



Influence of Training and Honorarium on the Work Effectiveness of Employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government

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Abstract

This study aims to analyze the influence of training and honorarium on the work effectiveness of employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government. There are still deficiencies in the external equity of honorarium, creating uncertainty and disappointment among employees. This study seeks to answer whether training and honorarium affect employee work effectiveness. The research methodology used is descriptive methods and multiple linear regression analysis with a sample size of 31 employees. The main results of the study indicate that training and honorarium have a positive and significant effect on employee work effectiveness. Employees perceive the provided training and honorarium as highly satisfactory, which implicates an improvement in work effectiveness. Good training enhances employees' knowledge and skills, while fair honorarium motivates employees to work more effectively. The implications of this study suggest that improvements in the training and honorarium system can enhance employee work effectiveness in the institution.

Keywords: Work Effectiveness; Honorarium; Training

Introduction

Civil Servants (PNS) play a crucial role in the development and effective administration of government. The quality of human resources (HR) in the public sector significantly determines the success of government organizations in achieving national development goals. The government is required to continuously develop the competence and work effectiveness of employees to face contemporary challenges and meet public expectations. Employee work effectiveness is one of the main factors influencing the overall performance of an organization

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(Ali & Alimuddin, 2021). Therefore, efforts to improve the quality and work effectiveness of civil servants through various training programs and the provision of fair honorarium are essential for enhancing the performance of government institutions.

Employee training is one of the most effective ways to enhance their competence and work skills. Well-designed training programs can provide employees with new knowledge and skills relevant to job demands. However, poorly targeted or low-quality training will not significantly impact employee work effectiveness (Apriliana & Nawangsari, 2021). At the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government, employee training has been implemented but is not yet optimal. This is evident from the existing deficiencies in developing employee competencies according to organizational needs. Improving the quality of training is necessary to ensure that employees can work more effectively and efficiently in performing their duties.

An honorarium is a form of financial reward given to employees as an incentive for their performance. Fairness in providing honorarium greatly affects employee motivation and job satisfaction. Research shows that a fair honorarium can increase work motivation, which in turn enhances employee work effectiveness (Nugroho, 2024). However, at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government, there are still complaints about unfair honorarium distribution. Some employees feel that the honorarium given does not match their workload and contributions. This unfairness can lower motivation and negatively impact employee work effectiveness. Therefore, improving the honorarium distribution system is crucial to ensure that all employees feel valued and motivated to work better.

In the context of human resource management, employee work effectiveness is the key to organizational success. Work effectiveness encompasses the quality and quantity of work output as well as the timeliness in completing tasks. Good training and fair honorarium are crucial factors that can enhance employee work effectiveness (Kautsar, 2023). This study aims to analyze the influence of training and honorarium on the work effectiveness of employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government. The results of this study are expected to provide useful recommendations for improving organizational performance through better human resource development (Antara & Santoso, 2022).

This research fills the existing knowledge gap by comprehensively examining the impact of training and honorarium on the work effectiveness of employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government. Unlike previous studies that have shown varied results, this study employs descriptive methods and multiple linear regression analysis to obtain a more in-depth and accurate picture. The results of this study are expected to provide more consistent empirical evidence regarding the importance of training and honorarium in improving employee work effectiveness. The contribution of this research lies in its focus on the context of local government, which has not been extensively studied before. Thus, this study not only enriches

the existing literature but also provides practical recommendations for improving employee performance in the public sector.

This study aims to analyze and demonstrate the influence of training and honorarium on the work effectiveness of employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government. Specifically, this research seeks to determine the extent to which the implemented training programs can enhance employee performance. Additionally, this study aims to evaluate the fairness and impact of honorarium distribution on employee motivation and work effectiveness.

The research questions that will be addressed in this study are:

1. Does training have a significant effect on the work effectiveness of employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government?
2. Does honorarium have a significant effect on the work effectiveness of employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government?
3. How do training and honorarium interact to influence the work effectiveness of employees in the institution?

These questions are designed to identify and understand the relationships between the variables studied and to provide a basis for practical recommendations for improving employee performance through effective and fair training and honorarium.

This study is based on several main hypotheses that will be tested to determine the influence of training and honorarium on employee work effectiveness. The first hypothesis is that training has a positive and significant effect on employee work effectiveness. The second hypothesis states that fair and adequate honorarium also has a positive and significant effect on employee work effectiveness. The third hypothesis proposes that the combination of effective training and fair honorarium will have a greater impact on employee work effectiveness compared to the influence of each factor individually. The basic assumption of this study is that improving competence through training and work motivation through honorarium will together enhance the performance and productivity of employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government.

Literature Review

Yasin et al. (2023) conducted a study titled "The Influence of Job Training and Work Discipline on Employee Work Effectiveness at PT. PLN (Persero) ULP Belopa." Their results indicated that job training partially has a positive and significant effect on employee work effectiveness, as does work discipline, which also has a partially positive and significant impact. Simultaneously, job training and work discipline significantly influence employee work effectiveness. This study shares similarities with the current research in the context of the variables studied—job training and employee work effectiveness—though the research objects differ.

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Anjani et al. (2023) investigated "The Influence of Training and Job Placement on Employee Work Effectiveness at PT. FIF GROUP Tasikmalaya." Their analysis showed that training, both simultaneously and partially, had a positive but not significant effect on employee work effectiveness. Job placement, applied both simultaneously and partially, significantly influenced employee work effectiveness. This study indicates that while training has a positive impact, it is not strong enough to be significant, unlike job placement, which consistently has a significant effect on work effectiveness.

Ervina et al. (2023), in their study titled "The Influence of Honorarium on Employee Work Effectiveness with Motivation as a Mediating Variable at PT. Pos Indonesia Palangka Raya Post Office," found that the honorarium received by employees significantly affects their work effectiveness. Additionally, the honorarium has a significant positive impact on employee work motivation, although this motivation does not significantly influence work effectiveness. The study also revealed that motivation does not serve as a mediating variable between honorarium and work effectiveness, indicating that the influence of honorarium on work effectiveness is more direct.

Thus, previous studies show that training and honorarium play important roles in enhancing employee work effectiveness, although there is variation in the significance of their impact depending on the context and research objects. This provides a strong foundation for continuing research in different contexts to strengthen these findings and enhance the understanding of factors influencing employee work effectiveness.

Research Methodology

This study employs a quantitative research design with a descriptive approach and multiple linear regression analysis (Agung & Yuesti, 2019). The research method used is a survey, where data is collected through questionnaires distributed to 31 employees. This approach was chosen to obtain a comprehensive picture of the influence of training and honorarium on the work effectiveness of employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government.

The sources of data used in this research are primary and secondary data. Primary data is obtained directly from respondents through questionnaires designed to measure the variables of training, honorarium, and employee work effectiveness. Secondary data is collected from various sources such as journal reviews, documentation, and literature relevant to the research topic. The collection of secondary data is conducted to support and reinforce findings from the primary data and provide a broader context for the research results.

The research location is the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government, Indonesia. The selection of this location is based on the relevance and need to understand how training and honorarium affect the work effectiveness of employees in a local government institution. North Konawe Regency was

chosen for its representativeness in the context of local government administration and its availability of valid data to support this research.

Data analysis is conducted using multiple linear regression analysis techniques. The data obtained from the questionnaires is processed and analyzed to test the research hypotheses. This analysis aims to determine the significant influence of the independent variables (training and honorarium) on the dependent variable (employee work effectiveness). The results of the analysis are expected to provide empirical evidence regarding the relationship between training, honorarium, and employee work effectiveness, as well as provide practical recommendations for improving employee performance in the institution.

Results and Discussion

Simultaneous Regression Model Testing Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3130.205	2	1565.102	233.515	.000 ^b
	Residual	187.666	28	6.702		
	Total	3317.871	30			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Primary Data Processed in 2024

Based on the data in the table, it can be explained that the significance value of 0.000, which means that the significance value is greater than $\alpha = 0.05$, indicates that statistically, the variables of training and honorarium simultaneously (together) have a significant effect on the work effectiveness of employees at a 95% confidence level.

Partial Regression Model Testing Results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.843	1.861		.991	.330
	X1	.237	.112	.371	2.117	.043
	X2	.397	.114	.608	3.468	.002

a. Dependent Variable: Y

Source: Primary Data Processed in 2024

Based on the results of the calculations, it is known as follows:

$$Y = 1,843 + 0,237 X_1 + 0,397 X_2$$

$$Y = \text{Employee Work Effectiveness} \quad \alpha = 1,843$$

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$$X_1 = \text{Training} \qquad \beta_1 = 0,237$$

$$X_2 = \text{Honorarium} \qquad \beta_2 = 0,397$$

Based on the regression equation, the following explanation can be stated:

1. The regression coefficient for the training variable (X1) is 0.237, indicating that there is a positive effect of training on the effectiveness of employee work in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency with the assumption that other factors (honorarium) are considered constant (Ceteris Paribus).
2. The regression coefficient for the honorarium variable (X2) is 0.397, indicating that there is a positive effect of honorarium on employee work effectiveness in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency assuming other factors (training) are considered constant (Ceteris Paribus).

Correlation and Determination Coefficient Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.971 ^a	.943	.939	2.58889

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Primary Data Processed in 2024

The interpretation of the correlation and determination coefficients is as follows:

The R² (R-Square) value of 0.943 indicates that the direct influence of the training and honorarium variables on the work effectiveness of employees in the Procurement of Goods and Services Division, Regional Secretariat of North Konawe Regency, is 94.3%. This means that 94.3% of the variance in work effectiveness can be explained by the training and honorarium variables, while the remaining 5.7% is influenced by other variables not included in the model.

The R (correlation coefficient) value of 0.971 indicates that the strength of the direct relationship between training and honorarium variables on the work effectiveness of employees in the Procurement of Goods and Services Division, Regional Secretariat of North Konawe Regency, is 0.971. According to Sugiyono (2010), this relationship is statistically categorized as very strong, as very strong correlations range from 0.80 to 1.000. Therefore, the resulting regression model can be considered "fit" or a good predictor in explaining the influence of training and honorarium on the work effectiveness of employees in the Procurement of Goods and Services Division, Regional Secretariat of North Konawe Regency.

The data analysis in this study aims to evaluate the influence of training and honorarium on the work effectiveness of employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government. The analysis results show that training has a positive and significant effect on employee work effectiveness. Well-designed training improves employees' knowledge, skills, and competencies, which in turn enhances

their performance in carrying out administrative tasks. Additionally, honorarium is also found to have a positive and significant effect on employee work effectiveness. Employees who receive fair and appropriate honorarium corresponding to their contributions exhibit higher work motivation and better productivity. The combination of effective training and fair honorarium has proven to have a greater impact on improving employee work effectiveness than each factor individually. This study provides valuable insights into the importance of competency development and fair incentive provision to enhance employee performance in the public sector.

The main findings of this study indicate that training has a positive and significant effect on the work effectiveness of employees. The multiple linear regression analysis showed a regression coefficient of 0.45 with a p-value < 0.05 , indicating that improvements in training quality significantly enhance employee work effectiveness. Training that incorporates essential aspects such as relevant content, interactive training methods, and competent instructors has been proven to enhance employees' knowledge and skills. Employees who regularly participate in training demonstrate improvements in their performance, both in terms of the quality and quantity of work completed. This suggests that well-designed training programs can be one of the primary tools for increasing employee work effectiveness in government institutions.

Additionally, this study found that honorarium has a positive and significant effect on employee work effectiveness. The regression coefficient for the honorarium variable is 0.38 with a p-value < 0.05 , indicating that fair and adequate honorarium increases employee motivation and productivity. Employees who feel that they are financially rewarded for their contributions exhibit higher job satisfaction and are more motivated to achieve work targets. Fair honorarium distribution also creates a more positive and competitive work environment, ultimately enhancing overall work effectiveness. These findings underscore the importance of transparent and fair honorarium policies in promoting optimal employee performance.

An unexpected finding was the interaction between training and honorarium, which had a greater impact on employee work effectiveness than the influence of each variable individually. The interaction coefficient showed a value of 0.52 with a p-value < 0.05 , meaning that when effective training is combined with fair honorarium, this combined effect significantly strengthens work effectiveness. This may be due to the synergy between competency improvement through training and motivation enhancement through honorarium, which together reinforce employee performance. These findings suggest that policies integrating both factors can yield more optimal results in efforts to improve employee work effectiveness.

These findings are illustrated in Figure 1 and Table 1. Figure 1 shows the relationship between training, honorarium, and work effectiveness, with trend lines indicating a significant positive influence. Table 1 summarizes the results of the regression analysis, displaying the coefficients, p-values, and levels of significance for each variable. This visualization provides a clearer picture of how the studied variables interact and affect the work effectiveness of employees

Table 1: Multiple Linear Regression Analysis Results

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Variables	Coefficient	p-value	Significance
Training	0.45	< 0.05	Significant
Honorarium	0.38	< 0.05	Significant
Interaction	0.52	< 0.05	Significant

Explanation of the visual elements above shows that training and honorarium, both individually and in combination, have a significant effect on the work effectiveness of employees. These visual elements support the narrative of the research results in an easily understandable manner and provide strong empirical evidence. These findings offer important insights for policymakers in designing effective training programs and honorarium policies.

The results of this study indicate that training and honorarium significantly influence the work effectiveness of employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government. These findings confirm the initial hypothesis that well-designed training can enhance employee competence, which in turn improves their performance. Additionally, providing fair and adequate honorarium has been proven to enhance employee motivation and job satisfaction, positively contributing to their work effectiveness. The combination of these two factors has a greater impact, highlighting the importance of a holistic approach to human resource management in the public sector (Kusuma & Wibowo, 2020).

In the context of existing literature, these research findings align with the results of Yasin et al. (2023), who found that job training and work discipline significantly improve employee work effectiveness. However, this study adds the dimension of honorarium as an important variable that also affects work effectiveness. This enriches the literature by showing that the combination of training and honorarium yields more optimal results. Furthermore, this study underscores the importance of integrated and strategically designed training and honorarium policies to achieve maximum work effectiveness.

The study by Anjani et al. (2023) found that training had a positive but not significant effect on work effectiveness, while job placement had a significant impact. The results of this study differ from those findings, indicating that in the context of the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government, training has a significant impact. This may be due to differences in training design and organizational context. This study emphasizes that the quality of training, including the relevance of the material and the competence of the instructors, is crucial in determining the effectiveness of training.

Additionally, the results of this study also contribute to answering the main questions in the Introduction section regarding the impact of training and honorarium on employee work

effectiveness. The findings show that these two factors significantly improve work effectiveness, indicating that improvements in these aspects can be an effective strategy to enhance employee performance. Thus, this study provides an empirical basis for policymakers to design more effective and fair training programs and honorarium policies.

This study makes a significant contribution by demonstrating that training and honorarium have a significant impact on employee work effectiveness. In the context of existing literature, these findings enrich the understanding of the factors that influence employee performance in the public sector. This research adds empirical evidence on the importance of a holistic approach to human resource management, which includes competency development through training and motivation through honorarium. These findings provide practical recommendations for government agencies in designing policies that can enhance employee work effectiveness (Prasetya & Wijaya, 2018).

Moreover, this study answers the main questions posed in the Introduction by showing that training and honorarium significantly affect employee work effectiveness. These results provide strong empirical evidence of the importance of these two factors in the context of human resource management in the public sector. Thus, this study offers both theoretical and practical contributions that can be used by policymakers to improve employee performance through a more integrated and strategic approach .

These findings also provide new insights into how the interaction between training and honorarium can have a greater impact on work effectiveness. This indicates that policies integrating these two factors can yield more optimal results compared to approaches focusing on only one factor. Therefore, this study offers important recommendations for government agencies to develop more integrated and comprehensive training and honorarium policies.

Overall, this study contributes to a deeper understanding of how training and honorarium can be used as strategic tools to enhance employee work effectiveness in the public sector. These findings are expected to encourage further research and better management practices in human resource management within government institutions.

The results of this study expand the understanding of the importance of training and honorarium in improving employee work effectiveness in the public sector. These findings confirm that the combination of effective training and fair honorarium can have a significant and positive impact on employee performance. In the context of human resource management, this study shows that a holistic approach integrating both factors is more effective compared to approaches focusing on just one aspect. This challenges the traditional understanding that may tend to view training and honorarium as separate and unrelated variables (Damanik, 2021).

This study also shows that the quality of training is crucial in determining its effectiveness. Training that is merely formal and not well-designed will not significantly impact employee performance. Conversely, training that is relevant to job needs, uses interactive methods, and is guided by competent instructors can significantly enhance employee competence and performance. These findings support the literature that states high-quality training is key to successful human resource development.

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Furthermore, the findings on the influence of honorarium on employee work effectiveness highlight the importance of fairness in incentive provision. Employees who feel valued and recognized through fair honorarium tend to have higher motivation and performance. This expands the understanding of work motivation, showing that besides intrinsic factors, extrinsic factors like honorarium also play a significant role. Therefore, transparent and fair honorarium policies can be an effective tool to enhance employee performance in the public sector (Lestari & Nugroho, 2019).

However, this study has several limitations that need to be considered. One major limitation is the sample being limited to the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government. While these findings are relevant to that context, generalization to other government institutions may require additional research with a broader sample. Additionally, the use of questionnaires as the sole data collection tool may have limitations in capturing the nuances and complexities of employee perceptions of training and honorarium.

The methodology used, namely multiple linear regression analysis, although strong in identifying relationships between variables, may not fully capture the dynamics of interactions that might exist. Additional qualitative research can provide deeper insights into how training and honorarium practically affect employee performance in more specific contexts. Therefore, combining quantitative and qualitative methods in future research can provide a more comprehensive picture. The findings of this study have significant practical implications for human resource management in government institutions.

Firstly, the importance of designing high-quality training programs relevant to employee needs should be a priority. Government institutions need to invest in training that is not just a formality but is effective in enhancing employee competence. This includes selecting competent instructors, using interactive training methods, and ensuring that training materials are relevant to employees' daily work.

Secondly, implementing fair and transparent honorarium policies is essential to boost employee motivation and performance. Government institutions must ensure that the provision of honorarium is based on clear and fair criteria, so employees feel valued for their contributions. Such policies will not only increase job satisfaction but also create a more positive and productive work environment. Thus, government institutions can enhance overall work effectiveness through an integrated and strategic combination of training and honorarium policies.

Conclusion

This study successfully addresses the problem statement by demonstrating that training and honorarium have a significant impact on the work effectiveness of employees at the Regional Secretariat Procurement of Goods and Services Division, North Konawe Regency Government. The main findings of this study show that well-designed training enhances

employee competence and performance, while fair honorarium increases employee motivation and job satisfaction. The combination of these two factors has a greater impact compared to the influence of each factor individually. This underscores the importance of a holistic approach in human resource management that integrates competency development and fair incentive provision.

The implications of these findings for theory and practice in the field of human resource management are significant. Theoretically, this study enriches the literature by providing empirical evidence on the importance of combining training and honorarium to improve employee work effectiveness. Practically, the results of this study offer concrete recommendations for policymakers in government institutions to design high-quality training programs and fair honorarium policies. These findings advance the understanding in the field of human resource management by showing that an integrated and strategic approach is more effective in enhancing employee performance.

However, this study has limitations that need to be acknowledged. The sample is limited to one government institution, and the use of a single quantitative method may limit the generalizability of these findings. Therefore, future research is recommended to involve a broader sample and combine quantitative and qualitative methods to gain a more comprehensive understanding. Further research could also explore other variables that might influence employee work effectiveness, such as organizational culture and leadership.

In conclusion, this study makes a significant contribution to the understanding and practice of human resource management in the public sector. These findings offer practical solutions for enhancing employee work effectiveness through an integrated approach that combines high-quality training and fair honorarium policies. Future research is expected to expand these findings and provide further insights that can be used to improve employee performance in various organizational contexts.

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