savitri et al. (2016); Nurul Alfiah (2017) concluded that the effects on results of the efficiency of teaching. Hypothesis 3 may, thus, be rendered as follows:

H3: the efficacy of the training has a positive and vital impact on the results. The greater the training's effectiveness, the more the performance of the workers at the Soppeng Regency Poles will be increased.

Career management is split into many sub-processes in its operation, including recruiting and procurement, human resources distribution, appraisal and review, and preparation and development. Career management is an ongoing method of planning, executing, and recording career plans carried out by people and the organization's career structure. Career management emphasizes corporate interests, compared to career growth, while career preparation focuses more on people. If it is carried out in line with career management measures, a career management system can deliver good results. A career management agency performs adequate recruiting, is put on a career path basis, and is eventually given preparation and advancement. The corporation has a mission and priorities that must be done. Human capital is needed to accomplish this objective.

On the other hand, employees also have plans and ambitions (career) that they wish to achieve, for which we need a career improvement framework. Management is required that is helpful to all sides to unify the needs of these organizations and workers. On the one hand, the company offers more room for career paths. On the other hand, employees enhance their results to be included in making suitable placements. Previous research findings supporting this association include Rita Kagwiria Lyria et al. (2014); Anita Permata Sari et al. (2014); I Ketut R. Sudiarditha et al. (2019); Fauziah Nami Nasution et al. (2018) concluded that job management and success have a positive effect. Hypothesis 4 may, thus, be rendered as follows:

H4: Career management has a favorable and meaningful performance effect. The better the career management, the better the Soppeng District Police's staff performance.

All that works is supposed to achieve good efficiency. Because of the observable and structured skill components, results. In carrying out the job, performance success will depend on many factors and will be decided by them. Efforts should be made to optimize the effect of competency considerations in line with the allocated job area to achieve optimum efficiency. Performance success is motivated by people's full commitment to use all their skills for the good of the company where they operate. In line with Boulter et al. (in Rosidah, 2013), excellence is a fundamental trait of an individual that enables workers to accomplish a goal they want to achieve in their work to achieve superior performance. Therefore, to succeed in the execution of job duties, competence as an individual trait is necessary. In a

causal flow model, competence can be related to winning, which demonstrates that priorities, attitudes, self-concept, and information competencies are created by a scenario and can measure competent behaviours that measure performance. Samsul Bahri (2016); Acep Dedi Supriadi et al. (2018); Donatus Adi Kurniawan et al. (2018); Purwanto Katidjan et al. (2018); Dina Rande (2016) concluded that competence has a positive and essential impact on success are previous research findings that support this relationship. Thus, statement 5 may be rendered as follows:

H5: The improvement of skills has a positive and vital impact on performance. The higher development of skills, the greater the understanding of staff at the Soppeng District Police.

3. Method

The Shopping District Police, which lasted from June to July 2020 for 2 (two) months, conducted this report. With a quantitative approach, this analysis used a causal design. Both Soppeng District Police officers, as many as 351 personnel, were in the sample community. The sampling procedure was carried out using a purposeful sampling technique in this analysis, and the final sample collected was 150. Data collection methods are carried out by evaluation, interviews, questionnaires and notes, and data processing techniques using route analysis.

4. Results

4.1 Results of Data Analysis

For the analysis of pathways, the research is conducted test structure one and structure 2. Based on the study results, the value for each process influence between variables independent and variable dependent can be seen in Tables 1 and 2.

4.1.1 Effect of Training Effectiveness (X1) and Career Management (X2) on Competency Development (Y1)

Table 1. t test of the effect of X1 and X2 on Y1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-262	.983		-266	.791
	Training Effectiveness (X1)	.576	.058	.522	9,857	.000
	Career Management (X2)	.440	.054	.435	8,203	.000

Dependent Variable: Competency Development (Y1)

Source: Processed data, 2020

Based on Table 1, it is found that the regression coefficient value (b_1) = 0.522 with a significance level of 0.000, which means that it has a positive and significant effect (Sig <0.05) or the value of t count > t table (9.857 > 1.976). Thus, the variable Effectiveness Training (X1) influence positively and significantly to the development of Competence (Y1).

Based on Table 1 found that the value of coefficient regression (b_2) = 0.435 with a degree of significance of 0.000, which means a significant (Sig <0.05), or the value of t count > t table (8203 > 1976). By thus, be said that the variable Management Career (X2) influence positively and significantly to the development of Competence (Y1)

The value of determination R Square (R²) shows the number 0.716 or 71.6%. It means that 71.6% of variation rise and fall variables Development Competence (Y1) can be explained by variations Effectiveness Training (X1), Management Career (X2). Meanwhile, the rest of 100-71.6 = 28.4% is explained by variables other outside models studied. More details can be seen on the model lines below this.

Table 2. Analysis of the coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846 ^a	.716	.713	.988

a. Predictors: (Constant), Training Effectiveness (X1), Career Management (X2)

b. Dependent Variable: Competency Development (Y1)

4.1.2 Effect of Training Effectiveness (X1), Career Management (X2) and Competency Development (Y1) on Performance (Y2)

Table 3. T test Effect of X1, X2 and Y1 on Y2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.471	1,014		-.464	.643
Training Effectiveness (X1)	.212	.078	.182	2,737	.007
Career Management (X2)	.233	.067	.217	3,496	.001
Competency Development (Y1)	.571	.085	.538	6,711	.000

Dependent Variable: Performance (Y2)

Source: Processed data, 2020

Based on Table 3, it is found that the regression coefficient value (b_3) = 0.182 with a significance level of 0.007, which means significant (Sig < 0.05) or the value of t count > t table (2.737 > 1.976). Thus, the variable Effectiveness Training (X1) positively and significantly influences the performance (Y2). that the regression coefficient (b_4) = 0.217 with a significance level of 0.001 which means significant (Sig < 0.05) or the value of t count > t table (3.496 > 1.976). By thus, it is said that the variable Management Career (X2) influence positively and significantly the performance (Y2). Based on Table 3, it is found that the regression coefficient value (b_5) = 0.538 with a significance level of 0.000 which means significant (Sig < 0.05) or the value of t count > t table (6,711 > 1,976). By thus, be said that the variable Development Competence (Y1) influence positively and significantly to the performance (Y2) The value of determination R Square (R²) shows the number 0.737 or 73.7%. It means that 73.7% of variation rise and fall variables Performance (Y2) can be explained by a variety of variables Effectiveness Training (X1), Management Career (X2), Development Competence (Y1). Meanwhile, the rest of 100-73.7 = 26.3% is explained by variables other outside models studied. More details can be seen in the table below this.

Table 4. Summary of the results of the determination coefficient analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 ^a	.734	.729	1,019

a. Predictors:

(Constant), Training Effectiveness (X1), Performance Management (X2), Competency Development (Y1)

b. Dependent Variable: Performance (Y2)

Source: Processed data, 2020

4.2 Hypothesis Test Results

Table 5. Conclusion of hypothesis test results

No.	Hypothesis	Score	Sig	Conclusion
1	The effectiveness of training has a positive and significant effect on competency development at the Polres of Soppeng Regency	0.522	0.000	Positive and significant
2	Career management has a positive and significant effect on competency development at the Polres of Soppeng Regency	0.435	0.000	Positive and significant
3	The effectiveness of training has a positive and significant effect on the performance of the Soppeng District Police	0.182	0.007	Positive and significant
4	Career management has a positive and significant effect on the performance of the Soppeng District Police	0.217	0.001	Positive and significant
5	Competency development has a positive and significant effect on the performance of the Soppeng District Police	0.538	0.000	Positive and significant
6	The effectiveness of training has a positive and significant effect on performance through competency development at the Soppeng District Police	0.280	0.000	Positive and significant
7	Career management has a positive and significant effect on performance through Competency Development at the Polres of Soppeng Regency	0.234	0.000	Positive and significant

5. Discussion

5.1 The Impact of Work Advancement in Job Satisfaction

The test hypothesis's findings show that the promotion of jobs has a positive and vital impact on the happiness of workers at the Secretariat of the Regional People's Representative Council (DPRD) Soppeng Regency. The t value of the employment promotion variables on job satisfaction was obtained by 2,600 for 0.010. It indicates that the t value obtained is essential. After all, the value obtained is less than 0.05 because the t value of 2.600 is higher than the t value of 1.986. It indicates that the better the promotion of the position, the job satisfaction of the employees in the Secretariat of the Regional Representative Council (DPRD) of Soppeng Regency will improve, and vice versa if the promotion is not successful, the job satisfaction will also be low.

Employee satisfaction is positively affected by job advancement. The higher the employee's satisfaction with each task carried out, of course, it will often result in creativity in their jobs because this is an innovative thing that will affect his or her ranks. And according to Luthans' opinion (2006), which notes that work satisfaction is a satisfying emotional state or sentiment that results from a person's job appraisal or experience, which is also an assessment that defines someone's feelings of mood whether or not he is happy to do his job.

5.2 Impact of competency on work satisfaction

From the findings of the second hypothesis's tests, the competence has a positive and significant effect on workers' happiness at DPRD Soppeng Regency. The t value of the competency indicator on work satisfaction was obtained by 4.070 at a substantial price of 0.000, suggesting that the t value has been received. It indicates that the higher the capacity, the higher the workers' job satisfaction at the Secretariat of the Regional People's Representative Council (DPRD) in Soppeng Regency, and the lower the capacity, the lower the job satisfaction.

Employee happiness at work is positively affected by their competence. Where the higher the expertise of an individual, the more his enthusiasm for work improves. It is related to the Baker and Sinkula statement (2005), which states that a more precise set of skills, procedures, and processes will allow resources for a competitive advantage. Meanwhile, according to Rivai (2004), job satisfaction is fundamentally an individual in which everyone has a different degree of happiness according to the value system that appeals to him. Thus, with one's expertise, it will be more successful and efficient. At work, it would create an increasingly creative job that will affect job satisfaction.

5.3 Impact of career advancement on the performance of workers

The findings of the testing of the third hypothesis reveal that the promotion of jobs has a positive and vital impact on the performance of employees at the Secretariat of DPRD in Soppeng Regency. From the t value of the vector promotion to the version obtained by 5,100 at a significant price of 0,000, which suggests that t value o This indicates that the higher the rise of the office, the better the performance of the workers at the Secretariat of the Regional Representative Council (DPRD) in Soppeng Regency will improve. Vice versa, if the promotion is not successful, the performance will also be low. When someone's success is getting better, it will affect their career path and impact promotion. And promotion plays an essential part for every employee. It is a competition for every employee in the company, because of the presence of a good job, which is still hoped for every employee with an office's promotion. There will be a confidence and appreciation of the talents and abilities of the employee involved to hold a higher position and an opt-out.

5.4 The Impact of Employee Success Competence

From the findings of the fourth hypothesis test, competence has a positive and vital impact on the performance of workers at the Secretariat of DPRD Soppeng Regency. It can be seen from the t value of the performance capacity indicator obtained by 2.612 with a value of 0.010, suggesting that the t value of the get. It indicates that the higher the competence, the higher the efficiency of workers in the Secretariat of the Provincial Representative Council (DPRD) of Soppeng Regency, and vice versa if the competence is low, the performance would also be low. Performance is the product of a worker's effort in his/her career, and to do a successful and productive job requires a talent or skill. The skill in question is a skill that is more than just a mastery of a competitive edge and a knowledge of gifts from a low point of view. Competence plays a very significant role because, in general, competence concerns a person's fundamental capacity to do a job in compliance with the duties delegated to the organization. It is related to what Marshal (2013) notes that competence is the most challenging thing to emulate because the features are distinct and specific and difficult to imitate, and thus the competence of each.

5.5 Impact on the performance of work satisfaction

From the experiments' findings, the fifth hypothesis reveals that work satisfaction has a favorable and substantial impact on the success of workers at the Secretariat of the Provincial People's Representative Council (DPRD) Soppeng Regency. It can be seen from the t value of the vector job satisfaction on performance attained by 6.236 at a significant price of 0.000, which implies that the t value is received. It indicates that the better work satisfaction, employees' performance in the Secretariat of the Regional Representatives Council (DPRD) of Soppeng Regency will improve, and vice versa, if job satisfaction is not reasonable, the performance will also be low as well as the performance.

5.6 The Impact of Work Promotion on Employee Performance by Job Satisfaction

From the findings of the sixth hypothesis test, the promotion of jobs has a favourable and essential impact on performance through the happiness of workers at the Secretariat of DPRD Soppeng Regency. It can be shown from the t value of the vector promotion of performance roles by work satisfaction achieved by 2.464. It indicates that the t value is higher than t value is 1,986. It shows that the higher the office's promotion, the better the job satisfaction of the workers. It will impact the improved performance of the personnel at the Secretariat of the Regional Representatives Council (DPRD) in Soppeng Regency will improve, and vice versa, if the promotion is not successful, job satisfaction. It will be tiny, too.

5.7 Influence of competence on success by work satisfaction

The seventh hypothesis's findings indicate that expertise has a vital and essential impact on success through the happiness of workers at the Secretariat of DPRD Soppeng Regency. It can be shown from the t value of the performance skills variable obtained by 2.393, which shows that the t value derived from the t value is 1,986. It indicates that the higher the quality of employees, the better the work satisfaction will be. It will impact employees' improved efficiency at the Soppeng Regency Regional Representatives Council (DPRD) Secretariat will improve, and vice versa, if employees' abilities are low, the job satisfaction will also be quiet as well as the performance. Impact of Training Effectiveness at Soppeng District Police on Apparatus Competency Growth. Positive and important, with a value of 0.522 regression coefficient. Diny Ayuningtyas (2012); Ubaidillah (2018); Ai Nurasiah & Mala Tri Marlina (2018); Dina Amaluis Tri Marlina (2018); (2014). The training carried out has an impact on enhancing skills and modifying actions, and the training's success is shown by the enthusiasm to be able to function better.

The Impact of Career Management at the Soppeng Regency Polres on Apparatus Competency Growth. Positive and important, with a value of 0.435 regression coefficient. Sri Rahayuningsih (2014); Hengky Pangestu (2013); Suri Purnami (2017); Mualif Fakhrudiningsih (2014); (2017). The high incentive offered to the officials by the company helps them to continue enhancing themselves at work. Effect of Training Effectiveness at Polres Soppeng Regency on Apparatus Results. Positive and essential with a score of 0.182 coefficient of regression. Supported by Stefanie Santoso et al. (2016); Diana Aqmala (2007); Pitha Dinza Pameilia (2019); Nurul Alfiah Pameilia (2016); Setiawati Intan Savitri et al. (2016); (2017). Changing officials' actions or mindset and viewpoint on something to be better able to do, enhancing awareness and work skills

Career management's effect on the efficiency of the apparatus at Polres Soppeng Regency. Positive and essential with a value of 0.217 regression coefficient. Backed by studies by Rita Kagwiria Lyria et al. (2014); Anita Permata Sari et al. (2014); Fauziah Nami Nasution et al. (2019); I Ketut R. Sudiarditha, et al. (2019) (2018). The association gives its members the chance to scale the best career ladder while serving, and, on the other hand, members share their best in the execution of their duties. The effect of the production of expertise on the apparatus's efficiency at the Polres of Soppeng Regency. Positive and essential with a value of 0.538 coefficient of regression. Samsul Bahri (2016); Acep Dedi Supriadi et al. (2018); Donatus Adi Kurniawan et al. (2018); Purwanto Katidjan et al. (2018); Dina Rande Supriadi et al. (2018); (2016). Competence also motivated participants to be in the right spot in their roles and play the essential role in applying the job to their talents. Effect of Training Effectiveness by Competence Growth at the Polres of Soppeng Regency on Apparatus Efficiency. Positive and essential with a value of 0.280. coefficient of regression. Efficient preparation would make an individual more qualified to learn all of his jobs. Routine training exercises are carried out at the Soppeng District Police to improve its members' expertise to become more and more competent in their fields. The influence of career management at the Soppeng District Police on Apparatus Efficiency by Competency Growth. Positive and essential, with a coefficient of 0.234 regression. Polres Soppeng claims that handling an organization's proper profession is crucial to having workers or officials who genuinely have a common interest and duty to do what the organization needs. In this way, the organization will be able to provide them with

great resources to grow their talents further so that they become more professional and knowledgeable in their employment area to enhance their results.

6. Conclusion

Based on this report's results, it can be concluded that the performance of the Polres officers in Soppeng Regency is motivated by competency improvement, which has an impact on improving job skills and changes in work behavior. In addition to improving the performance of officers and the effectiveness of training carried out by the objectives where Improving the efficiency of the apparatus is often motivated by the company's capacity to handle its members' careers. In an organization, maintaining high results is one indicator of good management. Competency growth on products where the company must be prepared to carry out practical tests and reviews as space for its participants to conduct different coaching and development forms to put themselves in the right way. Competency growth helps businesses always remain ahead and take the most critical role of attempts to sustain the standard of job compliance with its members' expertise.

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