

# aining\_and\_Work\_Discipline\_to\_Improve\_Individual\_Quality\_and

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## **Training and Work Discipline to Improve Individual Quality and Employee Performance of the Population and Civil Registration Office**

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### **Abstract**

This study aims to find out and analyze the effectiveness of training and work discipline in improving the quality of individuals and the performance of employees of the Population Office and the Civil Registry of South Sulawesi Province. The research was conducted at the Population and Civil Registration Office of South Sulawesi Province for 2 (two) months, from May to June 2021. The population is an entire employee of 105 people, using saturated sampling techniques, so the study sample is 105 people. Data collection is done by observation, interviews, questionnaires and documentation, and analysis of the data using path analysis. Several hypotheses are proposed in this study, and all hypotheses are accepted. The results showed that the direct influence of individual quality contributes greatly to employee performance compared to the effectiveness of training and work discipline. Indirectly, individual quality variables become moderate variables that are quite good even though they are partial mediation. In conclusion, in the Population and Civil Registration Office of South Sulawesi Province, the quality of individuals is indicated by the high morale of employees, which is a benchmark of quality in improving performance. In addition, the effectiveness of training is shown by increasing employee enthusiasm in following the learning process to improve their quality, and work discipline is shown by the leadership's transparency in encouraging high discipline. Indirectly individual quality variables can be good moderation variables in mediating the relationship between the effectiveness of training and work discipline to employee performance. Still, the most contributing is training effectiveness in influencing individual quality, which impacts employee performance.

### **Keywords**

Coaching effectivity, Work discipline, Individuality, and Performance

### **1. Introduction**

The quality of an organization depends largely on the quality of the organization's human resources. Both small and large organizations need competent and motivated human resources. This need is getting stronger as organizations grapple with the increasingly moving fast and more dynamic challenges. The achievement of organizational goals shows the results of the work/work performance of the organization and shows the performance or performance of the organization (Ansar et al., 2019).

Creating employee performance is a challenge in public organizations. Employees are one of the determining factors of organizational success because employees make a big contribution compared to other factors. An important factor in improving performance is the effectiveness of training, the development of human resources, whose goal is to increase work productivity and work quality to avoid mistakes, increase morale, and attract or maintain quality resources.

In addition to training effectiveness, the work discipline factor is considered because it concerns character, with good work discipline being a good self-reflection and certainly showing the quality in him as someone responsible for his work. Discipline also encourages better performance. The discipline that arises because of consciousness is caused by a person's awareness that only with discipline can succeed in everything. At the same time, discipline due to coercion is sometimes done also because it is forced (Awaluddin A et al., 2019).

Thus, achieving good performance should be supported by the effectiveness of training, discipline, and individual quality, collectively contributing to improving the organization's work system. Previously there has been a lot of research conducted on the important role of effective training in affecting the improvement of employee performance (Sahabuddin et al., 2019); as well as work discipline research affects positively and significantly the performance of employees such as (Yusriadi et al., 2019) and also the quality of human resources to employee performance was carried out by (Yusriadi et al., 2020).

This study explores the relationship between training effectiveness, discipline, and individual performance quality. Many studies have been conducted on variables, but it has not optimally shown connectivity that can be realized in the latest, especially in the Population and Civil Registration Office of South Sulawesi Province. To confirm the problem's existence, researchers designed a study to confirm further the problem found.

## **2. Literature Review**

Training is a learning process that involves acquiring expertise, concepts, regulations, or attitudes to improve employee performance (Tamsah et al., 2021). Effective training will improve the quality of employees; employees get an understanding that suits their needs and encourage themselves to do something based on their understanding. It is supported by (Misnawati et al., 2021) opinion, explaining that the quality of human resources is determined not only by the aspect of skills or strength of physical energy but also by education or knowledge level of experience or maturity attitude, and values. It is supported by previous research (Nellyanti et al., 2021), which concluded the positive and significant influence on the quality of human resources.

Individual qualities reflect a person's ability to work objectively and set targets. Every organization must prepare a program that contains activities that can improve the ability and professionalism of human resources so that the organization can survive and develop. Work discipline is one of the factors that can affect the quality of employees at work. Discipline is a characteristic and character that, if applied well, reflects good quality for a person. Every job is not always measured by cleverness and proficiency in completing a job. Still, the most important thing is the ability of employees to have discipline so that there is a sense of appreciation. It is in line with Fred (2002) that discipline is an attitude of respect, respect, obey and obey the rules that apply both written and not and can carry them out and do not evade the sanctions received if they violate their duties and authorities. This Hal is in line with previous research (Zamad et al., 2021), which concluded the positive and significant influence of work discipline on the quality of human resources.

Carrying out training certainly leads to changes in the way it works; as stated by (Sabrang et al., 2021) that the purpose of training is a change in the improvement of knowledge, attitudes, and skills. Performance results from an employee's work over a certain period compared to various possibilities. The effectiveness of training is important in improving employee performance, where performance will encourage the quality and responsibility of work; as stated by (Jufri et al., 2021) that, performance is the result of work in quality and quantity achieved by a person in carrying out his functions by the responsibilities given to him. It is supported by previous research (Triono et al., 2021), which concluded that there is a positive and significant influence on the effectiveness of training on employee performance.

Employee performance is also the result or level of a person's overall success during a certain period in carrying out tasks compared to the standard of work results. A comparison of this work standard is carried out with employee

performance measurement based on indicators on the measuring scale applied by the agency (Sukri et al., 2021). Work discipline can encourage better performance; discipline teaches how to create a comfortable work atmosphere with the principle of respect and even communicate optimally at work. As much as a person is disciplined in work, it can improve their performance; this is supported by previous research (Aci et al., 2021), which concludes the positive and significant influence of work discipline on employee performance.

Individualizable certainly there are benchmarks that we can make a benchmark or comparison to know and determine qualified human beings. The quality of human resources can be seen in how employees work, who easily complete their work based on their knowledge and skills. The quality of human resources is also due to the ability of a person to do good work planning. With the quality of human resources owned, the quality of work can improve performance, and the work results become better quality and in the quantity of work. It is supported by previous research (Mulyana et al., 2021), concluding the positive and significant influence of individual quality on employee performance.

### 3. Methods

The sample in this study was 105 employees. The sample criteria are as follows: respondents are male, as many as 70 people, and women, as many as 35 people. Respondents are aged 26-35 years, as many as 42 people, 36-45 years, as many as 38 people, and > 45 years as many as 25 people. The education level of S2 is 16 people, S1 is 36 people, D3 is 28 people, and SMA is 25 people. While the working period of 1-5 years is 35 people, 6-10 years is 64 people, and >10 years is six people.

This study uses a quantitative approach. The analysis used is path analysis with the help of SPSS ver.25 software for windows. Measurement of this variable is shown in the following Table 1:

Table 1. Measurement of variable

Variable	Indicators	Statement
Effectiveness of Training (X1) (Zam et al., 2021)	Reaction	I, in every training, am always passionate and respond to every material given
	Learning process	I enjoy the stages in the training activities carried out to get knowledge.
	Behavior change	After training, I showed a lot of changes in work
	Result	The results of work after training are very different from before training.
The discipline of Work (X2) (Reynilda et al., 2021)	Leader role model	Leaders can be the most influential people in the workplace.
	Inherent supervision	The supervision level makes me more sensitive to the various rules applied by the office.
	Penalty	I have the utmost respect and respect for the sanctions imposed on rulebreakers.
	Reply to services	I work because of the demands of revenge that I have to do.
	Assertiveness	I feel that assertiveness makes me more time disciplined
Individual Quality (Y1) (Kuka et al., 2021)	Understand the field	I am in a position or work placement that suits my skills
	Knowledge	I have a good knowledge of my current job
	Ability	I can give my best in working and helping colleagues
	Spirit of work	The spirit of work encourages me to be better at maximizing work
Performance (Y2) (Fatmawati et al., 2021)	Organizational ability	I can be actively involved in any activity or activity of the organization.
	Innovative	Innovation is a smart step at work.
	Working speed	I am very skilled and quick in getting a job done.
	Accuracy of work	Accurately working is my priority
	Collaborate	Building cooperation is part of the best way of working in an organization.
	Understanding of main tasks and functions	I fully understand the purpose and function of the work provided by the leadership.

## 4. Results

### 4.1 Analysis of Line 1

Effect of Training Effectiveness (X1) and Work Discipline (X2) on Individual Quality (Y1) (Table 2).

Table 2. Effect of X1 and X2 on Y1

Coefficients						
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6.265	1.620		3.867	.000
	Effectiveness of Training (X1)	.513	.095	.443	5.388	.000
	Discipline of Work (X2)	.280	.066	.349	4.247	.000

a. Dependent Variable: Individual Quality (Y1)

Source. Processed data results, 2021

Based on the table above, it can be written the model of math equation one as follows:

$$Y1 = 0.443X1 + 0.394X2$$

The coefficient value of line 1 on the effectiveness of training (X1) is 0.443, meaning that every time there is a change in the effectiveness of training by one unit, there will be a change in the quality of individuals by 0.443 points. Likewise, in the discipline of work (X2) is, 0.349 means that every time there is a change in the work discipline of one unit, there will be a change in individual quality by 0.349 points.

The determination value R-Square ( $R^2$ ) indicates 0.461 or 46.1%, meaning that 46.1% variation in the rise and fall of the Individual Quality variable (Y1) can be explained by variations in variables X1 and X2. The remaining 53.9% is explained by other variables outside the model studied.

### 4.2 Analysis of path 2

Effect of Effectiveness of Coach (X1), Work Discipline (X2), and Individual Quality (Y1) on Performance (Y2)

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

Coefficients						
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.187	1.374		3.775	.000
	Effectiveness of Training (X1)	.296	.085	.283	3.471	.001
	Discipline of Work (X2)	.123	.057	.170	2.176	.032
	Individual Quality (Y1)	.403	.078	.446	5.134	.000

a. Dependent Variable: Performance (Y2)

Source. Processed data results, 2021

Based on the Table 3 above, it can be written the model of path equation two as follows:

$$Y2 = 0.283X1 + 0.170X2 + 0.446X3$$

The coefficient of line 2 on training effectiveness (X1) is 0.283, meaning that every time there is a change in the effectiveness of training by one unit, there will be a change in performance of 0.283 points. In work discipline (X2) is, 0.170 means that every time there is a change in the work discipline of one unit, there will be a change in performance of 0.170 points. Likewise, the individual quality (X3) is 0.446 means that every time there is a change in the quality of the individual by one unit, there will be a change in performance by 0.446 points.

The determination value of R Square ( $R^2$ ) indicates 0.590 or 59%. It means that 59% variation in the ups and downs of performance variables (Y2) is capable of being explained by variations in the variables of Training Effectiveness

(X1), Work Discipline (X2), and Individual Quality (Y1). The remaining 41% was explained by other variables outside the model studied.

To calculate the amount of indirect influence, it can be calculated as follows:

- 1)  $X1 \rightarrow Y1 \rightarrow Y2 = (\alpha_1 \times \beta_3) = (0.443 \times 0.446) = 0.196 \text{ points} \rightarrow \rightarrow$
- 2)  $X2 \rightarrow Y1 \rightarrow Y2 = (\alpha_2 \times \beta_3) = (0.349 \times 0.446) = 0.155 \text{ points} \rightarrow \rightarrow$

Based on the results of path analysis of all independent, intervening, and dependent variables, a full path analysis model can be created as follows in Figure 1:

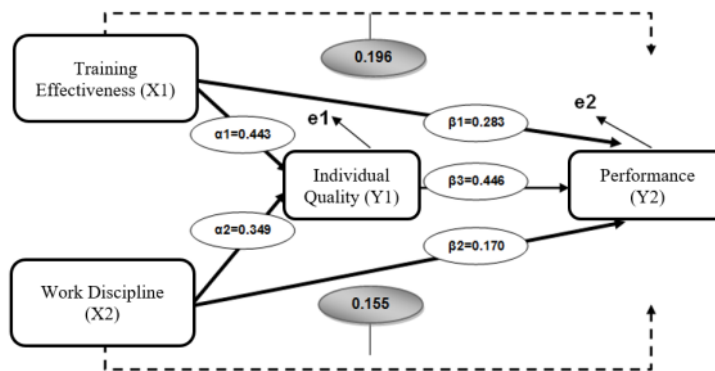


Figure 1. Full model path analysis

## 5. Discussion

### 5.1 Effectiveness of Training on Individual Quality

Training is a learning process that involves acquiring skills, concepts, regulations, or attitudes to improve performance (Fauzi et al., 2021). Effective training improves the quality of employees. Employees get an understanding that suits their needs and encourages themselves to do something based on their understanding. Also, in this study, the effectiveness of training can provide good results to employees where they consider that there are different things between before and after training. The results of this study are supported by previous research (Wirdawati et al., 2021).

### 5.2 Work Discipline on Individual Quality

Civil Registry of South Sulawesi Province. The findings of this study suggest that the relationship between work discipline and individual quality is quite good. Individual qualities reflect the ability to work objectively and by set targets. In this study, the leadership transparency factors most influences employee discipline to improve individual quality, meaning leadership is a role model followed by all subordinates, and it is proven in daily work activities at the Population and Population Office. The results of previous studies that support this study are (Arifuddin et al., 2021) concluded the positive and significant influence of work discipline on the quality of human resources.

### 5.3 Effectiveness of Training on Performance

This research is supported by (Setyorini et al., 2021), which concluded a positive and significant influence of training effects on employee performance. Working with effective training results makes it easy to work. The effectiveness of training improves employee performance, seen by active employees building cooperation as the best way to optimize the work function of the organization, and it is reflected in the level of effective training carried out. In addition, the effectiveness of training also improves performance in aspects of understanding main tasks and functions. According to respondents, the following training activities are more related to wanting to improve their knowledge and understanding of their work.

### 5.4 Work Discipline on Performance

This research is supported by (Harma et al., 2021). As found in this study, high work discipline can improve employee performance by building good cooperation; employees can support the improvement of organizational systems by

improving the pattern of speed cooperation in working accuracy and employee understanding of their functions. Performance is the best work in the organization; quality characterizes the expected performance (Syamsyucri et al., 2021).

### **5.5 Individual Quality to Performance**

This research is supported by (Elgin & Bushnell, 1975). The findings of this study are that the role of individual quality variables can contribute to improving performance, mostly responding to high enthusiasm, and understanding in their fields. This is an important aspect of quality where a person can understand what they are doing in good quality.

### **5.6 Effectiveness of Training on Performance Through Individual Quality**

On indirect influence, the findings of this study show positive and significant results that mean that the Population and Civil Registration Office of South Sulawesi Province can improve employee performance through the effectiveness of training and individual quality. Although indirect influence has a smaller mediating influence than its direct influence, it gives significant results in the sense that the effectiveness of training carried out is proven to be effective in improving the quality of individuals to have an impact on improving the performance of their employees.

### **5.7 Work Discipline on Performance Through Individual Quality**

This study shows that individual quality variables are intervening variables that are quite good in mediating the relationship between work discipline and the performance of employees of the Population and Civil Registry Office of South Sulawesi Province. It means that the better the discipline of employees' work, the better the quality of employees, which can also improve the quality of individuals, which then has an impact on improving their performance. Indirectly, the role of individual quality in this relationship is lower than the relationship between training effectiveness and performance. So, it can be shown that work discipline is not so great an influence in improving the quality of individuals and employee performance. However, the effectiveness of training factors provides opportunities to improve individual quality and employee performance in the population and civil registration office of South Sulawesi Province.

## **6. Conclusion**

Based on this study, it can be concluded that directly the quality of individuals is the variable that contributes the most to improving employee performance; this is shown by the higher morale of employees, which is a benchmark of their quality in improving performance. In addition, the effectiveness of training also affects employee performance which is shown by increasing employee enthusiasm in following the learning process to improve their quality. Likewise, work discipline also affects employee performance which is shown by leadership transparency is encouraging high discipline. Indirectly individual quality variables can be good moderation variables in mediating the relationship between the effectiveness of training and work discipline to employee performance. Still, the highest contribution is training effectiveness in influencing individual quality that impacts employee performance. The contribution of this research is the importance of maintaining and even improving the quality of individuals in the scope of the Population and Civil Registration Office of South Sulawesi Province. The apparatus factor becomes vital in this study so that the quality of individuals as intervening variables in this study is highly expected to exist.

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