



The Influence of Competence, Organizational Commitment, Training & Development on Employee Performance in Pondok Pesantren Modern Al Hasyimiyah Tebing Tinggi

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Abstract. Human resource management views every employee in an organization as the most valuable asset. Every employee who works in an institution or company should improve skills and maintain organizational commitments to improve superior competitiveness. Measurements of employee performance need to be done in order to know the performance achievement results. This research phenomenon sees that employee performance can be improved by applying competence, education, continuous training, and organization. This research aims to test the performance factors of employees who are influenced by competence, education, training, and organizational commitment. Using purposive sampling techniques, the study was conducted on 65 people consisting of 45 teachers and 20 staff. The study results show that competence increase employee performance in “*Pondok Pesantren (Islamic Boarding School) Modern Al-Hasyimiyah Tebing Tinggi*”. Organizational commitment encourage employee performance in “*Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi*”. Training & Development has positive impact on employee performance in “*Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi*”. Competence, organizational commitment, training, and development increase employee performance in “*Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi*”.

Keywords: Competence · Training and Development · Organizational Commitment · Employee Performance

1 Introduction

Human resource management views people in the organization as assets that need to be maintained, and their skills must be improved. Everywhere, employees should maintain a commitment to the organization, which will increase superior competitiveness [1]. Islamic Boarding School Modern Al Hasyimiyah (PPM) in Tebing Tinggi City located on Jl. Singkarak Lake, Ex. Padang Merbau, Kec. Padang Hulu continues to strive to improve its employee performance in various ways, including by holding training so that it is expected to increase employee commitment to the organization (Table 1).

Table 1. Types and Training Schedule of *Pondok Pesantren Modern* (PPM) Al Hasyimiyah

Types of Training	Month	Participants	Attendance
upgrading school based management	February	Staff	89%
training service excellent	March	Staff	83%
development e learning media	June	Teacher	94%
religious learning	July	Teacher	89%
strengthening the competencies of PAI supervisors	October	Teacher & Staff	88%
Boarding school teacher training	March	Guru	100%
substantive technical training of information based learning media and technology	November	Guru	94%
		Average	91%

Another phenomenon in PPM Al-Hasyimiyah, is the presence of weekly meetings held every Monday and Thursday also still has not reached the desired attendance threshold of only 91.2%. Absence from the meeting is due to sickness absence, leave, teaching hours in class, etc. Therefore, it is important to coordinate the training schedule at PPM Al-Hasyimiyah.

Implementing effective training can improve performance and work ethic to increase organizational commitment in Pesantren, and the competence of employees so that employees can complete their work quickly and accurately. Training is an effort to improve the employee's knowledge and skills; training can also change the employee's attitude toward doing their jobs more effectively [2]. Employee competence distinguishes an employee from other employees; competence indicates skills and knowledge characterized by professionalism in supporting his work [3]. Competence is the capacity to perform tasks in line with pre-determined job qualifications based on skills and knowledge and supported by work attitudes. [4]. The competencies possessed by employees can evoke the commitment of employees to continue working in accordance with their expertise.

An employee's organizational commitment is defined as a preference for a specific organization and its aims, as well as a desire to remain a member of that organization. So that the vision of the mission of PPM Al-Hasyimiyah in realizing the implementation of Islamic Education requirements with knowledge, charitable morals, and adequate skills can be fulfilled.

From the background of field phenomena and previous research results, researchers are interested in conducting research entitled "The Influence of Competence, Education, Training, and Organizational Commitment on the Employee Performance in PPM Al-Hasyimiyah Tebing Tinggi".

1.1 Goal-Setting Theory

Goal-setting theory sets goals, and individuals have several goals, choose goals, and are motivated to achieve those goals developed by Locke (1968) in Srimindarti [5].

This theory assumes that the main factor influencing individual choice is their goals. Goal-setting theory has shown a significant influence on goal formulation.

Specificity and difficulty are attributes of goal setting. Generally, the more complex and specific the goals set, the higher the level of achievement that will result. One of the characteristics of goal setting is the level of difficulty of the goal. Different goal difficulty levels will provide different motivations for individuals to achieve a particular performance. A low level of difficulty with the goal will make the individual view the goal as a routine achievement that is easy to achieve. It will lower the individual's motivation to be creative and develop his abilities [6].

1.2 Human Resource Management

Human resource management is a procedure of human management in the organization to play an effective and efficient role [7]. There are six (6M) elements, which are Men, Method, Money, Machine, Material, and Market, the human element (Men) developed into a field of management science called human resource management [8].

Human resource management, according to Hasibuan [9], is the science and art of successfully and efficiently managing labor relationships and responsibilities to enable the company's goals, employees, and society be realized. Human resource management, according to Rivai and Sagala [10], is one of the broad management disciplines that encompasses aspects of planning, organizing, executing, and managing human resources in an organization.

1.3 Competence (CO)

Competence is a vital trait held by a person who has a direct influence or may explain great performance, according to McClelland in Rivai & Sagala [10].

Competence is described as the ability to do or perform a task or job based on X knowledge and skills, and also the required work attitude [11]. Competence is characterized by the ability to perform better in more situations than the average performer.

According to Ruky [12], many indicators affect the employee competence: (1) Personal character (traits) is a physical characteristic, and a reaction or response performed consistently to a situation or information. (2) Self-concept is a set of attitudes, value systems or self-images that a person possesses. (3) Knowledge is information that a person has on a specific area. (4) Skill is the ability to perform a specific set of physical or mental tasks.

1.4 Training and Development (TND)

Training is a short-term educational process in which non-managerial persons develop technical knowledge and abilities for specific purposes using systematic and planned processes [13].

According to Hasibuan [9], training is a short-term educational activity in which operational personnel learn technical knowledge and work skills for a specific objective through systematic and controlled procedures.

According to Mangkunegara [13], training indicators include: (1) Trainers are chosen because they are generally oriented towards skill improvement, (2) Training participants must, of course, be selected based on special requirements and appropriate qualifications. Participants must have high morale to attend the training. (3) Human resource training provides materials or curricula that are appropriate to the human resource research objectives that the organization wants to achieve. (4) Training methods will further ensure effective human resource training activities (5) Training facilities are intended to measure the strength, completeness, and condition of a feedback program to assess or produce appropriate outcomes.

1.5 Organizational Commitment (OC)

Employee recognition of the company and dedication to its aims is shown in organizational commitment [14]. This is an important work attitude since committed employees are expected to work more to achieve organizational goals and are more likely to stay with a company [15].

According to Fred [16], three aspects of commitment are:

1. Affective. This is related to the employee's emotional bonding, identification, and involvement in the organization due to self-will.
2. Sustainability is a commitment based on rational need. It can be said that this commitment is formed based on the benefits and losses felt by employees. So it is necessary to consider what must be sacrificed when settling in an organization.
3. Normative. This is a commitment based on the norms that exist in employees. It contains the individual's belief in responsibility to the organization.

1.6 Employee Performance (EP)

Performance of employee (EP) is the quality and quantity outcome of a person's job in completing tasks in line with assigned duties [13]. Employee performance is the achievement of employees' work in carrying out their duties in accordance with the responsibilities given.

According to Robbins & Judge [17], performance indicators are a tool to measure the extent to which employee performance is achieved. Some indicators to measure employee performance are as follows, Quality, Quantity, Punctuality, Effectiveness of Resource Use, Commitment.

1.7 Conceptual Framework

Based on the above background, the authors propose the following conceptual framework (Fig. 1).

1.8 Hypothesis

Some hypotheses are as follows:

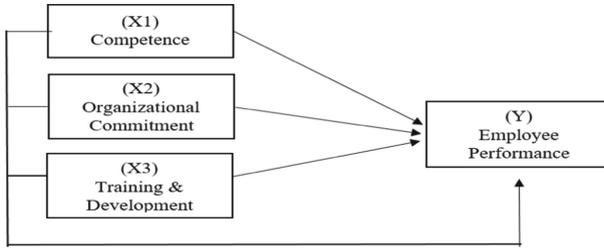


Fig. 1. Conceptual Framework

- H1: Competence has a positive and significant effect on employee performance in Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi.
- H2: Organizational commitment has a positive and significant effect on employee performance in Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi.
- H3: Training & Development has a positive and significant effect on employee performance in Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi.
- H4: Competence, Organizational Commitment, Training & Development, have a positive influence on employee performance in Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi.

2 Research Methods

The Variables in this Study were (X1) Competence, (X2) Organizational Commitment, (X3) Training and Development, and (Y) Employee Performance in “Pondok..Pesantren Modern Al-Hasyimiyah Tebing Tinggi”. The population in this study was 65 employees of “Pondok. Pesantren. Modern (PPM) Al Hasyimiyah in Tebing. Tinggi City”. This study use non-probability sampling, namely, Saturated Sampling (Census), which determines the sample if all members of the population are sampled. This is done if the total population in the study is > 100 people [18]. All the 95 employees in Pondok. Pesantren Modern (PPM) Al Hasyimiyah in Kota Tebing Tinggi were sampled in this study. Descriptive analysis method is used in this study to analyze the data by describing the data without intending to generalize or draw generally accepted conclusions.

This analysis was conducted for data collection and presentation to provide useful information for research. The research used multiple linear regression (MLR) to analyze the relationships among variables The multiple linear regression equations are as follows:

$$Y = a + \beta1.X1. + \beta2.X2 + \beta3.X3 + \beta4.X4. + e \tag{1}$$

Description

- Y = EP
- X1 = CO
- X2 = OC
- X3 = TND
- a = Constant value
- β1, β2, β3 = Regression coefficient
- e = Error term

Table 2. Normality Test

		Unstandardized predicted value
N		65
Normal Par. ^{a,b}	Mean	21.114657
	Std. Dev.	1.2726687
Most Ext. Diff.	Absolute	.066
	Positive	.041
	Negative	-.066
Test Statistics		.066
Asymp. Sig (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal

b. Calculated from data

c. Liliefors Significance Correction

d. This is lower bond of true significance

3 Results and Discussion

3.1 Validity and Reliability Tests

Based on the test results of validity and reliability of X1, X2, X3 and Y, all variables have values above 0.6. If the reliability value is close to 1, then the research instrument can be considered good. The reliability value of the instrument in this study is quite good because it is close to 1 (> 0.60).

3.2 Classical Assumption Test

3.2.1 Normality Test

Normality test was conducted to determine whether the data is normally distributed. The limit used is the Asymp sig value > 0.05 . If it is greater than the standard, then the data is normally distributed (Table 2).

Asymp Value (2-tailed) is 0.200 and above the threshold value (0.05), this indicates that the residual data variables are normally distributed (Table 2).

3.2.2. Heteroskedasticity Test

This method is used to test the similarity of variance from one observation residual to another in a regression model. Homoscedasticity occurs if the variance from one observation residual to another remains constant, otherwise if the variance is different it is called heteroscedasticity (Fig. 2).

Figure 3, shows that the dots are distributed randomly and do not form a obvious pattern and are distributed both above and below the number 0 on the Y-axis. There is no indication of heteroskedasticity in the model.

3.2.2. Multicollinearity Test

To determine whether there is multicollinearity between variables, we can see from the

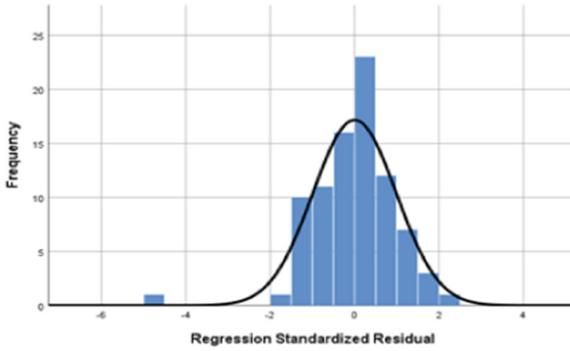


Fig. 2. Histogram

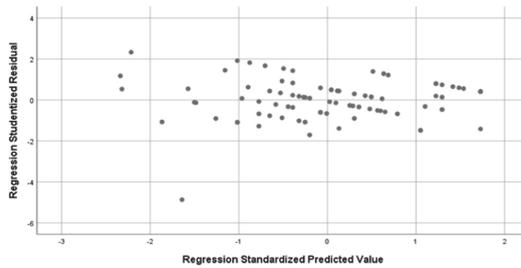


Fig. 3. Heteroskedasticity Test Scatterplot

Table 3. Multicollinearity Test Results

Collinearity Statistics	
Tolerance	VIF
.713	1.390
.534	1.837
.627	1.471

value of VIF (Variance Inflated Factor) that if the value of $VIF > 10$, then it can be said that there are symptoms of multicollinearity (Table 3).

It can be seen that all independent variables have a VIF value < 10 so it can be concluded that there is no problem of multicollinearity (there is no very high linear relationship between the independent variables).

Table 4. Multiple Linear Regression Results

Coefficients			
Model		Unstd. Coeff.	
		B	Std. Err.
1	(Constant)	9.378	2.668
	Competence	.334	.132
	Training and Development	.271	.108
	Organizational Commitment	.129	.079

a. Dependent Variable: Employee Performance

Table 5. Coefficient of Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 ^a	.381	.359	1.98503

a. Predictors: (Constant), Competence, Training & Development, Organizational Commitment

b. Dependent Variable: Employee Performance

3.3 Multiple Linear Regression Test

The results of the multiple linear regression test can be seen in Table 4; a significant multiple linear regression equation can be obtained as shown in Table 4.

$$Y = 9.378 + 0.334 + 0.271 + 0.129 + \epsilon \tag{2}$$

The results of the equation value of the multiple linear regression model get a constant of 9.458, meaning that if there is no influence of the independent variables (X1, X2, X3), then the employee performance value (Y) will be 9.458.

Coefficient X1 (β_1) = 0.334, implying that each increase in competence variable by one unit will increase employee performance by 32.1%. If other variables are considered constant. The coefficient of X2 (β_2) = 0.271 shows that each increase in Training and Development variable by one unit will increase employee performance by 27.1%. If other variables are considered constant.

The coefficient X3 (β_3) = 0.129 shows that each increase in the price variable by one unit will increase employee performance by 12.8%. If other variables are considered constant.

3.4 Coefficient of Determination Test (R2)

The results of testing the coefficient of determination using the SPSS program can be seen in Table 5.

Table 6. F-Test Results

ANOVA ^b			
Model		F	Sig.
1	Regression	16.609	.000 ^a
	Res.		
	Total		

a. Predictors: (Constant), Competence, Training & Development, Organizational Commitment

b. Dependent Variable: Employee Performance

Table 7. T-Test Results

Model		Unstd. Coeff.	
		B	Std. Err.
1	(Constant)	3.332	.001
	Competence	2.564	.002
	Training and Development	2.312	.001
	Organizational Commitment	2.215	.000

a. Dependent Variable: Employee Performance

The adjusted value (R²) is 0.359 or 35.9%. This means that the influence of the Competence, Training & Development, Organizational Commitment variables only explain employee performance 35.9%, while the rest of 64.1% is explained by other reasons that are not in this study.

3.5 Hypothesis

3.5.1 F-Test (Simultaneous Test)

This test was conducted to determine whether competence and work motivation simultaneously have effect on employee performance.

Based on the ANOVA (Table 6), the calculated F value is 16.609 with a significant level (Sig.) of 0.00. These results show that simultaneously Competence, Organizational Commitment, Training & Development, will increase Employee Performance at *Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi* (H4 supported).

3.5.2 T-Test (Partial Test)

T-test (partial test) was conducted to see the effect of independent variables partially (Table 7).

The t-value of the Competence variable is 2.564 (> 1.96) and the p-value (sig) (0.002 < 0.05), so it can be said that Competence improves the performance of the employees of the *Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi* (H1 is supported).

The t-value of the “organizational commitment” variable is 2.215 (> 1.96) with a p-value ($0.000 < 0.05$), so it can be said that organizational commitment will encourage employee performance at the Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi (H2 supported).

The t-value of the “training and development” variable is 2.312 (> 1.96) with a p-value ($0.001 < 0.05$), so it can be said that training and development will significantly improve employee performance at the Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi (H3 supported).

4 Conclusion

The results of this study indicate that competence improves employee performance at Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi. Organizational commitment also encourages employee performance at Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi. Training & development was found to improve employee performance at Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi. The results also show that these three variables simultaneously encourage positive employee performance at Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi.

An important suggestion for Pondok Pesantren Modern Al-Hasyimiyah Tebing Tinggi is that the school must pay more attention to teachers, especially in education, such as providing educational assistance (scholarships) and managerial training for them.

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