



Training, Compensation, and Job Performance: A Critical Review of their Relationship

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ABSTRACT

Issues that affect performance PMPTSP Service employee compensation is not balanced with energy, thought, and time has been sacrificed by the employee. Compensation awarded tends to be based groups and not based on the performance of employees. In this study the performance of employees is not optimal compensation allegedly due to the application of the less in accordance with the provision of education and training has not done well. Performance of employees who tend to be less than optimal, judging from the results of a preliminary survey in which 45% of respondents have not been able to finish every job on time. 60% of employees think cannot focus on finishing the job when the boss is not in place. Given the nature of this research is descriptive and verification.

Keywords: Job Performance, Compensation, Training

JEL Classifications: O32, M54, N75

1. INTRODUCTION

Changing times along with improving the quality of public services is the desire and expectations of society. Various strategic measures have been implemented by the government, such as by encouraging the creation of creativity renewal or modification types of services through the development of innovative public services need to be supported by the State Civil Apparatus (ASN) competitive so we need competence development ASN. Development of ASN competence required for strategic environmental demands, such as the development of information and communication technology, globalization and increased competitiveness of the nation, as well as people's expectations of the performance of central and local governments continues to grow, in line with the growth and dynamics of society (Department of Health, 2013).

Performance of human resources needs to be increased in line with agency efforts to improve productivity and efficiency in order to remain Agencies can exist and compete in an era full of competition such as this. Agencies should be able to put his

employee in the right position according to the abilities and expertise (the right man on the right place) (Kurtessis et al., 2015).

Office is the Office of Investment PMPTSP One Stop which is one of the tools below the area of DKI Jakarta Provincial Government., According to the DKI Jakarta Provincial Regulation No. 6 In 2016, the Position Department PMPTSP is an element of public service in the field of investment and licensing under and responsible to the Governor of DKI Jakarta, with the principal task of organizing the formulation of technical policy in the field of investment and integrated licensing, conduct coordination, guidance, control, facilitation and implementation of the provincial government affairs in the field of investment and integrated license covering aspects of licensing services, dissemination and promotion of investment and investment control (Broughman, 2011).

The problem faced by the Department PMPTSP today is the provision of education and training does not meet the needs of employees and uneven. Although the Department PMPTSP already have a training program, in which training is conducted

by the Institute of Education and Training of DKI Jakarta province or called BPPSDM or also through training Institute non-governmental, but these programs are still not running properly, the institutions have not been able to do the training thoroughly and sustainable, it can be seen from the results of a preliminary survey, which found 45% of employees felt that the training provided is not in accordance with his competence (Telnov and Savichev, 2016).

The training is expected to provide an opportunity for employees to develop expertise and capability in working order what is known and controlled can help employees to understand what should be done. people have the ability of each but the ability (ability) possessed not necessarily in accordance with the specifications sought and needed Agencies, therefore important for the Agency to carry out training so that employees know what to do and how to do it.

Another issue that is expected to affect the performance of staff at the Department PMPTSP is the compensation that has not been balanced with energy, thought and time has been sacrificed by the employee. Compensation awarded tend to be based groups and not based on the employee's performance.

2. LITERATURE REVIEW

2.1. Human Resource Management (HRM)

Basically HRM is a motion recognizing the importance of the human element as resource potential, which needs to be developed so as to provide maximum contribution to the organization as well as for his personal development (Gruman and Saks, 2011).

According to (Studer, 2016) states that humans are basically tend to define "resource" with a particular substance, the real object can be seen and touched. Resources once defined as a means to an end or the ability to obtain the advantages and special occasions. In other words, a "resource" is an abstraction that reflects human activity associated with a function. Briefly "human resources" containing the achievements related to the human condition in general, whether originating from within the organization or from outside the organization. But in this discussion we focus on human resources in the narrow sense that people in organizations.

2.2. Training

Training is a process to help employees establish, improve and transform the knowledge, skills, attitudes and behavior in order to achieve certain standards in accordance with the demands of employment and occupation. As noted by (Potts et al., 2003) states that education to improve the skills of theoretical, conceptual, and employee morale, while exercise is aimed at improving the technical skills of employees work execution.

The training is intended only to improve the mastery of various skills and techniques specific work practices, detailed, regular, and is needed now. Training is not a priority to build capacity to implement future work. This means that training cannot prepare employees to assume responsibility heavier than his current job.

In general, the purpose of a training directed to improve the effectiveness and efficient company as well as to bridge the gap

between knowledge, skills and attitudes of current employees and is expected either in the present or in the future be adapted to individual needs and the needs of the company. Training has a big hand in determining the effectiveness and efficiency of the organization.

2.2.1. Training objectives

Implementation of the training program in a company or institution should be done with a particular purpose. The general objective do training program directed to improve the effectiveness and efficiency of the company as well as to bridge the gap between knowledge, skills and attitudes of existing personnel and expected both in the present and the masses will come tailored to individual needs and the needs of the agency or institution.

According (Eisenberger and Stinglhamber, 2011) the purpose of the training is (a) labor productivity, (b) efficiency, (c) damage, (d) accidents, (e) services, (f) moral, (g) career, (h) conceptually, (i) leadership, (j) remuneration, (k) the customer.

The purpose of training is a measure of the success or failure of the educational process do company or institution. The purpose of training can be used as the basis and guidelines for the preparation of educational programs, the implementation and the supervision and evaluation of the success.

2.2.2. Process training system

(Potts et al., 2003), argued about training as an overall process, techniques and methods of learning and teaching within the framework of a knowledge transferred from one person to another in accordance with established standards. To achieve the desired objectives, the training process should contain the essential elements of the curriculum, teaching methods and techniques, the instructor (teacher) and facilities/infrastructure and adequate funding.

Implementation of effective training, in addition to requiring the availability of facilities, infrastructure and adequate learning facilities, should also be carried out by the teachers: teachers, instructors or trainers capable.

Of no less importance to the successful implementation of the training, in addition to the things above are management training. Training Management broadly include planning, implementation and control of the training program, organizing faculty and administrative staff, use of facilities, infrastructure and learning facilities, the use of cost, and fostering cooperation with relevant institutions.

Organizing training organizers aimed to select and place the elements of leadership, teachers and administrative personnel in the duties and responsibilities in accordance with its capabilities. Training Implementation arranged in a systematic schedule harmonized with other activities that are running at the same time. To optimize the implementation and results of the training facilities, infrastructure and learning facilities, the performance of the trainees, the performance of teachers and staff of the results of learning.

2.3. Compensation

Compensation is expenditure and costs for a company. The company expects the compensation will earn rewards given greater achievements of the employees. Thus the value of employee performance must be greater than the compensation paid by an integration. Based on the above, it was explained that the compensation is a matter of great importance in a company.

2.3.1. Factors that influence compensation

There are many factors that have an influence on the size of the compensation awarded. It is necessary to get special attention so that the principle of fair and decent wages into that job satisfaction be achieved.

(Gula, 2008) states that there are factors that affect compensation, namely:

- a. Truth and justice. Where implies that the granting of compensation to each employee or group of employees should match the capabilities, skills, education and services that have been shown to the organization
- b. Organization funds
- c. Union employees
- d. Work productivity
- e. Cost of living/adjustment of the amount of compensation
- f. Government. Where the government functions to protect citizens from arbitrary action employer, organization or company's leadership in providing employee remuneration.

2.3.2. The purpose of giving compensation

Granting compensation in the organization is set such that it becomes a good system within the organization. With the creation of a good system, it will achieve the goals.

The company's aim in awarding compensation, among others: ensuring the livelihood of employees and families, improve performance, increase the self-esteem of employees, strengthen working relationships among employees, prevents the employee leaves the company, improve work discipline, energy efficiency potential employees, companies can compete the labor market, facilitate the company in achieving its objectives, implement the legislation in force and the company can provide a new technology.

2.3.3. Types of compensation

Types of compensation provided to employees by (Saluy and Treshia, 2018) may be in the form of financial compensation and non-financial compensation. Financial compensation is compensation received by employees in financial forms, such as salaries, wages, bonuses and benefits. While non-financial compensation is compensation received by employees in the form of non-financial, such as promotions and awards.

2.4. Employee Performance

(Morgan et al., 2016) defines as the performance work practices or work presatai. An employee's performance is basically the result of an employee during a certain period compared with a range of possibilities, such as standards, targets/objectives or criteria are predetermined and agreed upon.

Aspects of performance by (Afrizal et al., 2014) includes performance, responsibility, obedience, honesty, cooperation, initiative and leadership. These aspects are basically still be developed or itemized, so as to help facilitate the implementation of the assessment. For example, aspects of job performance can be broken down into the quality of work, quantity of work, the ability to work alone, understanding and recognition of the work and the ability to solve problems that have been achieved by an employee.

It can be said that this aspect of performance assessment is not only about the issue of traits (individual characters) employee someone like character, temperament, intelligence, and so on. But more focused on the things that are performance result (the work), such as the quality and quantity of work, timeliness and so on. Even with the result of performance allows for a more objective assessment.

3. DISCUSSION

Management of human resources well, by increasing employee motivation will result in good performance. This not only resulted in increased employee performance, but also the performance of the organization as a whole. One of the factors to improve performance is by training and compensation.

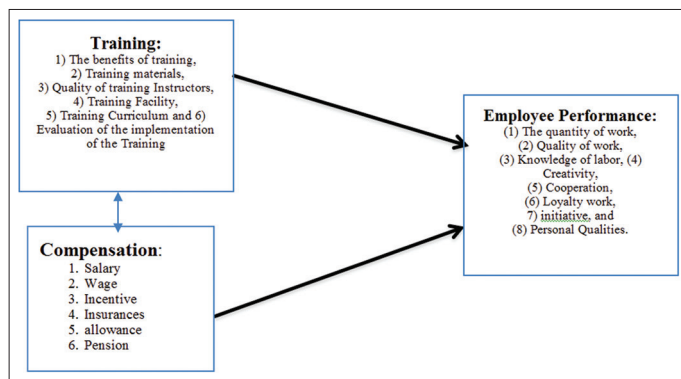
The development of science and technology also affect the effectiveness of training. With these changes qualitatively and quantitatively the workload of an organization will change as well and requires a wide range of adjustment. This condition demands also their training system that can anticipate and meet the needs of organizations comparable to the changes they experienced.

Training is a systematic process to change the behavior, knowledge and motivation of workers today, as well as to improve compatibility between the characteristics of workers and terms of office or employment. However, despite the human resources have been given intensive training, but if the compensation does not support, then the expected performance of employees cannot be achieved properly. Due to the low compensation awarded, the employee will work as needed or work under the actual capabilities.

Compensation is expenditure and costs for a company. The company expects the compensation will earn rewards given greater achievements of the employees. Thus the value of employee performance must be greater than the compensation paid by an integration. Based on the above, it was explained that the compensation is a matter of great importance in a company.

Compensation becomes awards given by the company to employees in exchange for the employee's remuneration has contributed energy, thought and time for the sake of a whim company in achieving its intended purpose. If the compensation granted to employee and fair, then the employees will be more satisfied and motivated to achieve company goals and improve its performance in the future.

(Van Gelderen et al., 2006) argues that the so-called performance is the result of the quality and quantity of work achieved by someone employee in performing their duties in accordance with the responsibilities given to him. Furthermore (Afrizal et al., 2014)

Figure 1: Framework

states eight factors of performance as a standard of performance appraisal which include: (1) The quantity of work, (2) Quality of work, (3) Knowledge of labor, (4) Creativity, (5) Cooperation, (6) loyalty work, (7) initiative, and (8) Personal qualities.

Based on these opinions above, it can be said that aspects of performance appraisal is not only about the issue of traits (individual characters) employee someone like character, temperament, intelligence, and so on. But more focused on the things that are performance result (the work), such as the quality and quantity of work, timeliness and so on. Even with the result of performance allows for a more objective assessment.

Based on the opinions mentioned above, it can be said that employee performance itself can be affected by factors of training and competence therefore the size of the performance of an employee who is on individuals and groups depend on efficient and effective training results and competence, it can be described as a complete diagram of the framework idea as follows in Figure 1.

4. CONCLUSION

Compensation becomes awards given by the company to employees in exchange for the employee's remuneration has contributed energy, thought and time for the sake of a whim company in achieving its intended purpose. However, the compensation tends to be based on class and not on the basis of employee performance. Therefore, based on the framework and research model above, the hypothesis can be determined as follows as follows: "Training and Compensation, either simultaneously or partial influence on the performance of employees in the Department of DKI Jakarta

Province PMPTSP." The research method to be used is the method descriptive survey and explanatory survey method.

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