

## The Influence of Competence and Training on Employee Performance at Bojonegoro Regency Social Service

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### Abstract

Performance is the sum of an employee's efforts in terms of output, quantity, cooperation, and working hours in order to meet the organization's objectives. This research aims to determine the influence of competence and training on the performance of Bojonegoro Regency Social Service employees. Saturated sampling is the approach used for sampling in this study, which employs quantitative research techniques. The measurement scale used is a Likert scale of 1-5. The sample for this research was 50 employees of the Bojonegoro Regency Social Service. Partial Least Square is used for data processing and hypothesis testing (PLS). The results of this research are that competence (X1) has a positive and significant effect on employee performance (Y) and training (X2) has a positive and significant effect on employee performance (Y).

**Keywords:** Competency, Training, Employee Performance

### 1. Introduction

Basically, the most crucial factors in reaching a maximum purpose is to begin with resources namely human resources (HR) that can assist in obtaining a target. Among other resources, human resources are one of the resources in a organization that contribute significantly Ulfa in (Arlea et al., 2023). According to (Jannah, 2023) human resource management is the process of using human resources effectively and efficiently through organizing, coordinating, and managing a value that is human power in accomplishing objectives. Employees are human resources that are very dominant as a determinant of the survival of a company.

Every company or organization has a goal to be achieved, therefore the human resources of a company or organization need to be encouraged to be motivated. One way to do this is by providing them with job training or other programs that increase competency. (Simarmata, 2021) explains that performance is end result of the job that employees accomplish in terms of quantity, quality, cooperation, and work time in achieving purpose that have been targeted by the organization. According to Regional Regulation number 13 of 2016 concerning the Establishment and Structure of the Bojonegoro Regency Regional Apparatus and Bojonegoro Regency Social Service, the Bojonegoro Regency Social Service is an institution that has a coordinative and strategic function through social welfare development policies and planning.

The Bojonegoro Regency Social Service has problems regarding the achievement of service performance. The Bojonegoro Regency Social Service shows the non-achievement of several

employee performance indicators in 2020-2021. In the field of social services and rehabilitation of persons with disabilities in 2020, the target was achieved by 47.80% and in 2021 only 12.8%. In the field of social services and rehabilitation of children and the elderly in 2020, the target was only 76.61%, the field of social services and rehabilitation of persons with social disabilities achieved a target of 73.95%, and the field of protection and security during response and post-disaster achieved a target of 95.58%. Meanwhile, in 2021 the three fields met the achievement target of 100%. It can be concluded that some indicator realizations did not reach the predetermined targets. This indicates that the employee performance of Bojonegoro Regency Social Service is less than optimal. Assessment of the performance of the Bojonegoro Regency Social Service is measured based on whether or not the target is achieved and the ability or skills of employees in completing the assigned tasks.

Not achieving employee performance targets may result from caused by a absence of skills and competence held by employees so that employees cannot achieve optimal performance targets. According to (Ginting et al., 2022) competence is specified as a characteristic of an individual that can be demonstrated, including knowledge, skills, and behaviors that can produce performance and achievement. To promote employee success, a company's or organization's competency development is crucial. One of the efforts in developing employee competence is by participating in a training program. Providing training is very influential on employee performance. Employees will be more effective and efficient in carrying out their duties. (Simarmata, 2021) training is a company's attempt to refine and enhance its employees' academic and technical proficiencies which are also used as a forum for development and improvement of poor performance in previous employees.

The Bojonegoro Regency Social Service supports the performance of its employees by providing various training programs for its employees to achieve common goals. The types of training that have been provided in the 2022-2023 period are six types of training and the number of employees who have taken part in each program is one. So it can be concluded that only a few employees of the Bojonegoro Regency Social Service have attended training. This indicates that Bojonegoro Regency Social Service employees have not received training evenly.

From this background, the researcher intends to discover the influence between competence and training on the employee performance of the Bojonegoro Regency Social Service.

## **2. Literature**

### **Competence**

Competence is the capacity to do tasks and work in the workplace in accordance with established work requirements, it is built on knowledge and skills that are reinforced by work attitudes (Maharani, 2019). Competence is an capacity possessed by employees according to experience and expertise which is the basis for performing tasks or work in conformity with Standard Operating Procedures (SOP) (Viardhillah & Rini, 2023). From the several definitions of competence given above, it can be inferred that competence is an attribute that enables an individual to differentiate between the efforts of one person and those of another. Indicators of competence according to Wibowo in (Delimawati, 2021) include: (a) skills, (b) experience, (c) personality characteristics, (d) intellectual abilities.

### **Training**

Training is an activity completed by a company and organization that aims to improve, assist, and improve employee skills and knowledge (Wirasujatma, 2022). According to (Ihsani & Rini, 2023), training is a technique completed by an organization aimed at its employees to improve skills in carrying out tasks or work so as to achieve and meet planned organization purpose. Several of the definitions given above lead one to the conclusion that training is a quick course of study that can help employees gain effectiveness in increasing employee knowledge and abilities. Training indicators according to Noe in (Gunawan & Hartono, 2022) include: (a) knowledge (b) skills (c) abilities (d) behavior.

### **Employee Performance**

Employee performance is the outcome of attitude and work possessed by employees after completing certain tasks or work within a certain time (Ulfaturrosida & Swasti, 2022). A comparison of an employee's work results with company standards and a measure of the accomplishment of company goals is called employee performance (Kusnayanti & Rini, 2024). Drawing from some of the aforementioned definitions, it may be inferred that employee performance refers to the degree of accomplishment of objectives or execution of certain duties. The degree of success attained in one's work results from the goals or targets it has to be achieved or the tasks that must be done within a specific amount of time. According to Sedarmayanti in (Delimawati, 2021) Performance indicators are quantitative measurements that express how well an aim or objective has been attained. Performance indicators are used to ensure that the performance of the organization concerned shows the ability to achieve predetermined goals. According to Sedarmayanti in (Delimawati, 2021) there are four indicators to measure individual employee performance, including: (a) quality (b) quantity (c) timeliness (d) commitment.

### **3. Hypothesis**

This study develops two hypotheses that test the influence of Competence and Training on the Employee Performance of Bojonegoro Regency Social Service, so the researcher suggest the hypothesis:

H1: Allegedly that competence has a positive and significant effect on the employee performance of the Bojonegoro Regency Social Service.

H2: Allegedly that training has a positive and significant effect on the employee performance of the Bojonegoro Regency Social Service.

### **4. Methods**

This research's methodology is quantitative with sampling techniques utilizing saturated sampling techniques. Sugiyono in (Ismail & Sudarmadi, 2019) saturated sampling is a sampling strategy where all individuals of the population are used as samples. This research uses saturated sampling because the population is less than 100 people. As a result, the number of samples collected equals the population of 50. Partial Least Square (PLS) analysis was the method employed in this research.

### **5. Result**

#### **5.1 Analysis of PLS Result**

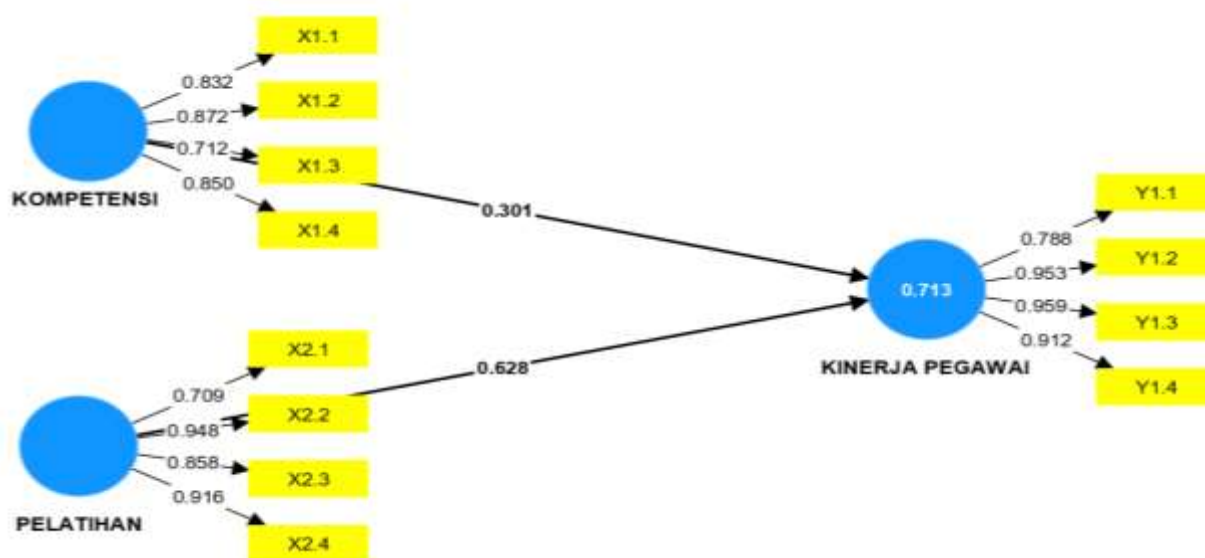
**Table 5.1 R-Square**

	<i>R-square</i>
Employee Performance	0.713

**Source:** Processed questionnaire data

According to the table above, it can be seen that the  $R^2$  value = 0.713. The model can be used to explain how independent variables, such as competence and training, might affect employee performance. However, factors other than competence and training that are not included in this study account for the variation from the value of 71.3%.

**5.2 Analysis of PLS Model**



**Figure 5.2 Outer Model with Factor Loading, Path Coefficient, and R-square**

Based the picture above, it might be explained the magnitude of the factor loading value for each indicator found on the arrow of each indicator. This figure indicates that each indicator's loading factor value on its construct has a value more than 0.70, indicating that the measurement satisfies the requirements for convergent validity.

**4.3 Hypothesis Testing Result**

**Table 4.3 Hypothesis Testing**

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T-Statistic ( O/STDEV )</i>	<i>P-Values</i>
Competence -> Employee Performance	0.301	0.296	0.149	2.030	0.021
Training -> Employee Performance	0.628	0.635	0.128	4.900	0.000

**Source:** Processed questionnaire data

From this data, conclusions can be drawn that state:

- a. Hypothesis 1: Competence has a positive and significant effect on the employee performance of the Bojonegoro Regency Social Service is accepted, namely the direct effect of competence on employee performance with a path coefficient of 0.301 and a T-Statistic value of  $2.030 > 1.96$  (from the Z table value  $\alpha = 0.005$ ) or a P-Value of  $0.021 < 0.05$  with significant (positive) results.
- b. Hypothesis 2: Training has a positive and significant effect on the employee performance of the Bojonegoro Regency Social Service is accepted, namely the direct effect of training on employee performance with a path coefficient of 0.628 and a T-Statistic value of  $4.900 > 1.96$  (from the Z table value  $\alpha = 0.005$ ) or a P-Value of  $0.000 < 0.05$  with significant (positive) results.

## 6. Discussion

### The Influence of Competence on Employee Performance

According to the research conducted, it is acknowledged that competence has a positive and significant effect on the employee performance of the Bojonegoro Regency Social Service. This suggests that raising competence will affect raising employee performance, leading one to the conclusion that competence will affect employee performance within the organization.

This is evidenced by the achievement of several realization targets for the employee performance of the Bojonegoro Regency Social Service, including the implementation of basic social rehabilitation of neglected children, neglected elderly people, neglected socially disabled people, as well as protection and guarantee during response and post-disaster districts, which is 100% on target. The indicator in competence that has the largest contribution is experience. With the work experience possessed by employees, employees of the Bojonegoro Regency Social Service have the ability to control themselves so that when facing field realities and the dynamics of the problem do not become a big problem. With experience, it will improve performance achievement. So it can be concluded that the high competence of Bojonegoro Regency Social Service employees will increase the performance achievements that have been determined.

The results of this research are consistent with research by (Wijaya et al., 2021) and (Saptalia et al., 2022) which have the results of competence having a positive and significant effect on employee performance. This can be explained that high competence will have an influence on increasing employee performance in the organization.

### The Influence of Training on Employee Performance

According to the research conducted, the results are known, namely training has a positive and significant effect on the employee performance of the Bojonegoro Regency Social Service. This suggests that the training given will have an effect on raising employee performance levels, which leads to the conclusion that the training will raise employee performance levels within the company.

The indicator in training that has the largest contribution is skills. With the work skills possessed by employees of the Bojonegoro Regency Social Service, it will lead to improved performance so that the strategic plan for performance achievement can be realized. So it can be concluded that training contributes to the employee performance of Bojonegoro Regency Social Service.

The results of this research are consistent with research by (Dewangga & Rahardja, 2022) and (Kusnayanti & Rini, 2024) which have training results have a positive and significant effect on employee performance. This can be explained that the training provided will have an influence on increasing employee performance in the organization

## 7. Conclusion

According to the tests result conducted using PLS analysis to examine the influence of competence and training on employee performance at the Bojonegoro Regency Social Service, it can be concluded (1) competence contributes to the performance of employees of the Bojonegoro Regency Social Service. This shows that the higher the competence, the higher the employee performance. An increase in competence will have an impact on increasing work experience so that it will rise employee performance and (2) training contributes to the performance of employees of the Bojonegoro Regency Social Service. This demonstrates that the more training provided, the higher employee performance. The existence of job training will have an impact on increasing work skills so that it will lead to an increase in employee performance. And for further research, it is advisable to conduct research with variables other than competence and training to gain a better understanding of the factors such as satisfaction, compensation, leadership, communication, and others.

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