



**ANALYSIS OF THE RELATIONSHIP OF THE TRAINING PROGRAM
(DIKLATPIM) TO INCREASE THE QUALITY OF LEADERSHIP (LEADERSHIP)
OF CIVIL SERVANTS IN THE OFFICE OF THE LOCAL GOVERNMENT
DISTRICT OF AGAM**

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Abstract

The principal functions of human resources management, there is a function evaluation. Program training as one strategy for human resource development that requires function evaluation to determine the effectiveness of a training Program. On the Organization of the public sector, the implementation of a training Program is set based on the Government Regulation No. 101 in 2000. Training programs for civil servants aims to improve the ability of lead as well as performance improvements. In this study, the intended training program is a level III leadership Training. This research aims to quantify relationships training programme to improve the quality of leadership. Respondents consisted of 96 people level III Leadership Training Program evaluation method using the method of Kirkpatrick & Kirkpatrick. Analysis of the correlation used is simple by looking at the significance of the values between variables. Based on the research results obtained that the only training Program correlates on taraf that was strong but not significantly to improve the quality of leadership. From this research can be disimpulkan that the organizers of the training program is considered necessary to conduct a training needs Analysis in depth, so knowable Competency Gapsetiap potential participants and prepare a suitable training method to improve the Gap.

Abstrak

Dalam fungsi pokok Manajemen Sumber Daya Manusia, terdapat fungsi evaluasi. Program Pelatihan sebagai salah satu strategi pengembangan sumber daya manusia yang memerlukan fungsi evaluasi untuk mengetahui efektivitas Program Pelatihan. Pada organisasi sektor Publik, pelaksanaan Program Pelatihan diatur berdasarkan Peraturan pemerintah Nomor 101 Tahun 2000. Program pelatihan bagi pegawai negeri sipil bertujuan untuk meningkatkan kemampuan memimpin serta peningkatan kinerja. Dalam penelitian ini, program pelatihan yang dimaksud adalah Diklat kepemimpinan Tingkat III. Metode evaluasi Program Pelatihan menggunakan metode Kirkpatrick & Kirkpatrick. Analisa yang digunakan ialah korelasi sederhana dengan melihat nilai signifikansi antar variabel. Berdasarkan hasil penelitian diperoleh bahwa Program Pelatihan hanya berkorelasi pada taraf kuat namun tidak signifikan terhadap peningkatan kualitas kepemimpinan. Dari penelitian ini dapat disimpulkan bahwa penyelenggara program pelatihan dipandang perlu untuk melakukan Analisa Kebutuhan Pelatihan secara mendalam, sehingga dapat diketahui Competency Gapsetiap calon peserta dan mempersiapkan metode pelatihan yang cocok untuk memperbaiki Gap tersebut.

Keywords : Training Program, Public Sectors, Leadership

INTRODUCTION

The local government as a public sector organization through Law Number 32 of 2004 concerning Regional Governments looked at efforts to increase resources for the basic capital as Government human capital are very strategic and have a high value. Article 133 Law Number 32 year 2004 explained that the career civil servant Development Areas consider the integrity and morality, education and training, rank, position, mutation mutation among regions, and competence.

For the concept of overarching goals, previous Governments have set the Act No. 43 of 1999 regarding Staffing issues, which set out a vision for human resource development apparatus that embody human resources professional apparatus, neutral and prosperous. Based on that vision, created mission: to organize the management of civil servants that includes planning, development of quality staffing and administration, monitoring and control, implementation and maintenance, staffing information, supporting the formulation of welfare policy officer, as well as providing technical assistance to government agencies and local governments.

Based on the above vision and mission, the National Staffing Agency develop a model of the development of competency-based apparatus resources as follows:

- a) Embodies the policy of the competency standards of Office, Office of analysis, evaluation and classification of positions.
- b) Embody the national staffing information systems that can support reform resources apparatus.
- c) embody the State apparatus that is disciplined, neutral, moral, and ethical as well as upholding the KKN of the profession.
- d) Encouraging the realization of a prosperous State apparatus and into the adhesive unions of the nation.

To be able to form the figure of a civil servant in accordance with the above

mission, vision needs to be implemented through the development of education and training (training and education) to all civil servants. Especially against civil servants in the Office of structural due to act as maintainer and implementing public policy. Training and development ever held that in 2009 as many as nine civil servants sent to follow the Agam Regency Diklatpim III, in 2010 as many as 8 people, and in 2011 by as much as 8 people. As for its implementation was held in Training Centres Depdagri Agam or Training Hall of West Sumatra.

Based on Government Regulation No. 101 of 2000 about the education and training of civil servants mandated that the objectives of education and training (the training) is the consummate civil servant (PNS) that have competence in accordance with their respective terms of Office. A variety of training and education for civil servants was later held to be able to meet the demands of the competency needs of the offices.

As for the initial step in the process of developing the competencies of civil servants is through organizing training prajabatan training, i.e. to establish nationality, personality insights and ethics the prospective civil servants (CPNS) as well as providing basic knowledge about the system of governance of the country and about the field of tasks as well as the culture of the Organization in order to be able to perform the duties of the position as a civil servant.

Then if a civil servants will or have occupied a position of structural, then for the civil servants have to follow the Leadership Training for the positions of Echelon level. It aims to enhance the knowledge, skills, attitudes and behaviour of civil servants to match the competencies required in their positions.

In line with the above, to bring about good governance, reform of the human resources required that have competence in conducting State and development. This occurs because of the nature of the job and the Organization

began to change. As expressed by Stroud (2009) that all forms of organization has been faced with many advances in the field of communication and information that has been shorten decision-making plans and ultimately created a competition between organizations with other organizations.

Some of the literature and research ever undertaken related linkages education training to leadership. John Adair (2005) in the book *How to grow Leaders* outlines there are seven principles to cultivate leaders. Two of those principles is a leadership training and education leadership. Pathcing (2011; 164) States that "an effective leadership development demands a set of skills and an approach, which is an diametrically to those suited to training".

Based on explanation above, the authors formulated the issue as follows:

"How the relationship to increased Leadership Training Program (leadership) of civil servants In the local government district of Agam?"

The purpose of this research is to know the relation between leadership styles with the achievements of the participants Diklatpim. The object of his research is a joint participant Diklatpim III Diklatpim IV with participants at the Pusdiklat BPS in 2009. The results of research using the method of Kruskal-Wallis suggests that leadership style has an effect on the value of the initiative, the final exam, working paper of the group. Thus it was concluded that Diklatpim in General give a share to the creation of the character of leadership. From this is derived the hypothesis:

Ha: Training Program Correlates Significantly With An Increase In Quality Of Leadership

METHODOLOGY

The population in this research is divided into two categories in accordance with the object and purpose of the research, namely:

a. The first is the entire Population of civil servants who have followed a training program and pass the leadership level

III. The latest data obtained from Field Training BKD, there were 96 people are civil servants who have followed the training program and graduated. In other words, the sampling technique using census methods, i.e., the entire population is sampled. The samples were given a questionnaire measuring the effectiveness of the training.

b. The second is the entire population of civil servants are in the structure of the Organization was under the command of (follower) of civil servants in populations first on each of the segway. Sampling method using the method of purposive sampling, the sampling units are selected based on specific considerations in order to acquire a unit of sampling that has the desired characteristics (Singarimbun and Effendi; 1989). Researchers took the decision to give one to each of the kuesioer civil servants in positions of Echelon IV/a vassal (substitute) of the sample as referred to in letter a above. So the number of samples in this category as much as 96 Echelon IV officials/a.

Data and Data sources

a) Primary data collection is done by way of disseminating a questionnaire to respondents. Questionnaire on the effectiveness of a training Program. While the questionnaires given to the leadership of subordinate officials structural Echelon III.

b) Secondary data collection is done by collecting data on Staffing Agency Organization section of the Secretariat and regional areas.

c) study of the documentation/data collection in the form of a written document. The data in question may be a statute, regulation, results of a study/research, relevant theories, statements, and other materials related to issues that are examined.

d.) Browsing and clipping print, i.e. the search for materials that are relevant to the issue is examined through the medium of the internet.

Research Variables

A. Effectiveness Of Training Programs Variable

a. Dimensions of the reaction, with Evaluation indicators:

- reaction to the execution of the training;
- use of media Reaction;
- material presentation of the Reaction;
- Reaction benefits;
- delivery material Reaction;
- Reaction program;
- Reactions to food service;
- boarding facilities Reactions;
- training organization of the Reaction;
- material disampaiakan Reactions;
- quality of teaching ability and Reaction;
- the reaction alacrity of organizing training;

b. The evaluation dimension of learning, with indicator:

- the capability of identifying the problem;
- Ability to analyze problems;
- the ability to solve problems;
- systematic writing Ability;
- presentation skills;
- Ability mastery of the material;
- Sooth participated;
- the quality products of thinking;
- the effectiveness in delivery questions, answers & responses;
- the capability in identifying problems;
- Ability of putting oneself;
- the quality of thought;
- Ability to convey technical questions;
- Ability to accommodate;

c. The evaluation dimension of behavior, with the indicator:

- Neatness dressed;
- Timely attendance;
- Sooth follow activities;
- Honesty in carrying out his tasks &;
- Consistency & responsibility
- Visionary;
- Empowerment;
- Democratic;

- Contribute in the completion of tasks together;
- Foster wholeness & compactness of the Group;
- Do not dominate the Group;
- To accept other people's opinions;
- help make climate training was passionate;
- able to make suggestions for smooth training;
- Actively asking relevant questions;
- able to control oneself, time, situation & environment;

d. Dimensions of Evaluation results, with indicator:

- Initiative initiative which supports & organizational productivity;
- Carry out works & novelty;
- Freedom to employees to discuss various issues with its leader;
- Provide freedom in performing the job without supervised;
- good work will be awarded the superior &;
- Solidarity in units of work;
- positive reply communication pattern between superiors & subordinates;
- the work Results are always achieved appropriate quality;
- the quality of work in accordance with the desired;
- Error rarely occurs;
- Load organization & achieved;
- Load the organization can be achieved without extravagance;
- Honors Award made to leader & employees berpretasi;
- Employee happy increases the work;
- Employee likes to improve his work;
- Employee happy increases the work;
- Employee likes to improve his work;
- Employees happy to finish the work faster;
- Employees entered the Office in a timely manner;
- during working hours, employees take advantage of the time to learn;
- in the hours of rest, the employee likes to do his job;

B. Leadership Variabel (Based LMX Theory)

- a. Dimensions of Affect, with indicator:
- Loves the boss;
 - interpersonal Attraction;
 - a sense of humor;
 - dimensions of fidelity, with indicator:
 - to protect subordinates;
 - Maintaining the work of subordinates;
 - Dimensions of contributions, with indicator:
 - Subordinate gladly work exceeding assignment;
 - Subordinates more excitement of learning;
 - Respect for the professional Dimension, with indicator:
 - knowledge leader Charisma;
 - competency leader Charisma;
 - Charisma skill leaders;

Measurement Variables

For the assessment done with Likert scale census, where each question is given a score answers 1,2,3, 4, and 5, the highest score of each answer is 5 (five) and the lowest score is 1 (one). Likert scale was used to measure the attitudes, opinions and perceptions of a person or a group about events or social symptoms. In the study of social phenomena has been specifically defined by the researchers, who are

hereinafter referred to as the variable research (Riduwan, 2007:12)

With Likert scale, then the variables that will be measured, dimensions dimensions spelled out elaborated into sub variables then sub divided into indicator variables-variables that can be measured. Then the indicators serve as a starting point for drafting instruments, items that can be either a statement or a question.

Method and hypothesis testing Test For Normality

Normality tests are used to determine whether data is normal or Gaussian population does. This test is usually used to measure data are ordinal scale, interval, or ratio. If the analysis using parametric method, then the requirements must be fulfilled: normality of data come from a normal distribution. If the data is not normal, or Gaussian sum is a little sample and the data type is a nominal or ordinal then the method used is a non-parametric statistics. This discussion will be used in a tested One Sample Kolmogorov-Smirnov by using degrees of significance of 0.05. The data revealed a normal Gaussian if significance is greater than 5% or 0.05 (Prayitno: 2012).

Test Correlation

To test the significant or the levels of relationships between variables as substantiation of hypotheses that have been set, use the correlation test using the following equation:

$$r_{xy} = \frac{n \sum XY - (\sum X)(\sum Y)}{\sqrt{\{n \sum X^2 - (\sum X)^2\} \{n \sum Y^2 - (\sum Y)^2\}}}$$

where:

- n = number of data pairs of X and Y
- x = the Total Amount of variable X
- y = the Total amount of Variable Y
- x² = square of the Total amount of variable X
- y² = square of the Total amount of Variable Y
- xy = results of the Multiplication of the Total number of variables X and Y Variables

The correlation analysis was used to determine the degree of (significancies level) linear relationship between two or

more variables. This variable consists of free and dependent variables. Measure used to determine the degree of

relationship between the variables is called the correlation coefficient. The magnitude of the relationships have ranged from 0 to 1. If approaching the number 1 means the second variable is the stronger the relationship, and vice versa if approaching the number 0 means the second variable relationships increasingly weak.

The correlation between the variables bound to the variable can produce positive figures (+) and negative (-). These variables can be related to one of the three following ways:

a) Positive Relationship. That means the value of $r = + 1$ indicates that both variables have the same tendency, i.e. the increase in the value of X increases in value, followed by Y, likewise decreased value of X followed by a decline in the value of Y is a direct relationship. Unidirectional pales in large, freely variable variable bound to the larger.

b) No Connection. That is, the value of $r = 0$ indicates that the two variables are not correlated, i.e. increase or decrease in the value of variables X, does not affect the value of the independent variable Influences y. free will remain the same although there are bound variables.

c) Negative Relationship. That is, the relationship is not direct. A negative correlation indicates that these two

variables (Xdan Y) have the opposite tendency (i.e. increase the value of X, followed by a decline in the value of Y and vice versa, decrease the value of X followed by a rise in the value of Y). The value of $r = -1$ shows two variables correlated negative perfectly. Leverage data directly form the straight line

The Formulation Of The Correlation Strength Interval

The correlation is a statistical measurement of the Koefesien kovarian or the association between two variables. The magnitude of the koefesien correlation ranges from + 1 to -1. Koefesien correlation shows strength (strength) linear relationship and the relationship of the two random variables. If a positive correlation koefesien, then both variables have a direct relationship. Meaning if the value of the variable X is high, then the value of the variable Y will be high anyway. Otherwise, if koefesien negative correlation, then the two variables are connected in reverse. Meaning if the value of the variable X is high, then the value of the variable Y is going to be low (and vice versa). To facilitate the interpretation of the force doing the relationship between two variables using the table authors interpretation of correlation strength d. A De Vaus:

Tabel 1. Correlation power of Interpretation Table

Coefficient	Correlation Strength
0,00	no correlation
0,01 to 0,09	the correlation is very small
0,10 to 0,29	weakly Correlation
0,30 to 0,49	Moderate correlation
0,50 to 0,69	Strong correlation
0,70 to 0,89	very strong correlation
Up to 0,90	Correlation closer to perfect

(Source : De Vaus D.A, 2002:259)

ANALYSIS

Test For Normality

Normality tests are used to determine whether data is normal or Gaussian population isn't (Prayitno: 2012). If the data obtained by Gaussian normal,

then use parametric analysis, but if the data is not bertribusi normal use non parametric test. After a test of the four variables using the SPSS program, normality test results obtained as follows:

Variable	Kolmogorov-Smirnov
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	Statistic	Sig.
Training Program	0,072	0,2
Leadership	0,185	0,0

Basic retrieval decision data revealed a normal Gaussian if significance is greater than 5% or 0.05. From the table above, we see the Kolmogorov-Smirnov and column can be found bahwanilai the significance of training Program variables and of 0,200 0.05. It means the variable data distribution the normal training programme. On the value significance of leadership variable 0.000 and lower than 0.05. It means the variable data distribution

leadership not distributed normally. Therefore, the statistical methods to be used is a non-parametric statistics.

Test Correlation

Seeing the research respondents objectively, would henceforth be described the analysis of data obtained based on the responses of the respondents with regard to the variables of the study. Based on data analysis using SPSS program, then the correlation result is obtained as follows:

Variable	Coefficient	Sig.	N
Training Program	1	0,661	96
Leadership	0,045		

The hypothesis to be tested was:

Ha. Training Program correlates significantly with an increase in quality of leadership

Fundamentals of decision making is to compare the value of Sig. (2-tailed) with conditions if the value is Sig. (2-tailed) than 0.05 Ha then denied or if the value is Sig. (2-tailed) smaller than 0.05 Ha then accepted.

From the test results obtained variable probability values training

programmes with variable Leadership of 0,661. The correlation values of 5% or 0.05 Ha, then rejected. Thus it was concluded that training programs do not correlate significantly to improved leadership.

To interpret the power of correlation between variables, used the power of interpretation of the correlation table of reference d. a. De Vaus as follows:

Coefficient	Correlation Strength
0,00	no correlation
0,01 to 0,09	the correlation is very small
0,10 to 0,29	weakly Correlation
0,30 to 0,49	Moderate correlation
0,50 to 0,69	Strong correlation
0,70 to 0,89	very strong correlation
Up to 0,90	Correlation closer to perfect

The correlation coefficient between the value of the variable variable to the Leadership Training Program is $r = 0,661$. Based on table d. a. De Vaus above, the value of $r = 0,661$ is the range of 0.50-0,69. In this case can be interpreted that the strength of the correlation of the variable variable to the Leadership Training Program is strong.

Conclusion

Based on the results of the analysis which has been described previously can be drawn the conclusion that the training Program was not correlated with an increase in the quality of leadership. This is shown by the correlation of test results where the value of the probaliti of 0,661 (Spearman's rho) or 0,637 (Kendall's tau_b). Therefore the process of human resources development through training programs need to be done so that the quality of service can be improved. The

training program is carried out will be successful if the process or the stages in the activities carried out with exactly that will ultimately deliver optimum results through improved performance, skills and abilities of employees. The training program was implemented well haven't been able to support the improvement of the quality of leadership in particular Leader Member Exchange (a VERSION of). This need to get noticed and build the institutions that carry out the training of CIVIL SERVANTS so that future training materials relating to leadership can be further optimized.

Suggestions

As for suggestions that might be able to give researchers associated with these research themes are as follows:

- a) to the organizers and training personnel should continue to strive to increase resources, the infrastructure that supports the implementation of the training program. Such as formulating the curriculum again can really accommodate efforts improving competence training participants.
- b) Required a system of planning of training needs (training need just my assesment), so training was implemented can touch the real needs of individual participants as well as the needs of the Organization training participants.

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