

THE INFLUENCE OF EDUCATION AND TRAINING ON EMPLOYEE PERFORMANCE AT THE REGIONAL DEVELOPMENT PLANNING AGENCY (BAPPEDA) OF NORTH SULAWESI PROVINCE WITH COMPETENCE AS AN INTERVENING VARIABLE

Angelina Monica Sampow, Hendra N. Tawas, Genita Lumintang
Master of Management Study Program, Faculty of Economics and Business
Sam Ratulangi University, Indonesia

Correspondence Email:angelinasampow@gmail.com

Abstract

Improving employee performance is an important factor in achieving organizational goals. The purpose of this study was to determine the effect of Education and Training on the Performance of Regional Development Planning Agency (Bappeda) Employees of North Sulawesi Province with Competence as an Intervening Variable. This study uses an associative approach. The population in this study were ASN employees at the Regional Planning and Development Agency (Bappeda) of North Sulawesi Province, totaling 71 people. The sampling technique used in this study is saturated sampling method which is a sampling technique when all members of the population are used as a sample of 71 people. Data analysis using multiple linear regression analysis. The results of the study show that Education has a significant effect on Employee Competence, Training has a significant effect on Employee Competence. Education has no significant effect on Employee Performance, Training has no significant effect on Employee Performance. Competence has a significant effect on Employee Performance. Education does not have an indirect effect on employee performance. Competence does not mediate the effect of education on employee performance. Training has no direct effect on employee performance through competence. Competence does not mediate the effect of training on employee performance.

Keywords: Education, Training, Employee Performance, Competence.

INTRODUCTION

Background

Human resources are one of the important factors in order to achieve organizational goals. Human resources become the movers and implementers of various existing policies for the progress of an organization. Employees are human resources who do work to achieve the vision and mission of the organization. The company is a place for a group of people who interact or work together to achieve the goals set in the organization. The role of good and quality human resource management is needed by organizations in order to create reliable human resources in the future. Thus, the element of human resources is a key factor that must be maintained by an organization in line with the demands that are always faced by the organization to answer every challenge that exists. Therefore, efforts to maintain quality human resources are the main steps of the organization. Quality human resources are those who are able to provide the best performance to achieve organizational goals.

Wibowo (2017: 7) states that performance is about doing the work of the job. Performance is about what is done and how to do it so, it can be said that performance is an activity of carrying out a given task to obtain the desired result. Each individual has duties and responsibilities in accordance with the profession and position he holds, in carrying out the tasks assigned, of

course, they must be completed in accordance with the predetermined time. A person with quality performance, in carrying out his work, of course carries it out optimally and with full responsibility and is able to work together with colleagues or superiors. Mangkunegara (2015:9) ensures that performance is the result of quality work and carries out in accordance with the responsibilities entrusted. Improving employee performance is an important factor in achieving organizational goals. One that affects employee performance is employee education. Education is an activity in the form of a process to acquire knowledge and skills to develop and improve abilities. The ability of employees to carry out work is very closely related to the professional abilities of the employees concerned, which are reflected in the quality of employees in carrying out their functions, roles and duties.

Table 1. Employee Education of BappedaProvinsiSulut

Education	Frequency	Percent
Senior High School	8	11.3
Diploma	12	16.9
S1	36	50.7
S2	15	21.1
Total	71	100.0

Source: Processed Research Data 2023

Based on Table 1. educational data from all ASN employees, there are 36 people with the last Bachelor's degree or 50.7%, with the last Master's degree 15 people or 21.1%, with the last Diploma education 12 people or 16.9%, and with the last education SMA as many as 8 people or by 11.3%.

Shafiq and Hamza (2017:10) states that in a broad sense, education can be interpreted as a process with methods so that people gain knowledge, understanding, and ways of behaving according to their needs. Based on research conducted by Prasetyo and Nurninda (2017) education has a significant influence on employee performance. Education possessed by employees will help create better quality work results and in accordance with their functions, roles and duties. This is also proven in research conducted by Febriany (2022) which found that education is an important factor in the process of improving an employee's performance. The intended training is to improve the mastery of various skills and techniques of specific, detailed and routine work implementation. Training prepares employees to carry out current jobs. The training that employees get related to their work will certainly support employees in carrying out their duties and responsibilities at work, with the training that employees receive they will increasingly master and know about their work. According to Mangkunegara (2015: 78) all forms of training made by organizations should pay attention to the following aspects; clear and measurable training goals and objectives, trainers (trainers) must be competent and experts with adequate qualifications, training materials must be adapted to the objectives to be achieved, training methods must be in accordance with the capabilities of the workers participating, and trainees must meet specified requirements. So training has an important role in determining the effectiveness, efficiency of the organization and employee performance. Simamora (2014:55) suggests the benefits of training, namely; 1) Creating attitudes, loyalty and cooperation that is more profitable increases the quantity and quality of productivity, 2) Reducing the learning time required for employees to achieve acceptable performance standards, 3) Assisting in improving and personal development.

Employee training can increase the skills, knowledge and experience of employees on their jobs. Employees who have competence in their work will get the opportunity to follow the stages of the career path and will achieve a good career path. Activities in the training aim to increase knowledge, expertise and competence. Training activities are carried out through teaching, education and training activities which include knowledge material. The Regional Development Planning Agency (Bappeda) of North Sulawesi Province in improving and disseminating understanding regarding the main tasks and functions and roles of the agency, conducts training both internally and externally every year and for 2022 the training carried out includes:

Table 2. List of Training BAPPEDA North Sulawesi

Type of Training	Training Objectives	Training Object
Regional Development Planning Training	In order to increase the capacity and capability of Apparatuses in the Regional Government Environment to support new policies and regulations of the Central Government, Bappeda organizes Technical Guidance activities with the theme "Regional Development Planning and Preparation"	ASN
Technical Guidance of Classification, Codification and Nomenclature of Regional Development and Financial Planning Classification	Codification and Nomenclature of Regional Development and Financial Planning based on Permendagri Number 90 of 2019 hereinafter referred to as Classification, Codification and Nomenclature are classification, coding and naming lists of regional development and financial planning which are arranged systematically as a reference in the preparation of regional development planning documents and regional finances as well as to support local government information systems and synchronization of regional development planning, control and evaluation, procedures for evaluating draft regional regulations regarding the RPJPD and RPJMD as well as procedures for amending the RPJPD, RPJMD and RKPD.	ASN
Regional Government Information System Application Training	The main objective of this regulation is to make it easier for regional government information to be linked in a Regional Government Information System in the framework of conveying regional government information to the public.	ASN and THL
Training and Technical Guidance related to the Special Allocation	Fund for this role is a form of translation of the provisions in Article 292 of Law Number 23 of 2014 which states that the Minister of Home Affairs is one of the parties that participates in determining DAK policies. This verification is also a form of general guidance on regional development which is the mandate of Article 374 of Law Number 23 of 2014. General guidance here aims to ensure that proposals for DAK activities from regional governments are synchronized with achieving national priorities, as well as supporting the achievement of regional development goals as stipulated in Article 258 paragraph (1) of Law 23 of 2014.	ASN
<i>In House Training</i>	In House Training The purpose of In House Training is to increase the understanding of Bappeda Prov staff. North Sulawesi in general is related to regional development planning programs in the short, medium and long term.	ASN and THL

Notes: ASN = Civil Servant; THL = Contract Employee

Source: Bappeda Prov. Sulut, 2022

From table 2. Employee training can have a good effect on employees. Employees can develop themselves and be able to understand the ins and outs of carrying out work more deeply, can understand agency developments, understand the goals to be achieved by agencies, understand the need for cooperation in carrying out work, can easily understand information submitted by agencies, can understand any difficulties faced by agencies, able to carry out relations with the environment, able to understand the policies and regulations that apply within the agency, able to understand the systems and procedures used in carrying out agency tasks, able to understand and apply behavior that supports and is demanded by agencies.

Febriany (2022) in his research found that education and training on employee performance are indirectly influenced by the competence possessed by an employee where competence can affect employee performance both indirectly and directly. Perwir, *et al*(2020) in their research found that education and training directly affect competency. Furthermore, competence affects employee performance. Competence can be interpreted as the behaviors shown by those who have perfect performance, are more consistent and effective, compared to those who have average performance. By evaluating a person's competencies, we will be able to predict that person's performance. Competence can be used as the main criterion for determining a person's work. Mulyasa (2017: 5) Competence is the main component of professional standards in addition to the code of ethics as a regulation of professional behavior that is determined by certain procedures and supervisory systems. Competence is closely related to standards. Where a person is said to be competent in his field if his knowledge, skills and attitudes, as well as his work results are in accordance with the standards (measures) set and/or recognized by his institution or the government.

North Sulawesi Regional Development Planning Agency (Bappeda) is one of the government agencies in North Sulawesi Province. With various duties and responsibilities that exist, it requires employees to produce the best performance for the advancement of institutions and services to the community. The Regional Development Planning Agency (Bappeda) of North Sulawesi Province is a regional government agency and technical institution in the field of research and regional development planning and is responsible to the Governor through the Regional Secretary of the North Sulawesi Bappeda Province located on Jl. 17 August No. 74 Top TelingWanea District. As a government agency that has great responsibility, employees are required to always give their best performance. As a government agency, Bappeda of North Sulawesi Province is required to work optimally and always strive to improve and develop existing human resources or employees to produce optimal performance.

Problems related to training were also found in the Regional Development Planning Agency (Bappeda) of North Sulawesi Province, namely the insufficient ability of an employee to make agencies organize work-related training and other fields with the aim of increasing the ability of employees in various fields. However, the fact is that what is happening is not even according to expectations, where the existing competencies are less qualified, so that employees do not go through with it because they feel burdened with new jobs that they are not good at, so that employee performance decreases. From the background above, the author raises the title “, The Influence of Education and Training on Employee Performance at the Regional Development Planning Agency (Bappeda) of North Sulawesi Province with Competence as an Intervening Variable”.

Research purposes

1. To analyze the effect of education on the competence of the employees of the Regional Development Planning Agency (Bappeda) of North Sulawesi Province
2. To analyze the effect of training on the competence of employees of the Regional Development Planning Agency (Bappeda) of North Sulawesi Province.
3. To analyze the effect of education on the performance of employees of the Regional Development Planning Agency (Bappeda) of North Sulawesi Province.
4. To analyze the effect of training on the performance of employees of the Regional Development Planning Agency (Bappeda) of North Sulawesi Province.
5. To analyze the education has a positive effect on employee performance through competence of the Regional Development Planning Agency (Bappeda) of North Sulawesi Province.
6. To analyze the education has effect of training on employee performance through competency at the Regional Development Planning Agency (Bappeda) of North Sulawesi Province
7. To analyze the education and the training simultaneously have a positive effect on employee performance through competence of the Regional Development Planning Agency (Bappeda) of North Sulawesi Province.

LITERATURE REVIEW

Human Resource Management

Dessler (2011: 5) states that human resource management is the policy and practice of determining the "human" or human resource aspects of management positions, including recruiting, screening, training, rewarding, and evaluating.

Education

According to UUD no.20 of 2023 concerning the National Education System states that education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character, and the skills needed himself, society, nation and state

Training

According to Suwanto (2014: 120) training is a process in which people achieve organizational goals through the stages of assessment, implementation and evaluation. According to Mangkuprawira (2017: 67), training is an attempt to improve employee performance at a particular company for which he is responsible.

Competence

Wayne (2018: 23) reveals that the quality of work life is that companies must create a sense of security and satisfaction at work in order to realize company goals.

Employee Performance

According to Sutrisno (2019: 171) employee performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization. Notoatmodjo (2013: 23) defines that employee performance is a measure in

an organization of the extent of employee loyalty to their work and the extent to which the award is given by the organization in the context of developing human resources.

Previous Research

Saluy,*et al.* (2019). This study entitled The Influence of Training, Work Motivation and Competence on Personnel Performance at Hanudnas I Headquarters. Perwir,*et al.* (2020). This study entitled The Influence of Education and Training (diklat) on career development of state civil servants at the South Medan Samsat. Safitri (2019). This study entitled Effect of Training on Employee Performance. Ratnasari and Ulfah (2021). This study entitled Development of Human Resources, Training and Competency on Employee Performance. Muhlisin,*et al.* (2021). This study entitled The Influence of Education and Training and Competence on the Performance of Operators of the Village Population Administration Information System (SIAPKEDESA) in Rembang Regency with Motivation as an Intervening Variable.

Research Model and Hypothesis

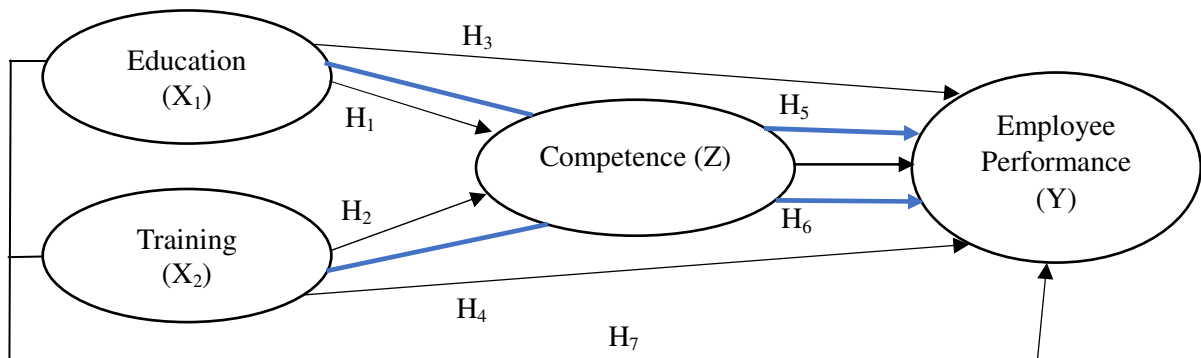


Figure 1. Research Model

Source: Literature Reviews, 2023

Hypothesis

- H1: Education is thought to have a positive effect on competence
- H2: Training is thought to have a positive effect on competence
- H3: Education is thought to have a positive effect on employee performance
- H4: Training is thought to have a positive effect on employee performance
- H5: Education is thought to have a positive effect on employee performance through competence
- H6: Training is thought to have a positive effect on employee performance through competence
- H7: Education and training are suspected to have a positive effect on employee performance.

RESEARCH METHODS

This type of research uses associative research with a quantitative approach. Associative research is research that aims to determine the effect between two or more variables (Sugiyono, 2018: 67).

Location and Research Object

The location of this research is Jl. 17 August No. 24 Tanjung Batu, Wanea District, Manado City, North Sulawesi. The object of this research is the Regional Planning and Development Agency (Bappeda) of North Sulawesi Province.

Method of Collecting Data

1. Questionnaire. Questionnaire is a data collection technique that is carried out by giving a set of written statements or questions to respondents to answer them (Sugiyono, 2018:89).
2. Documentation. Documentation is a way to obtain data directly from the research site. With this documentation technique, researchers can obtain information not from sources, but they obtain information from various other written sources or from documents available to informants in the form of documents.

Population and Research Sample

According to Sugiyono (2018: 91) population is a generalized area consisting of subjects who have certain qualities and characteristics set by researchers to study and then conclusions are drawn. The population in this study were ASN employees at the Regional Planning and Development Agency (Bappeda) of North Sulawesi Province, totaling 71 people. The sampling technique used in this research is saturated sampling method which is a sampling technique when all members of the population are used as samples. Thus, the number of samples is 71 people.

Data Analysis and Sobel Test

In this study, using path analysis. Path analysis is used to analyze the pattern of relationships between variables with the aim of knowing the direct or indirect effect of a set of independent (exogenous) variables on the dependent (endogenous) variable.

1. Direct influence:

X1 (Education) → Z (Competence)

X2 (Training) → Z (Competence)

X1 (Education) → Y (Employee Performance)

X2 (Training) → Y (Employee Performance)

Z (Competence) → Y (Employee Performance)

2. Indirect influence:

X1 (Education) → Z (Competence) → Y (Employee Performance)

X2 (Training) → Z (Competence) → Y (Employee Performance)

Research Instruments

Validity and Reliability Test

Validity test is used to determine whether a questionnaire is valid or valid. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that is measured by the questionnaire. The validity test is done by looking at the correlation value if it is above 0.3 then the item statement is declared valid. (Ghozali, 2015:11).

Classic Assumption Test

Normality Test

The normality test is used to test whether the regression model in this study has residuals that are normally distributed or not. Aiming to find out after the treatment will be normally distributed or not, the normal distribution will form a straight diagonal line and plotting the data

will be compared with the diagonal line. If the data distribution is normal, then the line that describes the actual data will follow the diagonal line.

Multicollinearity Test

The multicollinearity test is used to test whether a research regression model has a correlation between the independent variables. To find out whether the research data contains multicollinearity or not, it can be based on the assumption that if the tolerance value is > 0.10 and $VIF < 10.00$, it can be concluded that there are no symptoms of multicollinearity.

Heteroscedasticity Test

To test in a regression model whether there is an unequal variance of the residuals from one other observation. A good regression model is that there is no heteroscedasticity. To detect the existence of heteroscedasticity, it can be known by looking at the graph plot between the predicted value of the dependent variable, namely ZPRED, and the residual SPRESID. Detection of the presence or absence of heteroscedasticity can be done by looking at whether or not there is a certain pattern on the scatter plot graph between SPRESID and ZPRED where the Y axis is Y which is not predicted and the X axis is the residual (Y predicted-Y actually) which has been stunted. By using the basic analysis as follows:

1. If there is a certain pattern, such as the dots that form a certain pattern that is regular (wavy, melts then narrows), then this indicates that heteroscedasticity has occurred.
2. If nothing is clear, and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

RESEARCH RESULTS AND DISCUSSION

Research Result

Validity Test

The following are the results of the validity test using SPSS 25 software.

Table 3. Validity Test Results

	Item	Pearson Cor	Significant Value	Description
X1 = Education	X1.1	0.691	0.000	Valid
	X1.2	0.638	0.000	Valid
	X1.3	0.604	0.000	Valid
	X1.4	0.758	0.000	Valid
	X1.5	0.723	0.000	Valid
	X1.6	0.724	0.000	Valid
	X1.7	0.794	0.000	Valid
	X1.8	0.735	0.000	Valid
X2 = Training	X2.1	0.591	0.000	Valid
	X2.2	0.585	0.000	Valid
	X2.3	0.742	0.000	Valid
	X2.4	0.718	0.000	Valid
	X2.5	0.636	0.000	Valid
	X2.6	0.448	0.000	Valid
	X2.7	0.656	0.000	Valid
	X2.8	0.655	0.000	Valid
	X2.9	0.540	0.000	Valid
	X2.10	0.661	0.000	Valid

Z= Competence (Z)	Z.1	0.642	0.000	Valid
	Z.2	0.800	0.000	Valid
	Z.3	0.691	0.000	Valid
	Z.4	0.739	0.000	Valid
	Z.5	0.658	0.000	Valid
	Z.6	0.683	0.000	Valid
	Z.7	0.627	0.000	Valid
	Z.8	0.814	0.000	Valid
Y= Employee Performance (Y)	Y1	0.628	0.000	Valid
	Y2	0.505	0.000	Valid
	Y3	0.628	0.000	Valid
	Y4	0.688	0.000	Valid
	Y5	0.695	0.000	Valid
	Y6	0.560	0.000	Valid
	Y7	0.678	0.000	Valid
	Y8	0.542	0.000	Valid

Source: Data Process, 2023

Based on the results of the questionnaire validation test with 71 respondents, it is explained as follows:

1. Education Variable (X1) with 8 questionnaire statements (X1.1-X1.8), obtained the lowest correlation value in statement X1.2, namely 0.604. With a significance value of 0.000.
2. Training Variable (X2) with 10 questionnaire statements (X2.1 – X2.10), obtained the lowest correlation value in statement X2.5, namely 0.448. With a significance value of 0.000.
3. Variable Competence (Z) with 8 questionnaire statements (Z.1 – Z.8), obtained the lowest correlation value in statement Z.5, namely 0.627. With a significance value of 0.000.
4. Employee Performance Variable (Y) with 8 questionnaire statements (Y.1-Y.8), obtained the lowest correlation value in statement Y.8, namely 0.505. With a significance value of 0.000.

It can be concluded that each statement in the questionnaire from each variable is stated to be valid, because it has a significant value of less than 0.05. Thus the entire questionnaire questions can be used for research.

Reliability Test

The following are the results of the reliability test using SPSS 25 software:

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Status
Education (X1)	0,859	Reliable
Training (X2)	0,812	Reliable
Competence (Z)	0,848	Reliable
Employee Performance (Y)	0,767	Reliable

Source: Processed data, 2023.

Based on the results of the reliability test, it can be explained that the Cronbach's Alpha value of the variables X1, X2, Z, and Y is above 0.6. So it can be concluded that the variables in this study are declared reliable. Thus the entire questionnaire questions can be used for research.

Classic Assumption Test Results

Normality Test

The results of the normality test using SPSS software version 25 are as follows:

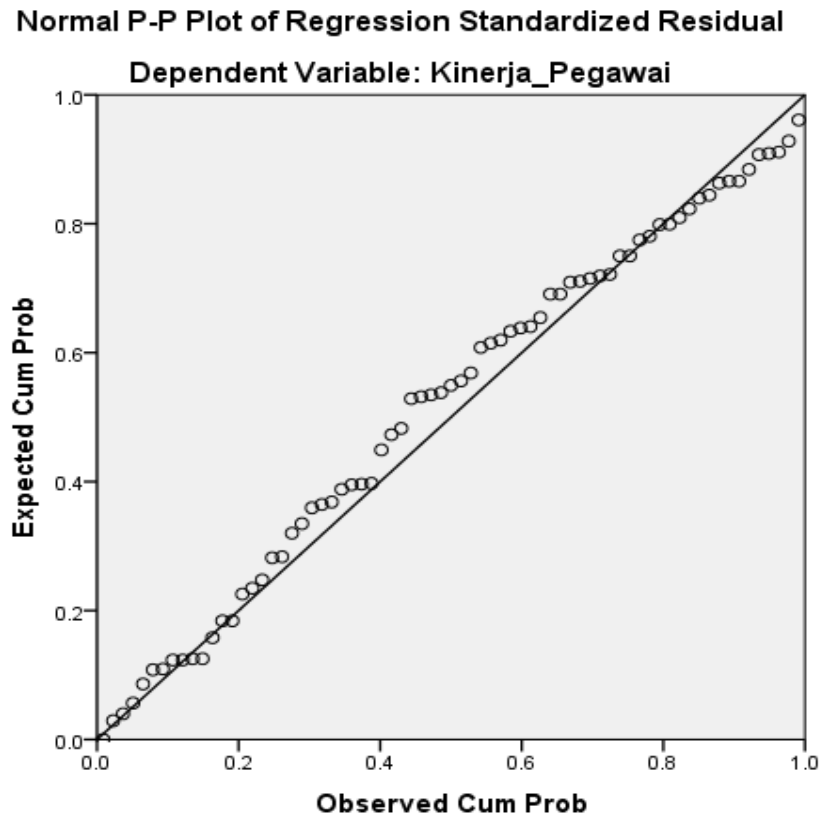


Figure 2. Normality Test Results

Source: Processed data, 2023.

Based on Figure 2, it can be seen that the variable points are around the $Y=X$ line or spread around the diagonal line and their distribution follows the direction of the diagonal line, this indicates that the data is normally distributed.

Multicollinearity Test

Based on the multicollinearity test using SPSS software version 25, the following results are obtained:

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Status
Education (X1)	0,579	1,726	Non Multikolinearitas
Training (X2)	0,363	2,757	Non Multikolinearitas
Competence (Z)	0,348	2,871	Non Multikolinearitas

Source: Processed data, 2023.

It can be seen from the table above that all variables X1, X2, and Z have tolerance values > 0.10 and $VIF < 10.00$, so it is concluded that there are no symptoms of multicollinearity.

Heteroscedasticity Test

The results of the heteroscedasticity test using SPSS software version 25 are as follows:

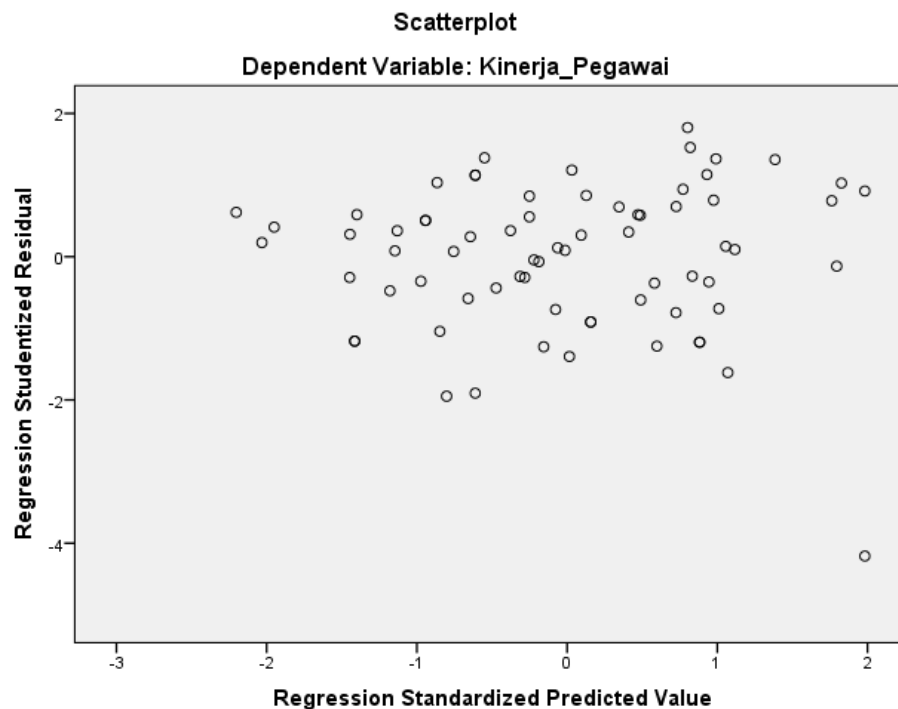


Figure 3. Heteroscedasticity Test Results

Source: Processed data, 2023.

Based on the figure above, it is concluded that the parameter coefficients for all independent variables used in the study do not occur heteroscedasticity seen from the scatterplot which is spread and does not form a certain pattern

Data Analysis
Path Analysis

Table 6. First Model Line Substructure Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.702	2.776		.613	.542
	Education	.215	.082	.235	2.625	.011
	Training	.602	.084	.644	7.182	.000

Source: Processed data, 2023.

Based on the table above, shows the results of the calculation of the education variable t count of 2.625 > t table of 1.99547 with a significance level of 0.011 so that according to the criteria for testing the hypothesis, then Ha is accepted and H0 is rejected. This means that there is a significant influence between education on competence. The magnitude of the influence of education and competence is 0.235 or 23.50% and is considered significant. The result of the calculation of the training variable is t count of 7.182 > t table of 1.99547 with a significance

level of 0.00, so that according to the hypothesis testing criteria, Ha is accepted and H0 is rejected. This means that there is a positive and significant influence between training and employee competence. The magnitude of the effect of training and competency is 0.644 or 64.40% and is considered significant.

Table 7. First Track Summary Model
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.652	.641	2.68836

a. Predictors: (Constant), Pendidikan Formal, Pelatihan

Source: Processed data, 2023.

Based on the table above, shows the magnitude of the R square number is 0.652. This figure aims to explain the effect of education and training on competency. The number 0.652 = 65.20%, meaning that the effect of education and training on competency is 65.20%. Then the remaining 34.80% is influenced by other factors outside the factors studied.:

$$\sqrt{(1 - 0,652)} = 0,589$$

Table 8. Substructure of the Second Model Line
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.081	3.621		2.784	.007
	Education	.082	.112	.094	.734	.465
	Training	.207	.144	.231	1.435	.156
	Competence	.330	.158	.344	2.094	.040

Source: Processed data, 2023.

Based on the table above it is concluded that:

1. The education variable value is 0.094 and a significance value is 0.465 > 0.05. So it can be concluded that the education variable has a positive but not significant effect on employee performance variables.
2. The value of the training variable is 0.231 with a significance value of 0.156 > 0.05. So it can be concluded that the variable Formal Education has a positive but not significant effect on the Employee Performance variable.
3. The value of the variable Competence is 0.344 with a significance value of 0.040 < 0.05. So it can be concluded that the variable competence has a positive and significant effect on Employee Performance.

Table 9. Second Track Summary Model
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 ^a	.371	.343	3.49642

a. Predictors: (Constant), Kompetensi, Pendidikan, Pelatihan

Source: Processed data, 2023.

Based on the table above, it is known that the R Square value is 0.371 which means that the influence of the variables education, training on Employee Performance variables is relatively weak (not strong). In finding the value of ϵ^2 obtained by using the formula below:

$$\sqrt{(1 - 0,371)} = 0,793$$

Discussion

The Effect of Education on Competence

Based on the results of the study, it shows that education has a significant effect on competence with t count which is greater than t table and a significant level below 0.05. Education is measured based on indicators of educational level, suitability of majors, knowledge and scientific disciplines have a significant effect on competence as measured by indicators of abilities, values, attitudes and interests. Education has a significant effect on the competence of employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province, thus the higher the level of education, suitability of majors, appropriate knowledge and disciplines, it will have a significant effect on the abilities, values, attitudes and interests of employees in the Planning Agency Regional Development (BAPPEDA) of North Sulawesi Province. The level of education taken will make employees have more qualified abilities besides that the suitability of the majors and knowledge possessed will help employees to increase grades and behave accordingly. Appropriate discipline will make employees more interested in new things learned in the organization. The education pursued will encourage employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province to have the competencies needed by the organization and adapt themselves in facing challenges within the organization. Sutrisno (2019:88) explains that the notion of competence in public and private organizations is needed especially to respond to organizational demands, where there are very rapid changes, very complex and dynamic problem developments and future uncertainties in the social order of life. Competence is an ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace referring to the specified work requirements. So that the education possessed by employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province has a significant effect on employee competence. The results of this study are supported by research conducted by Prasetyo and Nurninda (2017) who found that education has a significant effect on the competencies possessed by employees of PT. Bandung Indonesian Railways. However, it is contrary to research conducted by Muhlisin, Zainuri and Sumekar (2021) which found that education has no significant effect on competency.

The Effect of Training on Competence

Based on the results of the study, it shows that training has a significant effect on competency with t count which is greater than t table and a significant level below 0.05. Training measured based on indicators of training materials, training methods, training facilities, training participants and training evaluation has a significant effect on competence as measured by competency indicators which are measured by indicators of abilities, values, attitudes and interests. Training has a significant effect on the competence of employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province, thus, it is more suitable for the training methods provided, complete and adequate training facilities, training participants who are directed to the problems that become their duties and functions, evaluations held at each training then it will have a significant effect on increasing capacity, increasing work value, attitudes and interests of employees in the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province. According to Siagian (2016: 15) competency is a behavioral characteristic that describes the motives, self-concept, values, knowledge or skills shown by

superior workers in their work. Motives, self-concept and individual values shape the attitude of the individual. The results of the study show that training has a significant effect on competence. With training conducted for employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province, employee competence will increase significantly. The results of this study are in accordance with research conducted by Febiyani (2022) which found that training has a significant effect on the competence of employees at the Regional Secretariat of Banyuwangi Regency. However, this is contrary to research conducted by Muhlisin, Zainuri and Sumekar (2021) which found that training had no significant effect on competency.

The Influence of Education on Employee Performance

Based on the results of the study, it shows that education has no significant effect on performance with t count which is smaller than t table and a significant level above 0.05. Education is measured based on indicators of educational level, suitability of majors, knowledge and disciplines that do not have a significant effect on employee performance as measured based on indicators of work quality, productivity, attendance and independence. Education has no significant effect on the performance of employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province because even though they have been accepted for the educational qualifications required in the agency, the placement in the work unit does not refer to the educational qualifications and scientific disciplines possessed by the employee so that education does not significantly affect the performance of employees. significantly affect the performance of existing employees in the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province. Notoatmodjo (2013: 23) defines that employee performance is a measure in an organization of the extent of employee loyalty to their work and the extent to which the award is given by the organization in the context of developing human resources. Based on the results of the study it is known that education has no significant effect on employee performance at the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province. (BAPPEDA) North Sulawesi Province. The results of this study are supported by research conducted by Muhlisin, Zainuri and Sumekar (2021) which found that education has no significant effect on employee performance. but contrary to research conducted by Prasetyo and Nurninda (2017) which found that education has a significant effect on employee performance.

The Effect of Training on Employee Performance

Based on the results of the study, it shows that training has no significant effect on employee performance with t count which is smaller than t table and a significant level above 0.05. Training measured based on indicators of training materials, training methods, training facilities, training participants and training evaluation has no significant effect on employee performance at the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province. The training carried out by the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province has not been carried out consistently and refers to the problems faced by employees in agencies so that the training carried out does not have a major impact on improving performance or improving the performance of employees in the Regional Development Planning Agency (BAPPEDA) Province of North Sulawesi. Notoatmodjo (2013: 23) defines that employee performance is a measure in an organization of the extent of employee loyalty to their work and the extent to which the award is given by the organization in the context of developing human resources. Based on the research results, it is known that training has no significant effect

on employee performance at the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province.

The results of this study are in accordance with research conducted by Muhlisin, Zainuri and Sumekar (2021) which found that training had no significant effect on employee performance, however contrary to research conducted by Safitri (2019) who found that training had a significant effect on employee performance.

The Effect of Competence on Employee Performance

Based on the results of the study, it shows that competency has a significant effect on employee performance with t count which is greater than t table and a significant level below 0.05. Competence is measured based on indicators of abilities, values, attitudes and interests that have a significant effect on employee performance as measured by indicators of quality of work, productivity, attendance and independence. The competencies possessed by employees will affect the work results of employees in the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province. By increasing competence, employee performance will increase significantly. Hasibuan (2018: 54) Performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time. Performance can be assessed from what is done by an employee in completing their duties. A person with quality performance, in carrying out his work, of course carries it out optimally and with full responsibility and is able to work together with colleagues or superiors. Competence possessed by an employee will encourage employees to achieve optimal work results so that competence has a significant effect on the performance of employees in the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province. The results of this study are in accordance with research conducted by Ratnasari and Ulfah (2021) who found that competency has a significant effect on employee performance. further research by Saluy et al (2019) which found that competency has a significant effect on employee performance.

The Effect of Education on Employee Performance which is mediated by the Competence

Based on the results it was found that education has an indirect, not significant effect on employee performance through competence. This is caused by the calculated t value using the Sobel Test calculation which is smaller than the t table value. Education has a variety of agendas and responsibilities in the method of receiving and cultivating the capacity of each individual's expertise. Education makes a person prepared to have reserves so that they are ready to know, master and develop the principles of thinking perfectly so that they can solve problems that will be faced in life to come. Things like this will be seen in their performance, which will ultimately lead to increased work creativity. Education will encourage employees to produce more optimal performance because it is in accordance with the needs of the organization and is influenced by the competencies they have. However, based on the results of research on the effect of education on employee performance through competence, it was found that there was no significant indirect effect of education on employee performance through the competence of the employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province. The results of this study are in accordance with Sakinah's research (2021) which found that competency does not mediate the relationship between education and employee performance but contradicts Febiyani's research (2022) where competence mediates the relationship between education and employee performance.

The Effect of Training on Employee Performance which is mediated by the Competence

Based on the results it was found that training had an indirect, not significant effect on employee performance through competence. This is caused by the calculated t value using the Sobel Test calculation which is smaller than the t table value. Training can be a means for employees in the process of developing their performance, because the existing training is able to make ASN and THL able to do work in accordance with the goals of the institution. Training is a process, technique and method of teaching and learning with the intention of transferring one's knowledge to others with predetermined standards. Training will encourage employees to get increased competence and will affect work results or employee performance. However, based on the results of research on the effect of training on employee performance through competence, it was found that there was no significant indirect effect of training on employee performance through the competence of the employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province. The results of this study are supported by the research of Prasetyo and Nurninda (2017) which found that competence mediates the relationship between training and employee performance with a lower influence but contradicts Sakinah's research (2021) where competence mediates the relationship between training and employee performance.

CLOSING

Conclusion

1. Education has a significant effect on the competency of the employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province.
2. The training has had a significant impact on the competency of the employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province.
3. Education has no significant effect on the performance of employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province.
4. Training has no significant effect on the performance of employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province
5. Competence has a significant impact on the performance of employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province
6. Education has no significant effect on employee performance through competence. Competence does not mediate the influence of education on the performance of employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province.
7. Training has no significant effect on employee performance through competence. Competence does not mediate the effect of training on the performance of employees of the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province.

Suggestion

1. For the Regional Development Planning Agency (BAPPEDA) of North Sulawesi Province. Education has no significant effect on employee performance so that agencies should pay more attention to the placement of employees in accordance with the education attained. Training has no significant effect on employee performance so that agencies should consistently analyze work-related problems faced by employees and provide consistent training for employees. competence does not mediate the effect of education and training on employee performance, so agencies should pay more attention to employee education and training to increase competence so that employee performance will increase..

2. For future researchers, who will examine the same subject matter in order to be able to use other variables and indicators so that they can add insight regarding education, training, competence, and employee performance.

REFERENCE

- Dessler, G (2011). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Indeks, Febiyani, V. (2022). Analisis pengaruh pendidikan serta pelatihan terhadap kinerja pegawai melalui kompetensi sebagai variabel intervening (studi pada sekretariat daerah kab. banyuwangi). *Jurnal Unmuh Jember*. Vol.1. No.1.
- Ghozali, I. (2015). *Aplikasi Analisis Multivariete Dengan Program IBM SPSS 23 (Edisi 8). Cetakan ke VIII*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hasibuan, S.P.M (2018) *.Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara
- Mangkunegara, A.P. (2015). *Sumber Daya Manusia Perusahaan*. Cetak keduabelas. Bandung: Remaja Rosdakarya.
- Mangkuprawira. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara
- Muhlisin, M. Zainuri, Z. Sumekar, K. (2021) Pengaruh Pendidikan dan Pelatihan Serta Kompetensi Terhadap Kinerja Operator Sistem Informasi Administrasi Kependudukan Desa (Siapkedesa) Se Kabupaten Rembang Dengan Motivasi Kerja Sebagai Variabel Intervening. *Jurnal Studi Manajemen Bisnis*. Vol. 1. No. 2.
- Mulyasa, E. (2017). *Standar Kompetensi*. Bandung: PT. Remaja Rosdakarya.
- Notoatmodjo, S (2013) *Pengembangan Sumber Daya Manusia*, Jakarta: PT. Rineka Cipta.
- Perwir, F., N. Marlon, S. Muryanto, A. (2020). Pengaruh Pendidikan Dan Pelatihan Terhadap Pengembangan Karier Aparatur Sipil Negara dengan Kompetensi Sebagai Variabel Intervening pada UPT SAMSAT Medan Selatan. *Jurnal RI-USU*. Vol. 2. No.7
- Prasetyo, A.I., Nurnida, I. (2017). Analisis Pengaruh Pendidikan Dan Pelatihan Terhadap Kinerja Melalui Kompetensi (Studi Pada Unit SDM PT Kereta Api Indonesia (Persero) Bandung). *Jurnal Ecodemica*. Vol.1 No.1, Hal. 56-78
- Ratnasari, S.L., Ulfah, D. (2021). Pengembangan Sumber Daya Manusia, Pelatihan Dan Kompetensi Terhadap Kinerja Karyawan. *Jurnal Dimensi*. Vol.10 No.1, Hal. 127-142.
- Safitri, D.E. (2019). Pengaruh Pelatihan Terhadap Kinerja Karyawan. *Jurnal Dimensi*. Vol.8 No.2, Hal 240-248
- Sakinah, N. (2021). Pengaruh Pelatihan Kerja Terhadap Kinerja Karyawan Dengan Kompetensi Sebagai Variabel Intervening (UMKM Brosem Sari Apel Batu). *Jurnal UMM*. Vol.1 No.1, Hal. 151-161
- Saluy, A.B., Musanti, T., Mulyana, B. (2019). Pengaruh Pelatihan, Motivasi Kerja Dan Kompetensi Terhadap Kinerja Personel Di Makosek Hanudnas I. *Journal Of Management And Business Review*. Vol. 16 No.1, Hal. 87-109.
- Shafiq, S., Hamza, S.M. (2017). The Effect Of Training And Development On Employee Performance In Private Company, Malaysia. *International Journal of Education, Learning and Training*. Vol.2 No.2, Hal. 2289-6694.
- Siagian P. (2016). *Manajemen Sumber Daya Manusia*. Cetakan Kedua Puluh Empat. Jakarta: Erlangga
- Sugiyono. (2013). *Metode Penelitian Kuantitatif*. Bandung: Alfabeta.
- Simamora, E. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group
- Suwarto. (2014). *Manajemen SDM dalam Organisasi Publik dan Bisnis*. Bandung: Alfabeta.
- Wayne, M., R. (2008). *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga
- Wibowo, (2017). *Manajemen Kinerja. Edisi Ketiga*, Jakarta: Raja Grafindo Persada
- Kankaew, K., Yapanto, L. M., Waramontri, R., & Arief, S. (2021). *Uncertain Supply Chain Management Supply chain management and logistic presentation : Mediation effect of competitive advantage*. 9, 255–264. <https://doi.org/10.5267/j.uscm.2021.3.007>

Yapanto, L. M., Diah, A. M., Kankaew, K., Dewi, A. K., Dextre-Martinez, W. R., Kurniullah, A. Z., & Villanueva-Benites, L. A. (2021). The effect of crm on employee performance in banking industry. *Uncertain Supply Chain Management*, 9(2), 295–306.
<https://doi.org/10.5267/j.uscm.2021.3.003>