

# Hubungan antara pelatihan dan kompetensi dengan motivasi kerja pegawai Badan Penelitian dan Pengembangan Hak Asasi Manusia Departemen Hukum dan Hak Asasi Manusia RI

Poorwati, author

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## Abstrak

The background of the research is based on the empirical and theoretical phenomena that in the General Directorate of Common Law Administration there is an indication of low level of job satisfaction among the employee. This condition is caused by the environment of organization and leadership which have not fulfilled the expectation of the employees in the office.

The location of this research is in the General Directorate of Common Law Administration in the Department of Law and Human Rights. The problems in the research are 1) is there any influence of environment of organization on job satisfaction, 2) is there any influence of leadership on job satisfaction, 3) is there any influence of environment of organization and leadership concurrently on job satisfaction in the directorate. To find the answers on those research questions, data analysis is using descriptive statistic (cross-tabulation and distribution of frequency) by evaluate data of perception and analyse it in finding solution based on theoretical approach suitable with the variables.

According Milkovich and Boudrem (1997, 222) training is a process that systematically change the attitude, knowledge, official motivation to fulfill characteristics of employee's need and their demand. On the other hand according to Arep (2003.116), training is mean to : 1) Enhancing the motivation of working, 2) Developing knowledge, capability and skill in performing daily activities, 3) Creating self confidence and eliminating the inferior, 4) implementing duty smoothly, 5) Positive manner to the company, 6) in creasing the working spirit. 7) increasing awarness to the company, 8) Developing respect between employee, 9) Encouraging employee to give the best result, 10) Encouraging employee to serve the best service.

According Hamel and Prahalan (1995 : 535) competencies is a set of skill capability and technology which is independent Micko (202: 22) saying that the urgency of individual role in organization need a strategy of competencies development to enhance and motivation and working productivity . Motivation, according to Stephen Robbins (2001 :166) is the agreement to give the high effort for organization objectives, which is accompanied by an effort to fulfill individual need.

The result of the research shows that majority of the respondents do not satisfied because the role of education and training in the system of promotion is not the criteria to be promoted; it have not increased motivation of work; they do not have full trust from their supervisor even they have increased their knowledge through education and training; they have less opportunity to perform well and if they do that there will be no appreciation; and they have no opportunity to have more responsibility after being educated and trained.

Related to employee's competency, the result shows that the majority of respondents feel that they do not have ability to hear, understand, give respond to other thinking, point of view and personality; cannot expand their confident and self control; cannot work systematically; cannot make quick and accurate action; cannot understand and implement good governance; cannot develop innovation, creation, and motivation; cannot give or implement monitoring system; and cannot push others to make a team work.

The employees who have high and very high motivation are 19 employees and the rest of 107 can be categorized in very low and fair motivation. The distribution of them is in the echelon IV and staff. The variable of motivation has positive and strong relation and also significant with the variable of training.

That condition can be interpreted that the relation between motivation and training is consistent, in term of if the programme of training is increased or improved the motivation of the employees will also increase. Then, the variable of motivation has positively strong and significant with the variable of competency.

Base on the result that shows that competency and motivation of employees in the echelon IV and staff are low in a specific field such as research, it is suggested that the functionaries try to give priority on specific training and supervision for them.