



# The Effect of Training, Integrity and Competency Knowledge of Cooperation Team Official Human Resources in Directorate General of Defense Strategy the Ministry

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## ABSTRACT

The objective of this research was to determine the effect of training, integrity and teamwork competence knowledge of the human resources (HR) officials at the Directorate general of defense strategy defense the ministry of defense, Jakarta in 2016. The research used survey method with quantitative approach and path analysis technique. The data were collected from 63 civil servants as sample. Sample were selected by simple random sampling from 166 Civil servants as population. The results showed that there is the knowledge competency training effect obtained the correlation coefficient is 0.689 and the value of path coefficient of 0.374, meaning a significant path coefficient; Influence of the knowledge integrity, competency obtained by the correlation coefficient is 0.651 and the value of path coefficient of 0.300, meaning a significant path coefficient; Teamwork influence on competency knowledge obtained the correlation coefficient is 0.704 and the value of path coefficient of 0.299, meaning a significant path coefficient; Effect of training on teamwork obtained a correlation coefficient of 0.598 and the value of path coefficient of 0.409. Means a significant path coefficient; Teamwork integrity influence on the correlation coefficient 0.603 and the value of the path coefficient of 0.417. Means a significant path coefficient; and effect of training for the integrity of the correlation coefficient of 0.455 and the value of the path coefficient of 0.455. Means a significant path coefficient.

**Keywords:** Knowledge Competency, Training, Integrity, Teamwork

**JEL Classifications:** M53, O15

## 1. INTRODUCTION

In the current era of globalization, companies must be able to create and prepare superior workforce. One effort to create and prepare a superior workforce was revealed Hertati (2019) can be traveled through education and training so as to create a quality workforce, which of course will greatly affect the development and progress of the company in any aspect (Hertati, 2015). Manpower is very influential for institutions and companies. Training (training) is intended to improve the mastery of various skills and specific work implementation techniques, detailed and routine. Training activities are the responsibility of HR management. This research was made to find out how the training system that improves the quality of HRs. According to Hertati, (2015) one of the most important management in the world of banking is the management

of HRs. Then Irma and Sabherwal (2010) states that this is due to HRs is the backbone in running the wheels of a bank's operational activities. Therefore, HRs owned by banks must have the ability to carry out every banking transaction, bearing in mind the service factor provided by these employees will determine the success or failure of the bank going forward (Hertati, 2015). The capabilities that have been owned must be continuously honed continuously, both through work experience as well as employee training and development. Syafarudin and Mulyana, 2019 stated that in the era of globalization like today, companies must be able to create and prepare superior workforce (Hertati and Sumantri, 2016). One effort to create and prepare a superior workforce can be traveled through education and training so as to create a quality workforce, which certainly will greatly affect the development and progress of the company (Hertati and Sumantri, 2016).

Susanto (2016) revealed integrity in a company is an understanding of “wholeness” qualities such as honesty and consistency of character to behave in accordance with the company’s core values or corporate culture. Where, honesty and consistency of individual work behavior must be able to support the company’s business excellence through ethical work ethics and who are always compliant to carry out business ethics and work ethics professionally (Syafarudin, 2016). The values of honesty, trust, service, contribution, and responsibility are the basic values to create solid self-integrity. You with integrity must understand and be able to distinguish what is good and what is not good, and always be a person who is honest with yourself to serve the duties and responsibilities according to the rules and positive values. Syafarudin and Sudiarditha (2018) states that the benefits of training are to focus on internalizing the values of integrity such as honesty, candor, ethics, responsibility, maturity, trust, commitment, loyalty, hard work, mutual assistance, mutual harm, anti-corruption, and not utilizing position or power for self and group interests. Susanto (2010) revealed audience will be enlightened to understand the role and function of their work in serving each stakeholder’s interests in an ethical manner. Specifically to serve work processes, coworkers, management, customers, prospective customers, and company owners through behavior that is integrity, honest, open, respectful, and keeps commitments.

Syafarudin and Mulyana, (2019) stated that in general “Integrity Training” departs from a basic concept that requires personality and code of conduct of individuals or groups with integrity in order to run a healthy, strong and ethical company. Integrity must be demonstrated through corporate cultural values, work standards, business ethics, regulations, policies, systems, achievements, wisdom, courage, personality, code of conduct, and work procedures in the company. All of this must be practiced through a mindset of work that contributes, is honest, loyal, responsible, sincere, sincere, and full of dedication to encourage the growth and development of the company. Build awareness, morals, and beliefs for integrity behavior in the workplace environment. Hertati and Sumantri (2016) states that to maintain the company’s endurance in facing various kinds of challenges, both from internal and external companies. Benefits (1) Participants will learn to build a personality with integrity. (2) Participants will learn how to have a code of conduct in the organization so that integrity can develop well. (3) Participants will learn how to live the values of integrity; such as: hard work, anti-corruption, loyalty, trust, responsibility, commitment, honesty, maturity, candor, truth, and maintain the reputation and credibility of the organization. (4) Participants will learn how to carry out all the interests of the company and stakeholders with integrity. (5) Participants will learn how to carry out integrity through values, principles, ethics, culture, systems, procedures, and company work standards. (6) Participants will learn how to improve the quality of responsibility through personal integrity. (7) Participants will learn how to increase productivity, effectiveness, and efficiency through solid self-integrity. (8) Participants will learn how to use the power of integrity to resolve conflicts and not get involved in office politics. (9) Participants will learn how to maintain flexibility, communication, and good relations with every party

in the company (stakeholders). (10) Participants will get tips and tricks for life enriched with integrity values. (11) Participants can discuss work issues and challenges to get inspiration and motivation. Presentation training methods, question and answer, discussion, case studies, short films, games and role play. Core discussion of integrity training integrity training will discuss the way employees and leaders behave, behave, and have habits in the workplace with integrity values. Specifically, related to the values of honesty, morals, ethics, responsibility and fairness in all aspects, functions and roles of work. Role of integrity as the power to unite employees and leaders on a commitment to comply with ethics, laws, work rules, values company values, corporate work philosophy, company beliefs, strategies, systems, procedures, assessments, work processes, work equipment, and organizational structure (2) Explain the impact of loss of integrity. Decline in organizational morale. Complaints at work. Potential lawsuits from stakeholders. Declining productivity and work effectiveness. Damage to the company’s image and reputation. (3) Explain the impact of loss of employee integrity. Employees lose trust. Employees lose the nature of responsibility. Employees ruin their own careers. Employees damage the future. Employees do not deserve to be role models. According to Syafarudin and Mulyana (2019) states that the way employees build work characters with integrity include: how to make decisions, maintain the good name of the company, carry out duties and responsibilities, maintain integrity, work based on business ethics and work ethics.(5) Explain how employees build personalities with the power of integrity. Among others: living with the principles and values of honesty, truth, justice, responsibility, positive thoughts, good emotions; act consistently; and strive to be a good, just, and respectable person. (6) Explain how employees deal with stress at work. Among others: while maintaining productivity and quality, smart solving bad problems and creating good solutions, and smart doing work with the power of ethics. The way employees carry out integrity in the company. Integrity in handling documents and bookkeeping. Integrity in protecting company assets. Integrity in protecting company information. Integrity in using electronic communication. Integrity in implementing occupational health and safety, the environment and the community. Integrity in maintaining a work environment that is free from discrimination, harassment, immoral behavior, threats and violence. (8) Explain integrity in the face of conflicts of interest. Conflicts of interest. Be careful about doing with outside parties. Have a reasonable relationship with the government. Maintaining the company’s reputation in political activities. Treat business partners fairly. Compete in a healthy manner.

The challenges faced in the field of Defense of globalization has raised new threats forms good military threat nor the threat of nonmilitary, so that the characteristics of the threat the defense of the country is becoming increasingly complex and multi-dimensional in nature. HRs in an organization is one thing, because of the high level of its needs with a variety of expertise, owned then sorely needed in the achievement of the objectives of the organization. The Directorate General of Defense Strategy hereafter Ditjen Strahan is an element of the implementation of the duties and functions of the defense under and is responsible to the Minister, who has the task of formulating and implementing

the policies and technical standardization in the field of the Organization of the defense strategy of the State and functions as the policy formulation of the Ministry in the field of State Defence Strategy. Human resources (HR) referred to in this research is the Indonesian armed forces and civil servant who served in the environment Kemhan, which Strahan Ditjen has the task to carry out the preparation of material formulation and implementation of the evaluation policy and standards in technical fields.

The working environment in Ditjen Strahan has enough to support HR tasks, yet still very necessary support training, integrity, teamwork within the field of competence of the knowledge. For that, it needs a reliable HR in anticipation of a wide range of issues. The reality shows that the condition of HR is still far from expected, where the quality of HR in Ditjen Strahan as long as it is still not satisfactory as it still lack the competence and potential of knowledge, attitudes or behaviors and skills of HR in carrying out the tasks and functions in the Organization so that it could hinder the achievement of the objectives of the Organization, among other a few HR of the less interested in following education and practice (training), employees who are not abiding in the superior, employees who are often late in completing the tasks/jobs. This is in accordance with the regulation of the Minister of defence Number 58 year 2014 about the Organization and the Work of the Ministry of Defense. Especially the HR neighborhood Ditjen Strahan Kemhan. Dewi in Werther and Davis defined as HR management activities that try to facilitate people in the Organization to contribute to the achievement of the strategic plan of the organization. According to Arikunto (2015. p. 127) there are three major domains or domains in education i.e. cognitive domain, is the first activity that deals with thinking through the process of recognition, comprehension, application, analysis, synthesis and evaluation, second, domain or psychomotor skills are closely related to the work that fundamentally need to distinguish between skill (skill) and abilities (abilities), the third, the affective domain is closely related to the attitude or value.

Training or training is very important for employees to work more controlled and better against the job he assumed. Noe et al., (2011. p. 262) mean "training consists of an organization planned efforts to help employees acquire job related knowledge, skills, and behavior with the goal of applying these on the job." In the sense of training consists of efforts planned by the Organization to help employees gain job-related knowledge, skills and behaviour with the aim of applying them on the job. In the description of certain potential employees may already be qualified administrasi on improvements, but are actual employees must follow or offset the inaugural State Defense development in accordance with the tasks assumed. This is the encouraging Kemhan to facilitate the training of employees in order to get better performance results, effective, and efficient. Integrity is a consistency of actions, values, methods, measures, principles, expectations, and results in the execution of a task is run by employees. According to Antonius (2006. p. 16-26), integrity is a concept that stresses the congruency with the principle of one's actions or specific value chosen. An employee who has integrity will still keep his dedication to achieve the

objectives of the Organization are noble and dignified. Every employee Kemhan is indeed designed to function within the tangle of relationships and interdependencies with other employees in a teamwork, which is an effective blend of skills, knowledge, and talent. Teamwork is a work system that worked on some of the employees to achieve the planned goals together. Teamwork is becoming a necessity in realizing the success of the performance and achievements of the work and will be a driving force that has the energy and synergy for the individuals who are members of the team. Similar with Mejia et al., (2001. p. 535) holds "to improve morale, management decided to amalgamated from several problem solving employee teams."

The members of the team have the skills and background is different, that it took the existence of cooperation and mutually complement one another. The contribution of every employee in the team will be a force that is integrated. Officers allegedly worked together when the efforts of every employee of the systematically integrated to achieve a common goal and are able to respond quickly and effectively to changes in the environment which runs fast. Training, integrity, and teamwork becomes a very important capital to shore up the country's defense embodiment of knowledge competence for employees of the Kemhan to be able to complete its work effectively and efficiently. The embodiment of knowledge competence of Defense the country desperately needed considering the environmental organizations who continue to undergo changes, thus requiring adaptation and adjustment or change (change). Bryan (2003. p. 10) said: Knowledge is information that is organized, synthesized, or summarized to enhance comprehension, awareness, or understanding. That is, knowledge is a combination of metadata and an awareness of the context in which the metadata can be applied successfully. Understanding knowledge is information that is organized, synthesized, or summarized to improve understanding, awareness, or understanding. That is, metadata is a combination of knowledge and awareness of the context in which that metadata can be applied successfully. Therefore, HR should be a major investment because in the future will be a priceless asset. This research takes the object at the Directorate General of Defense Strategy (Ditjen Strahan), there is a HR civil servants as well as TNI who will be trained as experts who are able to analyze strategic information so important to do the research. Based on early observations, researchers, many still visible dedication and motivation of working employees that are not optimal and lack of integrity and teamwork in carrying out daily tasks. The indications include many employees who are still using old methods of work and lacking the initiative to change it to make it more effective and efficient. Employees also are still skimpy revealing positive ideas needed by the Directorate. Employees tend to be passive which is only carrying out the orders of superiors and work was limited to basic tasks and less willing to show effort to develop.

Based on the above issues, then the research is focused on the influence of Training, integrity, and teamwork against the competency of HR in the Country's defense knowledge Ditjen Strahan Kemhan. Researchers developed a model of research by identifying issues that affect knowledge competence of HR that is a lot of behavior-the behavior of employees who are less motivated

to run in daily tasks, which indicated with still a lot of employees who use the old methods of work and lacking the initiative to change it to make it more efficient and effective, the employee still skimpily revealing positive ideas needed by organizations, and tends to be a passive only execute the commands of superiors and work as a duty. Clerk in Kemhan during this Ditjen Strahan has not seen the existence of a culture of learning in an environment of strong organizations that can assist in the development of personal competencies and organization. Managerial encouragement in developing the learning environment in the organization is also minimal, so there is less positive activities to improve the skills and competencies of employees work.

Knowledge-sharing activities on Ditjen Strahan has not gone well, as shown is still lack of activity as the discussions in the working environment to discuss the job, lack of habit of giving each other information between colleagues work related to the job, and not its optimal information networks that can be utilized to accelerate the dissemination of information and knowledge between co-workers. Employee empowerment in Ditjen Strahan yet goes according to expectations, yet have demonstrated by sufficient autonomy in performing his job, and not the presence of the delegation of managerial duties towards employees. Organizational commitment employees have not been supportive of innovative behaviour, because it is still minimal employee efforts shown to advance organization, weak employee loyalty towards the organization and sense of purpose as well as the identification of values the organization also still lacking. The integrity of the officers walking yet Ditjen Strahan effectively, which is indicated by the lack of effort provides guidance and efforts of serving in both directions between the leader and his subordinate officers.

Knowledge competency in Ditjen Strahan still perceived less satisfactorily shown with still quite a number of employees have complained that the burden of work that many do not comply with the ability of employees to get more office promotion the previous high of teamwork is not yet ideal, as shown with the still existence of conflicts that plague the working atmosphere. The working pressures are also still often occurs due to an excess workload and there has not been sufficient work autonomy for employees. Given that researchers have limitations in capabilities, both issues of time, cost and effort, then the pemasalahan in this study is restricted to the three variables thought to influence on HR knowledge competencies, namely: (1) Training; (2) the integrity; and (3) teamwork. Research problems as follows: (1) Does training take effect directly against competencies knowledge. (2) whether the integrity of the influential direct competence knowledge, (3) Are direct ascendant teamwork against the competencies knowledge (4) does the training take effect directly against teamwork. (5) If the integrity of the direct effect of teamwork, and (6) Are influential training directly to integrity. The results of this study are expected to provide usability theoretically in the fields of management of HRs, either directly or indirectly, is expected to enrich the vocabulary of science in the fields of resource management humans, too, can add references and development for the next research. While the practical uses, as material input the decision makers in an environment of other organizations in improving the knowledge and competence as a consideration in Kemhan generally and particularly in improving Stahan Ditjen competencies knowledge.

## 2. RESEARCH METHODOLOGY

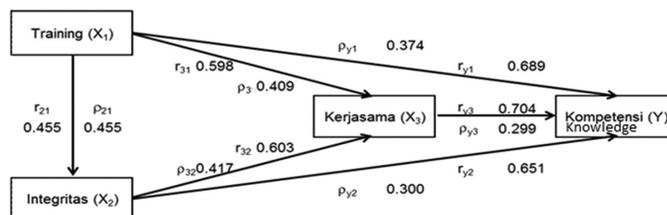
This research uses a quantitative approach through survey methods and techniques of path analysis (path analysis). The variable in this study consists of the endogenous variables namely variables exogenous knowledge and competence i.e. training, integrity, and teamwork. The data collected through the now of the population amounted to 116 people and samples used totaled 63 HR people. Testing data in this research was conducted through the dissemination of the questionnaire/question form designed in the form of scale Linkert. Path analysis done before, done a few test requirement that must be met, namely data normality test, test and test the significance of linearity regression. All hypothesis testing using  $\alpha = 0.05$ . This research was conducted at Ditjen Strahan Kemhan in Jakarta. This location was chosen by the researcher because all this has never done an intensive and comprehensive research about training, integrity and teamwork against the competency of HR knowledge. To fill the questionnaire/question form the foundation of the interviewees consisted of the members of which consist of: 19 people leader/supervisor and HR totaled 63 people while conducting research from the early stages of preparation, preparation of proposals, research in research report field to be implemented in may 2015 until June 2016 in order to obtained enough data to make a summary of top research results.

## 3. RESEARCH RESULTS

Data describing each variable in the variable i.e. research training, integrity and teamwork against the competency of knowledge. A common illustration about the condition of any variables using descriptive statistics which include the size of the centralization and dissemination of data Sugiyono, M. (2006). The size of the centralization of data include the value of the average (mean), mode (mode) and median. The size of the spread of data covering the range (range) standard deviation (standard deviation) data and the variance of the data. Measurement on research done on the endogenous variables and exogenous variables. Endogenous variables in research is knowledge competency (Y), While the endogenous variables in this study include training ( $X_1$ ), the integrity of the ( $X_2$ ) and teamwork ( $X_3$ ).

Hypothesis testing with the results obtained after making analysis model used as the basis in answering the following hypothesis.

### The correlation model line



### 3.1. Research Hypotheses $X_1$ against Y, $X_2$ against Y and $X_3$ against Y

The direct positive effect training towards knowledge competency, integrity of the direct positive effect against the competency,

knowledge and teamwork of the direct positive effect against knowledge competency. To more clearly shown in the following Table 1:

The research hypothesis analysis results provide findings that on the training effect directly against positive knowledge competency. The integrity of the influential directly positive towards knowledge competency. Teamwork effect directly against positive knowledge competency. Thus it can be concluded that the knowledge competency directly influenced positively by training, integrity, and teamwork. Increased training, integrity, and teamwork lead to increased knowledge competency.

### 3.2. Research Hypotheses $X_1$ against $X_3$ , $X_2$ against $X_3$ and $X_1$ against $X_2$

The direct positive effect training towards teamwork, integrity of the direct positive effect towards teamwork and training direct positive effect against integrity. To more clearly shown in the following Table 2:

The research hypothesis analysis results provide findings that on the training effect directly against the positive teamwork, integrity directly positive effect towards teamwork and training effect directly positive to integrity. Thus it can be concluded that teamwork is directly influenced positively by training, integrity, and training effect on integrity. Increased training, resulting in increased integrity teamwork.

## 4. DISCUSSION

As for the detailed discussion of the results of analysis and hypothesis testing studies are outlined as follows:

### 4.1. The Influence of Training Towards the Knowledge Competency

The results of hypothesis testing that was done it was concluded that there was a direct positive influence towards knowledge competency training. These findings prove that training can affect the knowledge competency. From the results of the study it was concluded that improved quality training to suit

the environment and work situation would result in an increase in the knowledge of HR competency, so that the leadership/supervisor can assess the ability of HR knowledge increased efforts will encourage his subordinates to follow various training materials that have been added, will be able to understand and be able to apply the skills and skills in the performance of work in accordance with his profession. Training applied in environment Ditjen Strahan with training and education in accordance with the capabilities of their respective areas of knowledge. Still need to get special attention from the leader/supervisor will be the importance of a good working situation of mutual giving and receiving input so that it will increase knowledge obtained competency. The results of this study also fits with research conducted by Satria (2013. p. 74-83), "the influence of motivation and training towards work and the competence of its implications on the productivity of the employees of the Department of transportation of Bandung," It can be concluded, that the HR management needs to pay attention to motivation, training and competence of employees because it will affect the productivity of employees directly or indirectly will effect also on the quality and productivity institutions, which means that there is a direct positive influence between knowledge and competency training in the office of HR at Ditjen Strahan.

### 4.2. The Influence of Integrity Towards Knowledge Competency

The results of hypothesis testing that was done it was concluded that there was a direct positive influence integrity against the knowledge competency. These findings prove that integrity can affect the knowledge competency. Based on the results of the study, noted that the organization's integrity in Ditjen Strahan still need to be improved especially when associated employees less dare to give an idea, being honest in every job, disciplined and have a sense of responsibilities so that the impact on the loss of feeling proud to work. The results of Syahril and Yusnaena (2013) are obtained that the achievement assessment of variable employee integrity in both categories with an average rating of 4.16 with 83.12 TCR. Knowing that the integrity of the effect on the competence of knowledge, then the need for an increased effort of the leadership of his ability with the judge

**Table 1: Influence of training path coefficient table towards knowledge competency, integrity, competency and knowledge towards teamwork against the knowledge competency**

The correlation coefficient	Path coefficient	$T_{count}$	$t_{table}$		Conclusion
			0,05	0,01	
$r_{y1}=0,689$	$\rho_{y1}=0,374$	3,92**	2,00	2,66	Very significant
$r_{y2}=0,651$	$\rho_{y2}=0,300$	3,14**	2,00	2,66	Very significant
$r_{y3}=0,704$	$\rho_{y3}=0,299$	2,81**	2,00	2,66	Very significant

Description: \*\*Very significant path coefficient ( $t_{count} > t_{table}$ ) on  $\alpha=0,01$

**Table 2: Coefficients of influence training pathways towards teamwork, integrity towards teamwork and training to integrity**

The correlation coefficient	Path coefficient	$T_{count}$	$t_{table}$		Conclusion
			0,05	0,01	
$r_{31}=0,598$	$\rho_{31}=0,409$	3,97**	2,00	2,66	Very significant
$r_{32}=0,603$	$\rho_{32}=0,417$	4,05**	2,00	2,66	Very significant
$r_{21}=0,455$	$\rho_{21}=0,455$	4,87**	1,99	2,63	Very significant

Description: \*\*Very significant path coefficient ( $t_{count} > t_{table}$ ) on  $\alpha=0,01$

giving assignments, discipline in work as well as provide greater opportunities for Donate idea members, according to include in each meeting with regard to decision-making and policy organizations.

#### **4.3. The Influence of Teamwork against Knowledge Competency**

The third hypothesis testing results it can be concluded that there is a direct positive influence teamwork against the knowledge competency. These findings prove that teamwork can affect the knowledge competency. Eddy (2012. p. 102-108), "the influence of creativity and teamwork on performance Manager At PT. Jesslyn K Cakes Indonesia Surabaya branch." Based on the results above, that team is a group of people that work in conjunction with knowledge competency efforts still need to improve teamwork from the HR. teamwork found impressed not optimal the lack of interaction between members, less coordinating any work, would like to seek the attention of the leadership, each one with the other. This needs to be no improvement either in HR or leadership.

#### **4.4. The Influence of Training Towards Teamwork**

The fourth hypothesis testing results it can be concluded that there is a direct positive influence training towards teamwork. These findings prove that training could affect teamwork. The results of this research have shown the existence of a direct positive influence between training towards teamwork, thus need to be realized by the leadership that teamwork is apparently influenced by training. Totong Umar (2011) with the title the outbound training influence against the increased self-confidence of leadership and teamwork. In real conditions will be further enhanced his influence among training towards teamwork through improved understanding of leaders to pay more attention to the suitability of the application of HRs training in environment with more optimal. The current state of need for training that is adapted to the development of the present so that the expected benefits to be felt on TBS while for teamwork aims so that formed a good synergy between the team members in order to complete a job or activity, formed a solid partnership in accordance with the purposes for which it is expected. The leadership is expected to be a motivator that can create a condition in which there is a positive improvement in terms of surveillance, communicate, confidence, cooperate, providing opportunities for appropriate education and training bidangbersikap fair and wise, always give priority to the work in the form of the team.

#### **4.5. The Influence of Integrity Towards Teamwork**

The fifth hypothesis testing results it can be concluded that there is a direct positive influence Integrity towards teamwork. These findings prove that integrity can affect teamwork. The results of the research that has been done shows that the interitas against the teamwork created surroundings Ditjen Strahan has not been optimally implemented by HR so need to get attention from the leadership. Integrity and teamwork related and there are many reasons people work together in a team, the most common reason is to get the job done together or to achieve a common goal. Cameron and Green (2009. p. 65) suggested: Why should you work together as a team? The simple answer is because of the work we need to

accomplish. Teamwork may be needed because there is a high volume of interconnected pieces of work, or because the work is too complex to be understood and worked by one person. So on this alleged research integrity directly positive effect towards teamwork. This means that when the characters are already based on integrity, then the character has always been focused to discipline themselves in positive values. Usually, employee of character integrity being very diligent, industrious, tenacious, disciplined, brave, fight, never give up, honest, responsible, and soulless knight in membertanggung with all the deeds and actions without fear. Integrity is the foundation of a very sturdy and tough to produce a character and personality are very honest and responsible.

#### **4.6. The Influence of Training to Integrity**

Ministry of Defense Work (2014), states that sixth hypothesis testing results it can be concluded that there is a direct positive influence training to integrity. Training still is considered as an effective way to equip and increase the knowledge and skills a person or employee of both individually and group. In addition to training is also effective to change the attitudes and motivation of the person. Garry Yuki (2009.447) argued: "training should consider the level of skills, motivation and the current capacity of the trainers to mamahami and remember the information complex" by looking at the results of the research that has been done and is associated with the real conditions that exist, showing still need the existence of mental and behavior to provide integrity to achieve success in the workplace, make integrity as the foundation in the the formation of the characters themselves are more true to yourself, the more confident, more able to exercise accountability, corporate responsibility, mentally tough and never give up, people who love to be dependable, attitudes and the attitude of a responsible, attitudes and attitude that his words could be held, its promises trustworthy.

## **5. CONCLUSION**

From the analysis results and discussion conclusion then described this research as follows: Training direct positive effect against knowledge competency. These findings indicate that improved quality training to suit the environment and work situation would result in an increase in the knowledge of HR competency. The integrity of the direct positive effect against knowledge competency. These findings indicate that improved quality of integrity optimally would result in increased knowledge of HR competency. Teamwork direct positive effect against knowledge competency. These findings indicate that improved teamwork optimally will result in increased knowledge of HR competency. The direct positive effect training towards teamwork. These results indicate that the improvement of the quality of training will result in improved optimal teamwork Echelon IV employee. The integrity of the direct positive effect towards teamwork. These findings indicate that improved quality of integrity optimally would result in an increase in HR teamwork. The direct positive effect training to integrity. These results indicate that the improvement of the quality of training will result in improved optimal integrity of HR.

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