The Influence of Training, Leadership and Competency to Employee Performance with Employee Morale as Moderation Variables (Study on Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar)

Kadek Ayu Trisnawati, Putu Kepra Mareni, I Nengah Sudja

Master Program in Post-Graduate Management of Mahasaraswati University Denpasar

Accepted 2018-03-22

Abstract:
This study aims to test and explain empirically the influence of training, leadership, and competence on employee performance at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar. In addition, this study will also examine and explain the role of moderation of morale on the impact of training, leadership, and competence on employee performance.

This research is an explanatory research that explains the influence of variables studied by cross-sectional. Quantitative approach is used as the main method of analysis to explain the results of research with data collection methods using questionnaires. The population in this study is all civil servants working at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar, amounting to 140 people (not including Head of Service). While the sample research employed as many as 83 employees using the method of purposive sampling. All distributed questionnaires are feasible (valid and reliable) to be analyzed using Partial Least Square (PLS) with SmartPLS 3.0 software.

The results showed that the training followed by employees does not necessarily directly affect the performance of employees Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar. Another case of leadership and competence are able to predict positively the performance of employees. Information from other research results, morale is able to moderate positively on the effect of training on employee performance at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar. These results provide meaning that employee morale perceived by Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar in the implementation of the work was able to strengthen the implementation of training activities that will be able to improve the performance of the work. Nevertheless, the spirit of work is not able to moderate on the influence of leadership and competence on the performance of employees at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar. However, leadership and competence are positive predictors of employee performance.

Keywords: training, leadership, competence, morale, and employee performance.
Introduction:

The performance of public services is important and the concern of all parties as it relates to the government’s accountability to the people's mandate. Public sector reforms that occur in various places are efforts to improve the performance of public services so as to achieve an efficient, effective, responsive and accountable governance conditions. Regarding efforts to improve the performance of public services, human resources (HR) is the main resource and the backbone for the organization to achieve it (Khan et al., 2011). Therefore, efforts should be made to strengthen human resource potential to produce more optimal work performance and to improve the performance of public services (Elnaga and Imran, 2013).

Employee performance is a strategic multidimensional construction for the organization, because the effectiveness and efficiency of the improvement of the work result of the employee is able to direct the achievement of organizational goals (Setyaningdyah et al., 2013; Hameed and Waheed, 2011). Performance of employees is the achievement of work, both quality and quantity achieved by employees in carrying out their work duties in accordance with the responsibilities given (Olham and Cummings, 1996; Batool and Batool, 2012). In addition, performance is a real behavior that is displayed every personnel as work results achieved by employees in accordance with its role in the company. In addition, Galup et al., (2008) adds that employees who have good performance will always be loyal and view their work as a fun thing, while employees who have poor performance will see his job as something boring so that employees work in a state forced.

Based on these conditions, organizational management is considered necessary to pay attention to the performance of employees by reviewing the aspects that influence it. One effort to improve employee performance is the development of personnel through training. This is in accordance with the statement of Hutchings et al. (2009) that training programs need to be implemented to optimize employee potential and performance. Developing employee skills, knowledge and skills proves to be a source for steady competitiveness and benefits in facing global world challenges (Hameed and Waheed, 20011).

In addition to potential employee development through training, leadership roles can determine employee performance. Leaders who always direct and encourage employees so willing to carry out tasks and work to achieve common goals (De Jong, and Hartog, 2007). In addition, leaders have a source of trigger or influence on employee work behavior to innovate (Yukl, 2010). In addition, some studies have found that good leadership in which superiors are able to facilitate new understanding by raising or altering awareness of the problems faced by subordinates, and ultimately inspiring and encouraging them to put extra effort to achieve common goals (Amabile et al. 2004; Jaussi and Dionne, 2003; Kahai et al., 2003; Krause, 2004).

Employee's competencies can also determine performance. In harmony with Ismail and Abidin (2010), competence is a fundamental characteristic of the individual knowledge, skills, and attitudes (attitudes) that can produce better performance. In addition, Mustajab et al. (2016) argue, employees who have a high level of competence but showed a low performance, because the employee does not take advantage of the competencies possessed on the task and work faced. In other words, the duties and work performed by employees are not in accordance with the competence it has (Ismail and Abidin, 2010).

However, in this study more emphasis on the awareness of employees in the implementation of tasks and jobs. High-awareness employees will surely be more enthusiastic or eager to carry out their duties with a high sense of responsibility (Boyatzis and Ratti, 2009). Employees with an enthusiastic sense of duty and work will be attracted by the offering of training programs from the organization, a straightforward response to the direction of the leadership, and exerting their competence to best serve and show high performance in their work (Siwantara, 2009). In accordance with Madlock (2008), employees who are passionate about doing work will work harder by minimizing errors in work, obeying the atsan command, strengthening their sense of responsibility, and completing tasks on time as planned (Hameed and Waheed, 2011).

This research was conducted at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota...
Denpasar to ensure the role of interaction of employee morale in the implementation of training, leadership and competence in order to produce better and optimal employee performance. Thus, the goal to be achieved in this research is to test and explain the role of moderation of morale on the influence of training, leadership and competence on employee performance.

**Literature Study:**

**Training**

Training is a program designed to develop the skills, knowledge, experience, or change in one's attitude (Saleem et al., 2011; Batool and Batool, 2012). In addition, training deals with the acquisition of certain skills or knowledge aimed at improving or improving the performance of employees (Imran and Tanveer, 2015; Tai, 2006; Hameed and Waheed, 2011). In determining the effectiveness of the training, Notoatmodjo (2006) stated the objectives of the training program are to: 1) the implementation of the new program, 2) the use of new tools or facilities, 3) preparation for new positions or tasks, 4) introduction of new work procedures, and 5) orientation of new employees.

**Leadership**

Leadership is a way of leadership affecting the behavior of subordinates, to be willing to cooperate and work productively to achieve organizational goals (Yukl, 2010; Madlock, 2008). In a conception of leadership contains the following concepts: a) leadership is an activity or process, b) leadership contains the concept of influence in which followers will obey, follow or implement what the leader wants, c) contain two actors, namely leaders on the one hand, and his followers on the other hand, d) leadership is a process of activity directed towards the attainment of the goal of obtaining certain results (De Jong and Hartog, 2007; Amabile et al., 2004; Jaussi and Dionne; 2003; Kahai et al., 2003; Krause, 2004). Determination of effective leadership in accordance with the statement of Davis in Thoha (2010), a leader must have: 1) intelligence, 2) maturity, 3) decision-making ability, 4) motivating, and 5) a positive attitude towards subordinates.

**Competence**

Competence is the ability of the individual to carry out a job or task based on the skills and knowledge and support by the work attitude demanded by the job (Ismail and Abidin, 2010; Mustajab et al., 2016). In addition, Setyaningdyah et al. (2013) states that competence is the basic characteristic of a person (individual) that influences the way of thinking and acting, making generalizations of all situations encountered and survives long enough in man (Boyatzis and Ratti, 2009; Sunthonkanokpong and Jitgarun, 2006). In measuring the competencies of the employees, Sanjaya (2009) offers the following indicators: 1) knowledge, 2) understanding, 3) finesse, 4) attitude, and 5) interests.

**Employee Morale**

Employee morale is the condition of the employee to do the job more actively by minimizing errors in work, strengthening the sense of responsibility, and can complete the task just in time according to the expected plan (Galup et al., 2008). High morale can be seen when employees feel happy, enterprising and on assigned tasks so that they can finish the tasks on time. In contrast, low morale can be seen when employees appear unsatisfied, unhelpful, anxious and pessimistic about their tasks and work (Schalk et al., 1998). Heidjrachman (2006) states that employee morale can be reflected from: 1) discipline of work time, 2) absenteeism, 3) cooperation, 4) satisfaction with duty, and 5) obedience to superior instruction.

**Employee Performance**

Performance of employees is a manifestation of the work of employees who are usually used as a basis for assessment within the organization (Hameed and Waheed, 2011). Meanwhile Siwantara (2009) states that performance is the result achieved by employees within a certain period of time, both quality and quantity in carrying out the work in accordance with the responsibilities it provides (Setyaningdyah et al., 2013). Employee performance can be measured through the following indicators (Tohardi, 2009): 1) loyalty, 2) responsibility, 3) obedience, 4) honesty, and 5) initiative.

**Hypothesis Formulation:**

1. **Effect of Training on Employee Performance:**

Tai (2006) states that training is a learning process that involves acquiring skills, concepts, rules, or
attitudes to improve employee performance. In addition, Imran and Tanveer (2015) added that the purpose of training is to improve performance by updating employee skills in line with technological advances. Meanwhile, the results of empirical studies have confirmed that the improvement of training program implementation for employees can improve or improve the work of employees (Hameed and Waheed, 2011; Elnaga and Imran, 2013; Khan et al., 2011), so it can be proposed hypothesis:

Hypothesis 1 (H₁): Training has a positive effect on employee performance.

2. Effect of Leadership on Employee Performance:
Research conducted by De Jong and Hartog (2007) found that leaders who always strive for human resource development are very important by employees to improve their innovation in work, and ultimately improve performance. In addition, Amabile et al. (2005) and Kahai et al. (2003) finds leadership support able to encourage employees to produce better performance. The same thing found Jaussi and Dionne (2003) that the closeness between superiors with subordinates in the implementation of tasks and jobs can produce optimal performance for the organization. Furthermore, Krause (2004) found that leadership had a positive and significant effect on employee performance. Based on the exposure, it can be proposed the following hypothesis:

Hypothesis 2 (H₂): Leadership positively affects employee performance.

3. Effect of Competence on Employee Performance:
Mustajab et al. (2016) found that competence can increase employees’ self confidence to achieve better performance. Similarly, Ismail and Abidin (2010), Siwantara (2009) and Setyaningsih et al. (2013) that the appropriate competence of work faced by employees is able to produce better performance. Thus can be formulated hypothesis as follows:

Hypothesis 3 (H₃): Competence has a positive effect on employee performance.

4. Effect of Training on Employee Performance with Moderation of Employee Morale:
Good training will improve the performance that is a step for the achievement of organizational goals, so that efforts should be made to improve employee performance (Batool and Batool, 2012). Nevertheless, the training program interacted with morale was able to increase awareness of employees for self-development and enthusiastically perform the task well (Saleem et al., 2011; Gallup et al., 2008). With the seriousness of implementing the training program, employees are able to increase knowledge, skills, and attitudes, so that later useful to carry out the work, and ultimately able to produce more optimal performance (Olham and Cummings, 1996; Schalk et al., 1998). Therefore, hypotheses can be proposed as follows:

Hypothesis 4 (H₄): Employee morale moderates positively on the effect of training on employee performance.

5. Effect of Leadership on Employee Performance with Moderation of Employee Morale:
Good leadership in the organization will create conducive working conditions for achievement, so that organizational goals can be achieved (Yukl, 2010). However, leadership roles supported by morale are able to increase employee awareness to perform the task well. With the earnestness of employees in running the orders of superiors, then able to produce achievement in work (Madlock, 2008; De Jong and Hartog, 2007). Thus, the hypothesis can be formulated as follows:

Hypothesis 5 (H₅): Employee morale moderates positively on the influence of leadership on employee performance.

6. The Influence of Competence on Employee Performance with Moderation of Morale:
Competence is one source for the individual to achieve the achievement of performance, so that later organizational goals can be realized (Ismai and Abidin, 2010). Moreover, the competence is supported by employee morale, because it is believed to be able to strengthen the employees in facing various challenges in work (Boyatzis and Ratti, 2009). With his strength and confidence in working, employees are able to complete tasks and jobs well, and ultimately result in achievement in work (Sunthonkanokpong and Jitgarun, 2006).
From the explanation, it can be formulated hypothesis as follows:

Hypothesis 6 (H₆): Employee morale moderates positively on the influence of competence on employee performance.

Based on the formulation of the hypothesis described above, it can be arranged conceptual framework presented in Figure 1 below

Figure 1 Conceptual Framework

Research Methods:
Research Design:
This research is conducted to find, examine, and test the truth in knowledge, with positivist research approach. This study is planned to use a quantitative approach, in which the type of data excavated is a qualitative revelation or femonema that is translated into quantitative numbers.

In this study there are several hypotheses to be tested. The type of research method used is the type of explanatory research. This explanatory research is aimed at one of them to explain the pattern of relationships among variables, as well as to find an explanation of why an event or a symptom occurs (Sugiyono, 2012). The researcher attempts to test and explain the effect of training variables, leadership and competence on employee performance with morale as a moderating variable.

Research Location:
This research was conducted at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar. The reason for this research is due to phenomena related to efforts to improve employee performance. On the basis of this study to examine and explain the determinants of training, leadership, competence of employee performance, and the role of morale as a moderation variable.

Population and Sample:
The population of this study is all civil servants (PNS) working at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar, amounting to 140 people (not including Head of Service). While the sample in this study used as many as 83 people with purposive sampling method. The criteria used are civil servants who have received various training and have worked for more than 3 years.

Method of collecting data:
Data collected in this research using documentation method, interview, and questionnaire as main data collector. Before the questionnaires were distributed to all specified sample targets, trials were first conducted involving 35 respondents to ensure the validity and reliability of the instruments. If the research instrument has been declared valid and reliable in this test phase, then the research instrument is said to have a good calibration for each size of a meticulous variable. Then the research instrument is distributed directly to all sample targets. Data obtained from the distribution of research instruments as a whole, then examined, tabulated, and analyzed to answer the problem of research and test the hypothesis.

Analysis Technique:
In analyzing the data used descriptive statistical analysis to obtain the frequency distribution and average on the characteristics of respondents and descriptions of research variables. Furthermore, inferential statistical analysis techniques used to test and explain the effect of training variables, leadership and competence on employee performance with morale as a moderating variable using structural equation model analysis with SmartPLS Rel software. 3.0.

Result Analysis and Discussion:
Analysis Results:
In the SEM-PLS analysis, the evaluation stage of the measurement model (outer model), checks are performed to ensure the validity and reliability of each variable construct is met. Result of evaluation of outer model as a whole, both evaluation of
convergent and discriminant validity of each indicator and composite reliability for indicator block shows the construct of each latent variable is valid and reliable gauge. The next step, an inner model analysis is done to find out the goodness of fit model in this research by using $Q^2$ predictive relevance model. The result of inner model evaluation has a value of $Q^2$ (0.879) close to number 1. Thus, the results of this evaluation provide evidence that the structural model has a goodness of fit model. This result can be interpreted that the information contained in the data, 87.9 percent can be explained by the model, and the remaining 12.1 percent is explained by errors and other variables not contained in the model.

Hypothesis testing is done by t-test on each path of direct effect and moderation. Related to this test, the hypothesis testing can be sorted into direct impact testing and moderation testing.

1. Direct Effect Testing:
The result of validation test of each path of direct effect can be presented in Table 1 below.

<table>
<thead>
<tr>
<th>No</th>
<th>Effect</th>
<th>Path Coefficient</th>
<th>T-Statistic</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training (X1) → Employee Performance (Y)</td>
<td>0.002</td>
<td>0.050</td>
<td>No Significant</td>
</tr>
<tr>
<td>2</td>
<td>Leadership (X2) → Employee Performance (Y)</td>
<td>0.353</td>
<td>3.220</td>
<td>Significant</td>
</tr>
<tr>
<td>3</td>
<td>Competency (X3) → Employee Performance (Y)</td>
<td>0.695</td>
<td>8.871</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Resource: Data processed

Information from Table 1 above, then it can be submitted hypothesis testing results that training (X1) is not proven to have a positive effect on employee performance (Y). This result is shown by positive value coefficient of 0.002 with T-statistic = 0.050 (T-statistic < 1.96), so hypothesis 1 ($H_1$): training positively influence directly to employee performance is unacceptable. Based on the results obtained can be stated that no matter how the training activities that followed the employee was not able to directly improve the performance of employees at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar.

Leadership (X2) proved to have a positive and significant effect on employee performance (Y). This result is shown by path coefficient which is positive value equal to 0.353 with T-statistic = 3.220 (T-statistic > 1.96). These results indicate that hypothesis 2 ($H_2$): leadership has a positive effect on employee performance proven empirically. Based on these results can be stated that the better the leadership is run, then the performance of employees at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar become increasingly.

Competence (X3) proved to have a positive and significant effect on employee performance (Y). This result is shown by the positive path coefficient of 0.695 with T-statistic = 8.871 (T-statistic > 1.96), so hypothesis 3 ($H_3$): competence has a direct positive effect on employee performance can be proven. Thus, these results can be stated that the more competent employees in carrying out their duties and work, then the performance of employees at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar become increasingly.

2. Moderation Effect Testing (Variable Morale as a Moderator):
The test of moderate variables in the research model can be examined by involving independent variables (training, leadership, and competence), moderation variables, interaction variables (predicting independent variables and moderating variables) in predicting dependent variables.
(employee performance). Based on the results of the test, it can be seen the level of intervention of moderation variables (Hair et al., 2006): whether pure moderator, moderate quasi (quasi moderator); moderate potential (homologer moderator); or moderate predictors (predictor moderator). To facilitate the testing of moderation variables in this study, the following analysis is performed as presented in Table 2.

Table 2 Result of Moderation Variable Tests

<table>
<thead>
<tr>
<th>No</th>
<th>Testing Moderation</th>
<th>Effect ( M \rightarrow Y ) (a)</th>
<th>Effect ( M*X \rightarrow Y ) (b)</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Moderate Employee Morale (M) on Training (( X_1 )) ( \rightarrow ) Employee Performance (Y)</td>
<td>-0.067 (NoSig.)</td>
<td>0.120 (Sig.)</td>
<td>Pure Moderation</td>
</tr>
<tr>
<td>2</td>
<td>Moderate Employee Morale (M) on Leadership (( X_2 )) ( \rightarrow ) Employee Performance (Y)</td>
<td>-0.067 (NoSig.)</td>
<td>0.038 (NoSig.)</td>
<td>Homologiser Moderation</td>
</tr>
<tr>
<td>3</td>
<td>Moderate Employee Morale (M) on Competency (( X_3 )) ( \rightarrow ) Employee Performance (Y)</td>
<td>-0.067 (NoSig.)</td>
<td>-0.102 (NoSig.)</td>
<td>Homologiser Moderation</td>
</tr>
</tbody>
</table>

Resource: Data processed

Information from Table 2 above, the results of moderation variable testing can be submitted that morale (M) is proven to moderate pure moderator on the influence of training (\( X_1 \)) on employee performance (Y). This result is shown on the coefficient of work spirit effect (M) on the performance of employee (Y) is not significant (-0.067\(^{NS}\)), while the coefficient of interaction effect line (employee morale x training or \( M*X_1 \)) to the performance of employee (Y) (0.120\(^{S}\)). These results provide a hint that hypothesis 4 (H\(_4\)): employee morale moderates positively on the influence of training on employee performance are acceptable. These findings mean that employee morale felt at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar in the implementation of the work was able to strengthen the implementation of training activities that will be able to improve the performance of the work.

The employment moderation moderation variable (M) in the influence of leadership (\( X_2 \)) on employee performance (Y) shows the result as homologiser moderator. This result is indicated on the coefficient of work spirit effect (M) on the performance of employee (Y) is not significant (-0.067\(^{NS}\)) and the same on the coefficient of interaction effect line (employee morale x leadership or \( M*X_2 \)) on employee performance (Y) which is not significant (0.038\(^{NS}\)). These results provide a hint that hypothesis 5 (H\(_5\)): employee morale moderates positively on the influence of leadership to determine employee performance cannot be proven empirically. These findings provide meaning, the enthusiasm of employees working at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar is unable to strengthen or weaken the influence of leadership to determine employee performance.
The test of work morale moderation variable (M) on the influence of competence (X₃) on employee performance (Y) shows the result as homologiser moderator. This result is shown on the coefficient of work spirit effect (M) on the performance of employee (Y) is not significant (-0.067<sup>NS</sup>) and the same on the coefficient of interaction effect line (employee morale x competence or M*X₃) on employee performance (Y) which is not significant (-0.102<sup>NS</sup>). These results provide clues that hypothesis 6 (H₆): employee morale moderates positively on the influence of competence on employee performance are unacceptable. This finding means that the enthusiasm of employees working at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar is unable to strengthen or weaken the influence of competence to determine employee performance.

**Discussion:**

**Training not affecting employee performance:**

The result of hypothesis testing showed that the training had positive and insignificant effect on employee performance. This result means that no matter how the training activities followed by employees will not be able to directly improve the performance of employees at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar.

The findings of this study illustrate that the training program implemented at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar by prioritizing the development of the ability to use new tools or facilities is still low, preparation for new positions or tasks, implementation of new programs, introduction of new working procedures, as well as the work orientation of new employees have not been able to improve the performance of employees directly viewed from aspects of responsibility, obedience, honesty, loyalty, and initiative of employees.

The results of this study are inconsistent with empirical findings by Imran and Tanveer (2015); Hameed and Waheed (2011); Elnaga and Imran, 2013; Khan et al., 2011) who found a positive influence of training on employee performance. However, this study is in accordance with the
instructions of Hutchings et al. (2009) that the training program held aims to develop the ability of employees, both knowledge, skills and attitudes, so that from the ability and expertise obtained can lead to improve its performance. Thus, the training program is actually unable to guarantee directly for improving employee performance.

**Leadership affects employee performance:**

The result of hypothesis testing shows that leadership has positive and significant effect on employee performance. These results give meaning that the better the leadership is run, then the performance of employees at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar become increasingly.

The findings of this study provide an illustration that the leadership applied to the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar which prioritizes maturity in the leadership of the subordinate and accompanied the ability in decision-making, intelligence, motivation and attitudes that have leadership to direct subordinates able to improve employee performance directly viewed from aspects of responsibility, obedience, honesty, loyalty, and initiative of employees.

The results of this study are in accordance with the statement of De Jong and Hartog (2007) that leadership is a process that has elements of art and the ability and intelligence to influence the feelings and thoughts of others, so that the willingness to make an effort to improve or improve its performance (Jaussi and Dionne, 2003). In addition, the findings of this study are consistent with Amabile et al. (2005) and Kahai et al. (2003) that leadership that prioritizes the independence and progress of employees is able to produce better performance outcomes. Krause (2004) added, leaders who often do development efforts are very important by employees to improve its performance.

**Competence Affects Employee Performance:**

The result of hypothesis testing shows that competences have positive and significant effect to employee performance. These results give meaning that the more competent employees in carrying out their duties and jobs, then the performance of employees at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar become increasingly.

The findings of this study provide an illustration that the competence of employees at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar with priority to the ability to understand the tasks and jobs provided, and supported the skills, knowledge, interests and attitudes possessed employees able to improve employee performance directly which is seen from aspects of responsibility, obedience, honesty, loyalty, and initiative of employees.

The results of this study are in accordance with Ismail and Abidin (2010), Siwantara (2009) and Setyaningsih et al. (2013) that the competence of employees consisting of knowledge, skill, and attitudes tailored to the needs of the work field within the organization, will be able to produce better performance. In addition, in line with the empirical findings of Mustajab et al. (2016) that the more competent employees in carrying out tasks and jobs can determine the performance achievement.

**Employee morale moderates the effect of training on employee performance:**

The result of hypothesis testing shows that morale is proved to moderate positively on the effect of training on employee performance. In addition, the employee morale makes pure moderates for this effect. These results give meaning that employee morale felt at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar in the implementation of the work was able to strengthen the implementation of training activities that will improve employee performance. Without the interaction of enthusiastic employees in following the training program would have an impact on improving employee performance.

The findings of this study provide an illustration that employee morale at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar based on work time discipline, adherence to the instructions of superiors, cooperation, absenteeism and satisfaction of the task will strengthen the desire of employees in running training programs, and on
Employee morale is not moderate on the effect of leadership on employee performance:

The results of hypothesis testing show that employee morale is not proven to moderate on the effect of training on employee performance, and only the homologer moderate solely on the effect. These results give meaning that employee morale felt at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar in the implementation of the work was not able to weaken or strengthen leadership that will improve employee performance. In other words, there is no interaction of morale and leadership in improving the performance of employees.

The findings of this study provide an illustration that employee morale in Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar city based on work time discipline, adherence to the instructions of superiors, cooperation, absenteeism and satisfaction with the task will not affect the direction of leadership to produce more performance well.

The findings of this study are consistent with Ismail and Abidin (2010) that competence is a basic characteristic of an individual (individual) that influences the way of thinking and acting, and the ability to perform work or tasks based on skills and knowledge and support by work attitude demanded by work Siwantara, 2009). Based on these explanations, competence is the foundation of the professionalism of the employee to carry out the work and performs Setyaningsih et al. (2013), without the need to interact with the taste or excitement of work.

**Conclusion:**

Based on the results of analysis and discussion that has been done in this study, it can be concluded, that: training is not proven to affect performance. These results can be interpreted, regardless of the training activities that followed the employee was not able to directly improve employee performance. Nevertheless, morale can moderate positively on the effect of training on employee performance. These results provide meaning that employee morale perceived by Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar in the implementation of the work was able to strengthen the implementation of training activities that will be able to improve the performance of the work. Other conclusions that can be conveyed, leadership and competence have a positive and significant impact on employee performance at Dinas Penanaman Modal dan Pelayanan Terpadu Satu
Pintu Kota Denpasar. However, the effect of moderation on morale on the influence of leadership and competence on employee performance is not proven.

Suggestion:

Some suggestions that may be given related to the results of this study are as follows:

1. In order to improve the performance of employees at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar, human resource development through the implementation of training programs is one way to improve the ability of employees to produce or improve their performance. However, the training activities carried out did not necessarily improve the performance of employees directly. The training program will give meaning to the improvement of the performance of individual employees if accompanied by morale. Therefore it can provide advice for the leadership of Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar should provide the spirit and awareness of the importance of training programs to face job demands. Based on this it is expected that employees are aroused and realize the importance of the training program and really implement it, so that later useful for self-development and can improve its performance.

2. The most dominant competence role in improving employee performance at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar. Therefore, it can provide input to the head of the Investment and Integrated Licensing Office of Satu Pintu Kota Denpasar in giving attention to improve the competence of the employee, especially on the ability to understand the tasks and work encountered, in addition to the ability of skills, knowledge, interests and attitude. Malalui these efforts further increase the competence of employees at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar in carrying out tasks and jobs, and provide satisfactory services for the community.

3. For future researchers can replicate this research model on other organizations/companies. In addition, future researchers can use more precise indicators to measure training variables, as well as modify models primarily the role of competence in mediating training and leadership on employee performance.

References:


