

Configuration of Employment Training to Improving Work Competencies Toward Competitiveness

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ABSTRACT: Lamongan Regency economic development in the last 3 years has increased. This has an impact on a number of workers from Lamongan. Workers no longer need to leave the city of Lamongan to look for work. Research aims to develop quality human resources by having expertise in their respective fields through training. The research method used was a descriptive research method and survey of independent variables X (training) and the dependent variable (Y) used was competitive competence. The target population of this study was 100 workers in the Lamongan area. Data were collected through interview observation and questionnaires to respondents. The respondents were employees of a number of companies that took part in training at the Department of Manpower. The results of the study found that the training variable significantly affects employee competency.

Keywords: Training, Competitive competence, Employee

1 INTRODUCTION

The economic development of the Lamongan regency in the past three years is increasing. The presence of investors from various types of businesses began to enter the Lamongan regency from 2017, so that in 2019, it increased by 60%, which at the beginning was only 10% per year.

The significant effect and expectation of many workers who no longer need to leave the Regency require a good competency increase by prospective workers. The Lamongan Regency government is trying to make a strategy for developing sustainable human resources. The development of human resources is an effort made to shape quality human resources by having expertise in their respective fields. Various things that need to be realized about the increasingly dynamic business environment, the accommodation process of human resource development is also expected in accordance with effective and efficient changes because awareness of the growth of obligations in the company is the effect of the success of the company's human resources. Therefore, the unification of the perception of the perspective of government and human resources, as well as their relationship with the needs of labor by companies, are important.

The way that the government and companies can do so that the growth of investment is coupled with increasing the number of professional work

forces and coming from local is by job training, the role of the government through vocational training centers in the labor service must be able to prepare professional, expert, and competence personnel. Data from Central Agency Statistics (BPS) in 2019 shows the labor force absorbed by companies from the local 70% while 30% is still dominated by people outside Lamongan and expatriates. The fact is that expatriates occupy managerial positions in the company. This challenge is a constraint and a joint problem between academics, government, and companies. Job training that leads to increasing competence, expertise, and professional competitiveness, providing workforce opportunities to develop skills and abilities at work as well as increasing assignments to work according to the dynamic development of the business environment is essential. Worker competence should match the specifications sought and needed by the company. Companies and governments need to join hands to conduct job training so that the company can absorb every available workforce. Nawawi (2003) found that directing training means helping employees to master special skills or to correct deficiencies in carrying out work. Employee motivation is also needed to strengthen the ability of employees to perform optimal work for themselves and the company. Motivation is needed to maintain individual ego and strengthen employee commitment to companies that impact on the ability of the workforce (Winardi, 2017).

Worker competence in the framework of competitiveness is an expression and potential that is reflected in the performance of each individual worker by showing the ability in each job according to his expertise. The aura of competitive human resources can also be said as human resource assets that have social knowledge and complexity that are difficult to be imitated by competitors, human resource practices alone predict that a good and sustainable source of competitive advantage can guarantee certainty, work, selection, and recruitment of personnel work as well as high wages and reward incentive pay. Companies that feel they have a workforce get information sharing, involvement, and empowerment, and provide skills development training (Rivai, 2014).

Training is a series of processes that include actions that are carried out deliberately in the form of assisting workers. Humalik (2015) stated a professional workforce, coaching, in a unit of time that aims to link the work ability of participants in their areas of expertise to increase productivity. Rivai (2014) said training indicators include the material used, training methodology, instructor capabilities, training facilities, and competent competency training participants. Mangkunegara (2017) proposed that the performance of a competent workforce refers to the professionalism that is responsible for everything that becomes an obligation and dares to bear the risk of every decision made.

Quality work results and quantity achieved by each workforce in carrying out work in accordance with their responsibilities. Gomes (2013) stated eight indicators of worker competency, namely Quantity of Works, Quality of Work, Job Knowledge, Creativeness, Cooperative, Dependability, Initiative, and Personal Qualities.

Van de Vich (2018) said training is a series of systematic processes that can change the behavior of a person and a group of managers in an effort to improve competence. Khan et al (2010) promised that training and competence have a very significant effect on increasing the competency of the workforce, and through training, the workforce felt fostered with confidence; furthermore the workforce has a character that is hard to imitate by competitors.

According to Robin (2014), the competence of workers in the workplace does not only depend on their abilities but individual encouragement that strengthens identity, desires, changes behavior to work better. Aksvososi&Jegade (2011) stated that encouragement, the desire of workers from within that strongly influences competence, which based on previous research. Mawadi (2011) showed dissatis-

faction with a number of workers at PT. Sucofindo due to lack of training and development of human resource management.

2 RESEARCH METHODS

The research method used was a descriptive research method and survey of independent variables X (training), a set of tools to improve the development of human resources that lead to the ability of skills and work according to their respective fields. The dependent variable (Y) used was competitive competence; it is the ability to work every individual in their respective fields of work with characteristics that are not easily imitated by other people, especially competitors. The target population of this study was 100 workers in the Lamongan area. Data were collected through interview observation and questionnaires to respondents. The respondents were employees of a number of companies that took part in training at the Department of Manpower from 1 until 30 June 2019. Data analysis techniques used qualitative analysis, which was to measure the level of workforce competence through training.

3 RESULT AND DISCUSSION

Since the opening of investment opportunities in the Lamongan Regency in 2016, many companies have begun to operate in several areas of the Lamongan Regency. Local government policies eased investors who wish to invest in the Lamongan. The investment location itself is in several areas, including the north coast area having 47 km of sea access. The middle area of Lamongan, Deket and Tripe, the status of state roads, industrial potential, moderate, and labor intensive. In this area, there are furniture, cold storage, footwear, motorcycle parts, water taps, and plywood industries. Whereas in the south, there are two roads in the provinces of Lamongan - Mojokerto, and Babat – Jombang with sugar factory, plywood, animal feed, tire, and footwear industries. The ease of access to licensing not only affects increasing local revenue (PAD) but also absorbing labor from the Lamongan community.

Regional development programs touch the area of the environment and its people as empowering actors, as an effort to develop and increase resources. Workforce competencies are increased through a training system that is able to manage the workforce to match the required level of expertise. Training in

the Lamongan Regency can be obtained with four pillars, including:

1. Conducting competency-based vocational education towards dual systems adopted by Switzerland and Germany, this vocational institution consists of vocational and diploma programs, Aknela which prepares vocational education and already links and materials for industry resources;
2. Conducting community academy development in industrial areas that are in accordance with their respective fields of industry needs;
3. Implementing competency-based industry training with a 3 in 1 system, namely training, competency certification, and work placement;
4. Mapping and motivation for each workforce need to increase the competency and productivity of the workforce.

The region of the Lamongan Regency has products and human resources and services that meet international standards. The condition of an area with a competitive workforce is defined as the ability of a region to generate high levels of income and employment opportunities while remaining open to external competition. Competitiveness alone can be interpreted as the regional capacity to face the challenges of international market competition and still maintain or increase its real income. The provision of a competitive workforce in the Lamongan Regency is certainly reflected by the ability of the economy and local communities to provide improved living standards for their citizens. The aura that is faced and needs to be discussed from a competitive workforce is as follows:

1. A conducive climate; Climate is the atmosphere that arises from the work processes of each job according to expertise.
2. Comparative advantage; According to Selnes (1993), the comparative advantage will be achieved in an area capable of producing more goods and services at a lower cost than other regions. The comparative advantage of the workforce is done by directing competent human resources at a low, efficient, and effective cost. Both parties between industry and labor will benefit each other in a symbiotic form of mutualism, which means that the workforce provides competent and quality expertise capable of being accountable at an international level with the products and services produced by labor capable of competing in the international market. The company provides guarantees to workers in the form of welfare, salaries, bonuses, and workforce career development.

3. The competitive advantage of the workforce; The competitive advantage of labor and human resources is demonstrated by the power to use human resources in various work sectors. The competitive advantage of the workforce will also strengthen the region's competitiveness rating so that it gives investors confidence to enter the business climate in the Lamongan district.

Robin's et al (2017) state that on the development of competent human resources can be countered by increasing work skills and job loyalty in a company or organization. Awareness of the era of globalization seems to provide the flow of technology and information on the mobility of human resources from one place to another so that human resource development should be done through coaching, education, and training. Several studies by Nirwana (2011) Konda'an (2013) and Sarwono (2016) stated that education and training would acquire knowledge and skills so that workers tend to have the ability to work. The problem that arises in the Lamongan Regency is the level of education, which is still low so that it does not have a job and increases the unemployment rate or vice versa does not have the competencies as required by industries that enter the Regency.

Training configurations improve workforce competency. The training aims to develop individuals in the form of increased skills, knowledge, and attitudes of the company's awareness of the importance of employees as high-value assets and ownership of skills and high work interest able to develop the company. The results of this study indicated that employee competence is indeed affected by training as in the training variable (X1) the most significant average number of participants is 4.50 and also the material used is 4.42 from the data above, an effective training program and efficient competitiveness is more visible smart and dexterous and there is a feeling of comfort in the work environment because each leader respects each other's employees there is a feeling of mutual respect, helps each perform work well, so as to produce work competence positively and significantly. The company's efforts in producing competent workers are said to be successful through an effective and efficient training configuration; this is evidenced by the strength of the training carried out by the company, as well as being able to solve employee productivity problems. The results of this study are consistent with Robin's review that in order to obtain superior employee competency, employee training is effective and efficient in providing new insights and strength of skilled individuals.

In Usman's research (2010), training is highly dependent on the ability of workers to receive the material that is presented so that employee competency can be improved. The results of this study are also consistent with the study of Khan et al (2011) that said on-the-job training has a significant effect on the high competency of workers. Meanwhile, Winardi (2017) believes that high competence is able to produce high-value products.

Humalik (2015) argued that training is a series that includes actions (efforts) carried out intentionally in the form of assistance, training and time units aimed at increasing the work ability of participants with methods, materials according to needs in the field of skills, specific jobs, in order to produce products quality effectively and efficiently. The results of this research showed that training increased employee competence by 24.73% with a significant level (sig) of 0.000.

The training variable with a material suitability indicator is 4.56, and the suitability of the training participants is 4.60, and the indicator is very relevant to the existence of training techniques so as to increase the ability of skills and knowledge with a supportive theoretical basis. According to Winardi (2017), training provides effective work guidelines; employee effectiveness can support methods and facilities as well as infrastructure in work. The results of this study are strengthened by the research of Chukwunye & Igboke (2011), which stated that 59.8% of the 82.5% of employees who attended the training has high competence. Farouq & Khan (2011) said that training has a significant effect on work competence.

4 CONCLUSIONS

The results of the study found that the training variable (X1) significantly affects employee competency. This study indicated other factors not discussed in this study. The results of this study explained that the training conducted by the company is very effective, and both affect employee competence, support, comfort, and work situation of employees resulting in the seriousness of employees at work and have an impact on quality products.

The training variable (X1) has a significant influence on employee competencies, so it is recommended that companies conduct regular and systematic training concerning instructors' abilities, training materials, training processes, and training infrastructure facilities.

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