IJER

THE EFFECT OF TRAINING EFFECTIVENESS, WORKPLACE CULTURE, AND INNOVATION ON THE EFFECTIVENESS OF THE WORK OF SURVEYORS AT SUCOFINDO PT (PERSERO)

SAJIYO
Sucofindo PT
sajiyo@unj.ac.id

Abstract

This study aims to determine the effect of training effectiveness, workplace culture, and innovation on the effectiveness of the work of surveyors. This study uses a quantitative approach using a survey method. Path analysis was used to analyze the data collected. The unit of analysis of this research is the surveyor on Sucofindo PT (Persero) Branch Batam. The number of samples taken in this study, 104 randomly selected people. The results showed that the effectiveness of the surveyor directly influenced by training effectiveness, workplace culture, and innovation. The study also found that innovation is influenced by training effectiveness and work culture. Based on these findings it can be concluded that any changes are made to the effectiveness of the surveyor is influenced by training effectiveness, work place culture, and innovation. Therefore, the effectiveness of the surveyor, training effectiveness, workplace culture, and innovation can be taken into consideration in strategic planning for the development of human resources of a company.

Key words: *Effectiveness of work, training effectiveness, workplace culture, innovation.*

The effectiveness of surveyor work PT. Sucofindo (Persero) conducted to identify the aspects that affect the improvement of work effectiveness surveyor PT. Sucofindo (Persero). The results of this study are expected to be used as a reference in the planning of human resources development programs, as well as policies in an effort to improve the effectiveness of surveyor work as one of the important components in an effort to increase the productivity of the company. Therefore, the study on the effectiveness of this surveyor work is still in relation to the essence of human resource management.

The purpose of this study to reveal whether or not the influence between the variables studied, either direct or indirect influence with the description as follows; 1) To know the direct influence of training effectiveness variable on the effectiveness variable of the surveyor; 2) To know the direct influence of work culture variable to the effectiveness variable of the surveyor; 3) To know the direct effect of innovation variable on the effectiveness variable of the surveyor; 4) To know the direct influence of variables of training efectivity to innovation variables; 5) To know there is direct influence of work culture variable to innovation variable.

1. Work Effectiveness

In everyday life is often used the term effective or effectiveness associated with a particular activity. Daft, (2010: 23) suggests "Effectiveness is a broader term, meaning the degree to which an organization achieves its goals. To be effective, organization needs clear, focused goals and appropriate strategies for achieving them". Achieving effective and efficient organizational goals is essential in an organization. A

manager is someone who coordinates and oversees the work of the people so that organizational goals can be accomplished. ROBBIN and Coulter (2012: 33)

According to Robbins & Coulter, (2012: 33) defines the effectiveness of "Effectiveness is often described as doing the right thing that is, doing those work activities that will help the organization reach its goals". According to George / Jones, the effectiveness (2006: 6) is as follows:

"*Effectiveness is a measure of the appropriateness of the goals that managers have selected for the organization to pursue and of the degree to which the organization achieves those goals. Organizations are effective when managers choose appropriate goals and then achieve them*".

According to Robbins & Coulter in the management required efficiency and effectiveness, as described below:

Management involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively. Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs, including resources such as people, money, and equipment, they concerned with the efficient use of those resources. It's often reffered to as 'doing things right', that is, not wasting resources. Effectiveness is often described as 'doing the right things', that is, doing those work activities that will help the organization reach it's goals.

According to Dyck / Neuber, (2009: 11) the effectiveness is as follows:

"*Effectiveness means doing the right things, while efficiency mean doing thing right. In other words, effectiveness deals with the issue of which goals an organization should persued, whereas efficiency focuses on how to achieve those goals with the minimum expenditure of resources*".

Ivancevich, Konopaske (2013: 11). Presents his opinion as follows:

"*In most organizations, effectiveness is measured by a combination of reaching goals, employing the skills and abilities of employees efficiently, and ensuring the influx and retention of well trained and motivated employees. Three crucial elements are needed for firm to be effective: 1) mission and strategy, 2) organizational structure, and 3) huan resources anagements*".,

Three important elements are needed for the company to be effective: 1) mission and strategy, 2) organizational structure, and 3) human resource management. Effectiveness criteria must reflect the entire input-process-output cycle, not simply output, and effectiveness criteria must reflect the interrelationship between the organization and its outside environment. Ivancevich, Konopaske, Matteson, (2008: 23).

Based on the above description, it can be synthesized that the effectiveness of the work is the accuracy of surveyors in selecting and using equipment, methods of work and resources, to achieve organizational objectives, with indicators: the accuracy of using work equipment, the accuracy of work methods, the accuracy of work resources and accuracy work result.

2. Training Effectiveness

At this time the company realizes how important the training effectiveness program is for its employees or surveyors. According to Fred Luthan and Jonathan P. Doh, (2012: 520). Training is as follows: "Training is the process of altering employee behavior and attitude in a way that increases the probability of goal attainment".

Agree Noe, Hollenbeck, Gerthat & Wright, (2014: 8). Found that "training is a planned effort to facilitate the learning of job-related knowledge, skills, and behavior."

Noe, argues that the effectiveness of the training is as follows:
"Effective training objectives several characteristics: 1)They include a statement af what the employee is expected to do, they quality or level of performance that is acceptable, and the conditions under which the employee is to apply what he or she learned; 2)They include performance standards that are measurable; 3) They identify the resources needed to carry out the desired performance or outcome. Successful training requires employees to learn but also employers to provide the necessary resources".

Effective training has several characteristics: 1) training including what employees expect to improve quality or improve acceptable performance, and the conditions under which the employee is to apply what he / she studies; 2) including training to meet measurable performance standards; 3) The training identifies the resources needed to perform the desired performance or outcome. Successful training requires employees to learn but also entrepreneurs to provide the necessary resources. Effective training can be a powerpul sources of development for professional human resources striving to become more strategic. Dave Ulrich Justin Allen, (2009; 118)

Mathis and Jackson (2002: 5). States ".Training is a process whereby people achieve certain abilities to help achieve organizational goals".

Gemmy S. Allen, Warren R. Plunkett dan Raymond F. Attner. *(2013:325)*, Argue that training is as follows:
"Training is teaches skills for use in the present and near future. Training is giving employees the knowledge, skills, and attitudes needed to perform their jobs. Training has five major aims: to increase knowledge and skills, to increase motivation to succeed, to improve chances for advancement, to improve morale and the sense of competence and pride in performance, and to increase quality and productivity ".

Based on some concepts above, it can be synthesized that the effectiveness of the training is a planned effort to facilitate the accuracy of learning related to the employee's knowledge, work, skills and behavior with indicators: accurate identification of training needs, training planning, training implementation, training program, training evaluation.

3. Work Culture

The Working Culture Humanity is raised in the culture and environment in which they live. Culture is "ideas, thoughts, ideas, beliefs, values, norms, as a guide to direct and foster behavior." Darsono and Siswandoko, (2011: 14). According to Michael Armstrong and Stephen Taylor (2014: 120). Budya organization or corporate culture, as follows:

"Organisational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumption that may not have been articulated but shape the ways in which people in organizations behave and things get done".

While Gareth Jones (2010: 201). Argued about the culture as follows: "Organizational culture as the set of shared values and norms that control organizational members' interaction with each other and with suppliers, customers, and other people outside the organizatio" .Ivancevich, Kopaske and Matteson, (2008: 35). Argued that "Organizational culture as a perspective to understand the behavior of individuals and groups within organizations has its limitations".

According to Helen Deresky (2011: 106), In general the culture understood by the community is, "the culture of society comprises the shared values, understandings, assumptions, and goals that are learned from the past generations, imposed by the present members of a society, and passed On to succeeding generations ".

Culture also differentiates between one organization and another. Cultural variables determines basic attitudes toward time, work, materialism, and norms concerning how relationships are maintenained and sustained over time. Phatak, Bhagat, Kashlak, (2009: 115).

From the above description it can be synthesized that the work culture is the prevailing values, norms, philosophies and regulations that exist within the working group environment to carry out the work that has been established in order to achieve mutual success. The indicators used to measure work culture variables are; 1) hard work, 2) discipline, 3) productive, 4) responsibility, 5) creative, 6) dynamic, and 7) independent.

4. Innovation

According to John R. Schermerhorn, Jr. (2009: 94.), "there are several types of innovation, namely:" (1) Product innovations result in the creation of new or improved good and services. (2) Process innovations result in better ways of doing things. (3) Business model innovations result in new ways of making money for the firm ". Product innovation leads to the creation of new products or good improvements and services, process innovation results in a better way of doing things, business model innovation generates new ways of making money for the company. The three types of innovation are product innovation in the form of goods or services, innovation process in productivity and business innovation for the company's progress.

According to Thomas L. Wheelen, Alan N. Hoffman (2015: 9) argues that:
"Innovation, as the term is used in business, is meant to describe new products, services, methods, and organizational approaches that allow the bussinesman to achieve extraordinary return.Innovation is the machine that generates business opportunities in the market; however, it is the implementation of potential innovations that truly drives businesses to be remarkable".

Ricky W. Griffin (2013: 402)., Argues that "Inovation is the managed effort of an organization to develop new products or services, or new uses for existing products or services". Everett M. Rogers (2003: 12). , Defines innovation as follows, "An innovation is a idea, practice, or object that is perceived as new by an individual or another unit of adoption". What innovation means is an idea, practice, or object considered new by an individual or organization. The same thing in supporting by Nigel King, Neil Anderson, (1995: 1) Innovation in the form of ideas or ideas that are practiced to obtain new products or services from the innovation products or services that already exist. According to Jeff Degraff & Shawn E. Quinn (2007: 8), the following argues: Innovation is 1) enhances something, 2) eliminates or destroys Something, 3) returns us to something in our past, 4) over time things become their.

Based on the theory and explanation above, it can be synthesized that innovation is a new idea that is initiated to initiate or improve a product, process or service that can be understood as something new in certain social situations and used to answer or solve a problem. The indicators are: 1) the effort to change the creative ideas to produce something new, 2) improve something that already exists by developing, 3) spreading new ideas, 4) doing things in a new way, 5) see things with different perspectives.

METHOD

This research was conducted at PT Sucofindo (Persero) Batam Branch from April to September 2016 using a causal quantitative approach, through survey method. In this study referred to as the population is the entire surveyor PT Sucofindo (Persero) Branch Batam which amounted to 140 people. Determination of minimum sample is done by using Slovin formula. With probability of samples withdrawal equal to 0,05 and population as many as 140 people surveyor obtained sample size as much as 104 people surveyor. Instrument used is tested first to assess its validity through formula of product moment correlation and reliability by using formula Alpha Cronbach for variables of training effectiveness, work culture, innovation, and work effectiveness of surveyors.

1. Work Surveyor Effectiveness (Y)

Variable Instrument effectiveness of surveyor work is 30 statements for 104 respondents. Value between 30 to 150.Research results, obtained the smallest value of 124 and the highest value of 145, so the range of values obtained 21. Further research data obtained mean136,04; Variance 14,9694; Median 136,0; And mode 137, while standard deviation or standard deviation of 3.87. Frequency distribution of surveyor effectiveness score as follows.
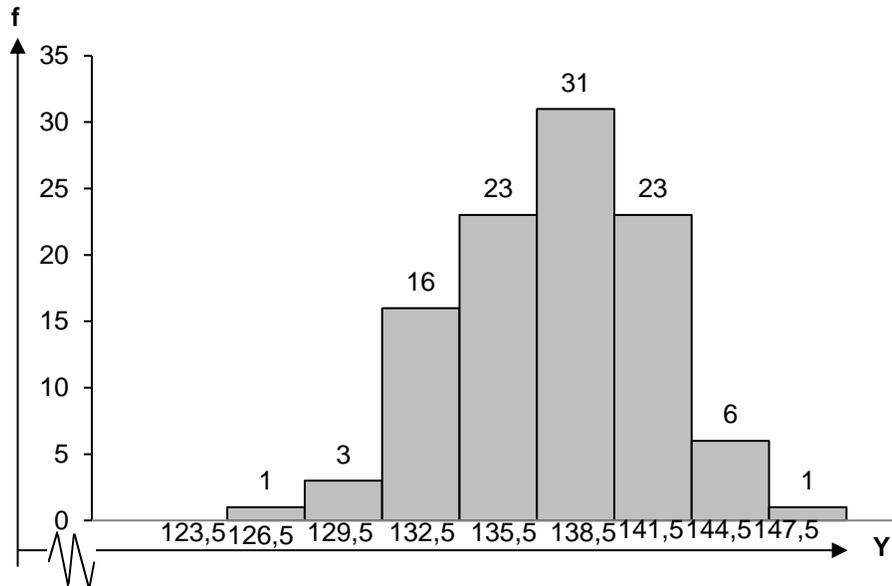
Frequency Distribution of Surveyor Work Effectiveness Score

No	Interval Class			Limit		Frequency		
				Under	On	Absolute	Relatively	Cumulative
1	124	-	126	123,5	126,5	1	0,96%	0,96%
2	127	-	129	126,5	129,5	3	2,88%	3,85%
3	130	-	132	129,5	132,5	16	15,38%	19,23%
4	133	-	135	132,5	135,5	23	22,12%	41,35%
5	136	-	138	135,5	138,5	31	29,81%	71,15%
6	139	-	141	138,5	141,5	23	22,12%	93,27%
7	142	-	144	141,5	144,5	6	5,77%	99,04%
8	145	-	147	144,5	147,5	1	0,96%	100%
						104	**100%**	

The above score data is obtained based on the grouping of data in five categories, namely: always, often, sometimes, rarely, never.

Based on the frequency distribution table above shows that the highest score was in the score group 136 - 138 (29.8%), followed by scores 133 - 135 and the scores 139 - 141 respectively (22.12%), the score group 130 - 132 (15.38%), score group 142 - 144 (5.77%), score group 127 - 129 (2.88%), and last group 124 - 126, and groups 145 - 147 respectively (0 , 96%). The average score is in grades 136 - 138, about 41.34% of respondents 'answers are below average, and about 58.66% of respondents' answers are on

average and above average. Distribution of frequency distribution The effectiveness score of the surveyor is shown in the form of histogram as shown below.


2. The Effectiveness of Training Training (X1)

Further research data obtained mean value or means154,52; Variance of 28,4851; Median of 155.0; And mode of 155, while standard deviation or standard deviation of 5.34. Using the Strurgess rule, the interval number 8 and intervals of 5 are obtained, the frequency distribution table presented as follows.

Frequency Distribution of Training Effectiveness Score

No	Interval Class			Limit		Frequency		
				Under	On	Absolute	Relatively	Cumulative
1	132	-	136	131,5	136,5	1	0,96%	0,96%
2	137	-	141	136,5	141,5	2	1,92%	2,88%
3	142	-	146	141,5	146,5	4	3,85%	6,73%
4	147	-	151	146,5	151,5	13	12,50%	19,23%
5	152	-	156	151,5	156,5	50	48,08%	67,31%
6	157	-	161	156,5	161,5	27	25,96%	93,27%
7	162	-	166	161,5	166,5	6	5,77%	99,04%
8	167	-	171	166,5	171,5	1	0,96%	100%
						104	**100%**	

Based on the frequency distribution table 4.2 above shows that the highest score was in the score group 152 - 156 (48.08%), followed by the score group 157 - 161 (25.96%), the score group 147 - 151 (12.50%) , Score group 162 - 166 (5.77%), score group 142 - 146 (3.85%), score group 137 - 141 (1.92%) and last group 132 - 136, and groups 167 - 171 respectively, Respectively (0.96%). The average score is in the class 152 - 156, about 18.87% of the respondents 'answers are below average, and about 81.13% of respondents' answers are on average and above average. Next made a histogram image. As the vertical axis is the absolute frequency, and the horizontal axis is the training score. Horizontal axis is written interval class boundaries ranging from 131.5 to 171.5. The figure is obtained by way of subtracting the 0.5 from the

smallest data and adding the number 0.5 each class limit to the upper limit. Distribution of training frequency distribution distributions is shown in the following histogram form.
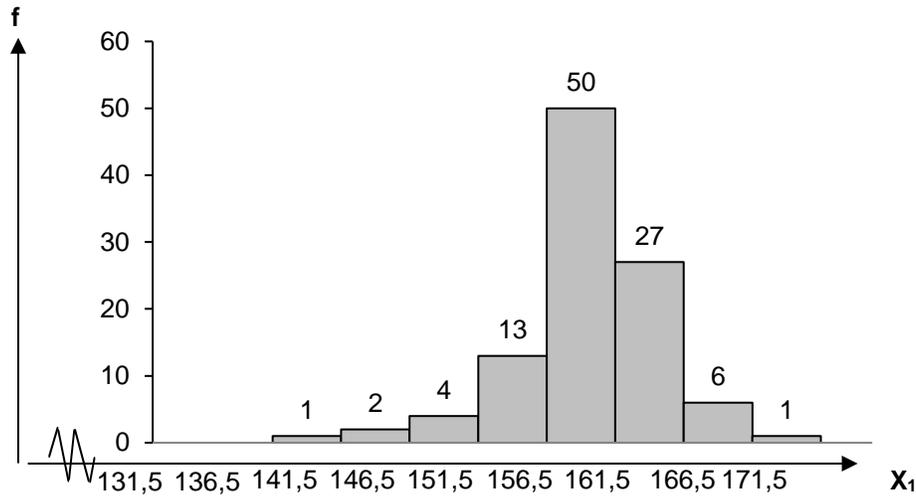
Histogram Data Effectiveness Training

3. Working Culture (X_2)

Further research data obtained mean value or means 122,01; Variance of 24,5533; Median of 122.0; And the mode of 121, while the standard deviation or standard deviation of 4.96. By using Strurgess rule, the interval number 8 is obtained and interval length 5, so it can be made frequency distribution of work culture score as in the following table.

Frequency Distribution of Work Culture Score

No	Interval Class	Limit		Frequency		
		Under	On	Absolute	Relatively	Cumulative
1	104 - 107	103,5	107,5	1	0,96%	0,96%
2	108 - 111	107,5	111,5	2	1,92%	2,88%
3	112 - 115	111,5	115,5	5	4,81%	7,69%
4	116 - 119	115,5	119,5	22	21,15%	28,85%
5	120 - 123	119,5	123,5	34	32,69%	61,54%
6	124 - 127	123,5	127,5	29	27,88%	89,42%
7	128 - 131	127,5	131,5	10	9,62%	99,04%
8	132 - 135	131,5	135,5	1	0,96%	100%
				104	**100%**	

From the frequency distribution table it is seen that the highest score is in the score group 120 - 123 (32.69%), followed by the score group 124 - 127 (27.88%), the score group 116 - 119 (21.15%), the score group 128 - 131 (9,62%), score group 112 - 115 (4,81%), score group 108 - 111 (1.92%) and last score group 104 - 107 and score group 132 - 135 respectively 0.96%). The average score is in grades 120 - 123, about 27.76% of respondents 'answers are below average, and about 72.24% of respondents' answers are on average and above average.
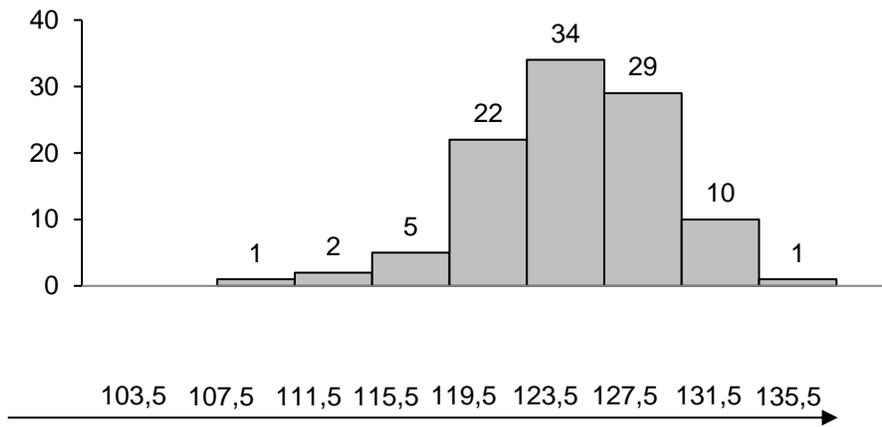
Figure 4.3

## Histogram Cultural Data Work

4. Innovation (X3)

Further research data obtained mean 126,38; Variance of 19.3458; Median of 126.0; And mode of 124, while standard deviation or standard deviation of 4.40. Using the Strurgess rule, the interval number 8 and interval 3 are obtained, so that the frequency distribution of the innovation score can be made as shown in the following.

Frequency Distribution of Innovation Score

No	Interval Class			Limit		Frequency		
				Under	On	Absolute	Relatively	Cumulative
1	112	-	114	111,5	114,5	1	0,96%	0,96%
2	115	-	117	114,5	117,5	2	1,92%	2,88%
3	118	-	120	117,5	120,5	5	4,81%	7,69%
4	121	-	123	120,5	123,5	16	15,38%	23,08%
5	124	-	126	123,5	126,5	31	29,81%	52,88%
6	127	-	129	126,5	129,5	23	22,12%	75,00%
7	130	-	132	129,5	132,5	17	16,35%	91,35%
8	133	-	135	132,5	135,5	9	8,65%	100%
						104	**100%**	

From the frequency distribution table it was seen that the highest score was in the score group 124 - 126 (29,81%), followed by score group 127 - 129 (22,12%), group score 130 - 132 (16,35%), group score 121 - 123 (15.38%), the score group 133 - 135 (8.65%), the score group 118 - 120 (4.81%), the score group 115 - 117 (1.92%) and the last group 112 - 114 (0.96%). The average score is in classes 124 - 126, about 23.07% of respondents 'answers are below average, and about 76.93% of respondents' answers are on average and above average.

Innovation Data Histogram
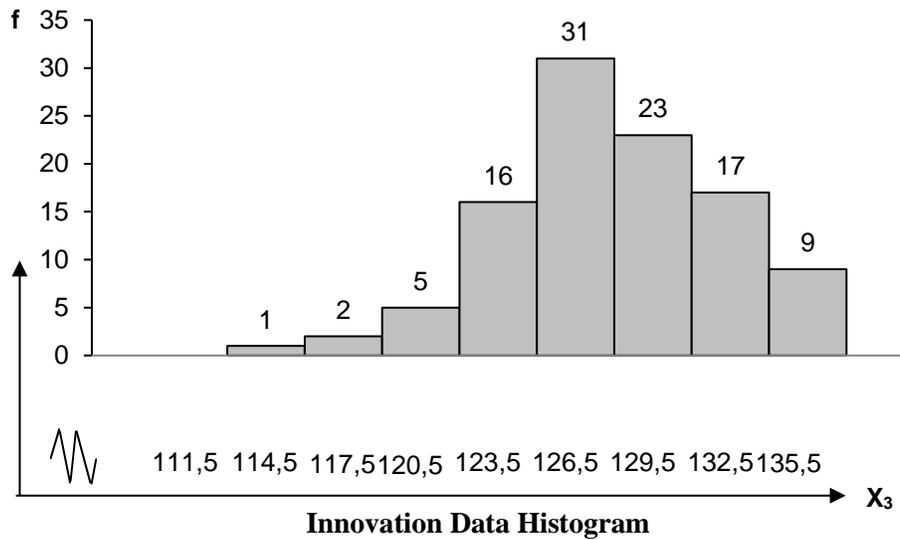
Summary of Descriptive Statistics

Information	The effectiveness of surveyor work	Training	Work culture	Innovation
Average	136,04	154,52	122,01	126,38
Standard Errorr	0,38	0,52	0,49	0,43
Median	136,0	155,0	122,0	126,0
Mode	137	155	121	124
Standard Deviation	3,87	5,34	4,96	4,40
Variance	14,9694	28,4851	24,5533	19,3458
Range	21	36	30	23
Lowest	124	132	104	112
Highest	145	168	134	135
Total score	14148	16070	12689	13144
Ukuran Sampel	104	104	104	104

Testing Requirements Analysis
ResultTotal Normal Test Calculation Test Data

Regression Estimated Error	n	L_{hitung}	L_{tabel} $\alpha = 0,05$	$\alpha = 0,01$	Information
Y OnX_1	104	0,0636	0,087	0,099	Distribution is normal
Y OnX_2	104	0,0628	0,087	0,099	Distribution is normal
Y OnX_3	104	0,0448	0,087	0,099	Distribution is normal
X_3 OnX_1	104	0,0594	0,087	0,099	Distribution is normal
X_3 OnX_2	104	0,0484	0,087	0,099	Distribution is normal

The result of the calculation of normality test of the estimation data above indicates that the value of L0 or Lhitung which is obtained is entirely smaller than that of Ltabel so it can be concluded that the error data of Yatas X1, Yatas X2, Y over X3, X3 over X1, and X3 of X2 come from the population of the normal distribution.

1. Significance Test and Linearity Regression

ANAVA for Significance Test and Linearity Regression on Equation $\hat{Y} = 97,39 + 0,25X1$

Source Variance	dk	JK	RJK	F_{Count}	F_{table}	
					α = 0,05	α = 0,01
Total	104	1926214				
Coefficient (a)	1	1924672,15				
Regression(b/a)	1	183,59	183,59	13,79 **	3,93	6,89
Residue	102	1358,26	13,32			
Suitable Tuna	23	426,23	18,53	1,57^{ns}	1,67	2,05
Error	79	932,03	11,80			

Information:

**   : Significantly significant (Fcount> Ftable)

^{ns} : Regressive shaped linear (Fcount <Ftabel)

dk   : Degree of freedom

JK   : The number of kudrat

RJK   : Average number of squares

EquationGregression $\hat{Y} = 97.39 + 0.25X1$. ObtainedFhount = 13.79 is greater than the value Ftable6,89 at α = 0.01. Because Count> Ftabel macaregresi is very significant. For ujilinearity obtained Fcount of 1.57 is smaller than Ftabelsebesar 1.67 at α = 0.05. Since Count <Ftable then the regression of X1 is linear.

Significance Test Results and Regression Linearity Test

Regression	Regression Equation	Significance Test			Linearity Test		
		F_{count}	F_{table}		F_{count}	F_{table}	
			0,05	0,01		0,05	0,01
Y OnX_1	$\hat{Y} = 61,95 + 0,45X_1$	13,79 **	3,93	6,89	1,57^{ns}	1,67	2,05
Y OnX_2	$\hat{Y} = 50,52 + 0,51X_2$	13,36 **	3,93	6,89	0,95^{ns}	1,69	2,09
Y OnX_3	$\hat{Y} = 63,52 + 0,49X_3$	14,08 **	3,93	6,89	0,73^{ns}	1,71	2,13
X_3OnX_1	$\hat{X}_3 = 86,19 + 0,24X_1$	7,79 **	3,93	6,89	1,37^{ns}	1,67	2,05
X_3OnX_2	$\hat{X}_3 = 79,01 + 0,27X_2$	7,59 **	3,93	6,89	0,78^{ns}	1,69	2,09

Information:

**   : Very significant

ns   : Non significant (linear regression)

Line Coefficient Calculation

1. Line Coefficient on First Model Substructure

The structural equation formed in the first substructure model consists of three path coefficients of the variables X1 to Y, X2 to Y, and X3 to Y are: $Y = py1X1 + py2X2 + py3X3 + py\varepsilon1$. With large $(Ry.123)2 = 0.2388$ so $py\varepsilon1 = 0.872$. So the form of structural equation in the first substructure model: $Y = 0.238X1 + 0.232X2 + 0.224X3 + 0.872$. The description of the coefficient estimates is described in Table 4.13 and can be seen in Figure 4.5 below:

SPSS Model Results First

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	62,392	13,195		4,728	,000
Training (X1)	,172	,066	,238	2,607	,011
Work Culture (X2)	,182	,071	,232	2,554	,012
Innovation (X3)	,197	,082	,224	2,422	,018

a Dependent Variable: Surveyor Work Effectiveness (Y)

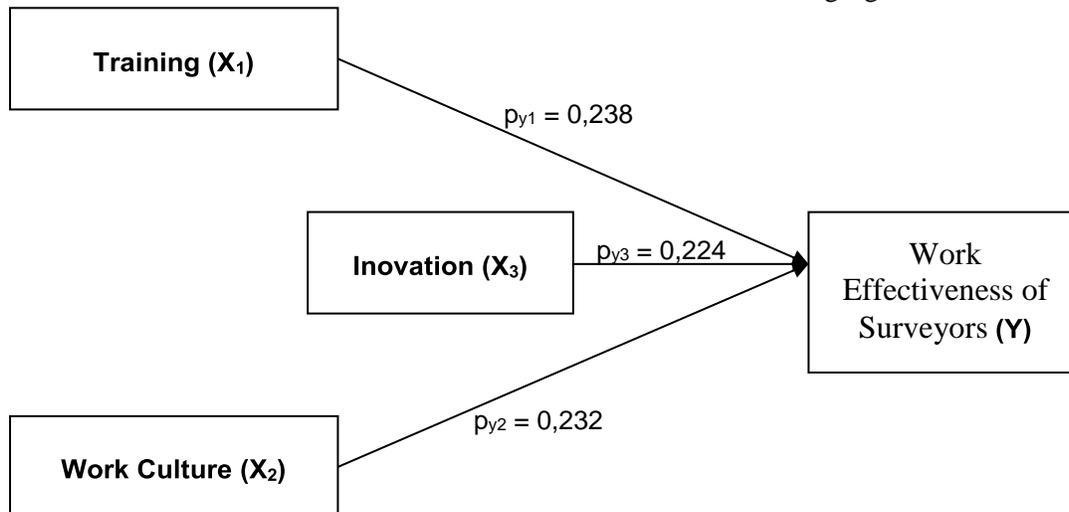The first structural model estimates are shown in the following figure:

Figure 4.5 Structural Chart of the Structural Models 1

2. Coefficient of Line on Substructure of Second Model

The structural equation formed on the second substructure model consists of two coefficients of the variables X1 to X3 and X2 to X3 are: $X3 = p31X1 + p32X2p3\varepsilon2$. With large $(R3.12)2 = 0.1160$ sehinggap$3\varepsilon2 = 0.940$. Thus a structural equation in the second substructure model: $X3 = 0.221X1 + 0.217X2 + 0.940$. The description of the path coefficient estimate is described in Table 4.14 and illustrated through the following 4.6 illustration:

Second Model SPSS Results

Model	Unstandardized	Standardized	t	Sig.

73

		Coefficients		Coefficients		
		B	Std. Error	Beta		
2	(Constant)	74,600	14,270		5,228	,000
	Training (X1)	,183	,079	,221	2,309	,022
	Work Culture (X2)	,193	,085	,217	2,265	,025

a Dependent Variable: Innovation (X3)

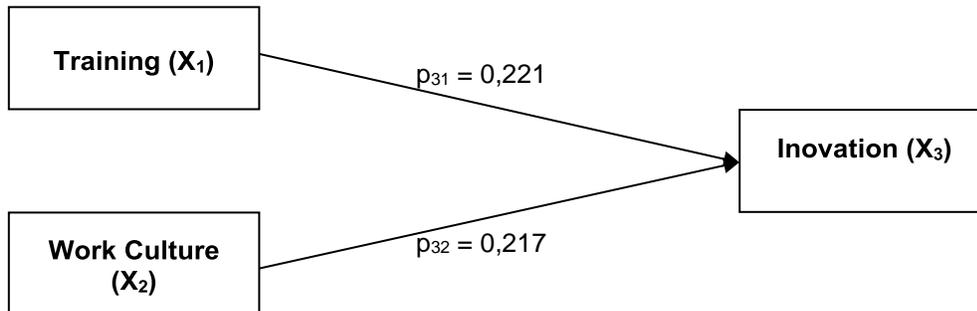The second structural estimation result is then shown in the following figure:

Figure 4.6 Empirical Path Chart of Structural Models 2

Hypothesis testing

From the results of the analysis and the calculation process done in appendix 7 on the direct effect, can be summarized as follows:

Direct Variable Influence Variables

No.	Direct Effect	Path Coefficient	dk	t_{count}	t_{table}	
					$\alpha = 0,05$	$\alpha = 0,01$
1.	X_1 to Y	0,238	100	2,61 *	1,98	2,63
2.	X_2 to Y	0,232	100	2,55 *	1,98	2,63
3.	X_3t to Y	0,224	100	2,42 *	1,98	2,63
4.	X_1t to X_3	0,221	101	2,31 *	1,98	2,63
5.	X_2 to X_3	0,217	101	2,27 *	1,98	2,63

*   = Significant (thitung> ttable at $\alpha = 0,05$)

DISCUSSION
1. Positive Direct Effect of Training Effectiveness (X1) on Work Effectiveness Surveyor (Y)

The results of the first hypothesis analysis resulted in the finding that the effectiveness of the training had a direct positive effect on the effectiveness of the surveyor work. Based on the findings, it can be concluded that the effectiveness of surveyors' work is directly influenced by the effectiveness of the training. Increased frequency of effective training will result in increased work effectiveness. If the level of effectiveness of the training given to the surveyor in accordance with the expected it will increase the effectiveness of work, so that will give contribution and optimal productivity. The direct positive effect of

training effectiveness on work effectiveness can be enhanced by the fulfillment of appropriate training needs by the company.

If employees receive good training in accordance with the needs of the employee, it will affect the results of the performance and objectives of the company, able to establish behavior that is the behavior or attitude of the surveyor effective in supporting the mission, vision, and strategy of the company tersebut.Kenelitihan other by Widhayu Ningrum and Bambang Swasto Sunuharyo, 2013with the title of the influence of education and training on employee co-operation at Pertamina - Petro China East Java joint operation body. The results of the research have positive direct effect and significant of training variable to performance.

Rokhman, 2014, entitled the influence of training and organizational culture on the effectiveness of employee performance at Sharia Micro Finance Institution in Kudus District. The result of the research has positive direct effect and significant of training variable to the effectivity of Performance in Peretkova. The results of this study indicate that the training program is very appropriate to match the basic motivation of the training participants so as to produce a series of beneficial training results. In addition this research is also in line with research conducted by Leonando Agusta and Eddy Madiono Sutanto in his research on "The Influence of Training and Work Motivation on Employee Performance CV Haragon Surabaya". The results of this study indicate that training has a positive and significant impact on employee performance. This research is also similar to the opinion of some experts of which is Gary Dessler. According to Gary Dessler (210: 280), Training is an integrated process used by employers to ensure that employees work effectively to achieve organizational goals.

Robbin and Coulter (2012: 8), the effectiveness of work is doing the job properly is doing work activities that will help the organization achieve the right goals. From the description of the theory above and based on empirical testing conducted in this study, empirical test results show that training Affect the effectiveness of work.

2. Positive Direct Influence Working Culture (X2) on Work Effectiveness Surveyor (Y)

Results of the second hypothesis analysis resulted in the finding that the work culture had a direct positive effect on the effectiveness of surveyor work. Based on the findings, it can be concluded that the effectiveness of surveyors' work is directly influenced by the culture of work. Increased work culture will lead to increased effectiveness of surveyors work. This positive influence shows that a high work culture will have implications for improving the effectiveness of the surveyor's work

Another study conducted by Syahrul and Gunawan, 2013 with the title of the influence of organizational culture and motivation on organizational effectiveness at the Board of Education and Training Finance Ministry of Finance. The result of the research showed positive correlation and significant influence of organizational culture variable and motivation toward organizational effectivity. Bambang Dwidjo Kustoro, 2010 with title of influence of kohensifan, leadership style and work culture toward organizational effectiveness. The result of the research has a direct positive relationship of work culture to organizational effectiveness.

The results of this study are consistent with the opinions of some of the experts are Richard L. Draf. Draf (2012: 374), culture is a set of values, norms, guiding beliefs, and understandings shared by members and organizations and taught by new members as the right way to think, feel and behave.

The results of this study are also supported by the theory put forward Gibsons and Ivancevich who say that a work-oriented culture shows that employees work to achieve organizational goals. While Robbins explains how the work culture built and maintained is shown from the philosophy of the founder or leader.

J. Mullins (2010: 475), effectiveness is concerned with doing the right thing and relating to the work and the process. Effectiveness is the concept associated with doing the right and related to the results of the work to be achieved. From the description of the theory above and based on empirical testing conducted in this study, empirical test results show that the work culture affect the effectiveness of work.

3. Positive Direct Influence of Innovation (X3) on Work Effectiveness Surveyor (Y)

The results of the third hypothesis analysis resulted in the finding that innovation has a direct positive effect on the effectiveness of surveyor work. Based on the findings, it can be concluded that the effectiveness of surveyors' work is directly influenced by innovation. Increased innovation will lead to increased effectiveness of surveyors work.

The results of this study are consistent with the opinions of some experts including Jeff Degraff & Shawn E.Quin. According to Jeff Degraff & Shawn E.Quin (2007: 8), innovation is a deliberate development of products, services, processes, or expressions, such as design and fashion, resulting from organizational and individual creativity such as accidental and accidental invention. Innovation is improving something, eliminating or destroying something, returning us to something in the past, from time to time things become the opposite.

Successful businesses are run with effective innovation and change requires: 1) new ideas, 2) the ability to acquire something new in work, 3) commercial sense, 4) customer focus, 5) organizational conducive ilkim. From the description of theory Above and based on empirical testing conducted in this study, empirical test results indicate that innovation affect the effectiveness of work

4. Positive Direct Influence Training (X1) on Innovation (X3)

The results of the fourth hypothesis analysis provide findings that training has a direct positive effect on innovation. Based on these findings it can be concluded that innovation is directly affected positively by training. Increased training will lead to increased innovation.

The results of this study are consistent with the opinions of some experts of which are Fred Luthans and Jonathan P. Doh. According to Fred Luthans and Jonathan P. Doh (2013: 334), training is the process of changing the behavior and attitudes of employees in a way that allows to improve the achievement of organizational goals.

According to Everett M. Rogger (2003: 12), innovation is an idea, practice, or object that is considered new by individuals or organizations. Innovation in the form of ideas or ideas that are practiced to get a new product or service from the existing product or service innovation. Seen from the benefits of training, effective training can improve the competence of a surveyor. From the description of the above theory and based on empirical testing conducted in this study, empirical test results show that positive training influences on inovai.

5. Positive Direct Influence Work Culture (X2) on Innovation (X3)

The results of the fifth hypothesis analysis resulted in the finding that work culture had a positive direct effect on innovation. Based on these findings it can be concluded that innovation is directly influenced positively by the work culture. Increased work culture will lead to increased innovation. Masambe, Agus Soegoto and Jacky Sumarauw, 2015 entitled the influence of leadership style, organizational culture and leadership innovation on employee performance Daihatsu Kharisma Manado. The result of this research is direct positive effect of organizational culture variable to innovation.

Suryo, 2010 entitled the influence of transformational leadership style, organizational culture and innovation on performance at Orphanage in Tomohon city of Minahasa district. The result of research there is a direct positive influence of organizational culture variable to innovation.

The results of this study are consistent with the opinions of some experts among whom are Ray French. According to Ray Frech (2010: 22), culture is the evolving historical values, attitudes and meanings that are learned and shared by members of the community and that affect life. Robbins and Timothy A. Judge (2011: 361), innovation is a new idea that is initiated to initiate or improve a product, process or service. From the description of the theory above and based on empirical testing conducted in this study, empirical test results indicate that culture Work has a positive effect on inovai

The development of modern organizations based on knowledge leads to the necessity to innovate. The function of the organization is emphasized on the laying of basic knowledge in work, namely through good work planning, utilization of facilities and infrastructure and work processes based on knowledge itself. Being a concern because knowledge is not static, knowledge is transformed and changed according to the times. It is a fairness if knowledge changes rapidly and the certainty of today will be something absurd for tomorrow. It is the basis that modern organizations must be managed to make continuous changes. Innovation becomes an obligation to be implemented.

CONCLUSION

Based on the results of statistical calculations that have been, the findings of this study can be concluded that the training effect directlypositip to the effectiveness of surveyors work. This means that good and appropriate training results in an increase in the effectiveness of the surveyor's work. The workforce directly influences the effectiveness of the surveyor's work. This means that a high work culture leads to an increase in the effectiveness of the surveyor's work. Innovation has a direct influence on the effectiveness of surveyor work. This means good innovation resulted in improving the effectiveness of surveyors work. Training has a direct influence on innovation. This means that good training leads to increased innovation. Employees work directly toward the innovation. This means that a high work culture leads to increased innovation.

REFERENCES

Arvind V. Phatak, Rabi S. Bhagat, Roger J. Kashlak. (2009). *International Management*, New York: McGraw Hill.

Darsono dan Tjatjuk Siswandoko. (2011),*Manajemen Sumber Daya Manusia Abad 21*, Jakarta: Nusantara Consulting.

Dave Ulrich Justin Allen. (2009),*HR Transformation Building Human Resources from the Outside In*, United States: The McGraw-Hill Company.

Dyck/Neuber. (2009), *Principles of Management*, China: South-Western Cengage   Learning.

E.Michael Bayudhirgantara. (2013), *Pengaruh Budaya Akademik, Efektivitas Manajerial, Kepuasan Kerja Dan Perilaku Inovatif Terhadap Kinerja Dosen Perguruan Tinggi   Swasta Kopertis III, Disertasi*, UNJ: UNJ.

Everett M. Rogers. (2003), *Diffusion of Innovatios,* New York: McGraw-Hill.

Fred Luthans, Jonathan P. Doh. (2012), *International Management Culture, Strategy, and Behavior*, eight edition, New York: McGraw-Hill.

Gareth Jones. (2010), *Organizational Theory, Design and Change*, New Jersey: Pearson Prentice Hall.

Gemmy S. Allent, Warren R. Plunkett dan Raymont F. Atter. (2013), *Management An Approach to Customer Expectation,* Canada: South-Western, Cengage Learning.

George/Jones. (2006), *Contemporary Management Creating Value in Organizations,* New York: McGraw-Hill Irwin, 2006) h, 6

Helen Deresky. (2011), *International Management Managing Across Borders and Cultures*, New Jerssey: Pearson Education inc. Publishing Prentice Hall.

Hennij Lennij Suot. (2013), *Pengaruh Efektivitas Kepemimpinan Lingkungan Kerja, Trust,   dan Komitmen Tugas terhadap Efektivitas Kerja Pegawai Universitas Negeri Manado, Disertasi*, UNJ: UNJ.

Ivancevich, Konopaske, Matteson. (2008), *Organizational Behavior and Management*, New   York: McGraw-Hill.

Ismail Nawawi Uha. (2015),*Budaya Organisasi Kepemimpinan & Kinerja*, Jakarta: Prenadamedia Group.

Jeff Degraff & Shawn E. Quin. (2007),*Leading Innovation,* USA: McGraw Hill.

John Adair. (2004),*Hand Book of Management and Leadership*, London: Neil Thomas and Thorogood ltd.

John M. Ivancevich, Konopaske. (2013), *Human Resources Management*, New York: McGraw-Hill.

Michael Armstrong and Stephen Taylor. (2014),*Armstrong's Handbook of Human Resource Management Practice,* United Kingdom: Ashford Colour Press Ltd.

Nigel King, Neil Anderson. (1995),*Innovation and Change in Organizations*, New York: Bristol Limited.

Noe, Hollenbeck, Gerhart & Wright. (2014),*Fundamentals ofHuman Resources   Management, Gaining A Competitive Adventage*. Sixth Edition, United States: McGraw Hill.

Richard L. Daft. (2010),*Understanding the Theory and Designof Organization*, 11th Edition, Canada: South Westerm: Cengage Learning.

Ricky W. Griffin. (2013),*Management Principles and Practices*, Canada: South-Western Cengage Learning.

Robert L. Mathis and John H. Jackson. (2002),*Human Resource Management*, terjemahan   Jimmi Sadeli, Bayu Prawira Hie, Jakarta: PT. Salemba Empat Patria.

Roni Mohamad. (2014),*Pengaruh Partisipasi Pelatihan, Responsibility, Dan Motivasi Kerja Terhadap Kinerja Kepala Desa Di Kabupaten Gorontalo*, Disertasi, UNJ: UNJ.

Rully Sumual. (2013),*Pengaruh Efektivitas Manajerial Kompensasi dan Pengembangan Karir terhadap Motivasi Kerja pada Pejabat Eselon III di Pemerintahan kota   Bitung,* Disertasi, Jakarta:UNJ.

Stephen P. Robbin dan Mary Coulter. (2012),*Management*, eleventh edition (New Jersey: Pearson education Inc.

Thomas L. Wheelen, at.all. (2015), *Concepts in Strategis Management and Business Policy, Globalization, Innovation, and Sustainability*, New Jersey: Person.