



Employee development model and an assessment on the perspectives of work behavior, motivation, and performance: Experience from the Government of Kerinci Regency and the city of Sungai Penuh, Jambi Province, Indonesia



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ABSTRACT

This study aims to reveal the effect of employee development on work behavior and work motivation and its impact on employee performance. This research uses surveys and verification methods. The sample used is 240 units. Data analysis using the Structural Equation Model. The results showed that: employee development influences employee performance, work behavior, and work motivation; Work Behavior affects employee performance; Work motivation affects employee performance; Employee Development influences employee performance through behavior and motivation; Motivation affects employee performance through behavior. The Study recommend that the need for employee development planning by synchronizing and synergizing the policies of the Regional Government, the Provincial Government and the Central Government which are supported by budget allocations, and compilation of education and training guidelines, job competency standards, career patterns, study permits/assignments, strengthening the employee supervision team, and the development of a comprehensive Staffing Application System.

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Introduction

Human resources (employees) is one of the resources that must be owned and managed properly by rganizations, both government and private. Furthermore, in essence, the role of human resources and skills possessed by civil servants determines the success of the current bureaucratic reform carried out by the government. The resources of the state civil apparatus managed by the government have the aim of increasing independence and neutrality, competence, work performance/productivity, integrity, welfare, quality of public services and supervision and accountability (Law Number 5 of 2014).

Goal et al., (2014) explains that Employee Development is a learning program that is carried out within a certain time with the aim of developing knowledge, competency attitudes, motivation and work behavior that can ultimately improve and develop employee performance and organizational performance. The type of human resource development program can be known formally or informally, both carried out inside or outside the organization. However, in general, the program can be grouped into training, education and employee development.

After employees are recruited, selected, and placed, then employees must be developed to suit the work and organization. Development can be done through training in an effort to improve personal skills for the implementation of work, and can also through education. Development does not only talk about skills or job demands but also motivation, attitude. Goal, et al., (2014).

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Research on employee development is seen mostly in non-governmental organizations (private), which focus on aspects of education and training of personnel (Caster, 2001; Schay, et al., 2002; Simpson, 2002; Tomlinson, 2002; Green, 2002; Cabrera, 2003; Ramlall, 2003;) while other aspects such as the relationship of employee development with behavior, motivation and its influence on the performance of the apparatus are still very limited to be found in government institutions, especially in Sungai Penuh and Kerinci regency governments that have links in providing service satisfaction for the community.

Based on observations in the field, especially at the Human Resources Development and Human Resources Agency in Sungai Penuh and Kerinci Regency, it can be seen that the training and development of employees have not yet been fully benefited by the Agency, both for the employees themselves and for the organization. This can be seen from the problems faced from the aspect of leadership education for each position, it is still seen the high number of employees who have not followed it. In 2018, for the High-Rank leadership positions of 37 people, the number of officials in Sungai Penuh City only 5 people had followed him, while in the Kerinci Regency Government only 10 people had followed from 30 officials. Furthermore, for the administrator position in Sungai Penuh City Government, there were 3 people who had followed from 137 officials, while in the Kerinci Regency Government there were 14 people who had followed him out of 114 officials. Then for supervisory officials who have attended leadership education in the Sungai Penuh City Government as many as 10 out of 364 officials, while in Kerinci District there are 30 people who have followed him out of 447 officials. The low number of employees who have attended education and training has an impact on work behavior and work motivation as well as not optimal employee performance in carrying out tasks.

In order to face the demands and tasks now and especially to answer future challenges, education and training are a must (Rapaeni, 2013). The development carried out by the City of Sungai Penuh and Kerinci Regency through education and training is an effort to improve the quality of the State Civil Apparatus in serving the public. Correspondingly, a well-conducted training program will have an influence on employee performance (Pojoh et al. 2014).

Improved employee performance is the key to success for government organizations in carrying out, where the assessment is carried out with due regard to two things namely; (1) Employee Work Targets and (2) Employee Work Behavior. In the Performance Target of Civil Servants, there are four aspects that must be considered, namely: quantity, quality, time and cost, then the aspects of work behavior consist of 6 (six) criteria, namely: service orientation, integrity, commitment, discipline, and cooperation and leadership.

In the context of employee development, it is suspected that the development of employees in the City of Sungai Penuh and Kerinci Regency has not been carried out optimally, this is because the employee development documents have not been well arranged and stipulated including career patterns, job analysis, and workload analysis, job competency standards, guidelines implementation of education and training and other technical education and guidelines for the implementation of granting permits/learning for Employees as not mandated by law number 5 of 2014 concerning state civil apparatus so that it is feared will affect the performance of employees in providing public services. Study and analysis as well as solving the problems faced in efforts to improve the quality of performance and public services through employee development, improvement of employee behavior and motivation as well as its impact on the performance of employees of the full river city government and the district of Kerinci. to deepen it.

Based on some of the phenomena and observations mentioned above, the formulation of the research problem is as follows: (1) What is the effect of employee development on employee performance ?; (2) What is the effect of employee development on employee work behavior ?; (3) What is the effect of employee development on employee work motivation ?; (4) What is the effect of employee work behavior on employee performance ?; (5) What is the effect of employee work motivation on employee performance ?; (6) What is the effect of employee development on employee performance through employee work behavior ?; (7) What is the effect of employee development on employee performance through work motivation ?; (8) What is the effect of work motivation on employee performance through employee work behavior?

Literature Review

Employee Performance

Performance comes from the notion of performance, and some provide an understanding of performance as a result of work or work performance. Wibowo (2015) formulated the performance equality model = f (desire to do work, skills, understanding what and how to do). According to George & Jones (2002), that performance can be judged by the quantity, quantity of work produced from human resources and the level of customer service. Meanwhile, Gaol, et al., (2014), performance is a function of motivation and the ability to complete a task or job, where someone duly has a certain degree of willingness and level of ability.

Referring to the provisions of Article 7 paragraph (2) of Government Regulation Number 46 of 2011 concerning Evaluation of Civil Servant Work Achievement which is elaborated on in the Regulation of the Head of the State Civil Service Agency Number 1 of 2013 concerning the provisions of the Implementation of Government Regulation Number 46 of 2011, which specifically regulates work targets employees, are as follows; 1) Quantity (Target output); 2) Quality (Target quality/quality); 3) Time (target time); and 4) Costs (target costs). From the description of some expert opinions about performance, the writer can draw the conclusion that performance is a series of work or activities to complete the work done by a person or group of people within a certain period/time to achieve the goals expected by the organization.

Work Motivation

Greenberg & Baron (2003) argue that motivation is a series of processes that arouse, direct, and maintain human behavior toward the achievement of goals. Some motivational theories that can be used as a reference in this study, are as follows: (1) Maslow's Hierarchy of Needs theory where humans have 5 needs within themselves namely Self Actualization Needs, Award/Prestige Needs, Social Needs, Security Needs, and Physiological Needs.; (2) Theory of Hope, Timpe (2000) states about the theory of expectation, if the worker sees high productivity as a path to one or more of his personal goals, then he is likely to become a high producer. Conversely, if low productivity is seen as a path to its own target, it also tends to be a low producer; (3) Justice Theory, J. Stacey Adams in Timpe (2000) states that the end result of a job (such as wages, prestige and additional rewards), and input into work (such as business, education level, and experience); (4) Theory X and Theory Y where Theory X is considered a "conventional" approach and Theory Y or known as the "behavior" approach; (5) Motivation Theory is divided into two, namely internal and external encouragement. Furthermore, the theory of public service motivation developed by Perry. (1996).

Work Behavior

According to Katz and Kahn (Farh et al., 2003), the historical roots of employee behavior are a form of cooperative behavior such as (1) Willing to join and stay, willingness to join and survive in a system (organization), (2) Dependable role performance namely a behavior that can be counted on to meet and even exceed the minimum criteria both qualitatively or quantitatively, (3) Innovative and spontaneous behavior (innovative and spontaneous behavior) as a form of behavior outside the role required by a job so that the person concerned can complete the task.

Sloat (1999) employee behavior is actions that lead to the creation of the effectiveness of functions in the organization and those actions are explicitly not requested (voluntarily) and are not formally rewarded (with incentives). Employee behavior, in other words, is behavior that always prioritizes the interests of others, it is expressed in actions that lead to things that are not to fulfill one's own interests but for the welfare of others.

Whereas based on Government Regulation Number 46 of 2011 concerning Assessment of Employee Work Achievement, the intended work behavior is any behavior, attitude or action taken by the Employee or not doing something that should be done in accordance with the provisions of the legislation. Further aspects of work behavior contained in article 12 Paragraph (1) Government Regulation Number 46 of 2011 concerning Assessment of Employee Work Performance, consists of (1) Service orientation; (2) Integrity; (3) Commitment; (4) Discipline; (5) Cooperation; (6) Leadership.

Employee Development

Noe (2006), states that employee development can be seen from 4 approaches, namely as follows: (1) Formal education, (2) assessment, (3) Job experiences, and (4) interpersonal relationship. Then according to Nawawi (2005) employee development takes place through two directions, namely: First, it must come from the workers or employees actively planning and actively carrying out activities towards advancement and development to realize a successful career. Second, from organizations or institutions to help provide opportunities for potential employees in developing their careers.

Furthermore, Sedarmayanti (2016) states that in terms of implementation, training as part of the development task, can be divided into three of them: 1) pre-service training 2) in-service training 3) post-service training. Many more opinions of experts about employee development, namely Goal, (2014); Rivai (2006); Bernardi & Russel (2013) and Republic of Indonesia Government Regulation Number 101 of 2000 concerning Education and Training of Civil Servants' Position and Head of State Administrative Institutions Regulation Number 10 in 2018 concerning the Development of Competencies of Civil Servants.

Research Method

Research Design

This study uses descriptive analysis and verification analysis methods with the unit of analysis are the City of Sungai Penuh and Kerinci District Governments, while the observation units in this study are the Sungai Penuh and Kerinci Regency Government Supervisory Officers. Whereas the time horizon is cross-sectional, which is a research method by studying objects in a certain period of time or is not continuous in the long run,

Population and Sampling

The population in this study were all Supervisory Officers (echelon IV equivalents) and administrator officials (echelon III equivalents) in 32 SKPDs of Sungai Penuh City Government and 26 SKPD of Kerinci Regency Government, on the grounds that the position of administrator and supervisor is an administrative position that plays an important role in the implementation tasks and needs to be developed in government offices. Samples amounted to 240 of the total population using the formula of Slovin (2001), the sampling process was carried out with (Proportionate Stratified Random Sampling) with the intention that the determined sample could represent all groups and represent the SKPD where the Civil Servants worked.

The unit of analysis in this study is the City of Sungai Penuh and Kerinci District Governments, while the observation unit in this study is the Supervisory Officer (equivalent to echelon IV) who works at 58 SKPDs in the Sungai Penuh City and Kerinci Regency Governments. While the time horizon of this research is cross-sectional, namely the research method by studying objects in a certain period of time or not being sustainable in the long term, Sekaran (2010) ; Malhotra (2013). While the data analysis tool uses Structural Equation Model.

Data Sources

The data sources are: (1) Primary data is data obtained directly from the Civil Servants of the Sungai Penuh and Kerinci Regency Governments about the variables studied both through questionnaires and through interviews, observations, and records. (2) Secondary data is a source of data obtained by reading, studying and understanding through other media sourced from literature, books, and performance documents of the Civil Servants of the Sungai Penuh City Government and the Kerinci Regency organization (Sugiyono, 2011).

Analysis Tool

While the data analysis technique is done by systematically arranging interview guidelines, library data, then formulating descriptively, then processing the data with data reduction stages, presenting data, and concluding. The questionnaire will be tested for validity and reliability before use. Validity testing is intended to explain the extent to which an appropriate measuring tool to measure with what you want to measure. The higher the validity will indicate what should be measured. A validity test is done using the Smart PLS 3.0 software program. While the reliability test used is Cronbach's alpha coefficient test with a coefficient limit greater than 0.7 (Sekaran, 2010).

Result and discussion

Profile of Respondent

Respondents are divided into two parts, namely respondents as superiors with the position held by the Administrator and the respondent as a supervisory officer so that it can be described in the form of table 1 for administrators and table 2 for supervisory officials.

Table 1: Profile of respondent of superior in administrator position

Classification of Respondent		Frequency	Total	Percentage
Government	City of Sungai Penuh	60	120	50
	Regency of Kerinci	60		50
Ages	20 – 29 year	1	120	0,8
	30 – 39 year	6		5
	40 – 49 year	44		36,7
	50 – 59 year	69		57,5
Gender	Male	105	120	87,5
	Female	15		12,5
Education Level	Senior High School	1	120	0,8
	Diploma	0		0
	Undergraduate 1 (S1)	60		50
	Magister 2 (S2)	58		48,3
	Post Graduate 3 (S3)	1		0,8
Esselon	III.a	49	120	40,8
	III.b	71		59,2
Official Rank	Penata / III.c	10	120	8,3
	Penata Tk. I / III.d	22		18,3
	Pembina / IV.a	55		45,8
	Pembina Tk. I / IV.b	32		26,7
	Pembina Utama Muda / IV.c	1		0,8

Source: *Data Processing, May 2019*

Table 1 above explains that the Administration Evaluator as direct supervisors of the supervisory officers of the two agencies together amounted to 60 respondents. From all administrator officials as superiors as respondents, based on predominantly age approaching retirement with a range of 50-58 years as much as 57.5%, than those aged 30-39 years as much as 5% and those aged 40-49 years as much as 36.7 percent. So that in terms of age the administrator officer with the most potential to be a direct superior to supervisory officials is between the ages of 40-49 years.

Table 2: Profile respondent of officers who evaluated in supervisor position

Classification of Respondent		Frequency	Total	Percentage
Government	City of Sungai Penuh	120	240	50
	Regency of Kerinci	120		50
Ages (year)	20 – 29	3	240	1,3
	30 – 39	83		34,6
	40 – 49	95		39,6
	50 – 59	59		24,6
Gender	Male	154	240	87,5
	Female	86		12,5
Education Level	Senior High School	24	240	10
	Diploma	13		5,4
	Undergraduate 1 (S1)	133		55,4
	Magister 2 (S2)	70		29,2
Esselon	IV.a	240	240	100
Position	Kasubbag	101	240	42,1
	Kasi	117		48,8
	Kasubbid	22		9,2
Official Rank	Penata Muda Tk.I/ III.b	28	240	18,8
	Penata / III.c	98		40,8
	Penata Tk. I / III.d	95		39,6
	Pembina / IV.a	17		7,1
	Pembina Tk.I / IV.b	2		0,8
Type of Employee Education and Training	Training of elementary/basic exercises		240	100
	Leadership training		40	16,7
	Other technical trainings followed over the last 5 years		31	12,9

Source: Data Processing, May 2019

Table 2 above, explained that the dominant age of respondents between 40 - 49 years was 39.6%, based on gender dominated by men as much as 87.5%, seen from the latest education data dominated by Strata 1 as much as 55.4%, from the criteria positions dominated by Sub-section as much as 48.8%, then in terms of rank dominated by Stylists with space group (III / c) of 40.8%. And overall respondents had attended basic training, the percentage of Diklatpim was 16.7%, and employees who had attended technical training were 12.9% of the 240 supervisory officials assessed.

Validity and reliability test

A validity and reliability test are carried out, the results of the validity test show all the variables are valid and reliable, this is as listed in the table below

Table 3: Validity and reliability test

No	Dimensions	Loading Factor	Validity
Employee Development			
1	Knowledge	0,796	Valid
2	Skill	0,605	Valid
3	Carrier Development	0,714	Valid
Work Behavior			
1	Service Orientation	0,632	Valid
2	Integrity	0,576	Valid
3	Commitment	0,779	Valid
4	Dicipline	0,791	Valid
5	Cooperation	0,725	Valid
6	Leader Behavior	0,651	Valid
Work Motivation			
1	Citizen Assignment	0,712	Valid
2	The Attitude of Sacrifice	0,695	Valid
3	Commitment to public interest	0,665	Valid
4	Care	0,715	Valid
5	Social justice	0,767	Valid
6	Public policy interest	0,680	Valid
Employee Performance			
1	Quantity	0,620	Valid
2	Quality	0,603	Valid
3	Time	0,667	Valid
4	Cost	0,670	Valid
Reliability			
1	Employee Development	0,688	Reliable
2	Work Behavior	0,848	Reliable
3	Work Motivation	0,870	Reliable
4	Employee Performance	0,810	Reliable

The goodness of fit model testing

Testing of this model to prove the model used before so that the model results can be used Basic model of a study aims to explain the path diagram of the research structure model and also explain the measurement model

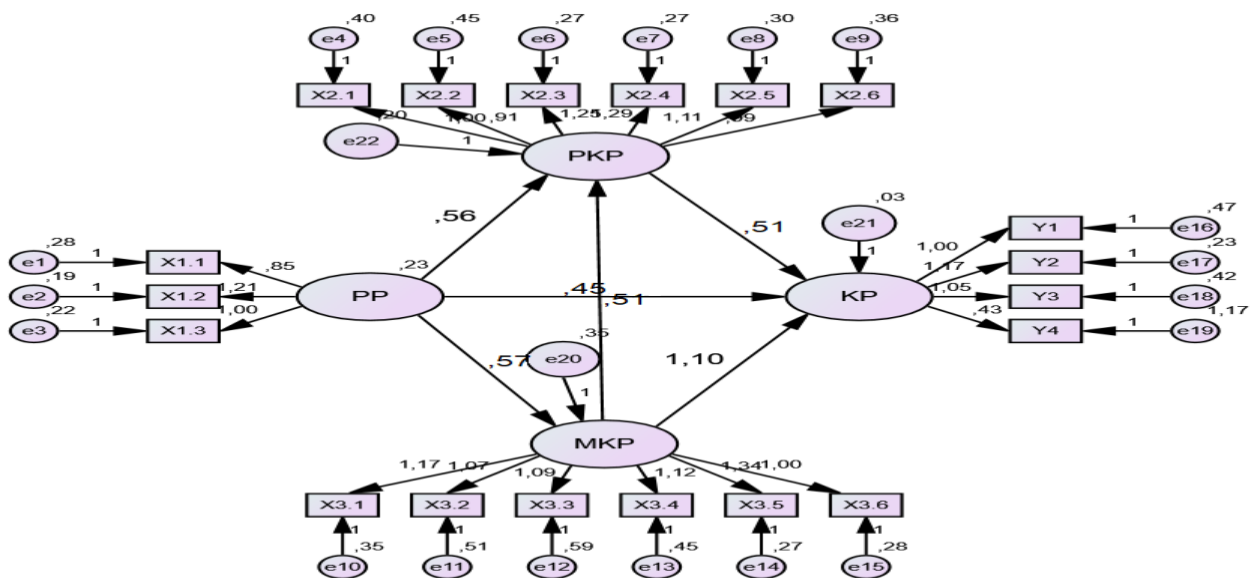


Fig. 1: Outer Model of SEM-AMOS

The results of the model used, the output model is generated, then the next model testing using the method of model testing tools that become the standard model is the Goodness of Fit (GoF) method in table 4 below:

Table 4: Result of Goodness of Fit Model

Testing Tool	Result	
<i>Chi-Square</i>	<i>Value</i>	<i>Information</i>
Chi-Square	1,704	Good Fit
Significance Probability	0,056	Good Fit
<i>Absolute Fit Measure</i>		
GFI	0,991	Good Fit
RMSEA	0,004	Good Fit
<i>Incremental Fit Indices</i>		
NFI	0,951	Good Fit
NNFI	0,933	Good Fit
CFI	0,929	Good Fit
RFI	0,932	Good Fit

Sources: Ghozali & Fuad, 2005; Sitinjak & Sugiarto, 2006; Hair, 2014.

Base on table 4 above can be described as a unit of measurement to test the model and measure the influence between variables of research that have been carried out. The model is declared Fit if the elements in the table above are fulfilled on the basis of Cut of Value.

Table 5: Recapitulation of Hypothesis Test Results

No	HYPOTHESIS	REMARK
1	H1: The Employee Development affect Employee Performance significantly	Accept H1 (P _{value} : 0,019)
2	H2: The Employee Development on Work Behavior	Accept H2 (P _{value} : ***)
3	H3: The Employee Development on Employee Motivation	Accept H3 (P _{value} : 0,034)
4	H4: Effect of Work Behavior on Employee Performance	Accept H4 (P _{value} : 0,006)
5	H5: Effect of Work Motivation on Employee Performance	Accept H5 (P _{value} : ***)
6	H6: Effect of Employee Development on Employee Performance Through Work Behavior	Accept H6 (P _{value} : 0,015)
7	H7: The Effect of Employee Development on Employee Performance Through Work Motivation	Accept H7 (P _{value} : 0,015)
8	H8: Effect of Work Motivation on Employee Performance Through Work Behavior	Accept H8 (P _{value} : 0,000)

Source: Summary hypothesis examination with AMOS, 2019

Discussion

Employee development has a significant influence on employee performance. This shows that Employee Performance is influenced by Development, so the research findings are in accordance with the opinions of Dharma (2005), Muda & Rafiki (2014), Rapaeni (2013), Pojoh et al. (2014). Employee development has a significant effect on work behavior, the findings are in line with the theories and opinions of Helmi (2014), Brian and Fonny (2013). Furthermore, employee development has a significant effect on employee motivation in carrying out work, the findings indicate that Employee Work Motivation is influenced by employee Development. The results of this study are in line with theories and opinions that are developing, namely Helmi (2014) and Ranupandojo & Husnan (2002). With regard to employee work behavior also has a significant effect on employee performance in carrying out work. The results of this study are consistent with the opinion of Setyawati (2017) which states that employee work behavior affects employee

performance at Ground Handling Service Companies at the Hub Airport in the Java Island Region and is in line with the theories and opinions of Rapaeni (2013); Pojoh et al. (2014). Then employee motivation has a significant influence on employee performance in carrying out work. The research shows that employee performance is influenced by employee motivation. In other words, the findings of this study are in line with the theory of public service motivation developed by Perry, (1996); Timpe (2000) and Mangkunegara (2002).

Employee development has a significant influence on employee performance through work behavior, this is in line with the theories and opinions of Rapeni (2013), Muda & Rafiki (2014), Pojoh et al. (2014). Then employee development has a significant effect on performance in carrying out work through work motivation. The results of this study indicate that employee performance is influenced by Employee Development indirectly through employee work motivation, this is in line with the theory of public service motivation developed by Perry (1990) and the opinion of Mangkunegara (2002), Goal (2014). Likewise, employee work motivation affects employee performance in carrying out work through work behavior. The results showed that employee performance has a significant effect on employee work motivation indirectly through employee work behavior. In other words, the results of this study are in line with the theory of public service motivation developed by Perry, (1990) and the opinions of Brian & Fanny (2013).

Research findings as described above produce novelty, as follows: 1) there is a significant influence on employee development on employee performance; 2) there is a significant influence of employee development on employee work behavior; 3) there is a significant influence of employee development on work motivation; 4) there is a significant influence of work behavior on employee performance; 5) there is a significant influence of work motivation on performance; 6) there is a significant influence on employee development on performance through employee work behavior; 7) there is a significant influence of employee development on performance through employee work motivation; 8) there is a significant influence of employee work motivation on performance through employee work behavior.

The novelty models produced in this study are as follows.

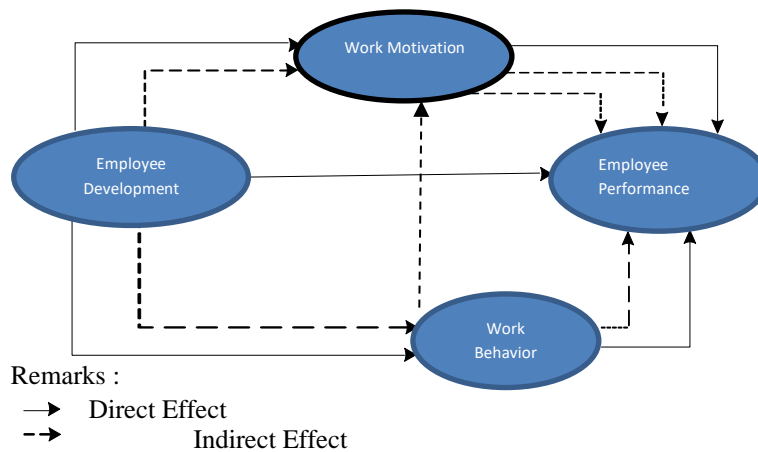


Fig. 2: Novelty Model

The figure above shows that in an effort to improve employee performance, it needs to be supported by employee development, work behavior and motivation which the authors name: "*Employee Development Model in influencing Work Behavior and work Motivation and its impact on the Performance of Employees of Sungai Penuh City Government and Kerinci Regency, Jambi Province, Indonesia*"

Conclusions

The direct influence of employee development with education, training, and career development approach is positive and significant on employee performance in terms of quantity, quality, time and cost in Sungai Penuh and Kerinci Regency Governments; The effect of Employee Development with direct education, training, and career development approaches is positive and significant towards Work Behavior that is built from service orientation, integrity, commitment, discipline, cooperation and leadership behavior in the City of Sungai Penuh and Kerinci District Governments; The influence of employee development with a direct approach to education, training, and career development is positive and significant towards employee work motivation in the form of aspects of the duties of citizens, self-sacrifice, commitment to the public interest as citizens, care, social justice and interest in making policies public in Sungai Penuh and Kerinci Regency Governments; The influence of Work Behavior that is built from service orientation, integrity, commitment, discipline, cooperation, and leadership behavior is positive and significant to the performance of employees formed

from the aspects of quantity, quality, time and cost in the City of Sungai Penuh and Kerinci District Governments; The Influence of Employee Work Motivation that is built from the duties of citizens, self-sacrifice, commitment to the public interest as citizens, care, social justice and interest in making public policy is positive and significant towards Employee Performance in terms of quantity, quality, time and cost in Sungai Penuh and Kerinci Regency Governments; The Influence of Employee Development with an approach to education, training and career development is positive and significant towards Employee Performance through the indirect influence of Work Behavior that is built from service orientation, integrity, commitment, discipline, cooperation and leadership behavior in the City of Sungai Penuh and Kerinci Regency Governments;

The Influence of Employee Development with an approach to education, training, and career development is positive and significant towards Employee Performance through indirect influence Work Motivation that is built from the duties of citizens, self-sacrifice attitude, commitment to the public interest as citizens, care, social justice and interest in Sungai Penuh and Kerinci Regency Governments;

The influence of employee work motivation that is built from the duties of citizens, self-sacrifice, commitment to the public interest as citizens, care, social justice, and interest are positive and significant impact on employee performance in terms of quantity, quality, time and cost through indirect influence of behavior employee work formed from aspects of service orientation, integrity, commitment, discipline, cooperation and leadership behavior in the Sungai Penuh City and Kerinci Regency Governments.

The need for synchronization and synergy of Regional Government policies, Provincial Governments and Central Government policies in improving employee performance through employee development in aspects of education, training and career development of employees comprehensively; The need for Sungai Penuh and Kerinci Regency Governments to stipulate Regional Head Regulations so that there is legal certainty for Civil Servants in carrying out their careers; Guidelines for implementing education and leadership training, and other planned technical training education with a one-stop official education management system at the Human Resources and Human Resources Development Agency of the City of Sungai Penuh and Kerinci District with adequate budget support to facilitate the planning, implementation, and evaluation of performance employee development; Occupational/technical/and socio-cultural competency standards based on job analysis/workload analysis integrated using staffing information systems between agencies in accordance with applicable laws and regulations to synergize placements in positions according to employees' competencies and abilities; Career Patterns and Employee Development models are in accordance with the mandate of the applicable laws and regulations so that civil servants can know their levels and career paths from the appointment as a prospective civil servant, civil servant, appointment in office to reaching the retirement age limit in an effort to implement directives Mr. Ir. H. Joko Widodo, President of the Republic of Indonesia concerning streamlining the structure of employee positions in the Regional Government; Guidelines for granting permits/study assignments for civil servants in order to increase education competency that is more guaranteed and directed in accordance with the needs in implementing programs to improve superior human resources towards advanced Indonesia; Strengthening the supervision team for the application of a code of ethics/code of conduct for civil servants so that employees with high integrity, professional, loyal and competent are created;

The need for developing a more comprehensive and easily accessible and integrated personnel service application system with; employee information system applications, career development applications, functional position applications, wife/husband card applications, Reports on state officials' assets and national civil servants nationally in supporting the process of implementing employee development that can affect performance through work behavior and work motivation both directly and indirectly managed by the State Personnel Agency.

To improve employee development that can influence performance improvement, it is necessary to increase the orientation of tasks that meet the quantity, increase in satisfying quality, and increase the time in working on tasks by not neglecting time and being able to carry out tasks properly; To implement employee development that can influence work behavior, it is necessary to improve the attitudes and behavior of service work, increase the application of values, norms, and ethics, impose sanctions on employees who commit violations, increase employee compliance with applicable rules, and increase the role of employees in orientation carrying out collaborative tasks and instilling good leadership in employees; To implement employee development that can affect employee work motivation optimally, it is necessary to increase employee contributions in solving problems, increase employee motivation by serving without having to get wages/rewards, increase employee commitment to the public interest, increase employee awareness of social programs, increase a sense of justice social employees in solving social problems that can bring benefits and honor to others, improve the ethical behavior of public officials in conducting services; To develop employees that can affect performance through increased motivation, it is necessary to consider increasing the quantity, quality, time and cost and the role of civic duties, self-sacrifice, commitment to the public interest as citizens, care, social justice, and interest. To increase motivation that can affect performance through employee work behavior, service orientation, integrity, commitment, discipline, cooperation, and leadership behavior and duties of citizens, self-sacrifice, commitment to the public interest as citizens, care, social justice, and interest should be improved.

Due to the limitations in employee development research in influencing work behavior, work motivation and its effect on employee performance in the Sungai Penuh City and Kerinci Regency Governments, it is necessary to conduct more comprehensive further research. In an effort to accelerate the improvement of employee development it is necessary to improve aspects of (a) education such as providing opportunities and facilities for employees to carry out study permits/tasks and the availability of an adequate

budget, ease of adjusting educational background after completing study permits/assignments for employees with refer to the applicable provisions; (b) aspects of training such as providing opportunities and ease for employees to carry out training and the availability of adequate training budget, ease of implementing training results after completing training, increasing employee understanding of main task and function after the implementation of pre-service training, and increasing the implementation of education and training by placing employees who have already follow the training and education according to the level of office and improve the implementation of technical training in accordance with the needs of the task. (c) aspects of career development, such as carrying out career planning through good job planning, conducting promotions by considering employee competencies and career paths.

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