THE ROLE OF COMPENSATION AS A MEDIATOR OF THE INFLUENCE OF LEADERSHIP TRAINING AND TECHNICAL TRAINING ON THE PERFORMANCE OF NORTH SUMATERA GOVERNMENT OFFICIALS

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Abstract: *This study was aimed to discover the role of compensation as the mediator of the influence of leadership training and technical training on the performance of North Sumatera government officials.*

The research type was descriptive quantitative. The independent variables were leadership training and technical training. Compensation was the intervening variable and the dependent variable was employee performance. The population of this study was 3021 civil servants in North Sumatera Province. The research sample was 119 people who agreed to be interviewed and the sampling process was performed by purposive random sampling.

Leadership training and technical training variables significantly influence the performance of North Sumatera government officials and compensation was a mediator of the relation between leadership training and technical training at 5 % alpha rate of the variables.

Keywords: *Leadership Training, Technical Training, Compensation, Official and Performance.*

1. INTRODUCTION

Indonesia is currently experiencing basic changes in the implementation of the governance system. Central, regional and local governments are expected to be: accountable, competitive, public friendly, and focused on performance. Government organizations are also challenged to fulfill the expectations of various stakeholders (service recipients, employees, loan/grant giving institutions, public, and taxpayers). This demand requires government organizations to be as professional as private organizations. Government organizations must have strategic management system. Because the external world is very unstable, planning system must control any uncertainty faced. Government organizations, therefore, must be strategy-focused. Strategy is hypotheticals, a dynamic process, and the task of every staff. Government organizations also must experience and conduct trials, learn, and adapt with changes. The Law of State Civil Apparatus (ASN) No 5 Year

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2014 on State Civil Apparatus (ASN) which regulates the Management of Civil Servants (PNS) and Government Employees with Work Contracts is implemented. There's also reformation of Payment, Allowance, and Facilities of Civil Servants, Performance and Discipline of Civil Servants, Pension Plan and Pension, and ASN Employee Profession Corps. They're expected to be important foundations for the development of modern, clean, high integrity, professional, and high performance bureaucracy in the future. It will support the performance of state civil apparatus related to their rights and obligations. To be effective at working, the employees undergo various trainings and technical guidance to improve their performance. Khan et al (2011) state that training is an important element or dimension in performing the functions of an organization. Further, Umar et al (2013) state that training can improve efficiency and effectiveness. Systematic training can restructure behaviors, attitudes, and skills, as well as learning aspect, and impact performance.

Training dimensions consist of Training Needs Assessment which has personal, task and organizational, knowledge, ability and skill analysis and diagnosis indicators (Nikendei, 2005). Training Content and Delivery Approach which have work commitment, technical skill, and instructional material indicators. Training Evaluation consists of training criteria, purpose conformity, strength and weakness, Shaheen, *et al* (2013). Learning process improves the skills of Civil Servants. To achieve maximum efficiency and effectiveness, there are Civil Servant education and training regulations and implementations to improve dedication, quality, mastery, abilities, and skills. Training types for civil servants are Leadership Education and Training and Technical Education and Training (Rasdianto and Muda, 2014). Leadership Education and Training is training which provides insights, knowledge, mastery, skills, attitudes, and behaviors in apparatus's leadership to fulfill leadership competence requirements in a certain structural position level. Leadership training is held to fulfill government apparatus's leadership competence requirements consistent with structural position level. Meanwhile, Technical Education and Training are technical training to fulfill technical competence requirements required to perform Civil Servants' tasks. Technical competence is Civil Servants' ability in certain technical fields to perform their duties. It's a common phenomenon in this country that nearly all government leaders put Human Resources (SDM) development at the top of their work programs. The implementation of human resources development isn't as it should or in name only. This is because of lack of budget allocated for human resources development. They prioritize budget allocation for physical development, because the results are more visible than human resources development whose result can be seen decades in the future. In the reformation era today, their positions depend on their own constituents. It can't be denied that education and training are some of the main approaches in developing human resources (Nikendei, 2005).

Compensation variable mediates the relation between training and employee performance. Compensation is something accepted by employees to replace their service contributions to the organizations (Borzaga and Tortia, 2006). To formulate fair compensation system, the government should perform "work evaluation". With evaluation, management can consider and measure employees' input on skills, workloads, responsibilities, etc. to determine minimum performance and change measurement in money unit. Compensation is also employees' primary motivation to work because they can fulfill their needs by financial compensation. So, compensation influences employee performance. The problem of this study is "Does Compensation Act as a Mediator of the Influence of Leadership Training and Technical Training on the Performance of North Sumatera Utara Government Officials? "

2. LITERATURE REVIEW

2.1. Theoretical Study

2.1.1. *Achievement Motivation Theory*

Nickendei, at al (2005) state that motivation is the key to start, control, maintain, and direct behaviors. Motivation is also the driver from within someone, meaning s/he has power to achieve success and his/her goals. Motivation is a process which explains intensity, direction, and perseverance of an individual to reach his/her goals. General motivation is related to efforts to reach any goal. Three main elements in this definition are intensity, direction, and perseverance related to how determined one makes attempts. High intensity to produce satisfying work achievement must be directed toward benefits. Perseverance is a measurement of how long one can maintain his/her attempts (Robbins and Judge, 2007). Employee performance is behaviors relevant to the goals of the organization under the control of individual employee. (Hong, at al, 995)

2.1.2. *The Influence of Leadership Training on Employee Performance*

Gunu at al (2013) state that training is the most important component in improving organizational performance. Holding trainings more often will impact productivity, efficiency, and overall stakeholders. Training is based on directions given, not only to organizational goals but also overall benefits of the organization (Raja, 2011).

2.1.3. *The Influence of Technical Training on Employee Performance*

Kiruja and Makuru (2013) state that the success of an organization is in the achievement of strategic goals by employees. The function of employee performance is in the ability from training s/he has taken and applied in performing his/her

duties and functions. An organization will be effective and dynamic if it reduces bureaucracy and tiered organizational structure.

2.1.4. The Impact of Compensation/Remuneration on Employee Performance

Remuneration and compensation are policies adopted by organization to improve work performance and productivity. Today, compensation policy is one of the keys of organizational success. Many organizations adjust their remuneration policies and enter organizational strategic policies.

2.2. Review of Previous Researches

Matrix of the results of previous researches similar with this study can be seen in Table 1 below:

2.3. Conceptual Framework

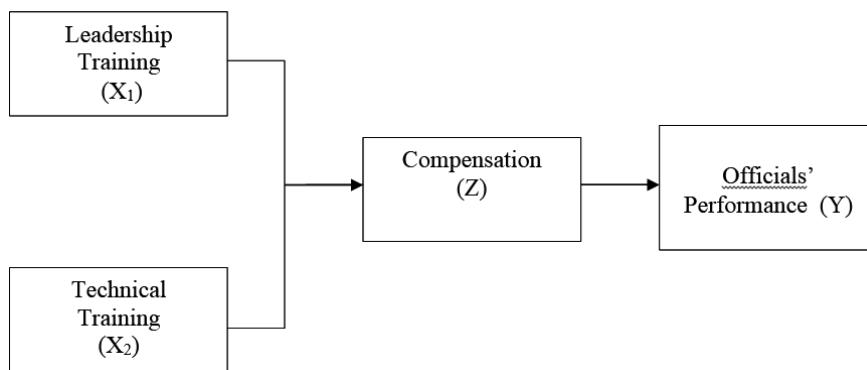The conceptual framework used in this study was:

Figure 1: Conceptual Framework

2.4. Research Hypothesis

The hypothesis of this research was "Compensation acts as a mediator of the influence of leadership training and technical training on the performance of North Sumatera government officials."

3. MATERIAL AND METHODS

3.1. Research Design

The research design was survey. The research data used was primary data from survey on departments in the government of North Sumatera Province with 119 respondents.

Table 1
Review of Previous Researches

No.	Year	Name	Title	Variable	Research Result
1.	2011	Khan et al	Impact of Training and Development on Organizational Performance	Training and Development, On the Job Training, Training Design, Delivery style, Organizational Performance.	Training and Development, On the Job Training, Training Design and Delivery style have significant affect on Organizational Performance and all these have positively affect the Organizational Performance. It means it increases the overall Organizational performance. We also prove our Hypothesis through empirical data. However, results are strongly based on the literature review.
2	2013	Gunu, et al	Empirical Study Of Training And Development As A Tool For Organizational Performance: Case Study Of Selected Banks In Nigeria	Training and Development, Organizational performance	The result in the coefficient table however, indicated that only three variables were significant: organizational commitment to Training and Development, frequency of Training and Development and reward for best performance
3.	2014	Wahab et al	Employees' Perception and Motivation Towards Training and Development Programmes in Health Sector of Pakistan: A Case Study of Khyber Pakhtun Khwa	Training and development, Employees' motivation, Employees' perception	Organizational environment and political interventions are identified as the most important barriers for effectively conducting training and development programs.
4.	2013	Shaheen et al	Employees Training and Organizational Performance: Mediation by Employees Performance	Training, Employees Performance, Organization Performance	Overall results revealed significant and positive association between training and organization performance. The mediating role of employee performance also gave positive result.
5.	2014	Pule et al	Human Resource Policy And Job Satisfaction Of Employees In Knowledge-Based Enterprises: A Comparative Study Of The Indigenous And Expatriate Teaching Staffs Of Kampala International University	Promotional Policy, Training and Development Policy, Job Satisfaction	Increase job satisfaction among the indigenous teaching staffs, which will consequently increase productivity in the university.

No.	Year	Name	Title	Variable	Research Result
6	2015	Ngui, T. K.	*Effect of Human Resource Management Strategies on Performance of Commercial Banks In Kenya*	Human Resource Management and Strategies on Performance	Positive relationship between strategic human resource management and employee performance among commercial banks in Kenya. Training programs, participative work settings, recruitment and incentive arrangements provide proper motivation and combine to enhance firm performance in terms of market share and profitability.
7	2013	Otuko, et al	Effect of Training Dimensions On Employee's Work Performance: A Case of Mumias Sugar Company In Kakamega County	On Job Training, Training Dimensions, Training Evaluation Levels, Training Needs Assessment	Results show that there was a positive and significant effect between training needs assessment and employee performance in Mumias Sugar Company Limited. Training contents has a positive and significant effect on the employee performance in Mumias Sugar Company Limited and training evaluation and employee performance were positively and significantly.
8	2014	Nura, A. A.	*Human resource management practices and employee performance management in Nigerian higher educational institutions*	Performance management system, human resource management practices, employee behavior, information and communication technology	Information and communication technology and employee behaviors have been proven by this study as strategic tools that could be efficiently used by managers to effectively manage performance of their employees. This study encountered limitations such as inability to include other types of higher educational institutions like the polytechnics and colleges of education, unable to cover all the six regions in Nigeria instead focused on only one region the North West region.
9	2014	Jayakumar & Sulthan	Modelling: Employee Perception on Training and Development	Employee perception, Training and development	The training and development programmes have enhanced productivity, motivation level, and morale of employees and performance.
10	2014	Soud	Factors That Influence Employee Performance at the Fairmont Norfolk Hotel	Remuneration, employee performance	The impact of remuneration on employee performance showed that, employees generally agreed that if they are given good salaries and bonuses plus their remuneration being paid on time, their performance at the organization is positively impacted.
11	2009	Hamidun	*The Influence of Training on Employee's Work Commitment and Performance.*	Training, work commitment, employee's performance	Training commitment and training evaluation were found to be more important dimensions of training in affecting employee's work commitment and performance.

3.2. Population and Research Sample

The population in this study is classification III civil servants of the Work Unit of North Sumatera Province government. Sampling was performed by purposive random sampling technique which is sampling by certain criteria. Minimum sample size in this study was 119 Civil Servants (PNS) from 3021 respondents who joined leadership training (Diklatpim) and Technical Training.

3.3. Research Variable

The operational definition of each variable in this study is as follows:

Table 2
Operational Variables

Variable	Definition of Variable	Indicator	Scale	Measurement
Leadership Training (X_1)	Training which provides insight, knowledge, mastery, skills, attitudes, and behaviors in leadership of officials to fulfill leadership competence requirements in certain structural positions.	1. Needs Analysis. 2. Training Implementation. 3. Training Evaluation.	Ordinal	Likert Scale
Technical Training (X_2)	Training which provides skills and/or mastery of knowledge in general technical services and administration and management to support the main duties of relevant agencies.	1. Aid usage 2. Skill in describing superiors' policies 3. Teamwork 4. Communication with other agencies	Ordinal	Likert Scale
Compensation (Z)	Remuneration of the performance results contributed by employees	1. Basic salary 2. Facility 3. Honorarium	Ordinal	Likert Scale
Official's Performance (Y)	Achievements in working	1. Discipline 2. Performance 3. Attitude 4. Team Work 5. Enthusiasm. 6. Public Focus 7. Environment Care 8. Initiative	Ordinal	Likert Scale

3.4. Data Analysis

The data analysis method used to test the hypothesis in this study was SEM (Structural Equation Model). The research construct was as follows:

The formulated equation:
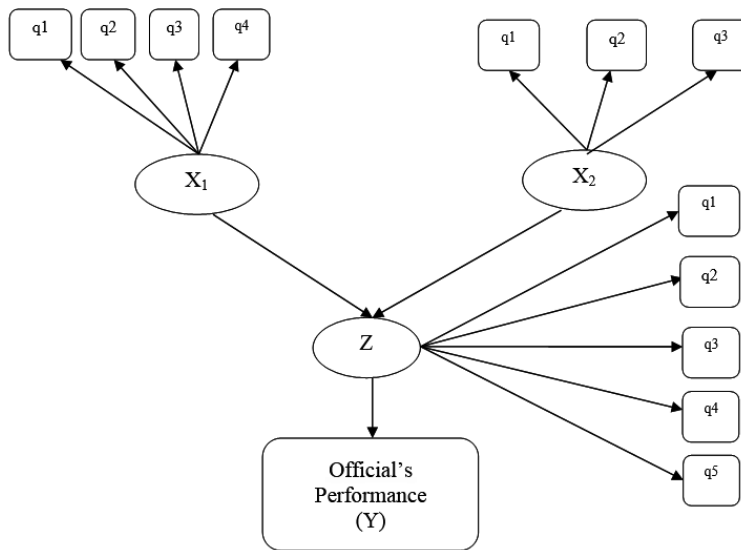
$$Y = \gamma_{11}X_1 + \gamma_{12}X_2 + \zeta \tag{1}$$

Figure 2: Research Model

$$Z = \gamma_{11}X_1 + \gamma_{12} X_2 + \gamma_{13}Y + \zeta \qquad (2)$$

Descriptions of letters in the figure:

ξ   : Measurement Error (*epsilon*) of the Construct (ksi)

Y   : Official's Performance (Y)

X_1 : Training

X_2 : Technical Education

Z   : Compensation

γ   : Parameter (gamma)

Analysis by SEM WarpPLS 5.0 requires several fit indices to measure the correctness of the proposed model. There are several fit indices and cut–off values to test whether a model is accepted of not (model goodness of fit test) as presented in:

Table 3
Goodness of Fit Index of Model

No	Goodness of Fit Index	Description	Cut of Point
1.	Effect size	To see the influence of latent variable of predictor	Weak (0.02). Medium (0.15) and Large (0.35)
2.	Output combined loadings and cross loadings	To test convergent validity of measurement instrument (questionnaire)	Loading must be above 0.70 and p value significant (<0.05)
3.	Output pattern loading and cross loading	To see correlation matrix among latent variables	Loading value above 1

No	Goodness of Fit Index	Description	Cut of Point
4.	Output indicator weight	Indicator weight on latent variable calculation	Indicator table
5.	Output latent variable coefficient	To see determination coefficient, instrument reliability, discriminant validity, full collinearity test and predictive validity	Indicator table
6.	Q squared (Stoner-Geisser coefficient)	Predictive validity or relevance of a group of latent variables of predictor on criterion variable	Positive, 0-100 %
7.	Full collinearity test	To test multicollinearity	< 3.3
8.	Output correlations among Latent variable	Correlation among latent variables	< 0.05
9.	Output block VIF	To test vertical collinearity	< 3.3
10.	Output correlation among indicator	Correlation among indicators	< 1
11.	Output indirect and Total Effect	To calculate the influence of mediating variable or causal relation among indicators by seeing direct and indirect effects and total effect.	< 0.05

Source: Sholihin (2013).

4. RESEARCH RESULT AND DISCUSSION

4.1. Data Description

The questionnaire distribution was:

Table 4
Questionnaire Distribution

Description	Total	Percentage
Distributed questionnaires	209	100%
Returned questionnaires	119	56.93%
Unreturned questionnaires	90	43.07%
Questionnaires which could be used in the study	119	56.93%

4.2. Data Quality Testing Analysis

4.2.1. Validity Test

For the results of questionnaires distributed to 119 respondents, *output* combined loadings and cross loading was used as convergent validity indicator, which is a part of measurement model in SEM-PLS (Kock, 2013).

Table 5
Output Combined Loadings and Cross-Loading
Combined loadings and cross-loadings

	X1	X2	Z	Y	Type (a	SE	P value
P1	0.713	0.029	–0.041	0.165	Reflect	0.077	<0.001
P2	0.719	–0.094	–0.118	–0.038	Reflect	0.077	<0.001
P3	0.788	0.116	0.033	–0.033	Reflect	0.075	<0.001
P4	0.752	–0.060	0.117	–0.085	Reflect	0.076	<0.001
DT1	–0.068	0.856	–0.067	–0.107	Reflect	0.074	<0.001
DT2	0.269	0.853	0.028	–0.089	Reflect	0.074	<0.001
DT3	–0.236	0.727	0.045	0.230	Reflect	0.076	<0.001
Kom1	–0.008	0.070	0.792	–0.110	Reflect	0.075	<0.001
Kom2	–0.165	0.032	0.841	–0.068	Reflect	0.074	<0.001
Kom3	0.171	–0.087	0.819	0.033	Reflect	0.075	<0.001
Kom4	-0.024	–0.066	0.749	0.103	Reflect	0.076	<0.001
Kom5	0.029	0.049	0.771	0.052	Reflect	0.076	<0.001
K1	–0.067	0.203	–0.055	0.748	Reflect	0.076	<0.001
K2	0.019	–0.026	–0.015	0.836	Reflect	0.074	<0.001
K3	–0.124	0.126	0.071	0.820	Reflect	0.075	<0.001
K4	0.143	–0.063	–0.033	0.684	Reflect	0.077	<0.001
K5	–0.008	–0.052	–0.102	0.722	Reflect	0.077	<0.001
K6	–0.028	0.025	0.141	0.643	Reflect	0.078	<0.001
K7	0.246	–0.158	–0.060	0.604	Reflect	0.079	<0.001
K8	–0.112	–0.097	0.048	0.769	Reflect	0.076	<0.001

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings.
P values < 0.05 are desirable for reflective indicators.
Sumber: Output WarpPLS 5.0. (2015).

The test result showed that outer model fulfilled convergent validity requirement for reflective construct as loading value is above 0.70 and p-*value* significant (<0.05). The result showed that construct test fulfilled convergent validity requirement and the loading to other constructs was lower than to the construct.

4.2.2. *Reliability test*

Based on, WarpPLS output, the result of reliability test is as follows:

Cronbach's alpha coefficients

X1	X2	Z	Y
0.730	0.742	0.854	0.874

Source: WarpPLS 5.0. Output (2015).

Based on the reliability test on 4 (four) constructs, Cronbach's Alpha is above 60 %, so all questions are reliable.

4.3. Goodness of Fit Model Test

Model fit indicators were arranged based on several indicators. Test result showed:

Model fit indices and P values

Average path coefficient (APC) = 0.208, P = 0.005

Average R-squared (ARS) = 0.166, P = 0.015

Average adjusted R-squared (AARS) = 0.148, P = 0.024

Average block VIF (AVIF) = 1.239, acceptable if <= 5, ideally <= 3.3

Average full collinearity VIF (AFVIF) = 1.362, acceptable if <= 5, ideally <= 3.3

Tenenhaus GoF (GoF) = 0.314, small >= 0.1, medium >= 0.25, large >= 0.36

Sympson's paradox ratio (SPR) = 0.600, acceptable if >= 0.7, ideally = 1

R-squared contribution ratio (RSCR) = 0.866, acceptable if >= 0.9, ideally = 1

Statistical suppression ratio (SSR) = 1.000, acceptable if >= 0.7

Nonlinear bivariate causality direction ratio (NLBCDR) = 0.800, acceptable if >= 0.7

Source: Output WarpPLS 5.0. (2015).

Thus, all model indicators fulfilled fit criteria.

4.3.2. *Multicollinearity Test*

Based on the result of correlation test among independent variables by considering VIF value, it was concluded that there was no multicollinearity problem. It's supported by Full Collon.VIF values which are small, none bigger than 3.3 (Kock, 2013)

Table 6
The Result of Multikolinieritas Test (Full collinearity VIFs)

X1	X2	Z	Y
1.507	1.324	1.055	1.563

Source : Output WarpPLS 5.0. (2015).

The result showed that among independent variables there was no multicollinearity as all AVIF values are smaller than 5 (Kock, 2013).

4.4. Hypothesis Test

The hypothesis states that Compensation acts as a mediator of the influence of leadership training and technical training on the performance of North Sumatera government officials. Test on individual coefficient of each independent variable is show in the Figure below:
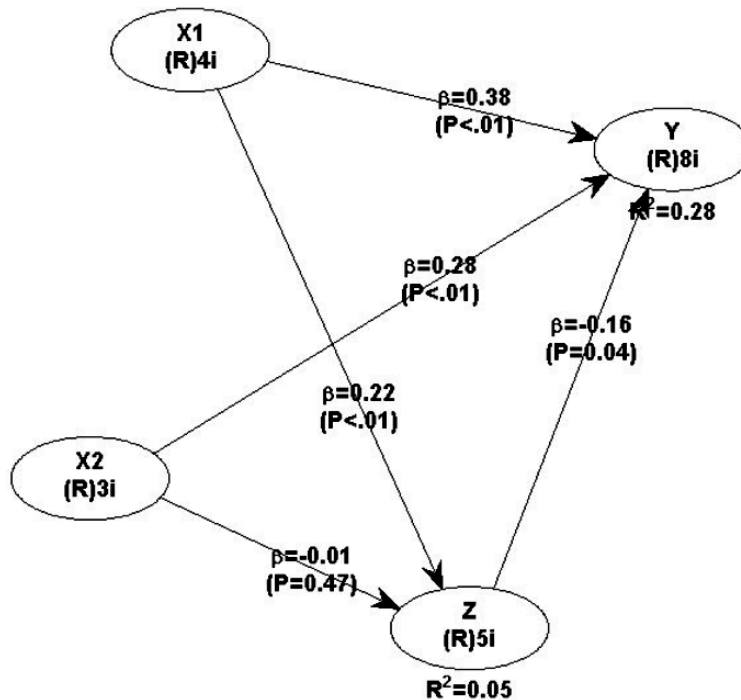
Figure 3: The Result of WarpPLS 5.0 Test

Based on the figure of Structural Equation Modeling, *t* statistic test results are:

1. Leadership Training Variable (X_1) with beta value 0.38 and *p*-value with probability level 0,01. Therefore, it can be concluded that $p = 0,001 < \alpha = 0,05$, rejecting H_0 and accepting Ha which states that Training variable has positive significant influence on employee performance.

2. Technical Training variable (X_2) with beta value 0.22 and *p*-value with probability level 0,01. Therefore, it can be concluded that $p = 0,001 < \alpha = 0,05$, rejecting H_0 and accepting Ha which states that Technical Training variable has significant influence on Punctuality Financial Statement Submission of Regional Government.

3. Compensation Variable (Z) with beta value –0.16 22 and *p*-value with probability level 0,04. Therefore, it can be concluded that $p = 0,04 < \alpha = 0,05$, rejecting H_0 and accepting Ha which states that Compensation variable has significant influence on employee performance.

From the description above, multiple regression equation from path coefficient below was formulated.

$$Y = 0.38\ X_1 + 0.22\ X_2 - 0.16Z + e$$

4.6.3. *The Result of Determination Coefficient Test (R^2)*

Determination coefficient is used to test the goodness-fit of the regression model, which can be seen in the value of R Square. R square only exists for endogenous constructs. For a group of latent variables of predictor on criterion variable, *Q-Squares* indicator or another term called *Stoner-Geisser Coefficient* is used (Sholihin and Ratmono, 2013). The amount of determination coefficient of equation is:

R-squared coefficients

X1	X2	Z	Y
		0.049	0.283

Source: WarpPLS 5.0. (2015) Output.

R Square value is 0,283. It means 28.3 percent of Compensation variable acted as a mediator of the influence of leadership training and technical training on the performance of North Sumatera government officials could be explained by the independent variables, while the remaining 71.7 % was explained by other factors outside of the model.

Q-squared coefficients

X1	X2	Z	Y
		0.062	0.404

Source: WarpPLS 5.0. (2015) Output.

Meanwhile, the value of *Q-squared* is 0.404, meaning model estimation showed good predictive validity amounting to 40.4 %.

Civil Servants (PNS) as the main element of State Official human resources determine the success of governance and development. Civil Servants who can play that role are Civil Servants who have competences which are indicated by loyal attitudes and behaviors and dedication to the State, good morality and mentality, professionalism, awareness of their responsibilities as public servants, and ability to strengthen the unity of the nation. Consistent with the demand of reformation for clean, dignified, transparent government in providing public services with determination to fight corruption, collusion, and nepotism, or better known as "*Good Governance*", the government must improve the professionalism of officials to have competitive advantage and apply bureaucratic ethics in providing services consistent with public's satisfaction and demands, or prime services. To develop officials described above, the government should train officials continuously, clearly, directionally, and transparently. One of the methods is the Development of Career Paths of Civil Servants and Education and Trainings.

Clear, oriented and transparent career paths will stimulate employees to develop their careers and professionalism (Sachdeva, 2014). Trainings have strategic roles

in the success of achieving the goals of organizations, whether pubic or private. High cost of trainings and inadequate quality of trainings which doesn't benefit the development of institutions or careers are some of the main reasons of the reluctance of heads of instructions to allocate budget for human resources development. Other causes are (1) Lack of civil servant who meet the requirements to join education and trainings, (2) The worry of unit heads of being defeated by their staffs if they join trainings, (3) Thought that the staffs are satisfactory and don't require any training, (4) No incentive for career development for employees who join trainings, (5) High dependency of unit heads to the staffs, (6) Assignment of staffs to join trainings is subjective or has no clear criteria. Compensation acts as a mediator because if the compensation system doesn't run well, the organization won't develop quickly and there will be social jealousy among employees, which impacts the development of the organization despite adequate trainings.

5. CONCLUSION AND SUGGESTION

5.1. Conclusion

The conclusions of this study were:

1. Leadership Training and Technical Training on the Performance of North Sumatera Government Officials.

2. Compensation acted as a Mediator of the Influence of Leadership Training and Technical Training on the Performance of North Sumatera Government Officials. The research result was consistent with the results of Otuko (2011), Soud (2014), Rasdianto and Muda (2014) and Hamidun (2009).

5.2. Future Study

1. To discover the Role of Compensation as a Mediator of the Influence of Leadership Training and Technical Training on the Performance of North Sumatera Government Officials.

2. The government should improve and reform human resources system in each regional work unit in North Sumatera.

3. For academics, the result can be used as a reference and review material in the field of Human Resources Management.

5.3. Suggestion

Suggestions for future studies:

1. Future studies should expand the research object, especially the scale of the government.

2. The capacity of Human Resources of government officials should be improved by increasing education level and holding adequate technical trainings.

5.4. Acknowledgements

5.5. Limitations of the Study

The limitations of the study were:

1. The study didn't separate male and female respondents, so the impact of trainings based on gender wasn't known.

2. The sample was collected from civil servants in the North Sumatera provincial government and civil servants in regional and municipal governments hadn't been analyzed.

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