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The Effect Of Training (Diklat) And Work Motivation On The Performance Of State Civil Apparatus In Singkawang City, West Borneo

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Abstract

This study examines the effect of training and motivation on the performance of State Civil Apparatus (ASN) in Singkawang City. The main objectives of this study are to analyze the effect of training on work motivation, the effect of training on performance, and the effect of motivation on performance. This data was collected through a structured questionnaire distributed to 100 ASN respondents, ensuring a comprehensive understanding of the variables involved. This questionnaire was specifically designed to measure variables relevant to training, motivation, and performance. The collected data were analyzed using SPSS statistical software. Descriptive analysis was used to describe the characteristics of respondents and research variables. Inferential analysis, such as correlation and linear regression tests, were used to test the research hypotheses. The results showed that training and work motivation had a positive and significant effect on ASN performance in Singkawang City. This study provides practical implications for policy makers and organizational leaders to design effective training programs in improving ASN motivation and performance. This study also contributes theoretically to the development of human resource management science, especially in the context of ASN performance.

Keywords: Training, Motivation, Performance, ASN.

INTRODUCTION

Human resources are the most critical aspect of an organization. As stated by Rachmawati et al. (2024), investing in human resource development is the key to long-

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term organizational success. By continuously enhancing employee competencies, organizations can maintain their competitive advantage in the market. Employees are responsible for carrying out daily activities, making decisions, and interacting with customers. This aligns with Susan (2019), who emphasized that human resources are the most valuable asset in achieving organizational goals. With proper investment in HR development, organizations can improve employee performance and achieve sustainable success. Therefore, effective human resource management is essential for enhancing organizational efficiency and effectiveness.

With the increasing complexity of governance and rising public demands, improving employee competence and performance has become more urgent. Organizations must implement appropriate strategies to address these challenges. One of the most effective ways to enhance the quality of government human resources is through well-integrated education and training (Diklat) programs. Training should be planned, structured, and aligned with organizational needs. As noted by Elfrianto (2016), training is the key to successful human resource development. Every organization must provide training for its employees to ensure they fully understand their roles, responsibilities, and required skills. Training not only enhances technical knowledge but also helps employees understand organizational culture and values. Proper training enables employees to feel more confident and contribute optimally to their organization.

Government employees, particularly civil servants, are required to continuously enhance their knowledge and skills to support their work. Training helps them understand and master their responsibilities more effectively. As stated by Dewi in Sembiring et al. (2021), training is an effort to improve performance, enhance work motivation, and develop the knowledge, skills, and expertise necessary for job execution. It also fosters a sense of fairness within the organization. Training serves as an effective tool for enhancing employee performance. By participating in training programs, employees are expected to acquire new knowledge and skills relevant to their duties, enabling them to provide better public services. When employees have equal opportunities for development, they feel more valued and motivated to perform optimally.

Apart from training, motivation is another key factor influencing employee performance. Motivation can be defined as an internal drive or energy source that encourages individuals to remain enthusiastic and consistent in their tasks. It is categorized into intrinsic motivation, which comes from within an individual, and extrinsic motivation, which is influenced by external factors. According to Siregar (2020), motivation is an internal driving force, either consciously or unconsciously, that directs

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individuals toward specific goals. Human behavior, largely influenced by motivation, can be modified by understanding and managing motivational factors. Similarly, Aisyah et al. (2024) found that work motivation significantly impacts organizational performance, as highly motivated civil servants remain committed to delivering their best for the nation. Performance evaluation plays a crucial role in assessing the effectiveness of training and motivation. A well-designed performance assessment system helps measure training outcomes, identifies high-potential employees, and enhances overall organizational performance. As Sutrisno (2019) highlighted, training is essential for addressing the ever-changing challenges of the business environment.

LITERATURE REVIEW

Training and Development

Training, commonly referred to as "Diklat," is essential for civil servants who must meet public demands. According to Dewi et al. (Sembiring et al., 2021), training contributes to improving employee performance and work motivation, which in turn enhances competencies in knowledge, skills, and expertise relevant to their roles. Akbar (2021) states that employee development aims to enhance skills and knowledge, ultimately improving efficiency in achieving organizational goals. Furthermore, Ansory and Indrasari (Sembiring et al., 2021) identify several indicators for evaluating development methods: (1) Employee performance—an increase in work quality and quantity after training indicates an effective development method, while no improvement suggests the need for revisions; (2) Employee discipline—improved discipline reflects an effective training approach, whereas stagnant discipline implies the need for evaluation; (3) Employee attendance—a decline in absenteeism post-training signifies an effective method, whereas unchanged attendance suggests inefficacy; and (4) Teamwork—employees should demonstrate enhanced harmony and collaboration after training; otherwise, the development method requires refinement.

The relationship between training and motivation is reciprocal, as employees who recognize the long-term benefits of training tend to be more motivated to participate seriously, while effective training subsequently enhances their work motivation. Afriani et al. (2021) state that training significantly benefits employees by improving their abilities, skills, knowledge, and experience required for their jobs. Training activities can be conducted through teaching, education, and practical training that covers scientific knowledge, skills, and expertise. Meanwhile, according to Sutrisno (2019), motivation acts as a driving force that encourages individuals to achieve optimal performance.

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Several studies have examined the impact of training on motivation. Moeheriono (2003) found a positive and significant influence of leadership education and training on employee motivation, career development, and competence, concluding that training serves as a key driver for improving civil servant performance in government duties. Similarly, Wahyudi et al. (2021) analyzed the effect of training and organizational commitment on performance, with motivation as an intervening variable, and concluded that effective training positively and significantly influences employee motivation, proving that the more relevant and beneficial the training, the higher the employees' motivation. Supianah et al. (2023) further support this by demonstrating a positive and significant impact of training on employee motivation, ultimately affecting their performance. Kusnaini et al. (2023) explored the influence of education and training on teachers' performance through work motivation, finding a positive correlation between improved training quality and increased teacher motivation and performance in Rangsang District. High-quality education and training boost teachers' confidence in fulfilling their duties effectively, thereby enhancing their motivation to achieve higher performance. Lastly, Gunawan et al. (2022) investigated the effect of training and employee development on performance through work motivation in the Satpol PP of Kepulauan Selayar, confirming that training significantly influences employee motivation. Their research revealed that Satpol PP officers generally agreed on the substantial benefits of training in enhancing their capability to perform their duties efficiently.

H1: *Training (diklat) influences motivation*

Research conducted by Gunawan et al. (2022) on the impact of training and employee development on performance through work motivation in the Satpol PP of Kepulauan Selayar demonstrates a significant influence of training on employee performance. Providing training aims to enhance employees' competencies and knowledge, ultimately leading to improved performance. This finding aligns with the study by Noor et al. (2023), which highlights that competence and training significantly affect the performance of civil servants in the Department of Trade and Industry of Kotawaringin Timur Regency. Similarly, Fathurahman & Ahman (2020) found that human resource training and organizational culture positively influence employee performance, mediated by work discipline. This is further supported by Numberi et al. (2024), who examined the influence of training, organizational culture, and supervision on employee performance, concluding that training positively and significantly impacts performance. Their findings suggest that well-structured training fosters a positive work environment, motivating civil

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servants (ASN) to be more productive, as understanding work systems better enables them to contribute optimally to organizational goals. Furthermore, Supianah et al. (2023) reinforce these conclusions in their study on the effect of training on ASN performance through motivation, indicating that better training leads to higher performance levels among civil servants.

H2: *Training (diklat) has an impact on performance*

Motivation

According to Uno (2006), motivation is an internal drive that influences an individual's behavior and can also be understood as a process of encouraging others to perform tasks in alignment with desired goals. Siregar (2020) defines motivation as a complex set of internal impulses that trigger and direct human behavior, involving various factors such as desires, needs, and emotions, all working together to drive individuals toward their objectives. Similarly, Sutrisno (2019) describes motivation as an internal state that stimulates individuals to optimize their performance in achieving goals. Three key indicators can be used to measure motivation: the need for achievement, the need for connection, and the need for power.

Previous research by Shefani & Jaya (2024) on the influence of job training, work motivation, and communication on employee performance found that work motivation positively impacts employee performance, as higher motivation provided by the organization leads to increased performance. This finding is consistent with Wahyudi et al. (2021), who examined the effect of training and organizational commitment on performance with motivation as an intervening variable, concluding that the higher the employee's motivation, the better their performance. Additionally, research by Supianah et al. (2023) on the impact of training on ASN performance through motivation indicated a positive but insignificant effect of motivation on ASN performance. Similar results were found in the study by Achmad et al. (2018) on the influence of work motivation and competence on employee performance through work discipline, which revealed a significant positive correlation between motivation and employee performance, implying that higher work motivation leads to improved performance. This conclusion is further supported by Rahayu et al. (2021), whose study on leadership, motivation, and work discipline in relation to ASN performance confirmed that motivation has a positive and significant effect on ASN performance.

H3: *Motivation has an impact on performance*

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Employee Performance

Etymologically, performance originates from the term "work achievement" (performance). According to Mangkunegara (2005), performance refers to the quality or quantity of work achieved by employees in fulfilling their assigned responsibilities, which is generally categorized into individual and organizational performance, with the latter being a combination of individual and group performance. Similarly, Sedarmayanti (as cited in Pratama & Wahyuningtyas, 2021) defines performance as the measurable and observable work outcomes of an employee, management process, or entire organization, assessed against predetermined standards. Afandi (as cited in Pratama & Wahyuningtyas, 2021) describes performance as the contribution of individuals or groups in achieving organizational goals in a legal and ethical manner, in accordance with their respective roles and responsibilities. Ginting et al. (2019) view performance as the realization of an employee's efforts in executing their tasks, emphasizing that high performance requires a positive and optimistic outlook on the future, and that an organization's success is heavily influenced by employee performance. The process of performance evaluation, also known as performance appraisal, serves as a means to assess and provide feedback to employees regarding the quality of their work and its alignment with established standards. Octavia et al. (2023) identify several key factors that significantly impact employee performance, including work motivation, job satisfaction, and work discipline.

RESEARCH FRAMEWORK

Based on the description and explanation of theoretical investigations and hypotheses, a research model can be created which is used in this research. This research model is shown in the following figure:

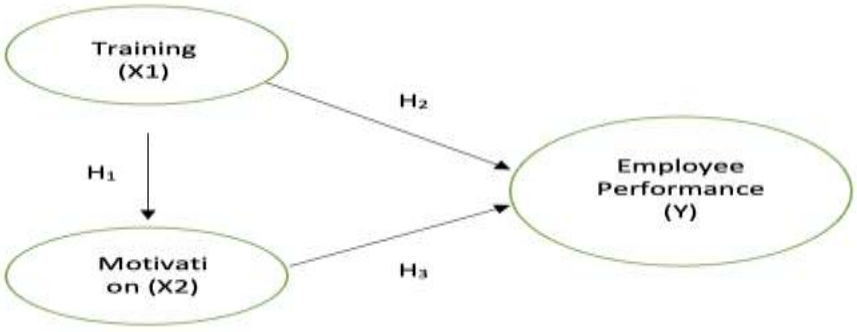


Figure 1. Research Framework

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RESEARCH METHODS

This study employs a quantitative research approach involving 100 civil servants in Singkawang City. Quantitative research emphasizes that valid knowledge is derived from a process starting with experience, followed by logical data processing, and culminating in the formation of scientific theories (Ridha, 2017). This approach is chosen as it allows for a more objective data analysis and broader generalization of research findings. Through statistical analysis, this study aims to identify the significant relationship between training and motivation on employee performance. The researcher utilizes SPSS (Statistical Package for the Social Sciences) as the primary tool for data processing and analysis. The unit of analysis consists of 100 respondents who are civil servants in Singkawang City, selected based on their experiences and perceptions regarding their duties before and after undergoing training. Data is collected efficiently through questionnaire distribution, enabling the researcher to identify factors influencing training effectiveness and motivation while measuring their impact on performance more objectively.

The study relies on primary data obtained directly from respondents through observations, interviews, focus group discussions, and questionnaires (Sari & Zefri, 2019). The primary data source comprises 100 civil servants in Singkawang City. The questionnaire, as the primary data collection method, is designed to measure variables related to the impact of training and motivation on employee performance. As stated by Pujihastuti (2010), a well-structured questionnaire enhances data accuracy and relevance in answering research objectives. Data is analyzed using SPSS software, including descriptive analysis to present respondent characteristics and inferential analysis, such as correlation and linear regression tests, to examine research hypotheses. The study employs three variables: training (X1) and motivation (X2) as independent variables and employee performance (Y) as the dependent variable. Training is defined as an activity to enhance knowledge and skills in line with job standards (Widodo, 2015), while motivation is an internal driving force guiding individuals to achieve desired outcomes (Uno, 2006). Employee performance is measured based on work results that reflect quality and quantity in alignment with organizational goals (Rivai in Rizki Afri Mulia, 2021). Each variable is assessed using a Likert scale questionnaire, ranging from strongly agree to strongly disagree.

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RESULTS

From the results of the questionnaires distributed, 100 respondents were obtained. From a number of respondents, data analysis was then carried out using model evaluation. The evaluation of the measurement model was tested using several indicators, including:

Statistics Analysis

Respondents Descriptive Results

Table 1. Respondents Characteristics

Gender	**Total**	**Percentages**
Male	49	49%
Female	51	51%
Total	**100**	**100%**
Ages	**Total**	**Percentages**
21-30 Years Old	46	46%
31-40 Years Old	35	35%
41-50 Years Old	15	15%
51-60 Years Old	4	4%
Total	**100**	**100%**
Training Passed	**Total**	**Percentages**
Basic training	58	58%
Technical training	21	21%
Functional training	4	4%
Leadership training	17	17%
Total	**100**	**100%**

The respondent characteristics indicate a nearly equal gender distribution, with 49% male and 51% female participants. In terms of age, the majority of respondents (46%) are between 21-30 years old, followed by 35% in the 31-40 age group, while those aged 41-50 and 51-60 years old represent 15% and 4%, respectively. Regarding training participation, most respondents (58%) have completed basic training, 21% have

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undergone technical training, 17% have participated in leadership training, and only 4% have attended functional training. These figures suggest that the sample consists mainly of young employees with a foundational training background, indicating a workforce in the early to mid-career stage with varying levels of specialized training.

Statistics Analysis

Validity Test

Table 2. Validity Testing Results

Variable	Item	R Value	R Table	Results
Training	X1.1	0,919	0,194	Valid
	X1.2	0,908	0,194	Valid
	X1.3	0,926	0,194	Valid
	X1.4	0,916	0,194	Valid
	X1.5	0,923	0,194	Valid
	X1.6	0,912	0,194	Valid
	X1.7	0,926	0,194	Valid
	X1.8	0,919	0,194	Valid
	X1.9	0,924	0,194	Valid
	X1.10	0,925	0,194	Valid
Motivation	X2.1	0,872	0,194	Valid
	X2.2	0,888	0,194	Valid
	X2.3	0,903	0,194	Valid
	X2.4	0,907	0,194	Valid
	X2.5	0,902	0,194	Valid
	X2.6	0,903	0,194	Valid
	X2.7	0,901	0,194	Valid
	X2.8	0,890	0,194	Valid
	X2.9	0,888	0,194	Valid
	X2.10	0,894	0,194	Valid
Employee Performance	Y1	0,913	0,194	Valid
	Y2	0,918	0,194	Valid

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	Y3	0,913	0,194	Valid
	Y4	0,909	0,194	Valid
	Y5	0,905	0,194	Valid
	Y6	0,905	0,194	Valid
	Y7	0,908	0,194	Valid
	Y8	0,905	0,194	Valid
	Y9	0,907	0,194	Valid
	Y10	0,922	0,194	Valid

Based on the results of the validity test that has been carried out, it can be seen that all variable statements submitted to respondents are valid because the calculated r value is > r table (0.194) so it can be concluded that all statements in this research questionnaire can be said to be suitable as instruments for measuring research data.

Reliability Test

Table 3. Reliability Testing Results

Variable	*Cronbach's Alpha*	Results
Training	0.980	Reliable
Motivation	0.972	Reliable
Employee Performance	0.977	Reliable

Based on the table above, the results of the reliability test, it can be seen that all variables in the statements in the training, motivation and employee performance variables are declared reliable because they have met the required values, namely with a Cronbach Alpha value > 0.6.

Normality Test

Table 4. Normality Testing Results

Variable	Sig	Limit	Results
Unstandard residual	0.085	> 0,05	Normal

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Based on the table above, it can be seen that the significance value of Asymp.Sig is 0.085 > 0.05 so it can be concluded that the data in this study is normally distributed.

Multicolinearity Test

Table 5. Multicolinearity Testing Results

Variable	Tolerance	VIF	Results
Training	0.856	1.169	There is no multicolinearity
Motivation	0.856	1.169	There is no multicolinearity

Based on the table above, it can be seen that the tolerance value of the two variables in this study is > 0.10 or the VIF value of the two variables is < 10, so it can be concluded that there is no multicollinearity.

Heteroscedasticity test

Table 6. Heteroscedasticity Testing Results

Variable	sig	Limit	Results
Training	0.593	>0,05	There is no Heteroscedasticity
Motivation	0.079	>0,05	There is no Heteroscedasticity

Based on the table above, it can be seen that the probability value is greater than 0.05, so it can be concluded that the regression model in this study does not experience heteroscedasticity.

Hypotesis Test

Table 7. Hypotesis Testing Results

Variable	B	T value	Sig t	Results
(Constant)	6.942			
Training	0.443	4.949	0.000	Significant

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Motivation	0.358	3.613	0.000	Significant
F value	29.880			
Sig F	0.000			
Adjusted R Square	0.368			

Based on Table above, the multiple linear regression calculation using SPSS version 21.0 for Windows produced the following equation: Y = 6.942 + 0.443X1 + 0.358X2 + e. The constant value of 6.942 indicates that if the Training and Motivation variables have no effect, the Performance level remains at 6.942 units. The coefficient b1 of 0.443 suggests that an increase of one unit in the Training variable will raise Performance by 0.443 units, assuming other independent variables remain constant. Similarly, the coefficient b2 of 0.358 implies that a one-unit increase in the Motivation variable will enhance Performance by 0.358 units under the same assumption.

Table 8. *Adjusted R^2 Results*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	,617[a]	,381	,368	7,895	1,755

Based on Table above, the coefficient of determination (Adjusted R^2) is 0.368, indicating that the Training and Motivation variables influence the Performance variable by 36.8%, while the remaining 63.2% is affected by other variables not defined in this research model. The T-test (partial test) was conducted to determine the individual effect of Training and Motivation on Employee Performance. The significance test results in Table 8 show a probability value of 0.000 ≤ 0.05, leading to the conclusion that "Training affects Performance." Similarly, the probability value for Motivation is also 0.000 ≤ 0.05, confirming that "Motivation affects Performance." Additionally, the F-test results in Table 4.15 indicate an F-statistic of 29.880 with a probability of 0.000. Since the significance value is 0.000 < 0.05, it can be concluded that Training and Motivation collectively influence Performance.

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DISCUSSION

The significance test results indicate a probability value of 0.000 ≤ 0.05, proving that "Training affects Performance." Every Civil Servant (ASN) should possess high competency, enabling them to perform their duties and responsibilities more effectively and responsibly. This competency contributes to the organization's success in achieving its goals (Afriani et al., 2021). One way to enhance ASN competency is through training, which is expected to improve their skills, knowledge, and experience, ultimately leading to better employee performance. According to Robi et al. (2022), training has a positive and significant impact on ASN performance in Singkawang City, West Kalimantan. The improvement is attributed to the knowledge and skills gained through training, allowing ASNs to work more efficiently. The better and more intensive the training, the more improved the ASN's performance. Thus, it can be concluded that training has a positive and significant effect on the performance of ASNs in Singkawang City, West Kalimantan. This finding aligns with the study conducted by Afriani et al. (2021), which also concluded that training significantly influences employee performance in the Ministry of Religious Affairs office in Singkawang City.

The significance test results also reveal a probability value of 0.000 ≤ 0.05, confirming that "Motivation affects Performance." The success of an institution is not solely determined by equipment or facilities but also by the quality of its human resources, specifically ASN, who play a crucial role in improving institutional performance. High-quality ASNs are those who can effectively carry out their tasks and provide optimal performance to help their institutions achieve their goals (Robi et al., 2022). According to Sugiharto (2023), work motivation has a positive and significant impact on ASN performance in Singkawang City, West Kalimantan. Work motivation is a critical driving factor for ASNs, as the absence of motivation may lead to a loss of enthusiasm and passion for their work, reducing it to mere routine tasks. Therefore, it can be concluded that work motivation positively and significantly affects ASN performance. As motivation increases, the performance output of ASNs also improves. This result is consistent with Sugiharto's (2023) study, which concluded that work motivation has a positive and significant impact on the performance of Civil Servants.

The F-test results in Table 4.15 show an F-value of 29.880 with a probability of 0.000. Since the significance value is 0.000 < 0.05, it can be concluded that Training and Motivation influence Performance. The crucial role of an ASN in supporting their institution is reflected in their performance, which demonstrates their ability to fulfill assigned tasks (Sugiharto, 2023). Training and work motivation are two key factors affecting ASN

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performance. According to Robi et al. (2022), training and work motivation collectively have a significant effect on ASN performance in Singkawang City, West Kalimantan. Both factors play a vital role in enhancing ASN performance, as a lack of training and motivation may result in decreased performance. Training improves ASN competency, while strong work motivation encourages them to complete tasks effectively, ultimately leading to overall performance improvement. The simultaneous test results confirm that an increase in both training and work motivation variables leads to improved ASN performance in Singkawang City, West Kalimantan. This finding aligns with the study by Robi et al. (2022), which concluded that training and motivation simultaneously have a significant impact on the performance of Civil Service Police Unit employees in Kuningan Regency.

CONCLUSION

Based on the conducted research, it can be concluded that training and work motivation significantly influence the performance of Civil Servants (ASN) in Singkawang City, West Kalimantan. Training plays a crucial role in enhancing ASN performance by improving their skills, knowledge, and competencies, enabling them to carry out their duties more effectively. Likewise, work motivation has a significant impact on performance, as motivated ASNs tend to be more productive and committed to achieving organizational goals. Furthermore, when training and motivation are combined, they collectively contribute to a substantial improvement in ASN performance, emphasizing the importance of both factors in optimizing work effectiveness and institutional success.

RESEARCH LIMITATIONS

This study has several limitations that should be acknowledged. First, it focuses solely on the influence of training and work motivation on the performance of Civil Servants (ASN) in Singkawang City, West Kalimantan, without considering other potential factors such as leadership style, work environment, or organizational culture that may also impact performance. Additionally, the research is limited to a specific geographical area, which may affect the generalizability of the findings to other regions. Future studies should incorporate broader variables and expand the scope to different regions or government institutions for more comprehensive insights.

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RECOMMENDATION

Based on the conclusions drawn, several recommendations are proposed as input. Government agencies, both at the central and regional levels, should enhance training programs for Civil Servants (ASN) to improve their competencies, ultimately leading to better performance. Additionally, ASN should consistently maintain high work motivation, as it serves as a driving force in carrying out their responsibilities effectively. Future research could explore other variables that may influence ASN performance to provide further insights or comparisons with the findings of this study.

MANAGERIAL IMPLICATIONS

The findings of this study provide valuable insights for government institutions and policymakers in improving ASN performance. Enhancing training programs is crucial to equipping ASN with the necessary skills and competencies to fulfill their duties effectively. Additionally, fostering a work environment that encourages motivation through incentives, career development opportunities, and recognition can further enhance performance. By implementing these strategies, government agencies can optimize their human resources and improve service quality to better meet public needs.

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