



## **THE EFFECT OF INCREASING JOB TRAINING ON CIVIL SERVANT PRODUCTIVITY AT THE PROBOLINGGO SUB-DISTRICT OFFICE, EAST JAVA**

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### **ABSTRACT**

This research is motivated by the importance of improving the quality of human resources, especially Civil Servants (PNS), in supporting effective and efficient government performance. This study aims to determine the effect of increasing job training on the work productivity of civil servants at the Patokan Village Office, Kraksaan District, Probolinggo Regency. The research method used is a quantitative method. Data collection was carried out by distributing questionnaires to respondents who were civil servants at the village office. The data analysis technique used is a simple linear regression analysis to see the relationship between job training variables and work productivity. The results of the study show that job training has a positive and significant effect on the work productivity of civil servants. This is evidenced by a significance value of less than 0.05, as well as a determination coefficient that shows that job training makes a significant contribution to increasing employee work productivity. The conclusion of this study is that the increase in job training has a direct effect on increasing the work productivity of civil servants. Therefore, it is recommended that the village office continue to develop relevant, structured, and appropriate job training programs according to the needs of employees to improve overall organizational performance.

**Keywords:** Job Training; Job Productivity; Civil Servants; Quality and Performance

## ABSTRAK

Penelitian ini dilatarbelakangi oleh pentingnya peningkatan kualitas sumber daya manusia, khususnya Pegawai Negeri Sipil (PNS), dalam mendukung kinerja pemerintah yang efektif dan efisien. Penelitian ini bertujuan untuk mengetahui pengaruh peningkatan pelatihan kerja terhadap produktivitas kerja PNS di Kantor Desa Patokan, Kecamatan Kraksaan, Kabupaten Probolinggo. Metode penelitian yang digunakan adalah metode kuantitatif. Pendataan dilakukan dengan membagikan kuesioner kepada responden yang merupakan PNS di kantor desa. Teknik analisis data yang digunakan adalah analisis regresi linier sederhana untuk melihat hubungan antara variabel pelatihan kerja dengan produktivitas kerja. Hasil penelitian menunjukkan bahwa pelatihan kerja memiliki efek positif dan signifikan terhadap produktivitas kerja PNS. Hal ini dibuktikan dengan nilai signifikansi kurang dari 0,05, serta koefisien penentuan yang menunjukkan bahwa pelatihan kerja memberikan kontribusi yang signifikan untuk meningkatkan produktivitas kerja karyawan. Kesimpulan dari penelitian ini adalah bahwa peningkatan pelatihan kerja berpengaruh langsung terhadap peningkatan produktivitas kerja PNS. Oleh karena itu, disarankan agar kantor desa terus mengembangkan program pelatihan kerja yang relevan, terstruktur, dan tepat sesuai dengan kebutuhan karyawan untuk meningkatkan kinerja organisasi secara keseluruhan.

**Kata Kunci:** Pelatihan Kerja; Produktivitas Kerja; PNS; Kualitas dan Kinerja

## INTRODUCTION

Human resources are currently very influential in organizations and companies, both profit-oriented companies such as private companies and government agencies that are mostly not profit-oriented. The role of human resources is to effectively and efficiently support the company's set goals. To achieve this goal, a company or organization must have high-performing employees within the organization or companies (Wahyuningrat & Tri Harsanto, 2023; Sufriadi, 2017).

Goals cannot be achieved without the active participation of employees, even with the application of highly advanced technology. The advanced technology owned by a company will not provide benefits to the company if it is not accompanied by the active participation of employees.

The performance shown by human resources in a company will play a significant role in the company's future development because performance is a benchmark for the success or failure of achieving the company's goals and various comparison tools between the results of work and the standards that have been applied in the company (Serrano-Orellana, et.al. 2025).

Agencies need to implement the right system for the sustainability of their operational activities. Training is often considered the most visible and common activity undertaken by employees (Sari, 2018: 101; Alsanabani, et.al., 2025). Good training can also support the success of a company. Employee performance is crucial in an agency's efforts to achieve its goals. To improve employee performance in an agency or company, employee training programs are very important, because a company or agency requires competence and fierce competition in each field.

Proper employee resource management is crucial for competitiveness, survival, and growth within both government and private institutions. One resource that must be well-managed is human resources, which play a crucial role within an organization. It's common knowledge that productivity issues are crucial for institutions facing this competition. Governments at all levels can take steps and develop strategies to improve employee productivity and achieve their goals. Achieving these goals requires the ability to utilize quality human resources. Quality human resources are those with the knowledge, abilities, skills, and positive work attitudes (Rodli, 2019; Ishak, et.al., 2020). Improving the quality of these resources can be achieved through measurable and sustainable training and education.

This must be implemented through human resource training programs to improve work ethic and employee capabilities in the company, considering that there are still many employees who lack the skills, competencies, or expertise to carry out their responsibilities. Human resources who have knowledge, abilities, and skills are expected to achieve maximum work performance. Good work performance will certainly affect employee productivity, which in the end will also affect the company's productivity. And to be able to compete and make a positive contribution to increasing employee productivity, training is needed. Proper training is needed at all times, both for

new and existing employees in the company. And to be able to compete and make a positive contribution to increasing employee productivity, training is needed.

## **THEORETICAL PERSPECTIVES**

In the era of bureaucratic reform, good governance requires qualified and professional civil servants. Based on this understanding, local governments must be able to build a well-organized personnel management system, particularly in the process of developing civil servants. Generally, the quality of civil servant resources is improved by the Civil Service and Human Resource Development Agency (BKPSDM) at Regency or City levels in Indonesia. However, currently, obstacles remain, resulting in suboptimal performance. Training implementation is still not aligned with organizational needs and is still oriented towards a budgetary approach. Therefore, optimizing civil servant resource planning and management is crucial for improving the quality of civil servant performance (Sugian, Lukman, Wargadinata, 2021).

This resource development must be aligned with activities and management to ensure that it is directed toward specific goals, which in turn will encourage and increase organizational productivity. This is very important, because work productivity is one of the important aspects that supports economic life at both the micro and macro levels and makes a change in the era of globalization in determining the existence of someone who has the ability to compete in business development (Sihombing and Verawati, 2020; Sudrajat, Suhardoyo & Farhansyah, 2025).

Various studies have been conducted on job training having a positive and significant effect on the work productivity of Civil Servants. For example, Rodli. (2019) concluded that (1) Job training has a positive and significant effect on the work productivity of PT. Monier employees in Sidoarjo with a t-value of 2.431 and a significance value of 0.019 (sig <0.05). (2) Work experience has a positive and significant effect on the work productivity of PT. Monier employees in Sidoarjo with a t-value of 2.807 and a significance value of 0.007 (sig <0.05). (3) Education has a positive and significant effect

on the work productivity of PT. Monier in Sidoarjo with a t-value of 2.282 and a significance level of 0.027 ( $\text{sig} < 0.05$ ). (4) Job training, work experience, and education simultaneously have a positive and significant effect on employee work productivity at PT. Monier in Sidoarjo with an F-value of 11.629 and a significance level of 0.000 ( $\text{sig} < 0.05$ ). The coefficient of determination ( $R^2$ ) of 402 indicates that 40.2% of employee work productivity at PT. Monier is influenced by the variables of job training, work experience, and education.

In addition, according to Sudrajat, Suhardoyo, & Farhansyah (2025), ASN work productivity is influenced by training. They emphasized that partially, the education variable (X1) has a positive and significant effect on work productivity (Y). The calculated t-test is  $2.061 > 2.051$  with a significance value of  $0.049 < 0.05$ , and the training variable (X2) has a positive and significant effect on work productivity (Y). The calculated t-test is  $3.425 > 2.051$  with a significance value of  $0.002 < 0.05$ . Meanwhile, simultaneously, the variables have a positive and significant effect on work productivity (Y). The calculated F-test is  $32.423 > F\text{-table is } 3.350$  and is significant at  $0.000 < 0.05$ . Therefore, it can be concluded that education (X1) and the training variable (X2) partially and simultaneously have a positive and significant effect on work productivity (Y) at the Temanggung Regency Public Works Office.

Human resource quality improvement and development must be carried out seriously with maximum effort. Employee knowledge is no longer in line with the demands and developments of the times. Responding to very rapid developments results in individuals being left behind in knowledge and skills. Therefore, a person's knowledge, skills, and qualities significantly influence their actions, whether that knowledge is completely influenced by education or past experience. However, education level also determines how easily someone absorbs and understands the information they receive (Albunsyary et al., 2020).

## RESEARCH METHODS

This type of research uses causality. According to Sugiyono (2019: 66), "a causal relationship is a causal relationship. So here there are independent (influencing variables) and dependent (influencing variables), while the research method used in this study is a quantitative method. According to Sugiyono (2019: 16), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using quantitative or statistical data analysis research instruments, with the aim of testing hypotheses and being applicative.

In terms of data collection, data collection in quantitative research is more flexible because it can be done anywhere, with any setting, and with pre-selected informants or adjusting the situation in the research field. The data collection techniques used in this study are as follows. Questionnaires are data collection tools in the form of a list of questions or statements used to obtain information from respondents. Questionnaires are usually designed systematically to dig into the opinions, experiences, or characteristics of a person or group. Questionnaire is a data collection technique by asking written questions to be answered in writing by the respondents. Questionnaires are a collection of written questions that are used to obtain information from respondents about themselves. The purpose of distributing the questionnaire is to find complete information about a problem, without worrying if the respondent gives an answer that does not match the reality in filling out the list of questions. In addition, respondents know certain information requested. Observation is a data collection technique by which researchers come directly, see, and feel what is happening in the object of research. This observation data collection technique is very good because it can combine interview techniques with documentation and at the same time confirm its truthfulness. In this observation process, the researcher conducted observations at the Patokan Village Office, Kraksaan District, Probolinggo Regency, which focused on the Effect of Increasing Job Training on the Work Productivity of Civil Servants (PNS) at the Kraksaan District Office, Probolinggo Regency.

## **RESULTS AND DISCUSSION**

### **THE EFFECT OF INCREASING JOB TRAINING ON CIVIL SERVANT PRODUCTIVITY**

From the results of the tests carried out, the Improvement of Job Training has been proven to significantly increase Employee Work Productivity at the Patokan Village Office, Kraksaan District, Probolinggo Regency. Regression analysis of the test results conducted showed a positive effect of increasing job training on employee work productivity.

The results of this analysis also mostly support the theory of improving job training (Widodo, 2015: 82) and employee work productivity (Sinungan, 2014: 17) where this study respondents' responses provide a clear picture of how compatible this research is with the theory of improving job training and employee work productivity. The following is the compatibility of the theoretical indicators with the respondents' responses:

1. The purpose of the training is a concrete and measurable training objective, therefore the training that will be held aims to improve work skills so that participants are able to achieve maximum performance and increase participants' understanding of the work ethics that must be applied.
2. The training materials are management (management), scripting, work psychology, work communication, work discipline and ethics, work leadership and work reporting.
3. The method used is a training method with participatory techniques, namely group discussions, conferences, simulations, role play (demonstrations) and games, classroom exercises, tests, teamwork and study visits (comparative studies).
4. Participant qualifications, are company employees who meet the requirements such as permanent employees and staff who receive recommendations from the leadership.
5. Trainer qualification (instructor), is a trainer/instructor who will provide training materials must meet the requirements qualifications, including: having expertise, related to the training material, being able to generate motivation and being able to use participatory methods.

6. Ability, having the ability to carry out tasks. The ability of an employee depends a lot on the skills they have as well as their professionalism in work.
7. Work spirit is an effort to be better than yesterday. This indicator can be seen from the work ethic and the results achieved in one day later compared to the previous day.
8. Quality, always trying to improve the quality better than in the past. Quality is the result of work that can show the quality of an employee's work. So improving quality aims to provide the best results which in turn will be very useful for the company and itself.
9. Efficiency. A comparison between the results achieved and the overall resources used. Inputs and outputs are aspects of productivity that have a significant influence on employees.

## **DATA ANALYSIS AND INTERPRETATION ON CIVIL SERVANT PRODUCTIVITY**

### **1. Test Instruments**

#### **a). Validity Test**

This study tested the validity of the questionnaire with a significant level of  $<0.01$ . Each question is considered valid if the r-coefficient of the table is calculated based on the r-product moment test. The following table shows the results of the validity test:

**Table 4.2**

### **Validity of Job Training Improvement (X) and Employee Work Productivity (Y)**

<b>Indikator</b>	<b>Signifikansi</b>	<b>Koefisien Correlation</b>	<b>r tabel</b>	<b>Keterangan</b>
P1_1	<0,01	0,756	0,329	Valid
P1_2	<0,01	0,578	0,329	Valid
P1_3	<0,01	0,818	0,329	Valid
P1_4	<0,01	0,619	0,329	Valid
P1_5	<0,01	0,744	0,329	Valid

P1_6	<0,01	0,602	0,329	Valid
P1_7	<0,01	0,709	0,329	Valid
P1_8	<0,01	0,516	0,329	Valid
P1_9	<0,01	0,696	0,329	Valid
P1_10	<0,01	0,657	0,329	Valid
P1_11	<0,01	0,704	0,329	Valid
P1_12	<0,01	0,732	0,329	Valid
P1_13	<0,01	0,739	0,329	Valid
P1_14	<0,01	0,695	0,329	Valid
P1_15	<0,01	0,673	0,329	Valid
P1_16	<0,01	0,666	0,329	Valid
P1_17	<0,01	0,754	0,329	Valid
P1_18	<0,01	0,677	0,329	Valid
P1_19	<0,01	0,751	0,329	Valid
P1_20	<0,01	0,585	0,329	Valid
P2_1	<0,01	0,853	0,329	Valid
P2_2	<0,01	0,673	0,329	Valid
P2_3	<0,01	0,818	0,329	Valid
P2_4	<0,01	0,654	0,329	Valid
P2_5	<0,01	0,781	0,329	Valid
P2_6	<0,01	0,664	0,329	Valid
P2_7	<0,01	0,668	0,329	Valid
P2_8	<0,01	0,668	0,329	Valid
P2_9	<0,01	0,672	0,329	Valid
P2_10	<0,01	0,557	0,329	Valid
P2_11	<0,01	0,735	0,329	Valid
P2_12	<0,01	0,594	0,329	Valid
P2_13	<0,01	0,793	0,329	Valid
P2_14	<0,01	0,596	0,329	Valid
P2_15	<0,01	0,701	0,329	Valid
P2_16	<0,01	0,707	0,329	Valid

Keterangan: Koefisien Correlation > r tabel indikator dinyatakan valid  
 Sumber: Hasil olah data, Lampiran...

Validity testing uses the Product Moment correlation formula with a significant level of  $(\alpha) < 0.01$ . The r-value of the table for  $\alpha$  is 0.01 and 50 respondents is 0.329. Because the r-value of the calculation is higher than the r of table  $\alpha$  (as per Table 4.2), all indicators of the variable Improvement of Job Training and Employee Work Productivity are declared valid. Therefore, the questionnaire data can be analyzed using simple linear regression.

#### b. Reliability Test

Reliability testing aims to ensure the consistency of measurement results if repeated. This study uses the Alpha Cronbach method ( $\alpha$ ) to measure reliability, with the following reliability criteria:

**Tabel 4.3****Kriteria Realitabilitas**

<b>Kriteria</b>	<b>Skor</b>
Sangat Rendah	0,00 – 0,199
Rendah	0,20 – 0,399
Cukup Tinggi	0,40 – 0,599
Tinggi	0,60 – 0,799
Sangat Tinggi	0,80 – 1,000

Sumber: *Aziz Alimun Hidayat (2021: 12-13)*

The following table presents the results of the reliability test of measuring instruments. Based on Table 4.3, it is said that reliability (consistency) is met if the alpha value ( $\alpha$ ) is more than 0.60. The results of the reliability test are presented in the form of the table below:

**Tabel 4.4****Hasil Uji Reabilitas Variabel (X) dan Variabel (Y)**

<b>Variabel</b>	<b>Cronbach Alpha</b>	<b>Kelas Interval</b>	<b>Keterangan</b>
P1	0,972	0,80-1,00	Reliabel
P2	0,956	0,80-1,00	Reliabel

*Keterangan: Reabilitas Correlation > Alpha ( $\alpha$ ) indikator dinyatakan reliabel*

*Sumber: Hasil olah data, Lampiran...*

The above reliability test shows an alpha Cronbach value ( $\alpha$ ) for the variable Job Training Improvement (X) of 0.972 and Employee Work Productivity (Y) of 0.956. These two values are in the interval class of 0.80-1.00 so that the research instrument is declared reliable and the research can be continued.

### 1. Simple Linear Regression Analysis

This study uses simple linear regression analysis to examine the linear relationship between Increased Job Training (X) and Employee Job

Productivity (Y). The questionnaire data was analyzed using SPSS version 27, and the results are presented in the following table:

**Table 4.5**  
**Results of Simple Linear Regression Analysis Test**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.982	.346		2.836	.007
	P1	.728	.092	.751	7.886	<.001

a. Dependent Variable: P2

The analysis of the data in Table 4.5 yielded a constant (a) of 0.982 and a coefficient of Job Training Improvement (b) of 0.728. The regression equations obtained are:

$$Y = a + b X$$

$$Y = 0.982 + 0.728 X$$

Information:

Y = Employee Work Productivity Variable

X = Variable of Job Training Improvement

a = Constant (value of Y when X = 0)

b = Regression coefficient (value increase or decrease)

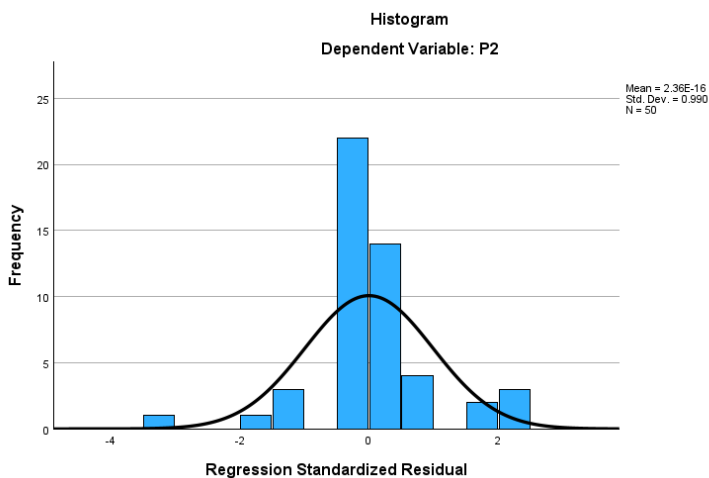
The regression equation obtained shows that the constant (a) 0.982 presents the level of employee work productivity without the effect of increasing job training. The regression coefficient (b) of 0.728 indicates that every one unit increase in the effect of increased job training (X) will cause an increase of 0.728 in employee work productivity (Y). The positive relationship between variables increases employee work productivity. Therefore,

improvements in the implementation of Job Training Improvement are recommended to increase employee work productivity.

### 3. Classic Assumption Test

#### a). Heterokedasticity Test

The Heterokedasticity test checks whether the residual distribution in the regression model is consistent or not. A good regression model shows a consistent residual spread (no heterokedasticity can be detected through a specific pattern on the histogram graph).

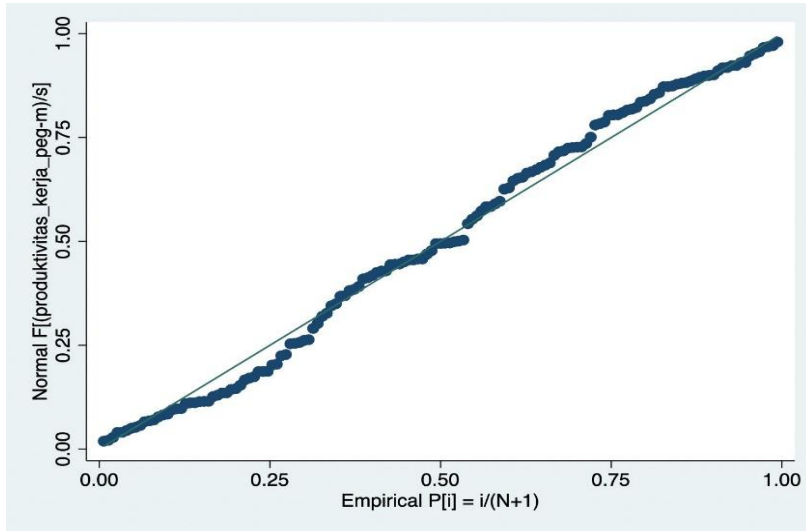


*Figure 4.5 Heterokedastic Test histogram graph*

Figure 4.5 shows a pattern of data that is not evenly spread around zero on the Y-axis, indicating the presence of heterokedastic. This is likely due to the limited number of respondents.

#### b. Normality Test

The normality test, using the P-P Plot fork, checks whether the regression data is normally distributed. If the data points on the graph are close to the diagonal line, the data is abnormal and the regression model cannot be used for predictions or recommendations.



Gambar 4.4 Grafik P-P Plot Uji Normalitas

The P-P Plot Graph Figure 4.4 shows the data points spread around the diagonal line. This indicates that regression models are normally distributed and can be used for predictions and recommendations.

#### 4. Uji Hypothesis

Table of Test Results t

Variabel	t Count	Significance	t Table	Information
Konstanta	7.886	< 0.001	2.000	
P1	2.836	0.007	2.000	H0 is rejected and Ha is accepted

Ha is accepted, which means that increasing job training has a positive and significant effect on employee work productivity. This is shown by the results of the t test, where the value of t is calculated as  $2.836 > t$  table 1.697.

#### 5. Determinant Test

The determinant test, or R-squared test shows the observed result. The numbers between 0 and 1, the closer to 1, the better the model will be at predicting outcomes.

### Determinant Test Table

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.751 <sup>a</sup>	.564	.555	.478	.564	62.185	1	48	<.001

a. Predictors: (Constant), P1  
 b. Dependent Variable: P2

*Gambar 4.6 Grafik Model Summary*

*Source: Data Processing Results, Appendix*

R square 0.564 means that the work productivity of employees of 56.4% is influenced by the increase in job training. The rest is influenced by other things that are not discussed in this study.

## CONCLUSION

Based on the results of the research on the Effect of Increasing Job Training on Employee Work Productivity, it can be concluded that human resources are the most important asset in organizations or agencies, including in the Patokan sub-district office, Kraksaan District, Probolinggo Regency. The quality of human resources is the main key to the success of achieving organizational goals effectively and efficiently. Job training has an important role in improving employee performance and productivity, because proper and planned training will help employees gain knowledge, skills, and work attitudes that support the achievement of agency goals. Job training is also able to improve work ethic, improve technical and non-technical skills, and foster enthusiasm to continue learning and developing. Even if technology and other facilities are available, without qualified and committed human

resources, organizations will not be able to develop optimally. In addition, objective performance assessment and high work motivation are also important factors in increasing employee productivity. The problem of low work productivity is often caused by low motivation, lack of understanding of the benefits of training, and inappropriate training methods. Therefore, the existence of job training tailored to the needs of employees, varied training methods, and the delivery of clear training benefits will greatly help improve productivity and quality of public services. The overall theory and results of previous research also support that good job training has a positive impact on performance and job satisfaction, which will ultimately increase employee productivity and the achievement of organizational goals.

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