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## The Effect of Training and Competence on Job Satisfaction (Study on Employees at The Subdistrict Office Lengkong Bandung City)

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**Abstract:** Lengkong District Office of Bandung City as the implementing element of the Regional Government Policy in Bandung in terms of implementing services directly to the community. Optimization of job satisfaction is also related to the new Bandung City regional regulations relating to compensation or benefits for improving the performance of each employee, so that the implementation of a government performance is able to provide service to stakeholders and the community in a prime and transparent and accountable manner. But in reality there is job satisfaction for employees of the Lengkong District Office in Bandung City is still not optimal when viewed from the main tasks and functions that are the responsibility. This is evidenced by the finding of conditions regarding the implementation of training programs that are structural and functional in nature that have not been optimally implemented and competencies that are not according to their abilities. The purpose of this study is to describe training, competence, and job satisfaction and analyze the effect of training and competency on employee job satisfaction. The method used is descriptive survey method and explanatory survey. The type of investigation in this study is causality. The unit of analysis of employees of the Lengkong District Office in Bandung City with a population of 32 employees. Time horizon in this study is cross sectional and the analytical method used is frequency distribution and path analysis. Based on the results of the research and discussion, it can be found that the implementation of the training is quite in accordance with the needs of the organization. the competencies of the employees are quite appropriate. Training and competencies jointly affect employee job satisfaction, but when viewed partially, it turns out that training has a more dominant influence on employee job satisfaction than competence.

**Keyword:** Training, Competence, Job Satisfaction

## INTRODUCTION

In various fields, especially organizational life, the human factor is the main problem in every activity in it. Organization is a social unit that is consciously coordinated with a reactive, identifiable boundary, working continuously to achieve goals (Robbins, 2006). All actions taken in every activity is initiated and determined by humans who are members of the company. The company needs the existence of potential human resource factors, both leaders and employees, in the pattern of tasks and supervision potential of both leaders and employees in the pattern of tasks and supervision that determines the achievement of company goals.

Human resources are central figures in organizations and companies. In order for the management activities to run well, the company must have employees who are knowledgeable and highly skilled as well as efforts to manage the company as optimally as possible so that employee performance increases. According to Budi Setiyawan and Waridin (2006) employee performance is the result or achievement of employee work that is assessed in terms of quality and quantity based on work standards determined by the organization. and quantity based on work standards determined by the organization, good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. A good organization is an organization that tries to improve the ability of its human resources, because this is a key factor in improving employee performance. employee performance.

High job satisfaction is expected by employees at the Lengkong Subdistrict Office, Bandung City. The more employees at the Lengkong Sub-district Office of Bandung City who have high Job Satisfaction the productivity of employees in the Lengkong Sub-district Office of Bandung City as a whole will increase so that the Lengkong Sub-district Office of Bandung City can make a definite contribution to the Bandung City Government. Based on previous observations made by researchers (Observation, 2017), there are phenomena that occur at the Lengkong Subdistrict Office Bandung City, which are as follows: 1) Leaders lack motivation for employees, so that when mistakes are made involving the Bandung City Government, Leaders lack motivation for employees, so that when mistakes involving the Bandung City Government occur, there is no solution that can be provided by superiors to overcome these problems; and, when mistakes occur involving the Bandung City Government, there is no solution that can be provided by superiors to overcome these problems. 2) Work situations and atmospheres that are less comfortable and conducive, characterized by a lack of solidity among employees in the Sub-district. characterized by a lack of solidity between employees in the Sub-District of Lengkong Sub-district, Bandung City; 3) Employees who have good achievement or performance are not given awards both material and moral. 4) Many employees feel that the work assigned to them is not in accordance with their scientific background. in accordance with their scientific background, so that the employees find it a little difficult to do the tasks tasks assigned.

From these points, it can be seen that there are negative factors that can reduce employee job satisfaction. This can certainly trigger a decrease in employee job satisfaction at work. Factors that can be used to increase job satisfaction include training and competence. competence. Training is a systematic process to change behavior, knowledge and motivation of employees, as well as to improve the fit between employee characteristics and job requirements. between employee characteristics and the requirements of the position or job. However, Although human resources have been given intensive training, if other management factors are not supportive, then work motivation will be reduced. if other management factors are not supportive, then the expected employee motivation cannot be achieved as it should.

expected employees cannot be achieved as it should. due to low competence, employees will work as needed or work below their actual ability (under employment) below their actual ability (under employment). The aspect of training is increasingly important and urgent in improving quality of apparatus or employees in order to have managerial and technical capabilities to influence the effectiveness of public services that are overwhelmed by bureaucratic with various bureaucratic diseases, low performance, declining productivity and quality and the complexity of development problems that are increasingly productivity and quality and the increasing complexity of development problems. In addition to training programs, work motivation as a psychological aspect of individual employees is another factor that can improve performance. psychological aspect of individual employees is another factor that can improve employee performance employees, because institutions not only expect capable, capable and skilled employees, but what is important is that they want to work hard and skillful, but what is important is that they want to work hard and have the desire to achieve maximum results, because the ability, ability, motivation have a desire to achieve maximum results, because ability, ability, proficiency and skills are meaningless if they are not willing to work hard. Based on the description above, research was conducted with the title: "The Effect of Training and Competence on Job Satisfaction (Study on Employees at the Lengkong District Office, Bandung City)".

## **METHOD**

This study uses a survey research method with the type of type of research used is research to test hypotheses by by collecting data in the field or verification research. by using descriptive analysis. For this reason, this research is descriptive and verification. As revealed in the identification of research problems, that the main problems studied are training (X1) and competence (X2) as independent variables and job satisfaction as the dependent variable (Y). as independent variables and job satisfaction as the dependent variable (Y). Meanwhile, the method of determining the respondents used in This study is a census, namely all elements (members) of the population for sampled because to maintain the validity and reliability of measurements in this study, all members of the population are used as respondents, namely the respondents. in this study, namely all members of the population are used as respondents, namely Employees at the Lengkong District Office, Bandung City as many as (N) 32 people according to the characteristics of the respondents. Source data obtained by the author using the following techniques: interviews, observations, questionnaires, documentation.

Analysis Design and Hypothesis Testing: Based on the method used in data collection, the variables that have an ordinal size are then transformed into intervals using the into interval form using the Method of Sccessive Intervals. Before distributing the instruments, first the validity and reliability of the instrument Testing the validity of the instrument is done by using the Corelation Product Moment formula (Sugiyono, 2006: 182). The analysis used consists of two types, namely: (1) analysis descriptive analysis, especially for qualitative variables and (2) quantitative analysis, in the form of hypothesis testing using statistical tests. quantitative analysis, in the form of hypothetical testing using statistical tests. Based on the purpose of this research, the variables analyzed are the independent variables, namely training and competence. analyzed are the independent variables, namely training and competence (variables X1 and X2) while the dependent variable is job satisfaction (variable Y). (variable Y). In this study, what will be tested is how much influence of training and competence on job satisfaction. By taking into account the characteristics of the variables to be tested, the statistical test used is through the calculation of path analysis for both variables. The proposed hypothesis is as follows: training and competence simultaneously affect employee job satisfaction.

## RESULTS AND DISCUSSION

Employee training summary of Lengkong City Office, Bandung, 2018 (n=32):

No	Indicator	Score	Criteria
1	Training conducted	122	According to
2	Suitability of the training material provided with the work performed	106	suitable enough
3	Training instructor skills	95	suitable enough
4	Friendliness of the training instructor	104	suitable enough
5	The tidiness of the training instructor	106	suitable enough
6	Materials provided by training instructors	96	suitable enough
7	Completeness of existing training facilities	100	suitable enough
8	Suitability of the training curriculum to the workload workload	92	suitable enough
9	Appropriateness of training evaluation provided	102	suitable enough
	Amount	923	
	Average Score	102,6	

Based on the weighted scores of the training variables above, it turns out that the training carried out at the Bandung City Lengkong Office is quite in accordance with the needs of the organization, in the sense that training aims to improve. However, there are several elements/indicators that are considered less in accordance with the needs, namely the lack of expertise of the training instructor, the material provided by the training instructor does not provide benefits to the organization and the lack of conformity of the training curriculum to the workload of the organization. suitability of the training curriculum to the workload.

Summary of employee competencies at Lengkong Sub-district Office, Bandung City, 2018 (n=32):

No	Indicator	Score	Criteria
1	Comparison of employee work with current current work norms	98	suitable enough
2	Work quality and efficiency issues	118	According to
3	Willingness to develop personal skills	102	suitable enough
4	Skills and knowledge of the job current responsibilities	103	suitable enough
5	Skills for the work that is current responsibilities	104	suitable enough
6	A sense of responsibility in providing service to the community	105	suitable enough
7	Effective service delivery to the community	116	According to
8	Service systems and procedures to public	99	suitable enough
	Amount	845	
	Average Score	105,6	

Based on the weighted score of the competency variable above, regarding the responses of respondents regarding the competence of employees of the Bandung City Lengkong Office is quite appropriate, the competence of employees in terms of knowledge, competence, appropriate, the competence of employees in terms of knowledge, skills and abilities are already at a good stage, so that it will encourage the achievement of high employee performance, but there are several things that can be done encourage the achievement of high employee performance, but there are several things that need to be considered, namely the comparison of employee work things that need to be considered, namely the comparison of

employee work which is still below the current the normal standard of work that exists today and the service system and procedures to the community are quite slow.

Summary of Employee Job Satisfaction Variables at the Lengkong Office, Bandung City, 2018 (n=32):

No	Indicator	Score	Criteria
1	The work I do here is very interesting	105	high enough
2	I prefer to do work outside of my job	109	high
3	The bonus I get here is quite a lot	106	high enough
4	The agency is providing me with a better salary	102	high enough
5	Superiors rarely give awards	108	high enough
6	In this institution, if you perform your duties well will get an award	107	high enough
7	Superiors always provide support	130	high
8	Bosses are highly motivated	106	high enough
9	My coworkers help me get my work done	108	high enough
	Amount	981	
	Average Score	109	

Based on the weighted total score of the performance variable above, it turns out that the employees of the Office of Lengkong Bandung City has high job satisfaction, but there are things that need to be further improved to be able to improve the performance of each employee. things need to be further improved to be able to improve the performance of each employee in the future.

The effect of training and competence on Job Satisfaction Employees in Lengkong Office, Bandung City: To find out whether the independent variable, namely the effect of training and competence on employee job satisfaction at the Lengkong City Office. competence on Employee Job Satisfaction at the Lengkong Office, Bandung City Bandung is done using path analysis and the software used is SPSS release 12.

1) Simultaneous Hypothesis Testing:

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	279.819	2	93.273	12.674	.000 <sup>b</sup>
Residual	206.064	29	7.359		
Total	485.883	31			

Based on the results of these calculations, it turns out that the Fcount of 12.674 is greater than the ttable 2.84 (Fo> ). greater than the t table 2.84 (Fo> F□ : (k,n-k-1) (12.674 > 2.84), so that the hypothesis accepted or H0 rejected. This means that individual testing with hypotheses can continue to be done.

2) Hypothesis Testing Individually :

-Hypothesis testing table X1 and X2 on Y:

path coefficient	t count	t table	conclusion
PYX1	0.329	2.038	1.68 Ho reject There is an effect of training on job satisfaction
PYX2	0.345	2.649	1.68 Ho reject There is an effect of competence on job satisfaction

Based on the results of the calculation of the path coefficient values of the variables (X1) and (X2) on (Y), which were obtained using the SPSS release 12 for windows program, thus in accordance with the decision rules, that the tcount price falls in the H0 rejected area, meaning that the path coefficient is significant, so that the path diagram does not change. the path diagram has not changed.

-Correlation Testing between X variables:

Correlation Coefficient	t test	t table	conclusion	
rx1x2	0.314	1.699	1.68	Ho reject

From testing the correlation between variable X, it turns out that  $t_{count} > t_{table}$ , then H0 is rejected, meaning that there is a direct relationship between training variables, and competence.

-Influence of Variables X1, X2 and X3 to Y and Outside Influence Variables X1, X2 and X3 and Y:

Interpretation of Path Analysis		
Description	Influence	%
Effect of X1, X2 to Y	0.576	57,6
Influence Beyond X1, X2 and Y amount	0.424	42,4

From the test results, it can be seen that training and competence together have an effect on job satisfaction, namely 57.6%. together affect job satisfaction, which is 57.6%, while the remaining 42.4% is influenced by other factors that are not researched by the author, namely work culture, work environment, work motivation, discipline, and job satisfaction. researched by the author, namely work culture, work environment, work motivation, work discipline, competence, work attitude that requires further research.

-Direct and Indirect Effects of Training on job satisfaction:

Interpretation of Path Analysis			
Description		Influence	%
X1	Direct effect to Y	0.108	10,8
	Indirect effect through X2 to Y	0.036	3,6
Amount		0.211	14,4

From the table above, it can be seen that the contribution of training to job satisfaction directly amounted to 10.8% and indirectly through competency variables amounted to 3.6%. While the contribution of training to job satisfaction as a whole reached 14.4%, it can be concluded that training has a significant direct effect on job satisfaction, empirical evidence This provides an indication that in an effort to increase job satisfaction employees, it is necessary to improve the training factor, because the training factor is closely related to increasing job satisfaction.

-Direct and Indirect Effects of Competence on Employee Job Satisfaction:

Interpretation of Path Analysis			
Description		Influence	%
X2	Direct effect to Y	0.119	11,9
	Indirect effect through X1 to Y	0.036	3,6
Amount		0.168	15,5

From the table above, it can be seen that the contribution of competence to job satisfaction is directly job satisfaction directly by 11.9%, and indirectly through training variables by 3.6%. training variable by 3.6%. While the contribution of competence to job satisfaction as a whole reaches 15.5%, it can be concluded that competence has a significant direct effect on employee job satisfaction, this empirical evidence provides an indication that in an effort to increase employee job satisfaction, it is necessary to improve the competency factor, because the employee job satisfaction, it is necessary to improve the competency factor, because the competency factor is closely related to increasing employee job satisfaction.

## CONCLUSION

Based on the results of research that has been conducted to determine the influence of training, competence and compensation on the performance of employees of the Bandung City Lengkung Office, the following conclusions can be drawn the following: 1) The training conducted at the Bandung City Lengkung Office is quite appropriate to the needs of the organization. in accordance with the needs of the organization, in the sense that training aims to improve the technical skills of employee job implementation or is a process of employee work achievement that can support achievement of organizational goals. 2) The competence of employees of the Bandung City Lengkung Office is appropriate, the competence of employees in terms of knowledge, skills and abilities are already at a good stage. 3) Employees of the Lengkung Subdistrict Office in Bandung City have high job satisfaction.

High job satisfaction, but there are things that need to be further improved, namely achievement of targets at work, thoroughness in carrying out work because the agency provides better salaries, mastery of knowledge because the agency provides a better salary, mastery of knowledge about the work encountered so far and the ability to take knowledge about the work faced so far and the ability to make ability to make decisions in solving problems by paying attention to applicable provisions. 4) Training and Competence simultaneously affect job satisfaction employee job satisfaction of the Lengkung District Office of Bandung City by 57.6%. However, partially dominant competence affects job satisfaction than training. And partially, the effect of training and competence on job satisfaction is as follows: a) Training has a positive and significant effect on job satisfaction employees, so that if the training is carried out accordingly, employee job satisfaction will also increase. b) Competence has a positive and significant effect on job satisfaction employees, so that if the competencies possessed by employees are appropriate, employee job satisfaction will also increase. employee job satisfaction will also increase.

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