Study of The Effect of Job Training and Employee Competence on Employee Work Productivity at The Ministry of Human Resources and Transmigration

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Abstract: *This study aims to determine and examine the effect of work skills training programs and employee competencies on employee productivity with the locus at the Directorate General of Community Development and Transmigration Areas, Ministry of Human Resources, and Transmigration of the Republic of Indonesia. Based on the results of the Research that has been done, it can be concluded that: 1) The correlation coefficient value of the Employee Competency training program (X1) on Employee productivity (Y) has a very strong influence which means that if job training programs improve, then employee productivity also increases. The work skills training program also determines employee productivity, and other factors influence the rest. From the calculation results, Ho is rejected, and Ha is accepted. This shows that the job skills training program significantly affects employee productivity. The calculation results show that the magnitude of the multiple correlation coefficient between the job skills training program and employee competence with productivity is very strong, which means that the job skills training program and employee competence increase, and employee productivity also increases. While the coefficient of determination (r2) is 0.771, which means that employee productivity is 77.1% determined by the work skills training program, and employee competence and other factors influence the remaining 71.6%. From the calculation results, it is known that F count (38.160) > F table (3.23), so Ho is rejected, and Ha is accepted. This shows that the job skills training program and employee competence can increase employee productivity.*

Keywords: *training, competency, employee productivity*

1. Introduction

Human resources are one of the most critical factors in supporting the progress and continuity of an organization. For this reason, it is necessary to improve human resources in quality and quantity. In this case, the world of education plays a very active role, and even our government has made various efforts to improve human resources. This aims to realize a prosperous community life, both in terms of

education and a bright future, and be able to compete in the world of work with creative ideas. The existence of human resources in an organization plays a significant role. Human resources have great potential to carry out organizational activities. The potential of each human resource in the organization must be utilized as well as possible to provide optimal output.

Employees of an organization will be able to work well in producing an item if they have interest and enthusiasm for the job. Interest and enthusiasm can grow if the employers are always aware of their obligations to the employees, in this case, guiding, fostering, and caring for them under the principles of humanity and appreciate it as the executor of the organization. Employees who have high work productivity will improve the life of the organization. Work productivity can be seen in the products created by employees. They will give more attention, imagination, and skills to their work. Thus, something is needed to stimulate these employees' work productivity.

Based on the existing phenomenon, several problems result in decreased employee work productivity, among others: low motivation, poor work environment, not optimal performance, poor employee appreciation, employee job dissatisfaction, wages that do not meet standards, incentives that are too low, welfare programs that are not optimal. The work environment is also one of the factors that support the creation of employee work productivity. The work environment in the organization includes physical and non-physical aspects that need to be considered because they can provide feedback to the organization. The growth of a comfortable and pleasant work environment will make employees more motivated to work, and their productivity will also increase. According to Sedarmayanti (2007: 22-23), employees can carry out their activities properly, achieving optimal results if appropriate environmental conditions support them.

Productivity problems include not feeling confident and lacking confidence in their abilities to complete the tasks they are charged with due to the non-optimal performance process caused by the lack of supervision from the operational leadership of employees, which results in employee productivity decreasing every year, along with existing machines still using old technology so that it slows down production. Motivation problems include the form of appreciation and attention to their achievements is often not following the expectations of employees and inconsistent in giving attention, so employees do not feel recognized for their achievements and the absentee level is relatively high, the organization in carrying out promotions does not run according to procedures because there is still a principle of kinship which results in other employees who have good performance feeling unrecognized. Work environment problems include high employee absenteeism and late entry to work. Some still go home before the set time, indicating a decrease in employee motivation at work. Therefore, the organization should support and increase employee motivation by providing decent and fair wages and creating a

comfortable work environment, considering that these two factors are expected to drive high employee motivation at work.

Currently, in facing the era of competition, every organization focuses on developing the quality of its human resources. The quality of human resources in the organization can impact work results. The work results in the organization can be seen from how everyone produces much work productivity. Seeing this, organizations make human resources the most critical asset in maintaining the organization's survival. The phenomenon of human resource planning is that the implementation of work is less effective because the human resources appointed need to gain the competence that is under the needs of vacant positions that are not following the goals and objectives of the organization. Another problem found is the problem of human resource training, where trainers are less capable of delivering the content of training materials so that training participants, namely employees, are less able to properly understand the content of the material, besides that the content of the training material delivered by the trainer does not meet the needs of the training participants. This causes the objectives of the training to fail to be achieved.

2. Research Methods

This Research is included in the descriptive-analytical type and quantitative in the sense that in this Research, statistical testing is carried out (Cresswell, 2016), especially to measure how much the relationship or strength of influence between the variables studied. Being descriptive-analytical means that this Research wants to describe clearly and tries to explain the effect of training, employee competence, and employee productivity.

Quantitative Research is a systematic scientific study of parts and phenomena and their relationships. Quantitative Research aims to develop and use mathematical models, theories, and hypotheses associated with natural phenomena. Quantitative Research is widely used to test a theory, present a fact, describe statistics, and show the relationship between variables. Some are developing concepts, understanding, or describing many things in the natural and social sciences. This approach is also used to research aspects of education. The term quantitative research is often used in the social sciences to distinguish it from quantitative Research.

Generally, the population is intended to be part of a generalization area consisting of objects or subjects with specific quantities and characteristics (Sugiyono, 2020, p. 90). The population in this study amounted to 47 employees who had participated in training at the Directorate General of Community Development and Transmigration Areas of the Ministry of Human Resources and Transmigration. Hybrid methods, namely online and offline, to avoid the spread of Covid-19 (2021). The sample is part of a population of 226 people who are used as data sources. In this study, the sampling technique used was saturated sampling. Saturated sampling is a

technique in which all population members are used as samples for Research that wants to make generalizations with minimal errors. Another term for the saturated sample is the census, where population members are sampled (Sugiyono, 2020). Quoting the opinion of Arikunto (2008), if the population is less than 100 people, then the whole is taken, so the Research is population research. However, if the population is more than 100 people, a sample of 10% - 15% or 20% - 25% or more is taken. Based on this opinion, this research sample is employees at this government organization. The sample size is 43 people.

3. Theoretical Framework

3.1. Training

According to Gary Dessler (1997:350), training is part of human resource development which is an effort to improve the ability of employees to handle various tasks. According to Robert. L. Mathis and John H Jackson (2009: 311) there are three sources of training needs analysis:

3.2. Organizational Analysis

Training and development needs can be identified through organizational analysis. An essential part of strategic organizational HR planning is identifying knowledge, skills, and abilities that will be needed as jobs and organizations change. Both internal and external forces will affect training and should be considered when conducting organizational analysis. One crucial source of organizational analysis is an ongoing, detailed analysis of HR data that reveals weaknesses in training. Areas or departments with high absenteeism, low performance, or other deficiencies can be identified. Once these problems are analyzed, training objectives can be developed.

3.3. Job and Task Analysis

The second way to determine training needs analysis is through job and task analysis. Training needs can be identified by comparing job requirements with the knowledge, skills, and abilities of employees.

3.4. Individual Analysis

The third action is to recognize that training needs focus on individuals and how they perform their jobs. Using job appraisal data is the most common approach to making such an individualized analysis. Another way to assess individual training needs is to survey managerial and non-managerial employees about their training needs. In addition to job appraisals and training surveys, the following sources are also helpful for individualized analysis.

3.5. Competence

According to Spencer & Spencer in Palan (2007), competence is an essential characteristic possessed by an individual that is causally related to meeting the criteria required in occupying a position. Competence consists of 5 types of characteristics, namely motives (consistent willingness as well as the cause of action), innate factors (character and consistent responses), self-concept (self-image), knowledge (information in a particular field), and skills (ability to carry out tasks). This is in line with the opinion of Becker and Ulrich in Suparno (2005: 24) that competency refers to an individual's knowledge, skills, abilities, or personality characteristics that directly influence job performance. That is, competence contains aspects of knowledge, skills (expertise), and abilities or personality characteristics that affect performance.

Government Regulation No. 23 of 2004, concerning the National Professional Certification Agency (BNSP), describes work competency certification as providing competency certificates carried out systematically and objectively through competency tests that refer to Indonesian national and or international work competency standards. According to the Decree of the Head of the Civil Service Agency Number: 46A of 2003, the definition of competence is the ability and characteristics possessed by a Civil Servant in the form of knowledge, skills, and behavioral attitudes required in the performance of the duties of his position, so that the Civil Servant can carry out his duties professionally, effectively and efficiently. In other words, competence is the mastery of knowledge, skills, values, and attitudes that lead to performance and are reflected in the profession's habits of thought and action. Wibowo (2007:86) explains that competence is the ability to carry out or perform a job or task based on the skills and knowledge required. Competence shows the skills or knowledge characterized by professionalism in a particular field. Competence as a person's characteristic is related to effective performance in a job or situation. From the definition of competence above, the focus of competence is to utilize knowledge and work skills to perform a job effectively. To utilize knowledge and work skills to achieve optimal performance. Thus, competence is everything owned by knowledge, skills, and other internal individual factors to do a job. In other words, competence is the ability to carry out tasks based on the knowledge and skills possessed by each individual. Charles E. Jhonson (2005:34) divides competence into three parts, namely: 1). Personal competence, namely competencies related to personality development (personal competency), and 2). Professional competence, namely competence or ability related to the completion of specific tasks, and 3). Social competence is competence related to social interests. Kusnandar (2007:41) explains that competence is divided into 5 (five) parts, namely:

a) Intellectual competence is the various sets of knowledge that exist in individuals that are needed to support performance.
b) Physical competence is the set of physical abilities required for task execution.

c) Personal competence is a set of behaviors related to an individual's ability to realize self, self-transformation, self-identity, and self-understanding.
d) Social competence is a specific set of behaviors that are the basis of self-understanding as an integral part of the social environment.
e) Spiritual competence, namely understanding, appreciation, and practice of religious rules.

Taslim (2003:7) says competence can include aspects of employees' knowledge, skills, attitudes, and behavior. In a broad sense, this competency will be related to organizational strategy, and we can combine this competency with basic skills (soft skills), standard skills (hard skills), social skills (social skills), and mental skills (mental skills). Hard skills reflect the knowledge and physical skills of human resources, basic skills (soft skills) show the intuition and sensitivity of human resources; social skills (social skills) show skills in social relations of human resources, and mental skills (mental skills) show the mental resilience of human resources. In the development of HR management, there is currently much talk about how to manage competency-based HR. Based on the description of the types of competencies above, competencies are classified into 2 (two) types: professional competencies, namely competencies related to the role we choose. The second is general competence, which we must have as human beings. For example, the competence to be a good husband or wife. Sutrisno (2014) explains that in measuring work productivity, the following indicators are needed:

a) Ability: The ability of an employee to carry out their duties is highly dependent on their skills and professionalism at work. The ability gives them the power to complete the tasks assigned to them.
b) Strive to improve the results achieved: The result can be felt both by those who do and those who enjoy the results of the work. So, this is an effort to utilize work productivity for each person involved in a job.
c) Work ethic: This is an effort to be better than yesterday. This indicator can be seen from the work ethic and results achieved in one day compared to the previous day.
d) Self-development: Self-development can be done by looking at the challenges and expectations. Because the more robust the challenge, the more self-development is necessary; likewise, the hope to be better, in turn, will impact the desire of employees to improve their abilities.
e) Quality: Quality is the result of work that can show the quality of an employee's work. Improving quality aims to provide the best results, which will be very useful for the organization and itself.
f) Efficiency: Efficiency compares the results achieved and the overall resources used. Input and output are aspects of productivity that have a significant impact on employees.

4. Result and Discussions

Based on the results of the calculation, the R-value is 0.837. Because the number 0.837 is in the interval 0.80 - 1.000, the independent variables, namely the job training program and employee competence, have a positive and powerful influence on the dependent variable, namely employee productivity. Furthermore, to find out how much influence the job training program and employee competence have on employee productivity, the coefficient of determination formula is used:

$$KD = R2 * 100\% = (0,878)2 * 100\% = 0,771 * 100\% = 77,1\%$$

With the obtained coefficient of determination (R2) 0.771 or 77.1%, the job training program and employee competence on employee productivity is 77.1%, while other factors influence the remaining 71.6%. According to the author's analysis, job training programs and employee competencies influence employee productivity at this government organization. Very significant, based on the preceding, that job training programs and employee competencies need to be emphasized and optimized to increase employee productivity. Concerning the above, which shows that the magnitude of the influence of the variable job training program and employee competence on employee productivity qualitatively can be explained as follows:

The effect of variable X1 (job training program) on Y (Employee productivity) needs to be analyzed by the author because the job training program is the process of delivering messages from the communicator to the job training program in its implementation from top to bottom from bottom to top. The effect of variable X2 (Employee Competency) on Y (Employee productivity) needs to be analyzed by the author because Employee Competency is a process or action carried out that aims to carry out Employee Competency for all operational activities of the organization both concerning regulations or policies and work activities in the organization.

Identifying job training programs and employee competencies will have an impact on increasing employee productivity. Based on the above thoughts, the hypothesis states that the job training program and employee competence strongly influence employee productivity. The magnitude of the influence of the two independent variables with the dependent variable also shows how to improve and realize high employee productivity. The existence of a good job training program and employee competence has answered this fact. Practically, the two variables run simultaneously / together, meaning that in the process of job training programs and employee competence can be a variable or factor that determines whether the level of employee productivity is high or low. If the job training program and employee competence are good, employee productivity will automatically increase. In the discussion, the two independent variables show a very significant influence. This

means that employee productivity at this government organization is thought to be maximally improved without a good job training program and employee competence.

4.1. Implementation of the job training program

The results of the correlation analysis show that the effect between the job training program variable and employee productivity is 0.765. This relationship is very strong because it is between 0.60 - 0.799, which means that if the job training program increases, employees' productivity at this government organization also increases or vice versa. The coefficient of determination ($r2$) of the job training program variable on employee productivity is 0.585. This means that the job training program variable can predict 58.5% of the variation that occurs in the employee productivity variable, or in other words, the job training program variable as a predictor variable can be relied upon to predict the employee productivity variable at this government organization, by 58.5%. The results of the data analysis show a simple regression equation, namely $\hat{y} = 46.439 + 0.715$. This means that the variable contribution of the effect of the job training program (X1) on employee productivity (Y) is 0.715. This figure shows 71.5% of employee productivity variables at this government organization. Influenced by the job training program, meaning that if the job training program can be increased by 1 unit score, it will affect the increase in employee productivity at this government organization by 71.5%.

4.2. Employee Competency Improvement

The results of the correlation analysis show that the relationship between the employee competency variable and employee productivity is 0.733. This relationship shows strong because it is between 0.60 - 0.799. The coefficient of determination ($r2$) of the Employee Competency variable on Employee productivity is 0.537. This means that the employee competency variable can predict 53.7% of the variation in the employee productivity variable. In other words, the employee competency variable as a predictor variable can be relied upon to predict the employee productivity variable. by 53.7%. The results of the data analysis show a simple regression equation, namely $\hat{y} = 46.439 + 0.796X2$. This means that the contribution of the variable effect of Employee Competency (X2) on Employee Productivity (Y) is 0.796. This figure informs that 79.6% of employee productivity variables. Influenced by employee competence, meaning that if employee competence can be increased by 1 unit score, it will affect the increase in employee productivity (79.6%).

4.3. Employee Work Productivity Results

The results of the correlation analysis show that the relationship between the variables of job training programs and employee competence on employee productivity is 0.832. This relationship is very strong because it is between 0.80 - 1.000, which means that if the job training program and employee competence

increase, employee productivity also increases. The coefficient of determination (r2) of job training program variables and employee competence on employee productivity is 0.771. This means that 77.1% of the variation that occurs in the employee productivity variable (Y) can be predicted by the job training program variable (X1) and employee competence (X2) or, in other words, the job training program variable and employee competence as predictor variables can be relied upon to predict employee productivity variables at this government organization. as much as 77.1%. The results of the data analysis show a multiple regression equation: ŷ = 46.439 + 0.715X1 + 0.796X2. From the results of the SPSS calculation, the F count is 38.160, while the critical price of the F value table with an independent degree of numerator two and denominator 40 data (0.05) is 3.23. Thus, F count > F table, so Ho is rejected, and Ha is accepted. This shows that the job training program and employee competence can jointly increase employee productivity at this government organization.

5. Conclusion

From the research results, the following conclusions were obtained:

1. The correlation coefficient value of the employee competency training program (X1) on employee productivity (Y) is 0.765, meaning that the influence between the work skills training program and employee productivity is 76.5%. This influence shows very strong because it is between 0.60 - 0799, which means that if the work skills training program increases, employee productivity also increases. In comparison, the coefficient of determination (r2) is 0.585, which means that employee productivity is 58.5% determined by the job skills training program and other factors influence the remaining 41.5%. From the calculation results, the value of t count (4.799) > t table (2.021), so Ho is rejected, and Ha is accepted. This shows that the job skills training program significantly affects productivity.

2. The correlation coefficient value of Employee Competency (X2) on Employee Productivity (Y) is 0.733, meaning that the influence between Employee Competency and Employee productivity is 73.3%. This influence shows very strong because it is between 0.60 - 0.799, which means that if employee competence increases, employee productivity also increases. In contrast, the coefficient of determination (r2) is 0.537, which means that employee productivity is 53.7% determined by employee competence, and other factors influence the remaining 46.3%. The calculation results obtained the value of t count (3.720) > t table (2.021), so Ho is rejected, and Ha is accepted. This shows that employee competence significantly affects employee productivity at this government organization.

3. The calculation results show that the magnitude of the multiple correlation coefficient between the work skills training program and employee competence

with employee productivity is 0.832, meaning that the influence between the work skills training program and employee competence with employee productivity is 84.6%. This influence shows very strong because it is between 0.80 - 1.000, which means that the work skills training program and employee competence increase, and employee productivity also increases. While the coefficient of determination ($r2$) is 0.771, which means that employee productivity is 77.1% determined by the work skills training program, and employee competence and other factors influence the remaining 71.6%. From the calculation results, it is known that F count (38.160) > F table (3.23), so Ho is rejected, and Ha is accepted. This shows that the job skills training program and employee competence can increase employees' productivity in the Directorate General of Community Development and Transmigration Areas of the Ministry of Human Resources and Transmigration.

Declaration of Competing Interest

The author declares that it has no competing interests.

Compliance with Ethical Standards

The researcher obtained Ethical Approval from the University before this research (UMJ - Rector No. 028/DPP-91-2021).

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