

Measuring the Effect of Competence and Training Program on Employees Performance

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Abstract—The purpose of this study was to determine the effect of competence and training program on working performance of the employees at a company. As well as to analyze how much they influence working performance among employees of Kopkar Manunggal Perkasa Cirebon. This research is an associative type of research, with quantitative methods that produce data through questionnaires. The population taken for this study was 159 employees of Kopkar Manunggal Perkasa Cirebon. Sampling technique in this study used Microsoft Office (Microsoft Excel) and SPSS 23 For Windows programs. Based on data analysis, turned out that the influence of competence variables affect on working performance among the employees.

Keywords: *competence, training, employee performance*

I. INTRODUCTION

Human resource is the most valuable asset in management functions such as planning, organizing, authority, supervision, and many others. In order to face the industrial competitiveness and technological changes or recent working methods, the company requires human resource which is considered as the most essential main capital supported by knowledge, skills, and well trained. Accordingly, some trainings are provided to fulfill the abilities. The study conducted by Iqbal et al. [1], Padmanaban et al. [2] and Elnaga and Imran [3]. As a result, this boosts the company to maintain the employees' potential and focus on doing their jobs and responsibilities. The potential and focus are two main goals that were also analyzed by many researchers. Those were conducted by Manning [4], Jayakumar and Sulthan [5] and Treven et al. [6].

Kopkar Manunggal Cirebon has the goal to meet all the needs of 1033 members under some business sectors: 1. Savings and Loans, 2. Shop/Waserda 3. TB Manunggal, 4. General trading, 5. Manufacturing Services, 6. Cement Packing Services, 7. Civil Services, 8. Bayu Panas Tourism, 8. Catering services. PT. Manunggal Jasa Perkasa is a subsidiary of Manunggal Perkasa Employee Cooperative (PT. Indocement Tunggal Perkasa outsourcing business management). Instead the number of are 117 permanent employees and 51 under contract job.

Important factors that have an influence on excellent employee performance, so as to encourage organizational

success, one of which is competency. In addition, it is seen from an awareness of their duties and responsibilities and willingness to attitude, behavior in accordance with company regulations which believe to be successfully conducted. Regarding training, Kopkar Manunggal Perkasa Cirebon trying to optimally maintain the business that has been carried out by continuing to reformulate the strategy, steps and systems and steps of internal control in a programmatic, continuous and accountable manner so as to provide transparency and accuracy in developing cooperatives with the aim of more revenue and profits good for the welfare of members and the independence of the cooperative.

In order to have its better performance, companies take general approach that exists in every organization. A general approach which can provide work training programs involving soft skills, such as training in overcoming work difficulties that helps employees develop various specific skills. The study conducted by Voegtlin et al. [7], Ajibade and Ayinla [8] and Sung and Choi [9] stated that some advantages of the concern achieved. In other word several advantages can be measured through training, including the enhancement of job satisfaction among employees, in addition to commitment and collective empowerment. This also aims to increase awareness among the employee on their responsibilities and duties in the company, and make it possible to succeed their current jobs and develop their work in the future.

Thus, the current study aims at finding out the competence among the employees as well as the effect of training program towards their performance in Kopkar Manunggal Perkasa Cirebon. A cooperative model that gives various services to the community.

II. RESEARCH METHODS

A. Methodology

The current study used quantitative method. In addition, to find out the influence between the variables, associative approach was implemented. The study performed independent variables (influencing), namely competency (X1), training (X2) and the dependent variable (which is affected), namely performance (Y).

B. Sample and Population

The population taking part in this study was employees in Kopkar Manunggal Perkasa, located in Cirebon District with a total of 159 employees. To measure determination of the samples, Slovin formula was implemented with a degree of error of 10%. Eventually, number of samples in this study was 62 employees.

C. Validation and Reliability Tests

Validity test was conducted to find out and measure level of validity of the questionnaire as the research instrument. Reliability test is intended to determine the measurement. In other words, consistency of the instruments used in this current study has been measured in order to get an equal result.

D. Classical Assumption Test

The tests are as follows:

- 1) *Normality test:* The study implemented Kolmogorov Smirnov test with an error level ($\alpha = 0.05$), if the Kolmogorov Smirnov value is above 0.05, the data is normally distributed.
- 2) *Multicollinearity test:* Multicollinearity test aims to test whether the regression model met a correlation between independent variables [10]. A good model should not occur correlation between independent variables.

E. Multiple Regression Analysis

To analyze the research problem, the multiple regression method was conducted using the following formula:

$$Y' = a + b_1X_1 + b_2X_2 \quad (1)$$

Where:

- Y' = Subject in the dependent variable
- a = coefficient Constanta
- b1 = Standard regression coefficient of the variable
- b2 = Standard regression coefficient of the variable
- X1 = Independent variable
- X2 = Independent variable

F. Hypothesis Testing

The coefficient of determination (R2) essentially measures how far the model describes dependent variables [10]. In this multiple linear regression model, it will be seen the amount of contribution for the independent variable to the dependent by looking at the coefficient of total determination (R2). If (R2) obtained is close to 1 (one) then it can be said the stronger the model explains the relationship of the independent variable to the dependent variable.

III. RESULTS AND DISCUSSION

A. Classical Assumption Test

1) *Normality test:* This test aimed to test whether regression model in dependent and independent variable or both have normal distribution or not. Good regression models have normal or near to normal data distribution.

TABLE I. RESULTS OF NORMALITY TEST

One-Sample Kolmogorov-Smirnov Test		
		Studentized Deleted Residual
N		62
Normal Parameters ^{a,b}	Mean	-.0077558
	Std. Deviation	1.04352064
Most Extreme Differences	Absolute	.072
	Positive	.061
	Negative	-.072
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 ^{c,d}
^{a.} Test distribution is Normal.		
^{b.} Calculated from data.		
^{c.} Lilliefors Significance Correction.		
^{d.} This is a lower bound of the true significance		

Based on the table above, normality tests using Kolmogorov-Smirnov results that Asymp. Sig (2-tailed) is 0.200 > 0.05. This shows that data is normally distributed.

2) *Multicollinearity test:* The test meant to find out the correlation between independent variables in regression model. Suppose the correlation occurs, this shows a multicollinearity problem (multiko). A good Regression model does not show any correlation between independent variables.

TABLE II. RESULTS OF MULTICOLLINEARITY TEST

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	17.001	5.945		2.860	.006		
	Competence	1.116	.162	.681	6.885	.000	.427	2.342
	Training	.389	.167	.231	2.333	.023	.427	2.342

^{a.} Dependent Variable: performance

Based on the table, VIF value is of 2.342 which means less than 10 and tolerance number is of 0.427 > 0.10. This can be stated that there is no multicollinearity issue between independent variable and regression model in the developed model.

B. Hypotheses Testing

1) *Multiple linear regression:* Analysis testing using multiple linear regression is conducted to figure out the significant influence on some independent variables towards dependent variable. To find out its influence between competence and training program towards working performance among the employees is observed through the following SPSS calculation results.

TABLE III. RESULTS OF MULTIPLE REGRESSION TESTING

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.001	5.945		2.860	.006
	Competence	1.116	.162	.681	6.885	.000
	Training	.389	.167	.231	2.333	.023

^{a.} Dependent Variable: performance

Source : data processing results, 2019

According to some results on the table, the study revealed a specific formula in multiple regression equation as follows:

$$Y' = a + b_1X_1 + b_2X_2 \quad (2)$$

$$Y' = 17,001 + 1,116X_1 + 0,389X_2$$

The equation shows each role of independent variable towards dependent variable which is described in the following details:

- Constanta value is 17.001. This shows competence scores 1 and training program scores 0. Thus, working performance increased to the point of 17,001.
- Variable regression coefficient on competence variable scores 1.116 which means positive relationships between working competence and working performance. The results show that once the competence variable reached 1 then working performance increases of 1.116.
- The correlation coefficient of the training variable is of 0.389 which means a positive relationship between training program and working performance. The results show that every increase in the training variable by 1 then performance will increase by 0.389.

2) *Coefficient of determination (R²):* The coefficient of determination aims to measure how much influence the competence and training have on the working performance. The results are performed in the following table.

TABLE IV. RESULTS OF COEFFICIENT OF DETERMINATION

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 ^a	.754	.746	3.464

^a. Predictors: (Constant), training, competence
^b. Dependent Variable: performance

Based on the table above, the results show that the coefficient of determination R² (Adjust R Square) of 0.754 means that the contribution of competence and training to the working performance is 75.4%, and the remaining 24.6% is influenced by other factors.

C. Hypotheses Testing

1) *t-test (partial):*

TABLE V. RESULTS OF HYPOTHESIS 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.082	5.732		3.852	.000
	COMPETENCE	1.402	.110	.855	12.775	.000

^a. Dependent Variable: performance

Based on the table above it can be concluded that the competence variable has an influence on working performance. This is evidenced by the p-value (Sig) <0.05 which is 0,000 <0.05 and t-count> t table which is 12.775> 1.67065. The results show Ha is accepted and Ho is rejected. This means that

the competency variable has a positive and significant effect on the working performance among the employees. The results show closeness to a framework presented by Kennedy [11].

Test on the influence of training program (X2) on working performance (Y).

TABLE VI. RESULTS OF HYPOTHESIS 2 TEST

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.456	7.477		4.073	.000
	training	1.258	.145	.746	8.670	.000

^a. Dependent Variable: performance

Based on the results of the table it can be concluded that the training variable has an influence on employee performance. This is proved by the p-value (Sig) <0.05, 0.000 <0.05 and t-count> t table, which is 8.670> 1.67065. Thus, Ha is accepted and Ho is rejected. This can be stated that training variables have a positive and significant influence on employee performance.

2) *F Test (Simultaneous)*

TABLE VII. RESULTS OF HYPOTHESIS 3 TEST

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2168.594	2	1084.297	90.358	.000 ^b
	Residual	708.003	59	12.000		
	Total	2876.597	61			

^a. Dependent Variable: performance
^b. Predictors: (Constant), training, competence

According to results on the table, competence and training program affect working performance. This is shown by the p-value (Sig) of < 0.05 which means 0,000 < 0.05 and the value of F-count > F-table of 90.355 > 4.00. The results mean that Ha is accepted and Ho is rejected. Therefore, the competency and training variables have a positive and significant influence on the employees' performance.

IV. CONCLUSION

Based on the results of data analysis on the influence of working competence (X1) and training program (X2) on the working performance (Y) at Kopkar Manunggal Prakasa Cirebon by conducting three tests, it can be concluded that (1) Competence has a positive and significant influence on the working performance of employees at Kopkar Manunggal Prakasa Cirebon. This means that better competence shows better working performance; (2) training program has a positive and significant influence on the working performance of the employees at Kopkar Manunggal Prakasa Cirebon. This shows that the more frequent training program results better competence and thus improve working performance among the employees; (3) Competence and simultaneous training program have a positive and significant impact on the performance of employees at Kopkar Manunggal Prakasa Cirebon. This means that the better competence of the employees and training

program provided by the company, then the two variables have an influence on improving working performance among the employees.

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