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Analysis of The Effect of Training Education (Diklat), Work Period and Career Development on Personnel Performance of The Medical aAnd Health Center of The Republic of Indonesia State Police

Deti Novalia[1], Zulkifli Rangkuti[2], Eddy Hermawan Hasudungan Panjaitan[3]
[1] Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. dnovalia48@gmail.com
[2] Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. zrangkuti@gmail.com
[3] Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. eddypanjaitan997@gmail.com

Corresponding Author: dnovalia48@gmail.com[1]

Abstract: The purpose of this study is to describe and analyze the influence of education and training (diklat) on personnel performance, the influence of length of service on the performance of Pusdokkes Polri personnel, the influence of career development on personnel performance, and the influence of training, length of service, and career development simultaneously on the performance of Pusdokkes Polri personnel. There is an influence of training on work behavior , this can be seen from the calculated t_{value} for Training (X_1) of 4.804 while the t_{table} value for n = 115 is 1.981. So 4.804 > 1.981, then H_0 is rejected and H_a is accepted. There is an influence of training on work behavior, this can be seen from t_{value} for training (X_2) is 8.434 while the t_{table} value for n = 115 is 1.981. So 8.434 > 1.981, then H_0 is rejected and H_a is accepted. There is an influence of supervision on work behavior, this can be seen from The calculated t_{value} for career development (X_3) is 4.253 while the t_{table} value for n = 115 is 1.981. So 4.253 > 1.981, then H_0 is rejected and H_a is accepted. There is an influence of training, length of service, and career development which jointly influence the performance of the personnel of the Indonesian National Police Health Center, this can be seen from the calculated F_{value} is 119.862 while the F_{table} (α0.05) for n = 115 is 2.45. So the calculated F is > from the F_{table} (α0.05) or 119.862 > 2.45, with a significance level of 0.000 because 0.000 < 0.05

Keyword: Training, Length of Service, Career Development, Personnel Performance.

INTRODUCTION

Human resources (HR) are a key pillar in public sector organizations, including the Indonesian National Police (Polri). The successful implementation of the Polri's core duties and functions is supported not only by technology, budget, and infrastructure, but primarily by the quality and professionalism of its personnel. Within the Polri Medical and Health Center

(Pusdokkes), the quality of human resources is a crucial factor in determining the success of medical services, operational health support, forensic services, emergency response, and crisis and disaster response.

In the context of the dynamics of law enforcement and national security, the National Police Health Center (Pusdokkes Polri) functions not only as a regular health service unit, but also has operational responsibilities in various police activities such as humanitarian operations, disaster management, forensic medicine, periodic health checks, and supporting other technical tasks requiring professional medical personnel. The complexity of these roles and duties requires personnel with superior competency, high discipline, and measurable performance.

However, achieving high performance requires managerial intervention that addresses various aspects of competence, experience, and work motivation. Three fundamental factors closely related to performance are education, training , tenure , and career development . These three factors are crucial elements in employee management within the Indonesian National Police (Polri), directly related to the accumulation of competence and work loyalty of personnel.

Improving personnel performance is a key focus of the Indonesian National Police's Health Center (Pusdokkes Polri) human resource management. Personnel performance reflects not only an individual's ability to perform their duties but also an indicator of the organization's overall service quality. In the healthcare sector, even small errors resulting from poor performance can seriously impact patient safety, service quality, and even the institution's credibility.

Another aspect that influences performance is career development. In the context of the Indonesian National Police's Health Center (Pusdokkes Polri), career development includes job placement, promotions, promotion opportunities, and competency development. However, the following data demonstrates a perceived mismatch between needs and realities on the ground.

Education and training (diklat) is a human resource development strategy aimed at improving the technical skills, knowledge, and professional attitudes of personnel. Within the Indonesian National Police's Health Center (Pusdokkes Polri), various training programs have been implemented, ranging from medical technical training, forensic medicine training, disaster management training, to training oriented towards modern health technology. However, the reality on the ground shows that the effectiveness of these programs is not always optimal. Not all personnel have the opportunity to participate in training according to job requirements, some training is not relevant to the tasks they perform, and training outcomes are often not well implemented in work practice. Furthermore, the availability of time for training clashes with busy operational demands, resulting in less than optimal learning outcomes. This situation raises fundamental questions about the extent to which training has a real impact on improving the performance of Pusdokkes Polri personnel.

Besides education and training, length of service is often considered a key determinant of professional maturity. The longer a person works, the more experience and practical knowledge they possess, which is expected to contribute to improved performance. However, this is not always the case. Long tenure does not automatically translate to high performance. In some cases, senior personnel tend to experience burnout, resistance to technological change, or even motivational stagnation.

Another equally important factor is career development. For personnel at the Indonesian National Police Medical Center (Pusdokkes Polri), career development includes promotions, structural and functional promotions, assignments, and career patterns that support increased competence and work motivation. Good career development generally increases commitment, loyalty, and work enthusiasm. However, in practice, some personnel feel that the promotion and job placement system is not fully transparent or does not always align with competencies. Some personnel also feel stagnant due to limited career opportunities that align with their health

expertise. This mismatch between expectations and reality in career development can decrease job satisfaction, which ultimately has the potential to reduce performance. This provides an important basis for further research into how career development affects the performance of Pusdokkes Polri personnel.

METHOD

Types of research

This research uses a quantitative approach. A quantitative approach emphasizes the meaning, reasoning, and definition of a particular situation (in a specific context), focusing more on issues related to everyday life. Quantitative research methods can be defined as research methods based on the philosophy of positivism, used to research specific populations or samples. Sampling techniques are generally random, data collection uses research instruments, and data analysis is quantitative or statistical in nature with the aim of testing established hypotheses.

Sample population

A population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2022 :80). A sample is a small part of a population, so the population in this study is the personnel of the Indonesian National Police Medical and Health Center . A population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2022 :80). A sample is a small part of a population, so the population in this study is the personnel of the Indonesian National Police Medical and Health Center.

Method of collecting data

Research instruments are tools used by researchers to collect the data needed to answer the problem formulation and test the research hypothesis. In this study, the main instrument used was a questionnaire compiled based on indicators for each research variable, namely Training (X_1), Working Period (X_2), Career Development variables (X_3), and Employee Performance (Y).

The data collection techniques used in this study are as follows:

1. Questionnaire

   Questionnaires were given to respondents to determine the influence training, work period, and career development on the performance of personnel at the Indonesian National Police Medical and Health Center.

   Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

   A question is positive if the answer is:

   a) Strongly Agree Score 5
   b) Agree Score 4
   c) Quite Agree Score 3
   d) Disagree Score 2
   e) Strongly Disagree Score 1

   Likert scale. The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.
2. Research Instruments

   Instrument research on training variables (X_1), Working Period (X_2) Career Development variables (X_3), and Employee Performance (Y) in the form of a

questionnaire with a Likert scoring model filled out by respondents on the distributed questionnaire. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) with value weights for positive and negative statements.

Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

Validity Testing

The basis for decision making in validity testing is as follows :

a) If the r value is positive and the r result is > r table , then the item or variable is valid.
b) If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

The basis for decision making in the reliability test in this study is as follows:

a) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable.
b) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X_1 and X_2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu_{Y/X_1, X_2, \ldots, X_n} = A + B_1X_1 + B_2X_2 + \ldots + B_nX_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of

the coefficient of determination is between zero (0) and one (1). A small r^2 value means that the ability of the independent variables to explain the variable's variation is very limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables "X_1" and "X_2" with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value

Hypothesis

The calculations or analysis in this study utilize the SPSS computer program for Windows 2 9. The test statistics used are:

a. F test

The F test statistic is used to determine simultaneously (multiple) the influence between the Influence of Work Experience and Work Skills on the Work Productivity of Members of the Traffic Directorate of Polda Metro Jaya, with the test results being:

1) H o is accepted if F count < F table
2) H o is rejected if F count > F table .

b. t-test

To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:

1) H_0 is accepted if t count < t table
2) H_0 is rejected if t count > t table.

RESULTS AND DISCUSSION

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of variable X_1 (Training), variable X_2 (Work period) and variable Y (Career development), and analyzed using parametric statistics with the program SPSS Release 29.0 For Windows, to determine whether each studied variable has a positive or negative influence on personnel performance. Data were analyzed using the analysis regression command (option) found in the SPSS main menu. The values in each SPSS output are described as follows:

a. Multiple Linear Regression Test

Table 1. Results of the Regression Equation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	9,369	2,356		3,976	,000
	Training (X1)	,268	,056	,281	4,804	,000
	Working period(X2)	,454	,054	,533	8,434	,000
	Career development(X3)	,211	,050	,227	4,253	,000

a. Dependent Variable: Personnel performance (Y)

- ❖ Value a = 9.369 it can be interpreted that if individual characteristics, length of service and career development have a value of zero then personnel performance has a positive value of 9,369.
- ❖ The regression coefficient of Diklatb 1 = 0,268 can be interpreted that if the training value increases by one, the personnel performance value will also increase by 0,268 .
- ❖ Regression coefficient of work period 2 = 0,454 it can be interpreted that if the length of service increases by one, the personnel performance value will also increase by 0,454.
- ❖ Career development regression coefficient b 3 = 0,211 it can be interpreted that if career development increases by one, the personnel performance value will also increase by 0,211.

Coefficient of Determination

The R Square value is 0,764, this shows that 76,4% of the Training variable (X_1), the Length of Service variable (X_2) and the Career Development variable (X_3) are simultaneously (together) related to the Personnel Performance variable (Y) and the remaining 23,6% are related to other factors not examined in this study.

Hypothesis Testing Results

t test

1) The influence of training (X_1) on personnel performance (Y).
   Based on the coefficients table above, the calculated t value for Training (X_1) is 4.804. while the t_{table} value for n = 115 is 1.981. So 4.804 > 1.981, then H_0 is rejected and H_a is accepted, it can be stated that training (X_1) has an effect on personnel performance (Y) at the Indonesian National Police Medical Center.
2) The influence of length of service (X_2) on personnel performance (Y)
   Based on the coefficients table above, the calculated t value for the length of service (X_2) is 8.434 while the t_{table} value for n = 115 is 1.981. So 8.434 > 1.981, then H_0 is rejected and H_a is accepted, it can be stated that the length of service (X_2) has an effect on personnel performance (Y) at the Indonesian National Police Medical Center.
3) The influence of career development (X_3) on personnel performance (Y).
   Based on the coefficients table above, the calculated t value for Career Development (X_3) is 4.253. while the t_{table} value for n = 115 is 1.981. So 4.253 > 1.981, then H_0 is rejected and H_a is accepted, it can be stated that career development (X_3) has an effect on personnel performance (Y) at the Indonesian National Police Medical Center.

F test

Based on the results of the analysis in the table above, namely the ANOVA test, the calculated F value was 119.862. while the F table (α 0.05) for n = 115 is 2.45. So the calculated F is > from the F_{table} (α 0.05) or 119.862 > 2.45, with a significance level of 0.000 because

0.000 < 0.05, it can be said that Training (X_1), Length of service (X_2) and Career development (X_3) jointly influence personnel performance (Y).

CONCLUSION

1. There is an influence of training on work behavior , this can be seen from the calculated t value for training (X_1) is 4,804 while the t_{table} value for n = 115 is 1,981. So 4,804 > 1,981, then H_0 is rejected and H_a is accepted, it can be stated that the training (X_1) influences Work Behavior (Y) at the Indonesian Police Health Center.
2. There is an influence of training on work behavior, this can be seen from The calculated t value for the length of service (X_2) is 8,434 while the t table value for n = 115 is 1,981. So 8,434 > 1,981, then H_0 is rejected and H_a is accepted, it can be stated that the length of service (X_2) has an effect on personnel performance (Y) at the Indonesian National Police Medical Center.
3. There is an influence of career development (X_3) on personnel performance (Y) , this can be seen from The calculated t_{value} for Career Development (X_3) is 4,253 while the t_{table} value for n = 115 is 1,981. So 4,253 > 1,981, then H_0 is rejected and H_a is accepted, it can be stated that career development (X_3) has an effect on personnel performance (Y) at the Indonesian National Police Medical Center.
4. There is an influence of training, work period, and career development which together have an effect on the performance of the personnel of the Indonesian National Police Health Center, this can be seen from the calculated F_{value} is 119,862 while the F_{table} (α0,05) for n = 115 is 2,45. So the calculated F is > from the F_{table} (α0,05) or 119,862 > 2,45, with a significance level of 0,000 because 0,000 < 0,05, it can be said that Training (X_1), Training (X_2) and Supervision (X_3) together have an influence on Work Behavior (Y).

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