The Analysis of Effectiveness of Education, Training and Motivation on Work Productivity and Its Impact on the Performance of Civil Service of Personel, Education and Training Agency, (BKPP), The Province of Aceh, Indonesia

Sofyan Idris, PhD*[1]   T.Roli Ilhamsyah Putra, PhD[1]   Muslim A Djalil, PhD*[1]   Mr. Dedi Rimana Chandra[2]
1.Lecturer at Faculty of Economics and Business, University of Syiah Kuala, Banda Aceh, Indonesia
2.Magister Management, Graduate Program, University of Syiah Kuala, Banda Aceh, Indonesia

Abstract
The objective of this study is to examine and analyze the influence of education, training and motivation on the performance of the Civil Service Agency of Personel, Education and Training Agency (BKPP) in the Province of Aceh with a work productivity as an intervening variable.This research employs census method as the data collection methods. The number of respondents of this research is all employees worked in the BPKP agency whose number are 128 employees. The collected data that conducted by using closed ended questionaire by which it is analyzed by using Structural Equation Method (SEM) and processed with a AMOS software version 22.The outcome of research indicated that education, training, and motivation have a significant influence on the performance Civil Service Agency of Personel, Education and Training Agency (BKPP) in the Province of Aceh either directly or through intervening variable of work productvity. The result also show that there is a direct effect greater than the indirect effect among researched influencing variables.
Keywords: Effectiveness, Personel, Training and Education, Work Productivity, *Performance*

INTRODUCTION
The civil service agency for personnel, education and training of Aceh province (BKPP) is one of the agencies under the vertical organizational structure within Aceh government. The main functions of the agency are to empower civil servants to be a high qualified work force so that they will be able to achieve organzational superior performance. The performance of govermental agency is normally reflected in the form of quality and speed of public service delivery, time efficiency, and compliance with the determined provisions. The implementation of civil service empowerment may in the province rangging from short-term functional training, motivation training, IT training, to leadership training of which are adjusted with the rank and and structural position of those civil servants in each agency. It was expected that the more education and training of employees implemented , the higher the performance of the agency. Teoritically, the performance will normally improve through work motivation increasing., and then increasing motivation will boast work productivity. But the preliminary research conducted indicated that performance of the agencies in last three years has been unsatisfactory. Therefore, it needs to identify the influence of education, motivation and training held on the performance of the agency either directly or through an intervening variable of work productivity.

The main purposes of research are to investigate the influence of education, training and motivation on the performance of the Civil Service Agency of Personel, Education and Training Agency (BKPP) in the Province of Aceh with a work productivity as an intervening variable.

LITERATURE REVIEW
Organizational Performance
Eventhough it has various definition refering to organizational peformance, but if it is observed critically, it tends to have its similiarities. According to Ambar (2008: 74), the organization's performance in the opinion of is a combination of capabilities, businesses and opportunities that can be assessed from the results of its work. This indicates that the performance of the organization is a combination of the ability of employees to achieve the common goal of the organization's objectives. Meanwhile on another version, performance is a measure of how efficiently and effectively a manager of an organization or how well managers of organizations achieve adequate determinated target (IndraPresetyo 2008). In brief,   performance is doing the work and results of the work. (Wibowo, 2011: 7)

Work Productivity
Work Productivity is normally achieved by higher degree of effeciency and effectiveness of task performance. The productivity is a concept that describes the relationship between the yield (the amount of goods and services) and the source (the amount of labor, capital, land, energy, etc.) are used to generate results (Basu Swastha and Ibnu Sukotjo. 2009: 281). Meanwhile, according to Sharif (2008:11), productivity includes two basic concepts, namely efficiency and effectiveness. The performance illustrates the level of human resources, funds, and natural

required to seek specific results, while the results in order to describe the result and the quality of the results is cultivated. "

Education and Training
Education and training is a process that will result in a change in the behavior of targeted participants. The process of education and training is divided into two, namely software and hardware (Soekidjo.2003. 31-32. The software in the process of education and training covers curriculum, education and training organizations, regulations, methods of learning and teaching staff or trainers themselves. Meanwhile, the hardware which has a big influence on the process of education and training covers buildings, reference books, educational tools, and so forth. Another approach regarding the hardware refers to factor of facilities, teaching staff or trainers, educational tools and training or teaching and learning methods that are normally classified into a resource that consists of 4M (Man, Money, Material and Methods). While the curriculum in the resource management (4M) is refered to as an input of which is a part of black box consiting of input, process and output.

Motivation
According to Mangkunagara (2006: 61), motivation formed of attitude of employees working in the company in a certain situation. On the other words, motivation is a condition or energy that drives self-directed or directed employees to achieve organizational goals of the company. Positive mental attitude of employees towards work situation that is strengthened the motivation to work to achieve maximum performance. According to Mathis (2001: 89), motivation is a desire in a person that causes the person to act. The common goal of motivation to stimulate and encourage people to work more diligently, efficiently and effectively in order to achieve the company's goals.

Theoritical Framework
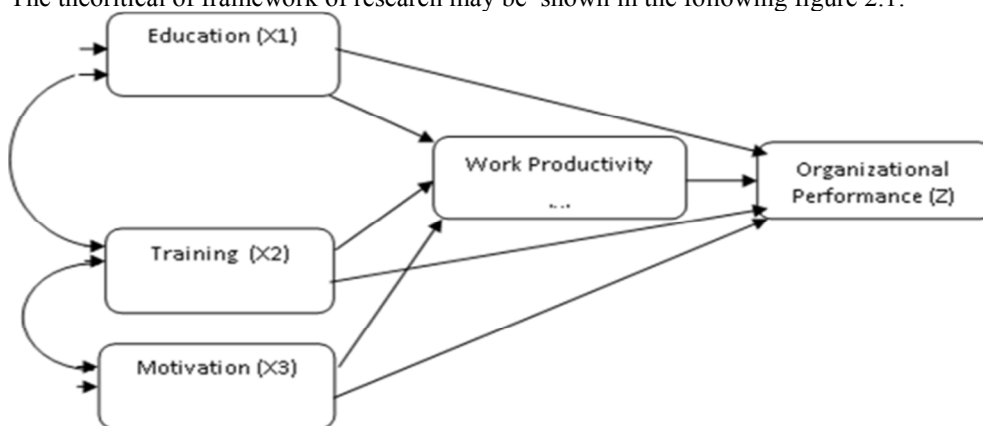The theoritical of framework of research may be shown in the following figure 2.1:

Figure 1. Theoritical Framework

Hypothesis
H1: Education, Training, Motivation, Work Productivity and Performance of the agency has been good
H2: Education has an influence on Work Productivity of the agency
H3: Training has an influence on Work Productivity of the agency
H4: Motivation has an influence on Work Productivity of the agency
H5: Education has an influence on the performance of the agency
H6: Training has an influence on the performance of the agency
H7:Motivation has an influence on the performance of the agency
H8: Work Productivity has an influence on the agency
H9: Education, Training and Motivation have an influence on the performance of the agency through the intervening variable of Work Productivity

RESEARCH METHODS
The research was conducted on the Civil Service Agency of Personel, Education and Training Agency (BKPP) in the Province of Aceh whose its   objects are the influence of education, training and motivation on the performance of the Civil Service Agency of Personel, Education and Training Agency (BKPP) in the Province of Aceh with a work productivity as an intervening variable. Because the number of employees of the agency is relatively small, the research employed census method as the data selected technique meaning that all

populations are taken as informants of research of which are consisting of 128 employees. The research data collection are analyzed by using statistical tool of SEM (Structural Equation Model) of which operated by using AMOS software version 22.

RESULTS AND DISCUSSION
Test of Measurement Model
The following figure 2 shows the relationship among indicators and among unobserved variables (latent variables) in the Measurement Model.
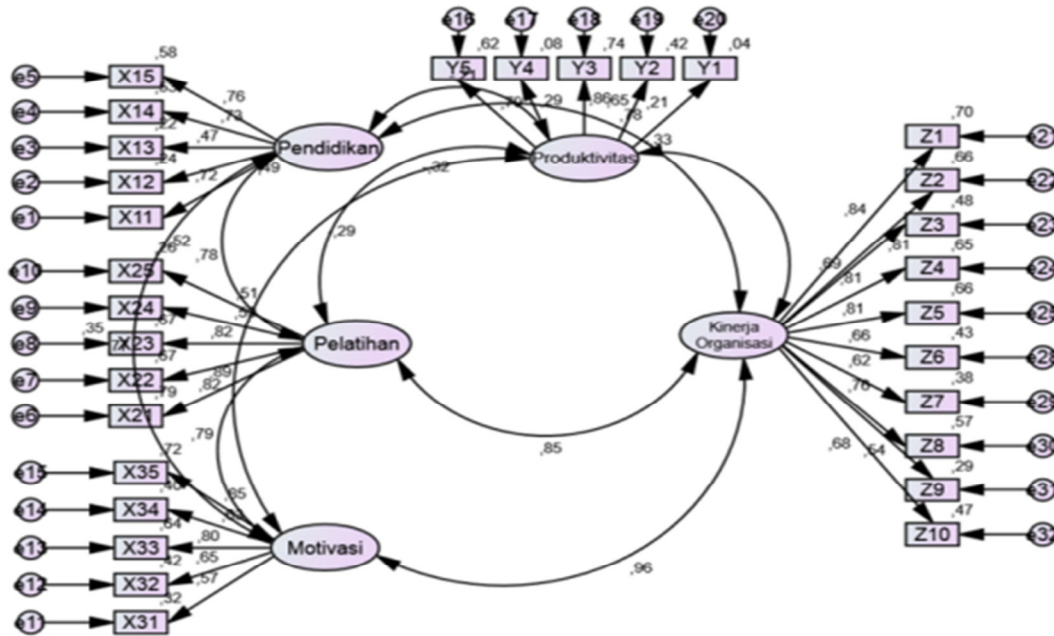

Figure 2
Measurement Model with Loading Factor
Notes: Pendidikan (Education), Pelatihan (Training), Motivasi (Motivation), Productivitas
        (Productivity), Kinerja Organisasi (Organization Performance)

Loading Factors
The following table shows some indicator relationship with designating constructs respectively. Loading factor is used to measure the contribution of each indicator when its value is above 0.6, then is stated as it was quite representative indicator to explain his unobserved variables. Therefore, these indicators should be included in subsequent data processing.

Table 1
Loading Factor of Education

Indicator		Variable	Estimate
X11	<---	Education	,720
X12	<---	Education	,494
X13	<---	Education	,474
X14	<---	Education	,731
X15	<---	Education	,759

The following table below shows that those who have attended the training had better work output compared with those who do not follow the training by 0759, which means that sub-indicators have contributed as much as 75.9 percent to Education variables

Table 2
Loading Factor of Training

Indicator		Variable	Estimate
X21	<---	Training	,889
X22	<---	Training	,818
X23	<---	Training	,816
X24	<---	Training	,594
X25	<---	Training	,508

Loading indicator of the unobserved variable factor of Training which has the highest score is an indicator X21 is an indicator I always improving productivity in carrying out the work, with figures loading factor 0.889. This means that the indicator X25 gave a contribution of 88.9% to variable of training.

Table 3
Loading Factor of Motivation

Indicator		Variable	Estimate
X31	<---	Motivation	,570
X32	<---	Motivation	,650
X33	<---	Motivation	,800
X34	<---	Motivation	,633
X35	<---	Motivation	,850

Loading factor motivation indicator of unobserved variables that have the highest score is the indicator of X35 that I always carry out the work or tasks given to me by .0.850, which means this indicator gives a contribution of 85.0 percent to variable motivation.

Table 4
Loading Factor of Work Productivity

Indicator		Variable	Estimate
Y5	<---	Work Productivity	,788
Y4	<---	Work Productivity	,286
Y3	<---	Work Productivity	,862
Y2	<---	Work Productivity	,647
Y1	<---	Work Productivity	,506

Loading factor indicator of unobserved variables Work Productivity that has the highest score is Y5 is "The work I do to meet the target set time." Is 0.788, which means that this indicator gives a contribution of 78.8% to variable Work Productivity

Table 5
Loading Factor of Organization performance

Indicator		Variable	Estimate
Z1	<---	Organizational performance	,836
Z2	<---	Organizational performance	,811
Z3	<---	Organizational performance	,692
Z4	<---	Organizational performance	,807
Z5	<---	Organizational performance	,814
Z6	<---	Organizational performance	,657
Z7	<---	Organizational performance	,616
Z8	<---	Organizational performance	,756
Z9	<---	Organizational performance	,535
Z10	<---	Organizational performance	,684

Loading factor indicator of unobserved variables Organizational Performance that has the highest score is the Z1 is "The Company has implemented procedures good service" amounted to 0,836, which means this indicator contributed 83.6% to variable Organizational Performance.

Analysis of Structural Equation Modeling

Subsequent analysis is the analysis of Structural Equation Model (SEM) in Full Model which is intended to test the model and hypotheses developed in this study. The testingof the model in Structural Equation Model coud be done with two tests, namely the testing for the suitability of the model and the testing of the significance of causality through regression coefficient test. The results of data processing using SEM analysis with Amos version 22 can be shown in Figure 3 below:
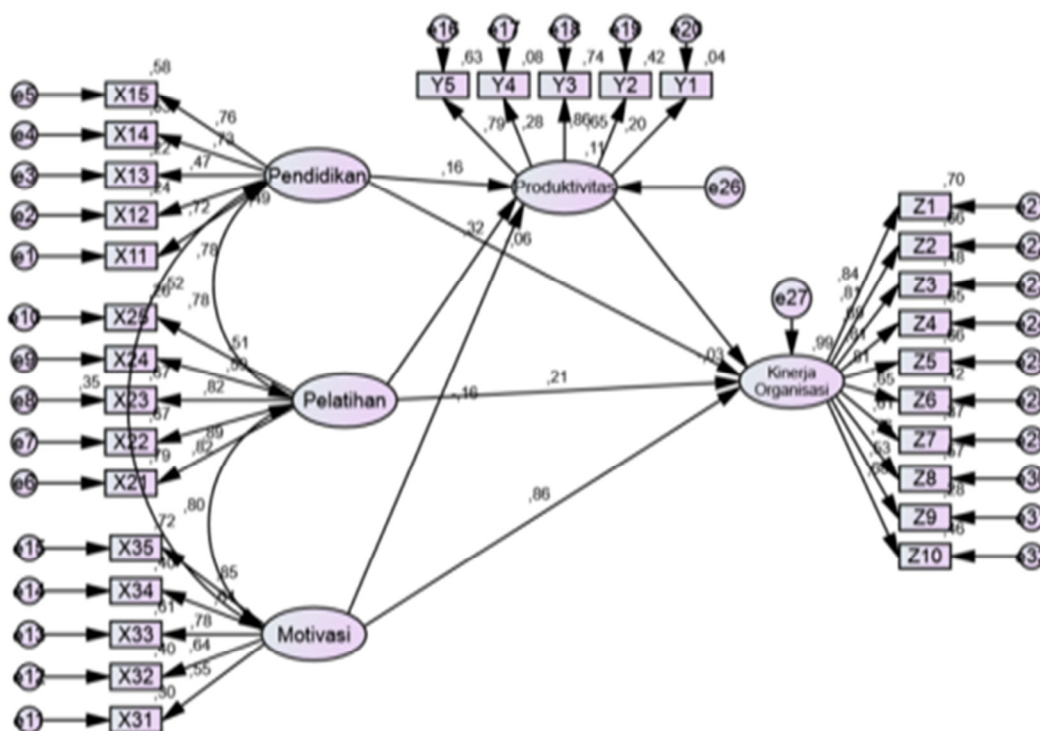
Figure 3
Structural Equation Model(Full Model)
Notes: Pendidikan (Education), Pelatihan (Training), Motivasi (Motivation), Productivitas
(Productivity), Kinerja Organisasi (Organization Performance)

Hypothesis testing
Once the stage of testing is done, the next step is testing the proposed research hypothesis. Testing of this hypothesis can be done based on research data processing by using SEM analysis in this case by analyzing the value of regression (Regression Analysis of Structural Equation Modeling Weights) as as summarized in the following table:

No	Pengaruh Antara		Beta	Hipotesis
1	Pendidikan	Produktivitas Kerja	0,164	Menguji pengaruh variabel independent Pendidikan (X1) dengan variabel intervening Produktivitas Kerja (Y)
2	Latihan	Produktivitas Kerja	0,319	Menguji pengaruh variabel independent Pelatihan (X2) dengan variabel intervening Produktivitas Kerja (Y)
3	Motivasi	Produktivitas Kerja	0,161	Menguji pengaruh variabel independent Motivasi (X3) dengan variabel intervening Produktivitas Kerja (Y)
4	Pendidikan	Kinerja Organisasi	0,061	Menguji pengaruh variabel independent Pendidikan (X1) dengan variabel dependent Kinerja Organisasi (Z)
5	Latihan	Kinerja Organisasi	0,213	Menguji pengaruh variabel independent Pelatihan (X2) dengan variabel dependent Kinerja Organisasi (Z)
6	Motivasi	Kinerja Organisasi	0,859	Menguji pengaruh variabel independent Motivasi (X3) dengan variabel dependent Kinerja Organisasi (Z)
7	Produktivitas Kerja	Kinerja Organisasi	0,027	Menguji pengaruh variabel intervening Produktivitas Kerja (Y) dengan variabel dependent Kinerja Organisasi (Z)

Because the value of CR above 1.96 and P <0.05, then Ho is rejected and H1 accepted, which means that there is a real relationship (significant) among the constructs tested.

CONCLUSIONS AND RECOMMENDATIONS
Conclusion
Education, training, and motivation have a significant influence on performance of Civil Service Agency of Education and Training (BKPP) of the province of Government of Aceh either directly on indirectly through the intervening variable of work productivity

Recommendations.
1. The next researchers may employ both qualitative and quantitative type of research. It may employ a deep interview and Focus Discussion Group techniques combined with a closed ended questionaire.
2. The agency should create working condusive environment that promoting the knowledge and skill transfer from superiors to subordinates.
3. The agency should create working condusive environment that promoting the knowledge and skill transfer from superiors to subordinates and
4. The agency should prepare training moduls that have a problem solving orientation.

BIBLIOGRAPHY

Ambar Teguh Sulistiyani. 2008. *Human Resource Management*. 1st Edition. Yogyakarta: Graha Ilmu.

Mangkunegara, Anwar Prabu .2006. *The Performance Evaluation of Human Resource*. Jakarta: Refika Aditama

Sastrohadiwiryo, B., Siswanto. 2003. *Work Force Manage*ment, 2th Edition. Jakarta: PT. Bumi Aksara, Jakarta
        Mathis and Jackson. 2002. *Human Resource Management*. 1st Edition. Yogyakarta: SalembaEmpat

Mangkuprawira.2002, *Strategic Human Resource Management*. Jakarta. Indonesian Ghalia Publishing Agency

Mulyadi and Johny Setyawan. 2009. *Management of Planing and Control System*. 1st Edition. Yogyakarta: SalembaEmpat

Nawawi, Hadari, and Martini.2002. *Research Instrument for Social Science*. Yogyakarta: Gadjah Mada University Press

Nasution, S.,2000. *Research Method*. Jakarta: Bumi Aksara

Notoatmodjo, Soekidjo.2003. *Education and Health Behavior*. Jakarta:Rineka Cipta.

Government Provision. No. 101/2000. 2000. *Education and Job Training of Civil Servant*. Secretary of State of Republic of Indonesia. Jakarta.

Perrow. C. 2000. Organizational *Analysis. A Sociological View*. London, England: Tavistock

Prasetyo, Indra. 2008. The Analysis of Financial Performance of Sharia Banking and Conventional Banking. *Journal of Management Application. Vol 6, No 2. pp 164-168*.

Syarif, Rusli. 2000. *Productivity*. Bandung: Angkasa Publishing Agency

Ravianto, J., 2006. *Productivity and Management*. Jakarta: Business Infrastructure Information and Productivity Agency.

Rosa, E.M. (2002*). Corelation between Group Cohesivity of Nurse and Field Nurse Attitute at Ward Room in the Hospital of RSUPN Cipto Mangunkusumo*. Unpublished Master Thesis. Jakarta : FIK – UI.

Radomila Soukalová. 2014, The impact of effective process of higher education on the quality of human resources in the Czech Republic, *Procedia - Social and Behavioral Sciences 174(2015) 3715 – 3723*

Sutrisno, Edi. 2009. *Human Resource Management*. 1st Edition. Jakarta: Kencana Prenada Media Group

Sedarmayanti.2009. *Human Resource and Work Productivity*. Bandung: Mandar Maju

Sri Indarti. 2014. The Influence of Employee Peronality and Working Environment on Employee Performance of Regional Office of National Employee Agency (BKN) XII Pekan Baru, *Journal of Economy*, Volume 22, Number 1

Stanley, Aibieyi. 2014. Training as an Essential Tool for Increasing Productivity in Organization: Uniben in Focus, Current *Research Journal of Social Sciences* 6(1): 35-38, 2014

Wibowo. 2011. *Managerial Performance*. Jakarta. Raja Grafindo Persada.

Woekirno Sumardi.2000. *Factors Affecting Employee Productivity*. Jakarta, Gramedia

Wursanto.2008. *Personel Management 2*. Yogyakarta: Kanikus

Veithzal Rivai. 2011. *Human Resource Management for Business: from Theory to Practice*. Jakarta: PT. RAJA GRAFINDO PERSADA

Vico, Wentri. 2013. The Influence of Motivation, Work Dicipline, Leadership on Work Productivity at Regional Personel and Training Agency, Southern Minahasa. *Journal of EMBA* Vol.1 No.4 pp. 1042-1052

Verra, Nitta Tureren. 2013. The Influence of Education and Training on the Employee Performance Improvement at Education and Training Agency of Kalasey, *Journal of EMBA 11*, Vol.1 No.3 pp. 10-19

Yakub.2012. *Introduction to Information System*. Yogyakarta: Graha Ilmu