



THE EFFECTS OF EDUCATION AND TRAINING, AND DIVISION OF LABOR TOWARDS LABOR PRODUCTIVITY AND ITS IMPACT ON THE PERFORMACE OF CIVIL SOCIETY ACTIVISTS: A CONCEPTUAL MODEL

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ABSTRACT

The government's goal of establishing civil society activists is to carry out self-help activities in rural areas in order to achieve regional development, alleviate poverty, and reduce inter-regional disparities. The situation at the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration show that the majority of villages in Indonesia are underdeveloped villages with the conditions of education and training, division of labor, labor productivity, and the performance of civil society activists are not yet optimal. This paper sets out to develop a conceptual model for testing the effects of education and training, and division of labor towards labor productivity and its impacts on the performance of civil society activists. Literature review, conceptual model, hypotheses development, and research methodology are discussed. Practicing this paper would instantly provide information about the relationship of the education and training, division of labor, labor productivity, and the performance of civil society activists at the Indonesian Ministry of Villages, Development of Disadvantaged Regions, and Transmigration.

KeyWords

Civil Society Activists, Education and Training, Division of Labor, Labor Productivity, Performance, Conceptual Model.

INTRODUCTION

One of the duties and functions of the Indonesian Ministry of Villages, Development of Disadvantaged Regions, and Transmigration is to develop Indonesia from the peripheral layer by strengthening regions and villages within the framework of a unitary state. Comprehensive development of villages and rural areas is an important factor for regional development, poverty alleviation, and reduction of disparities between regions.

The development of the number of villages in Indonesia is increasing rapidly, with an ever-increasing trend of growth. In 2005, the number of villages was 61,409 villages. It increases into 67,211 villages in 2008 and 74,045 villages in 2014. The majority of villages in Indonesia are underdeveloped villages. The number of underdeveloped villages, very underdeveloped villages, and developing villages by region is presented in Table 1 below.

Table 1. Number of Underdeveloped Villages By Region in Indonesia.

No	Island Territory	Number of Villages	Number of Underdeveloped Villages	%	Number of Very Underdeveloped Villages	%	Number of Developing Villages	%
1.	Sumatra	23,005	4,231	61.9	910	4.0	17,864	34.2
2.	Java	22,480	3,641	16.2	7	0.0	18,832	83.8
3.	Kalimantan (Borneo)	6,580	4,013	61.0	163	2.5	2,404	36.5
4.	Sulawesi	8,677	5,855	67.5	344	4.0	2,478	28.6
5.	Nusa Tenggara & Bali	4,582	2,569	56.1	43	0.9	1,970	43.0
6.	Maluku	2,116	1,392	65.8	71	3.4	653	30.9
7.	Papua	6,269	5,137	81.9	509	8.1	623	9.9
	Total Regencies/Cities (511 Reg./Cities)	73,709	36,838	50.0	2,047	2.8	34,824	47.2

Source: PODES 2014 Data of the Indonesian Ministry of Villages, Development of Disadvantaged Regions, and Transmigration

Based on the data above, the number of underdeveloped villages reached 36,838 in each province and the number of very underdeveloped villages also touched 2,047 in each province. Based on this data, the government wants to optimize the civil society activists program.

Civil society activists (CSAs) are certain functional tasks or functional positions that are established based on the Decree of the Minister for Administrative Reform Number 58 of 2004 as amended by the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 28 of 2018. The task of these civil society activists is to mobilize preparation, program publication, community mobilization, and evaluation of community mobilization.

Because of the importance of the function of the civil society activists program, it requires optimal performance. Performance has an important meaning for the employee as their performance appraisal means that employees got the attention of superiors. In addition, it will add the work excitement of employees, as they are working for the performance appraisal, that they have the possibility to be promoted, developed, and rewarded on merit when they excel. Employees that do not perform well may also be demoted.

One of the factors that have effects on their first performance is Education and Training. One way that can be done in an effort to improve employee performance is through employee development, namely by conducting education and training (Ambar & Rosidah, 2003: 175). To achieve the expected performance in an organization or agency, employees must receive adequate education and training programs for their positions so that employees are skilled in carrying out their work (Mangkunegara, 2017: 67). To improve the quality or performance of employees through education and training, they must be well prepared to achieve satisfactory results. Improved quality or performance must be directed at enhancing the skills and abilities of employees in carrying out their duties (Widjadja, 1995: 73).

In carrying out its activities, the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration want all CSAs to be able to do their jobs or duties properly. However, the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration is having optimization problems of community CSAs due to them not being familiar with the division of labor, not being strict enough, and the vastness of the ministry's delegation authority to the CSAs caused unlatching expectations by the government. Each task requires time and concentration in carrying out the work with its full effort.

CSAs can work effectively when they conduct their work according to a good division of labor. Therefore, the division of labor is one of the most important factors because the division of labor will provide clarity for CSAs to be able to carry out their duties properly. The productivity of a government institution will run well if the performance in the company or organization is of high value and is accompanied by a good commitment from employees or CSAs. Government agencies that have a workforce that is skilled, knowledgeable, highly motivated, understand the division of labor possess low levels of work stress, and has high productivity in general.

LITERATURE REVIEW

A. Education and Training

Education and training is a process of changing the behavior of its employees which is carried out systematically in order to improve organizational goals (Simamora in Maya, 2019). In the training process, an environment will be created where employees can acquire or learn specific attitudes, abilities, skills, knowledge, and behaviors related to work. Education and training is the link between increasing general knowledge and understanding of the work environment as a whole and also an effort to increase the knowledge and skills of an employee to do a particular job.

Education and training is an attempt to improve the technical, theoretical, conceptual, and moral abilities of employees following the needs of job or position through a process of education and training that is aimed to enhance the technical skills of employees' work execution (Hasibuan, 2011). Therefore, education and training is a process or an effort to improve employee competence and to train employees' abilities, expertise, skills, and knowledge in doing work effectively and efficiently in order to achieve the goals of an agency or organization.

B. Division of labor

Division of labor is the results of the analysis of the work as a series of activities or processes to collect and process information about the job (Riva, 2014). According to Pophal (2008), division of labor is the written record of the responsibilities of a particular job.

Division of labor is written information that describes the duties and responsibilities, working conditions, and aspects of work in a particular position in the organization (Hasibuan, 2011). This variable is measured by indicators: job placement, workload, work specialization, work methods, and job responsibilities.

C. Employee Performance

Wibowo (2013, p.7) states that performance is the result of work that has a strong relationship with organizational strategic goals, consumer satisfaction, and contributes to the economy. Employee performance or the performance of CSAs influences the sustainability of the company in achieving optimal results.

According to Feel et al. (2018), employee performance is the result of the work done by a person with the ability and work assessment that has been given to him to achieve optimal results. A person's productivity in doing a job is influenced by the level of education, the initiative in doing work, and training and motivation received.

According to Hillebrandt et al., (2017), employee performance is the result of work in quality and quantity obtained by employees in supporting the achievement of organizational goals. The results of his work provide feedback for himself so that he will always do a good job and produce high productivity.

D. Labor Productivity.

Yuniarsih and Suwanto (2009) state that labor productivity is a concrete result (product) produced by individuals or groups during a certain unit of time in a work process. Meanwhile, Ardana et al (2012) stated that labor productivity is the ratio between the results achieved and the participation of labor in a time unit or a number of goods/services that can be produced by a person or group of people/employees within a certain period.

According to Sinungan (2014), productivity is a universal concept that aims to provide more goods and services that will be used by many people through using increasingly fewer real sources.

CONCEPTUAL MODEL

Based on the literature review that has been done, the conceptual model that can be produced in this study is as follows:

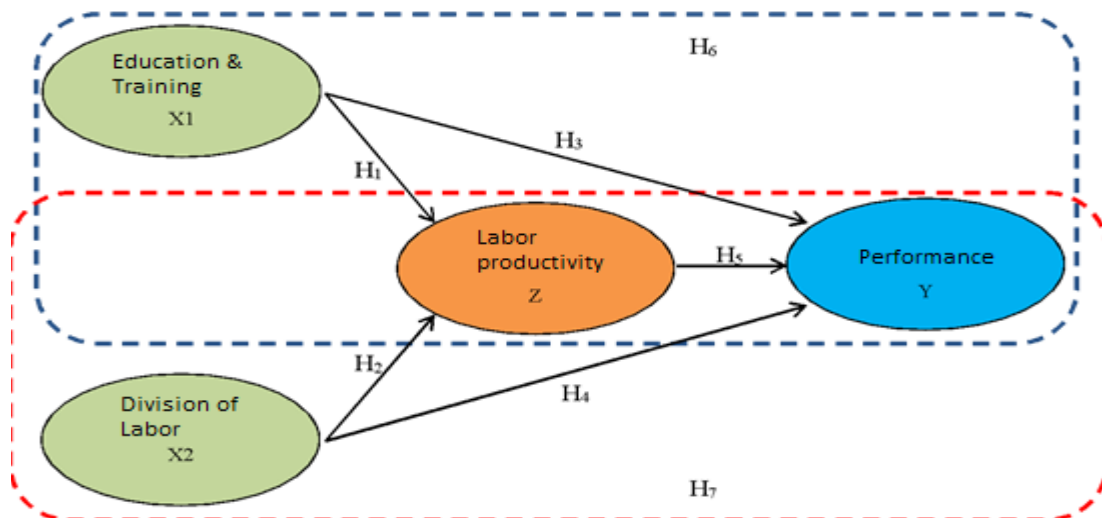


Figure 1: The Conceptual Model

Source: Adapted from Afrillia et al. (2019), Aliya & Tobari (2019), Dwihatmojo et al. (2016), Fanzhah & Hutajulur (2020), Prihadi & Meilani (2020), and Villani et al. (2019).

Description:

X₁: Education and Training

X₂: Division of labor.

Z: Labor productivity

Y: Performance

HYPOTHESIS DEVELOPMENT

1. The effects of education and training on labor productivity

Previous research has shown that education and training have a dominant influence on labor productivity (Hubaib, 2019). Aliya and Tobari's (2019) research results at PT. Semen Baturaja (Persero) Tbk in Palembang shows the same results as Hubaib's research (2019). The following research hypothesis is proposed:

H₁: Education and training has effects on labor productivity.

2. The effects of the division of labor on labor productivity

Previous research from Afrillia et al (2019) shows that the division of labor has a significant effect on labor productivity. Earlier research about the influence of the division of labor against labor productivity of civil society activists has not been found. The following research hypothesis is proposed:

H₂: The division of labor has effects on labor productivity.

3. The effects of education and training on performance

Previous research from Hubaib (2019) shows that education and training have a dominant influence on employee performance. Meanwhile, other research states that there is a significant effect of education and training on employee performance (Fanzhah & Hutajulur, 2020). Other studies have shown the same results as the study, including research from Dwihatmojo, et al. (2016). The following research hypothesis is proposed:

H₃: Education and training has effects on performance.

4. The effects of the division of labor on performance

Previous research has shown that the division of labor has a significant effect on performance (Villani et al., 2019). Likewise, Kania and Widiawati's research (2019) states that the division of labor has a major contribution to performance. The following research hypothesis is proposed:

H₄: The division of labor has effects on performance.

5. The effects of labor productivity on performance

Pribadi and Meilani (2020) proved in their research that labor productivity variables directly affect employee performance. The following research hypothesis is proposed:

H₅: Labor productivity has effects on performance.

6. The effects of education and training on performance through labor productivity

Previous research at PT. Semen Baturaja (Persero) Tbk in Palembang shows the results that education and training influence labor productivity (Aliya and Tobari, 2019). Another research showed similar results: education and training has an influence that is dominant on labor productivity (Hubaib, 2019). Meanwhile, Pribadi and Meilani's research (2020) states that labor productivity directly affects employee performance. The following research hypothesis is proposed:

H₆: Education and training has effects on performance through labor productivity.

7. The effects of the division of labor on performance through labor productivity

Previous research has shown that the division of labor has a significant effect on labor productivity (Afrillia et al, 2019). Meanwhile, Pribadi and Meilani's research (2020) states that labor productivity directly affects employee performance. Previous research has shown that the division of labor has a direct effect on performance (Villani et al., 2019). The following research hypothesis is proposed:

H₇: The division of labor has effects on performance through labor productivity.

METHODOLOGY

This research is a quantitative study using the path analysis method. In this study, the data for all variables in this study, namely in education and training (X₁), the division of labor (X₂), performance (Y), and labor productivity (Z), is collected through questionnaires. For the four variables, a systematic, factual, and accurate description or illustration of the facts, characteristics, and their relationship with the phenomena will be provided in this study. As for the application of verification analysis on all the variables to be studied, there will be an explanation regarding the causality (cause-effect) relationship between variables through hypothesis

testing as well as statistical calculations, such as the relationship between the effects of education and training, division of labor, labor productivity and performance to be studied in this research.

The population in this study were civil society activists (CSAs) at the Research and Development, Education and Training, and Information Agency for the Indonesian Ministry of Villages, Development of Disadvantaged Regions, and Transmigration. Through non-probability sampling technique and purposive sampling with the following criteria: 1) CSAs at the Research and Development, Education and Training, and Information Agency for the Indonesian Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, and 2) have a minimum of 6 months working experience. The total sample in this study is as many as 100 CSAs.

The data collection method was carried out through a questionnaire using a Likert scale. The results of data collection will be measured using data validity and reliability tests. In this study, statistical analysis inferences will be done by testing the hypotheses with the path analysis method with the help of SPSS 25.0 software.

CONCLUSION

This paper has discussed the background of the effects of education and training, and the division of labor to labor productivity, and its impact on the performance of civil society activists in the Indonesian Ministry of Villages, Development of Disadvantaged Regions, and Transmigration. This paper has also discussed literature review on education and training, division of labor, labor productivity, performance, and relationships between them; conceptual model; hypotheses development; and methodology. Practicing this paper instantly will find out the relationships between variables in the conceptual model.

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