

THE ANALYSIS OF INFLUENCE OF COMMUNICATION, TRAINING AND INCENTIVE TO THE OFFICERS PERFORMANCE OF FINANCIAL MANAGEMENT AND ASSET INSTITUTION IN LAMONGAN

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ABSTRACT

The officers performance is a main factor to reach the goal of organization. Many factors influence the performance, this research focus on analyzing communication, training and incentive. The problems are how the influence of communication, training and incentive to the performance is and what are the factors that influence to the training in financial management and asset institution in Lamongan. The theory uses Human resources management which has correlation with performance, communication, training and incentive. The method of this research is survey approach, it used descriptive quantitative and the character is explanation. The sample is 69 officers. The data collection uses interview, questionnaire and documentation. The research result on first hypothesis shows communication, training, and incentive influences significantly to the officers performance. Partially, incentive influences most dominantly than others. The conclusion of this research concludes communication, training and incentive influences significantly to the officers performance of financial management and asset institution in Lamongan, incentives is the most dominantly.

Keywords: Communication, Training, Incentive, Performance

INTRODUCTION

Globalization gives impacts to the life sustainability of organization. It causes changings, demandings to adapt rapidly in institution. it focuses on customers. Globalization and competition create thread and increase business development. However, it creates many opportunities and less obstacles.

The successful of management organization pointed by human resources managerial. In business situation, Human resources development be able to be a good partner for top leader and lini manager. The Human resources manager has high intervention to be a strategic business partner, it roles to help organization for giving response to the challenges in downsizing, restructure and gives big contribution to the successful of organization.

Every institution want good performance officers. Many strategies to improve office performances through training, incentive and level carier. The high office performance hopes getting goals planned. In an institution that has a large and growing, sometimes the division of the units or sections within the institution to be more specific. This division causes the communication problems between officers, it does not run effectively, as each unit has a duty task and vision respectively. it causes every officer at each center focused on the job in each unit or part without communicating with others. it also led to the problem of communication structures be divided. The condition is one cause suboptimal performance of officers in achieving the institution goal.

In addition to be more effective communication, performance is also influenced by training, it is an appropriate way given to improve the quality of human resources in the agency. Employees who are not skilled caused not have sufficient knowledge and skills on the job, so that they can not provide the maximum work of the institution. Training felt able to change and develop the knowledge and skills of officers to improve their performance.

The training program is given is also not enough to improve their performance, due to the aspect of individual needs which need to be considered institution. it must be able to provide such a boost officers motivation to work towards. Motivation is a condition or energy that drives self-directed or directed them to achieve organizational goal, without giving the motivation to work, they only work to get their rights only, and it does not have spirit to work well.

Training programs organized by financial management and asset Lamongan perceived lack of sustainable and equitable to all officers and led impeding the them to acquire the knowledge and skills better about their job. It also causes them not to add insight and potential in developing and improving their performance. Training provided them during the leadership is also less effective, because the training does not correspond to their job discription.

The Frequency of training provided to senior management depends on the needs and based on the measurement of individual competence which is held annually. The measurement is useful to know the shortcomings of every officers, and if the competence measurement results indicate there is a gap, then they will be trained according to the institution needs. Conversely, if the result of the measurement competence of a good officer and there are no gaps, then they will be promoted in the institution. Here are the types and level of training given to employees in the Agency's financial management and asset Lamongan.

To be able to follow all the developments and the attainment of the institution goal, it needs to be a motivation for them to work well, and one motivation is to fulfill the wishes of employees, among others: a decent salary or wage, a secure job, atmosphere conducive working, an appreciation of the work performed, led a fair and wise guidance of the work performed, led a fair and wise, directives and orders were reasonable, organization or workplace respected community or by seeking the incentives, which amount is proportional and also is progressive, it means based the career, because the incentives are needed to support the performance of the employees in order to always be at the highest level (optimal) according to their respective capabilities.

The financial management and asset institution Lamongan is establishments engaged in financial income and assets. It requires the optimal performance from all officers in achieving the vision and mission through communication, organizational commitment, and incentives.

Based on preliminary research on the phenomena seen are less effective communication between superiors and subordinates, and vice versa, then the communication between the part that still has obstacles, as well as communication among employees who sometimes frequent misunderstanding of delivering a message. So, the training seen from the characteristic frequency of training each employee still rarely.

Other factors such as the incentive such as financial incentives (in the form of money: Allowance, overtime, and social benefits) are perceived is still less than the cost of living now. Likewise, the non-financial incentives (such as annual leave that is difficult to obtain a variety of reasons of the institution,) and others. All of this affects the performance of the

institution with regard to the speed of report generation, skills, and the ability to carry out the duties and their daily responsibilities.

RESEARCH METHOD

This type of research is quantitative, according to Arikunto (2002: 11), quantitative research has the clarity of the elements specified from the beginning, step systematic research using samples whose results apply to the population, have a hypothesis if necessary, has a design clearly used steps research and expected results. the collection of data that can be represented as well as existing data analysis performed after all the data collected. The population is 69 officers of Financial management and Asset institution Lamongan. The sample is equal to the number of population (census or sample saturated). The data analysis uses multiple linear regression model.

RESULT FINDINGS AND DISCUSSION

Table 1. Coefficients Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.266	1.489		1.522	.133
communication	.785	.066	.710	11.828	.000
Training	.349	.095	.252	3.655	.001
Incentives	.655	.113	.396	5.782	.000

Based on Table 1 shows multiple linear regression equation as follows:

$$Y = 2,266 X1 + 0349 + 0785 + 0655 X2 X3 + e$$

The results of multiple linear regression equation shows that if you change Communications (X1), Training (X2) and Incentives (X3) towards a better change then it will lead to the changes to increase officers performance of financial management and asset institution Lamongan (Y).

- 1) **Hypothesis I** (the Influence Communication on officers performance Agency for financial management and asset institution Lamongan)

According to Table 5.4 using a level of confidence (confidence interval) of 95% or $\alpha = 0.05$ partial hypothesis testing results show that the variable Communications (X1) has t count (11 828) > t table value (2.000), then the decision is to accept Ha and H0 rejected. This means that the communication variables significantly influence employee performance Agency for financial management and asset Lamongan

- 2) **Hypothesis II** (the Effect of training on employee performance Agency for financial management and asset Lamongan)

According to Table 5.4 using a level of confidence (confidence interval) of 95% or $\alpha = 0.05$ partial hypothesis testing results show that the training variables (X2) has t counted (3655) > t table value (2.000), then the decision is to accept Ha and H0 rejected. it means training variables significantly influence officers performance institution for financial management and asset Lamongan

3) **Hypothesis III** (the Effect of Incentives on officers performance financial management and asset institution Lamongan)

According to Table 5.4 using a level of confidence (confidence interval) of 95% or $\alpha = 0.05$ partial hypothesis testing results show that the Variable Incentive (X3) has t counted (5782) > ttable value (2.000), then the conclusion is to accept Ha and H0 rejected. It means that the variable incentives significantly influence officers performance of financial management and asset institution Lamongan.

4) **Hypothesis IV** (the Influence communication, training and incentives to officers performance of financial management and asset institution Lamongan)

To know the effect of officers performance and Communications simultaneously to Incentive used test statistics F (F test). If the value of F count > F table value, then H0 rejected and Ha accepted. Contrasily, when the value of F < F table value, then H0 is accepted and Ha rejected. Simultaneous test results can be seen in Table 5.5 below.

Table 2. **Hypothesis Testing Results Simultaneously**

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	175.400	3	58.467	72.489	.000 ^a
Residual	52.426	65	.807		
Total	227.826	68			

a. Predictors: (Constant), Incentives, communication, training

b. Dependent Variable: performance

The Values obtained from Table 5.12 F counted 20.817. Using a level of confidence (confidence interval) of 95% or $\alpha = 0.05$ and then from the F distribution table values obtained 72 489. By comparing the value of F with F table, then F counted (72 489) > F table (2.76). His decision is H0 rejected and Ha accepted means simultaneously variable Communications, Training and incentives significantly to the officers Performance of financial management and asset institution Lamongan. The ability of independent variables (Communication, Training and Incentives) describes the effect on the dependent variable (officers Performance). It shows in Table 5.6 below. Table 5.6 Value Coefficient of Determination

Model Summary^b

R Square	Adjusted R Square	Std. Error of the Estimate
.770	.759	.89808

a. Predictors: (Constant), Incentives, communication , training

From Table 2 above shows that the coefficient of determination (R2) of 0.877 or 87.7%. it means the ability of independent variables (incentives, communication and training) to explain the effect on the dependent variable (officers performance) amounted to 87.7%, while the remaining 12.3% is a variable that is not revealed.

DISCUSSION

1) **The Influence of Communication to officers performance of financial management and asset institution Lamongan**

Using a level of confidence (confidence interval) of 95% or $\alpha = 0.05$ partial hypothesis testing results show that the variable Communications (X1) has t count (11 828) > t table value (2.000), then the decision is to accept H_a and H_0 is rejected. This means that the communication variables significantly influence employee performance Agency for financial management and asset Lamongan.

This is consistent with the results of research Husein (2006), that communication is positive and Significant impact on employee performance. Good communication between the institution and officers, both among officers , between officers and leader, the top leader with officers and between units or departements , it owill increase the officers performance. Due to good communication will be established good cooperation and will facilitate the achievement of institution goals.

2) **The effect of training on employee performance Agency for financial management and asset Lamongan**

Using a level of confidence (confidence interval) of 95% or $\alpha = 0.05$ partial hypothesis testing results show that the training variables (X2) has t count (3655) > t table value (2.000), then the decision is to accept H_a and H_0 is rejected. This means training variables significantly influence employee performance Agency for financial management and asset Lamongan.

The results of this study are consistent with the theory Rival (2004: 226) states that training is a systematic process to change the behavior of employees to achieve organizational goals. Training related to the expertise and ability of employees to carry out the work at this time. Training has a current orientation and helps employees to achieve specific skills and abilities in order to successfully carry out the work "

3) **The Effect of Incentives to officers performance of financial management and asset institution Lamongan**

Using a level of confidence (confidence interval) of 95% or $\alpha = 0.05$ partial hypothesis testing results show that the Variable Incentive (X3) has t counted (5782) > t table value (2.000), the conclusion is to accept H_a and H_0 is rejected. It means the variable incentives significantly that has influenced officers performance. Mathis and Jackson (2002) states the factors that affect the officers performance are talent, education and training, environment and facilities, working environment, salary, bonus, incentives, selection, support received, the work they do, the motivation and relationship skills industrial, technology, management, the good opportunity and the existence of the work they do.

The incentive is the driving factor for officers to improve their performance, because the incentives in accordance with the performance, officers feel more valued. The Results of research of Sujatmoko (2007) states the incentive program has positive and significant influenced to the performance. It means the presence of an incentive program, makes improve their performance rapidly .

4) **The Effect of communication, training and incentives to officers performance of financial management and asset Institution Lamongan**

Using a level of confidence (confidence interval) of 95% or $\alpha = 0.05$ and from tF distribution table values obtained 72 489. Comparing the value of F with F table, then Fcounted (72 489) > F table (2.76). The conclusion is H_0 rejected and H_a accepted, it

means simultaneously variable Communications, Training and incentives significantly to the officer Performance. The result of this study is strongly supported by Simanjuntak (2005) theoretical training, He states that the training is part of the investment in human resources to improve the capabilities and work skills so as to improve officers' performance.

CONCLUSION

Based on findings and discussion, the conclusion of this research are:

Partially communications significantly influence officers performance of Financial management and Asset institution Lamongan, because $t_{count} > t_{tabel}$. T_{count} 3,454, while the t table 2,000

1. Partially training significantly influence officer performance of financial management and Asset Management Institution Lamongan, because $t_{count} > t_{tabel}$. T_{count} 2,604, while the t table 2,000
2. Partially incentives significantly influence officer performance of Financial management and Asset institution Lamongan, because $t_{count} > t_{tabel}$. T_{count} 4,714, while the t table 2,000
3. Simultaneously communication, training and incentives have a significant effect on officer performance, because the value $F_{counted} > F_{table}$, the value of F is 20.817 and 2.760 F_{table} . It means the communication has big impact in performance, training and incentives can improve officer performance of Financial management and Asset institution Lamongan.

RECOMMENDATIONS

Based on findings, discussion, and conclusion, it is recommended:

1. Communication, training and incentives are an important part to influence officers' performance. The correlation of incentive is most has dominant effect, so the institution must give more attention for giving incentive to be better officers performance. The Efforts raise incentives highly periodically.
2. The Characteristics of officers, career opportunities, and the institution support are good impact of training in Financial management and Asset Management institution Lamongan. The institution support is more dominant than training, and must involved the officers in every training which has correlation with their career development.

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