

THE INFLUENCE EDUCATIONAL LEVELS, TRAINING, COMPETENCIES AND LEADERSHIP QUALITIES ON EMPLOYEE WORK PRODUCTIVITY IN THE NATIONAL WORK UNIT REGION IV OF EAST NUSA TENGGARA PROVINCE

Hyronimus Se¹⁾ and Lambertus Langga²⁾



AFFILIATION:
Flores University

CORRESPONDENCE:
ironimusodja@gmail.com¹⁾

ARTICLE HISTORY
Received:
29 May 2024

Revised:
2 Juny 2024

Accepted:
7 Juny 2024



THIS ARTICLE IS AVAILABLE IN:
<http://ejournal.stiepena.ac.id/index.php/fe>



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International (CC BY-SA 4.0)

Abstract: This research aims to determine the influence of the level of education, training and competency on the work productivity of employees in the National Road Implementation Work Unit Region IV, East Nusa Tenggara Province. The sampling technique used is *purposive cluster random sampling* that is, each individual in each unit has a known opportunity to be clarified as a choice with a total of 39 respondents. Data collection methods through observation, questionnaires and documentation. The research results show that the variable level of education, training, competency and leadership quality partially have a significant effect on the work productivity of employees of the National Road Implementation Work Unit Region IV of East Nusa Tenggara Province by 85%.

Keywords: *Level of Education, Training, Competency, Leadership Quality, Work Productivity*

INTRODUCTION

Human Resources (HR) for government officials is the most important element for government agencies which plays a role as the main driver in realizing the mission, vision and goals of government organizations. Considering the importance of human resources for government officials, human resource management is needed to manage them systematically, planned and patterned so that the organization's desired goals now and in the future are achieved optimally. Human resources based on competency will increase the capabilities and build the character of the human resources concerned, this can be understood because if the people who work in the organization have the right competencies according to the demands of their work (the right man of the right place),

then the human resources concerned will have maximum work capacity, both in terms of knowledge, abilities and attitudes that reflect their work productivity.

According to Todaro (in Wulansih, 2014:) explains that education plays a key role in shaping the ability of a developing country to absorb modern technology and to develop the capacity for sustainable growth and development. A person who is highly educated will influence his thought patterns, attitudes and behavior. Higher levels of education and better quality higher education and having skills that complement formal education enable them to gain higher profits. The level of education is a stage in continuing education which is determined based on the level of development of students as well as the breadth and depth of teaching.

**Table 1. Data on Employee Education Levels in Implementation Work Units
National Road Region IV East Nusa Tenggara Province**

Unit	Officer Status		Level of education			Number of Officers
	Civil Servants	Not PNS	Junior High School	High School	S 1	
SATKER	19	17	-	22	14	36
PPK.4.1	9	16	2	16	7	25
PPK.4.2	10	16	-	20	6	26
PPK 4.3	5	15	-	6	14	20
PPK 4.4	8	9	-	5	12	17
PPK 4.5	8	9	-	14	3	17
PPK 4.6	5	10	-	11	4	15
Number of Officers						156

Source: Region IV National Road Implementation Work Unit East Nusa Tenggara Province, 2024

Based on table 1.1 above, it can be explained that there are 156 employees consisting of 64 civil servants and 92 non-civil servants spread across several work areas or PPK (Commitment Making Officials) in several districts in region IV of East Nusa Tenggara Province, including Ende, Nagekeo, Sika, East Flores and Lembata districts. With regional sections including PPK 4.1 Aegela-Ende City Boundary Section, (Aegela-Danga-Nila-Marapokot), PPK 4.2 Ende-Wolowaru City Boundary Section, PPK 4.3 Wolowaru-Maumere City Boundary Section, PPK 4.4 Maumere-Larantuka City Boundary Section, PPK 4.5 Larantuka City-Larantuka City boundary section, PPK 4.6 Waijarang-Balaurung section. With this fairly wide working area, employees are required to continue to improve the quality of work and also the quality of education or in other words improve the quality of human resources possessed by each employee in order to create better and better quality work products.

Low levels of education must be supported by providing training for employees. Training also has a very important role in improving the quality and ability of work. The aim of training is so that employees who play a role in the organization are able to work well and with quality. Training is carried out to improve the performance of staff who are deemed unable to do their jobs. Training is an important part of human resources itself. This is done to prepare employees to face work tasks that are considered not yet mastered.

According to Santoso, (2021:442) explains that training is needed because there is a gap between the skills of current workers and the skills needed to reach new positions. Thus, the training in question is to improve mastery of various skills and knowledge in preparing employees to face current jobs. Training also influences the quality of employee performance, which can be explained by the argument that the level of training results achieved by a person will reflect their abilities, level of knowledge, attitudes and behavior.

**Table 2. Number of Employees of the Region IV National Road Implementation Work Unit
East Nusa Tenggara Province Participating in Training**

No.	Type of Training	Number of Officers	Training Place
1.	Administering and Archiving	100 people	NTT PJN Hall Office
2.	Employment Data	80 people	NTT PJN Hall Office
3.	Digital Attendance	100 people	NTT PJN Hall Office
4.	SKP (Employee Performance System)	90 people	NTT PJN Hall Office

No.	Type of Training	Number of Officers	Training Place
5.	TNDE (Electronic Service Manuscripts)	100 people	NTT PJJN Hall Office
6.	Verification and validation of field condition data, feasibility of using road and bridge materials	60 people	PJJN 4 NTT Satker

Source: Region IV National Road Implementation Work Unit East Nusa Tenggara Province, 2024

Based on table 1.2 above, it is informed that several types of training were organized by the PJJN NTT Kupang office and the PJJN 4 NTT Satker located in Ende which was attended by field officers (Road Inspectors and Field Supervisors).

According to Rani,*et.all*, (2018) that competency is a combination of knowledge, skills, attitudes and other personal characteristics needed to achieve success in a job which can be measured using agreed standards, and which can be improved through training and development. Good competency from employees will increase self-confidence in completing tasks on time and smoothly so that it can increase employee work productivity.

Leadership qualities are that a leader must be responsible, able to think calmly, patient and innovative. Apart from that, leaders must also be creative and full of positive energy, coupled with good honesty and be an exemplary leader. According to Kasmir (in Ahmad, 2020) states that leadership is the style or attitude of a leader in dealing with or ordering his subordinates.

An employee who is productive or has good performance is an employee who is fast and able to complete all work within a predetermined time in a short time, thereby achieving a high level of employee work productivity. Therefore, it is important for a leader to increase employee work productivity so that the organization or agency he leads can develop.

The results of observations found that several employees who had an educational background below the standard were accepted differently from employees who had a higher level of education. Educational factors greatly influence employee attitudes in accepting or rejecting perceived changes. Employees whose educational level is above standard usually tend to be more accepting of innovations or changes that occur related to work or anything that affects the employee's own attitude. However, what happened at the National Road Implementation Work Unit office for Region IV of East Nusa Tenggara Province was that employees whose education was below standard could affect work productivity. This was proven by work experience or length of service which could affect the employee's level of ability in carrying out the tasks they received. For example, employees with below-standard educational backgrounds, some of whom work in the field, understand more about work than employees with higher educational levels. Along with technological developments, employees with lower levels of education and abilities in the field of computer-based technology still need to be given training so they can improve their abilities at work.

In the last few years, training activities have been carried out, but archiving training has not been effective to date because it still uses old methods or ones that have been running for a long time. Another problem is that it is not effective because some of the employees who took part in the training have changed jobs while new employees are still in the adjustment process. Training programs related to applications in the field of human resources such as EHRM (*Electronic Human Resource Management*) related to employee data, TNDE (Electronic Official Document Procedure), digital-based attendance application and SKP (Employee Performance System) are already running, but sometimes the application system always changes every year. The employee work system is based on achieving work productivity both individually and as a unit. The cause of low employee work productivity cannot be separated from the leadership and role of a Work Unit Head as a top leader. The difficulty of the control function for a leader in increasing employee work productivity is due to the area of work being based on the area and the distance being quite far. Assessment of employee work achievements related to employee productivity and performance is a combined assessment of aspects of employee competency. The work processes carried out by employees have not achieved the expected results, this shows that the quality of the work results is not in accordance with standards so that many complaints arise from both the local government and the community. Thus, it is necessary to increase the quality of human resources to increase employee competency.

Based on the problematic explanations that have been presented, researchers are encouraged to research the influence of education level, training, competency and leadership quality on employee work productivity. This research aims to determine and analyze whether the level of education, training, competency and quality of leadership have a significant effect on the work productivity of employees in the National Road Implementation Work Unit Region IV of East Nusa Tenggara Province.

METHODS

Types of research

This research is quantitative descriptive research. "This research aims to describe and reveal a problem, situation, event as it is, as well as reveal facts in more depth regarding the Influence of Education Level, Training, Competency and Leadership Quality on the Work Productivity of Employees in the Regional IV National Road Implementation Work Unit, East Nusa Tenggara Province." .

Population and Sample

The population in this study were all Civil Servant (PNS) employees and Honorary Employees in the National Road Implementation Work Unit Region IV of East Nusa Tenggara Province, totaling 156 people.

The sampling in this study was 25% of the existing population, because the population exceeded 100, namely 156 employees. This means $156 \times 25\% / 100 = 39$, so the sample used in this research was 39 people. The sampling technique used in this research is *purposive cluster random sampling*, that is, each individual in each unit must have a known opportunity to be clarified as a choice in a study or more precisely as a sample in research. This sampling technique was chosen because the researcher wanted to provide an equal opportunity for each unit in the entire population of the Region IV National Road Implementation Work Unit of East Nusa Tenggara Province to be randomly sampled for each Satker and PPK.

Operational Definition of Variables

Table 3. Operational Definition of Variables

Variable	Variable Definition	Indicator	Measurement Scale
Level of education	Education is Education is an activity to improve a person's general knowledge, including increasing mastery of theory and skills in deciding on problems involving activities to achieve goals. The level of education also influences the level of poverty because education is one of the components that is emphasized in causing the vicious cycle of poverty (Faizal, 2013)	- Formal Education - Informal education - Suitability of major - Competence	Likert
Training	Training training is the process of systematically changing employee behavior to achieve organizational goals. Training is related to employees' skills and abilities to carry out current work (Rivai and Sagala, 2018)	- Instructor - Participant - Material - Method	Likert
Competence	Competency is a combination of knowledge, skills, attitudes and other personal characteristics needed to achieve success in a job which can be measured using agreed standards, and which can be improved through training and development (Rani, <i>et.all</i> , 2018)	- Personal character - Self concept - Knowledge - Skills	Likert
Leadership Qualities	Leadership is a process of directing and influencing activities related to the work of group members (Nengsih, 2020)	- High energy - Be confident - Stability - Integrity - Flexibility, sensitivity towards others	Likert

Variable	Variable Definition	Indicator	Measurement Scale
Work productivity	Productivity is a comparison between the results achieved with the overall resources used or the comparison of the amount of production (<i>output</i>) with the resources used (<i>input</i>). In other words, productivity has two dimensions, namely the first is effectiveness which leads to the achievement of maximum work, namely achieving targets related to quality, quantity and time. Second, efficiency is related to efforts to compare input with the realization of its use in how the work is carried out (Triton, in Assagaf and Dotulong, 15).	- The action is constructive - Believe in yourself - Responsible - Have a love for work	Likert

Source: Primary data processed, 2024

Data Collection Techniques

To obtain the data needed in this research, the following steps were carried out:

1. Interview

Interviews are a data collection technique carried out face to face and direct question and answer between data collectors and researchers with sources, in this case employees.

2. Questionnaire

A questionnaire is a data collection technique that is carried out by giving a set of statements to respondents, with the hope that they will provide responses or answers to the list of statements.

3. Documentation

Data collection techniques are carried out by exploring information through facts stored in the form of data, archives, photos, documents, references and work guidelines

Coefficient of Determination

The coefficient of determination is a way to measure how far the independent variables (level of education, training, competency, leadership quality) are in explaining the dependent variable (work productivity). If the analysis used is simple regression, then the value used is *R Square*. However, when the analysis used is multiple regression, then what is used is *Adjusted R Square*.

FINDING AND DISCUSSIONS

Validity Test Results

In this case, a significant test is carried out by comparing the calculated r value with the r table. The results of the validity test in this research can be seen in table 1.4 below:

Table 4. Validity Test Results
Correlations

		City	PL	KOM	KP	PKP
City	Pearson Correlation	1	,569**	,373*	,037	,807**
	Say. (2-tailed)		,000	,019	,823	,000
	N	39	39	39	39	39
PL	Pearson Correlation	,569**	1	,088	,325*	,561**
	Say. (2-tailed)	,000		,595	,043	,000
	N	39	39	39	39	39
KOM	Pearson Correlation	,373*	,088	1	,157	,137
	Say. (2-tailed)	,019	,595		,339	,406
	N	39	39	39	39	39
KP	Pearson Correlation	,037	,325*	,157	1	,072
	Say. (2-tailed)	,823	,043	,339		,664
	N	39	39	39	39	39
PKP	Pearson Correlation	,807**	,561**	,137	,072	1

		City	PL	KOM	KP	PKP
	Say. (2-tailed)	,000	,000	,004	,004	
	N	39	39	39	39	39

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Data processing results, 2023

Based on table 1.4 above, it can be concluded that all research variables have valuer-count > r-table This proves that all statement items for the variables of education level, training, competency and employee work productivity are declared valid and can be used for further testing.

Reliability Test Results

A questionnaire is said *reliable* if the respondent's answers to questions or statements are consistent or from time to time. The reliability test results can be seen in table 1.5 below:

Table 5 Validity Test Results

Correlations

		TP	PL	KOM	KP	PKP
TP	Pearson Correlation	1	,569**	,373*	,037	,807**
	Sig. (2-tailed)		,000	,019	,823	,000
	N	39	39	39	39	39
PL	Pearson Correlation	,569**	1	,088	,325*	,561**
	Sig. (2-tailed)	,000		,595	,043	,000
	N	39	39	39	39	39
KOM	Pearson Correlation	,373*	,088	1	,157	,137
	Sig. (2-tailed)	,019	,595		,339	,406
	N	39	39	39	39	39
KP	Pearson Correlation	,037	,325*	,157	1	,072
	Sig. (2-tailed)	,823	,043	,339		,664
	N	39	39	39	39	39
PKP	Pearson Correlation	,807**	,561**	,137	,072	1
	Sig. (2-tailed)	,000	,000	,004	,004	
	N	39	39	39	39	39

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Data processing results, 2023

Based on table 5.1, it can be concluded that all variable statement items have values *scrobanch alpha* > 0.60, this shows that the respondents' answers to all research variables pass reliability, meaning they can be used for research.

T Test Results (Partial)

The t test in this research was carried out by comparing the significance of t with α of 0.1, so the results can be seen in table 1.6 below:

Table 6. T Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Say.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7,825	2,656		2,946	,006		
City	,791	,126	,817	6,269	,000	,530	1,888
PL	,066	,084	,100	,780	,004	,550	1,819
KOM	-,241	,141	-,183	-1,713	,002	,792	1,263

Model	Unstandardized Coefficients		Standardized Coefficients	t	Say.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
KP	,017	,046	,038	,360	,001	,814	1,228

a. Dependent Variable: PKP

Source: Data processing results, 2023

The test results based on the table above can be explained as follows:

1. The variable education level (X1) on employee work productivity, the analysis results show that the $t_{\text{value}_{\text{count}}} > t_{\text{table}}$ namely $6.269 > 2.035$ and a significant value of $0.000 < \alpha (0.1)$. This shows that there is a significant influence between the education level variable on the work productivity of employees of the Regional IV National Road Implementation Unit of NTT Province.
2. The training variable (X2) on employee work productivity, the analysis results show that the $t_{\text{value}_{\text{count}}} > t_{\text{table}}$ namely $0.780 > 2.035$ and a significant value of $0.004 < \alpha (0.1)$. This shows that there is a significant influence between training variables on the work productivity of employees of the Regional IV National Road Implementation Unit of NTT Province.
3. The competency variable (X3) on employee work productivity, from the analysis results shows that the $t_{\text{value}_{\text{count}}} > t_{\text{table}}$ namely $-1.713 > 2.035$ and a significant value of $0.002 < \alpha (0.1)$. This shows that there is a significant influence between the competency variables on the work productivity of employees of the Regional IV National Road Implementation Unit of NTT Province.
4. The leadership quality variable (X4) on employee work productivity, the analysis results show that the $t_{\text{value}_{\text{count}}} > t_{\text{table}}$ namely $0.360 > 2.035$ and a significant value of $0.001 < \alpha (0.1)$. This shows that there is a significant influence between the competency variables on the work productivity of employees of the Regional IV National Road Implementation Unit of NTT Province.

F Test Results (Simultaneous)

The first thing that must be done when carrying out an f test is to compare f_{count} with f_{table} , to find out f_{table} . You need to know the degrees of freedom using the following formula:

$$Df_1 = k - 1 = 5 - 1 = 5$$

$$Df_2 = n - k - 1 = 39 - 5 - 1 = 33$$

From the formula above, it can be seen that the value of the degrees of freedom is $Df_1 = 4$ and $Df_2 = 33$ with a significant value of 0.000 then we get f_{count} amounting to 19,260. In this research, the hypothesis used is:

Based on the significant value of the anova output

- a. If the significant value is < 0.05 then the hypothesis is accepted, meaning that variable (X) simultaneously influences variable (Y)
- b. If the significant value is > 0.05 then the hypothesis is rejected, meaning that variable (X) simultaneously has no effect on variable (Y)

**Table 7. F test results
ANOVA^a**

	Model	Sum of Squares	df	Mean Square	F	Say.
1	Regression	100,371	4	25,093	19,260	,000 ^b
	Residual	44,296	34	1,303		
	Total	144,667	38			

a. Dependent Variable: PKP

b. Predictors: (Constant), KP, TP, KOM, PL

Source: Data processing results, 2023

Coefficient of Determination (R^2)

Coefficient of determination analysis is used to determine the percentage contribution of the influence of the independent variables together on the dependent variable. Adjusted R^2 is value R^2 which has been adapted.

**Table 8. Coefficient of Determination
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,833 ^a	,894	,858	1,141

a. Predictors: (Constant), KP, TP, KOM, PL

Source: Data processing results, 2023

Conclusion

Based on the data obtained from the research results, the conclusions that can be put forward in this research are:

1. The results of data analysis identified that the education level variable had a significant effect on the work productivity of employees of the Regional IV National Road Implementation Unit, NTT Province. With a relatively high level of education, employees' knowledge and understanding will be higher so that they can quickly understand the work they are responsible for, thus resulting in a better increase in work productivity.
2. The results of data analysis identified that the training variable had a significant effect on the work productivity of employees of the Regional IV National Road Implementation Unit, NTT Province. Human resource management needs to pay attention to and provide training programs that suit employees' needs because it will affect employee work productivity, both directly and indirectly, which will also affect the quality and productivity of the agency.
3. The results of data analysis identified that the competency variable had a significant effect on the work productivity of employees of the Regional IV National Road Implementation Unit, NTT Province. The higher the level of ability and skill and supported by a person's work experience in carrying out work, the better it will be to increase work productivity.
4. The results of data analysis identified that the leadership quality variable had a significant effect on the work productivity of employees of the Regional IV National Road Implementation Unit, NTT Province. The better the quality and quantity of a leader, the better the impact on the results of achieving work productivity for employees who work in that agency. good at increasing work productivity.

REFERENCES

- Abubakar, R. R. T. (2018). The Influence of Employee Competency on the Work Productivity of Bandung City Health Service Employees. *Journal of State Administration*, 24(1), 17-32.
- Akilah, F. (2018). The Role of Human Resource Management in Educational Institutions. *Adaara: Journal of Islamic Education Management*, 6(1), 518-534.
- Apriani, F. (2009). The Influence of Competence, Motivation, and Leadership on Work Effectiveness. *BUSINESS & BUREAUCRACY: Journal of Administrative and Organizational Science*, 16(1), 3.
- Ariono, I. (2017). Analysis of the Influence of Education Level, Working Time and Work Motivation on the Performance of Village Equipment in Kaliwiro Wonosobo District. *UNSIQ Journal of Research and Community Service*, 4(3), 254-267.
- Assagaf, S. C. Y., & Dotulong, L. O. (2015). The Influence of Discipline, Motivation and Work Morale on the Work Productivity of Manado City Regional Revenue Service Employees. *EMBA Journal: Journal of Economics, Management, Business and Accounting Research*, 3(2).

- Cholis, U. N., & Unesa, K. K. S. (2013). The Effect of Employee Training on Work Productivity at PT. Pacific Indo Packing Surabaya. *Journal of Office Administration*, 1(03), 1-17.
- Dewi, S. M. (2012). Factors that Influence Worker Productivity in Light Steel Roof Work in Green Hills Malang Housing. *The thesis is not published. Jember: FE-Unej.*
- Harimisa, M. E. (2013). Leadership and Work Motivation Influence on Employee Work Productivity at the Sario Subdistrict Office, Manado City. *EMBA Journal: Journal of Economics, Management, Business and Accounting Research*, 1(4).
- Hermawan, M. A. (2018). *The Influence of Education Level and Work Experience on Work Productivity from an Islamic Economic Perspective (Study of PT. Indokom Samudra Persada Employees)* (Doctoral dissertation, UIN Raden Intan Lampung).
- Hermawati, R., & Hidayat, R. R. (2019). The Influence of Leadership and Competence on PPSU Employee Productivity (Case Study of Handling Public Infrastructure and Facilities in Lebak Bulus Subdistrict, South Jakarta). *JENIUS (Scientific Journal of Human Resource Management)*, 2(2), 189-211.
- Jonathan, L. R., & Suroso, A. The Effect of Training on the Productivity of Public Works Department Employees of East Kalimantan Province, Sudirman.
- Juliana, J., Hakim, L., & Mustari, N. (2015). The Influence of Education Level on Employee Performance at the Enrekang Regency Regional Development Planning Agency. *Collaboration: Journal of Public Administration*, 1(1).
- Jumantoro, R., Farida, U., & Santoso, A. (2019). The Influence of Competency, Work Motivation, Workload, and Training on the Work Productivity of Human Resources at the Anak Mandiri Ponorogo Multi-Enterprise Cooperative. *ISOQUANT: Journal of Economics, Management and Accounting*, 3(1), 106-117.
- Latif, A. (2015). The Influence of Leadership Style and Motivation on Employee Work Productivity at Afdeling Prapen I Kebun Unit 1 PT Mopoli Raya Langkat Regency. *Journal of Management and Finance*, 4(1).
- Marpaung, D., & Suhargon, R. (2023). Benefits of Organizational Culture Training on Employee Performance at Abdul Manan Kisaran General Hospital for Community Satisfaction. *AKMAMI Journal (Economic Management Accounting)*, 4(1), 1-6.
- Murdiyanto, E. (2020). *Qualitative Research Methods (Theory and Application with Example Proposal)*. Yogyakarta. Indonesia: Institute for Research and Community Service UPN "Veteran" Yogyakarta Press.
- Nasri, H., Tamsah, H., & Firman, A. (2018). The Influence of Competency, Leadership Style and Training on the Performance of State Civil Servants in Binamu District, Jeneponto Regency. *Mirai Management Journal*, 3(1), 103-120.
- Nuryanto, N., Enggok, M. S., & Abdurrahman, A. (2017). The Influence of Competency on the Work Productivity of Class III Satui Port Management Unit Office Employees. *Administrator*, 1(1), 83-96.
- Prabowo, B. P. S. (2016). The Influence of Education Level and Placement on Employee Work Productivity at PT. Indonesian Ship Industry, Bitung. *Efficiency Scientific Periodical Journal*, 16(4).

- Rani, F. K., Lambey, L., & Pinatik, S. (2018). The Influence of Integrity, Competence and Professionalism on the Work Productivity of Accounting Department Employees at PT. Bank Mandiri (Persero) Tbk Manado. *Going Concern: Journal of Accounting Research*, 13(03).
- Rosmaini, R., & Tanjung, H. (2019). The Influence of Competence, Motivation and Job Satisfaction on Employee Performance. *Maneggio: Master of Management Scientific Journal*, 2(1), 1-15.
- Rusdi, C. S., Ahiruddin, A., & Ahmaludin, A. (2022, October). The Influence of Employee Motivation and Work Spirit on Employee Performance (Case Study: Lampung Province Industry and Trade Service). *In Proceedings of the National Seminar on Economics and Business* (Vol. 2, No. 1, pp. 160-167).
- Safitri, D. E. (2019). The Effect of Training on Employee Performance. *Dimensional Journal*, 8(2), 240-248.
- Santosa, P. S., Astriawati, N., Pratama, W., Wibowo, W., & Hartanto, B. (2021). Fire Risk Protection Training Program with Introduction and Use of APAR. *Abdimas Unwahas*, 6(1).
- Satria, R. O., & Kuswara, A. (2013). The Influence of Motivation and Training on Work Competence and its Implications for the Productivity of Bandung City Transportation Service Employees. *Journal of Economics, Business & Entrepreneurship*, 7(2), 74-83.
- Satria, R. O., & Kuswara, A. (2013). The Influence of Motivation and Training on Work Competence and Its Implications for the Productivity of Bandung City Transportation Service Employees. *Journal of Economics, Business & Entrepreneurship*, 7(2), 74-83.
- Setiadi, A. (2018). The Influence of Leadership and Apparatus Competence on the Quality of Public Services. *Journal of Management Review*, 2(2), 209-218.
- Sinambela, L. P. (2021). Human Resource Management: Building a Solid Work Team to Improve Performance. *Literary Earth*.
- Tanto, D., Dewi, S. M., & Budio, S. P. (2012). Factors that influence worker productivity when working on light steel roofs in the Green Hills Malang housing complex. *Civil Engineering*, 6(1), 69-82.
- Wulansih, H. (2013). Analysis of Education Level and Work Experience on Employee Work Productivity at the Funiture Company CV. Mugiharjo Kragilan Boyolali (*Doctoral dissertation*, Muhammadiyah Surakarta university).
- Yuliana, R. (2014). The Influence of Wage Levels and Education Levels on Labor Productivity in the Manufacturing Industry Sector in Indonesia (*Doctoral dissertation*, State University of Jakarta).