

THE ROLE OF HUMAN RESOURCE DEVELOPMENT, COMPETENCE AND WORK TRAINING PROGRAMS ON EMPLOYEE PERFORMANCE (Survey at Supermarket in Bandung)

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ABSTRACT

This research is aimed at knowing the effect of Human resource development, competence and work training affect significantly on Employee performance. As many as 20 prominent supermarkets in Bandung have been studied using quantitative research with the survey method. The findings of the study show the following matters: 1) Human resource development, competence and work training affect significantly on Employee performance simultaneously; 2) Human resource development affects significantly on Employee performance partially; 3) Competence affects significantly on Employee performance partially; 4) Work training affects significantly on Employee performance partially; 5) Human resource development falls into good category; 6) Competence falls into moderate category; 7) Work training falls into good category; 8) Employee performance falls into good category. Thus the role of human resource development, competence and work training are crucial in enhancing the employee performance in the business organizations.

Keywords: *human resource development, competence, work training, employee performance.*

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh pengembangan sumber daya manusia, kompetensi dan pelatihan kerja berpengaruh secara signifikan terhadap kinerja karyawan. Sebanyak 20 supermarket terkemuka di Bandung telah diteliti dengan menggunakan penelitian kuantitatif dengan metode survei. Temuan dari penelitian tersebut menunjukkan hal-hal sebagai berikut: 1) Pengembangan sumber daya manusia, kompetensi dan pelatihan kerja berpengaruh signifikan terhadap kinerja karyawan secara simultan; 2) Pengembangan sumber daya manusia berpengaruh signifikan terhadap kinerja karyawan secara parsial; 3) Kompetensi berpengaruh signifikan terhadap kinerja karyawan secara parsial; 4) Pelatihan kerja berpengaruh signifikan terhadap kinerja karyawan secara parsial; 5) Pengembangan sumber daya manusia termasuk dalam kategori baik; 6) Kompetensi termasuk dalam kategori cukup;

7) Pelatihan kerja termasuk dalam kategori baik; 8) Kinerja karyawan termasuk dalam kategori baik. Dengan demikian peran pengembangan sumber daya manusia, kompetensi dan pelatihan kerja sangat penting dalam meningkatkan kinerja karyawan dalam organisasi bisnis.

Kata kunci: pengembangan sumber daya manusia, kompetensi, pelatihan kerja, kinerja karyawan.

1. INTRODUCTION

1.1 Supermarket

Supermarket belongs to the business organization that focuses on the achievement of their goals, namely profit and long-term growth as well as sustainability. "Organization is defined as a group of people who are working together in systematic way for the same objectives" (Cambridge Advanced Learner's Dictionary). Another definition states that organization is "a purposefully coordinated social entity, comprising two or more persons, whose functions on a relatively continuous basis to attain the same goals (Robin & Judge, 2015). Furthermore, organization is a social system consisting of several individuals and / or groups that have certain roles. Another expert, Gibson said that the organization has a system of authority, status and power where people who are in the organization have different needs from one another in each existing system. Groups within the organization also have a strong influence on the behaviour of individual members of the organization and on the performance of the organization (Gibson et al., 2012). Organization as defined by Griffin & Moorhead (2014) concerns with the following concepts: a) planning, b) organizing, c) leading and d) controlling. The word planning has the meaning of the process of determining the future position of the organization in accordance with the wishes of the organization and determining the best means to achieve that goal. The word organization has the meaning of the process of designing work, grouping work into units and establishing patterns of authority between jobs and units. The word leading has the meaning of a process in ordering members of the organization to work in achieving organizational goals. The word controlling is a process in monitoring and correcting organizational actions and keeping them in line with organizational goals.

Business organization is a unit that is formed together for the sake of conducting on commercial enterprise (Britannica). Therefore business organization is on the way around, it focuses on profit and market competitiveness as well as competitive advantage. Business organization usually is owned by an individual person, partnership and corporation. Main characteristics of the business organization are: 1) there is a stakeholder, 2) there is share, 3) profit oriented and 4) competitive advantage.

The business organization change can be affected by some factors. Changes can be affected by both internal factors and external factors. The internal factors demand the business organization to be flatter with fewer layers of management and leaner with fewer more

productive employees. While the external factors need the business organization to respond what that happens outside that can hamper their organization. The process of changes is, actually, not a sudden event. It happens as a long term step by step procedure. In general, the business organization tries to avoid the unnecessary disruptive events that can disturb their business. The business organizational changes are called as transformational changes in order to reshape the organizational culture and their business so that they can lead the business and gain competitive advantage in the market.

There are several steps of the business organizational changes include the following matters: first, setting up an organization vision; second, communicating the ongoing changes to the employees and stakeholders; three, the employees' adjustment and readiness; four, changes' preservation; fifth, institutionalization **(Sundberg, Alex, A. et.al, 2022)**.

Finally, the goal of the changes in the business organization is to gain profit as much as possible and to keep their competitiveness and long term sustainability. In order to be able to obtain their goals, the business organization need a well - planned human resources development program, competent and well – trained employees. Based on those thought, the writer put forward the following research questions: 1) Do human resource development, competence and work training affect on employee performance simultaneously? 2) Does human resource development affect on employee performance partially? 3) Does employee competence affect on employee performance partially? 4) Does work training affect on employee performance partially?

1.2 Human Resource Management

Human resources are the management of people so that they can achieve the desired results. **(Amstrong, M & Taylor S, 2023)**. It goes on to say that HR practices vary according to the type and context of each organization. Furthermore, considering the challenges of work in the future, real human resource management (HR) should be redesigned, concerning with the long-term development, regeneration and renewed human resources, moving from consuming to developing human resources by merging the concept of sustainability. Accordingly, sustainable Human Resource Management is viewed as continuation of the strategic human resources, put forwarding a new approach to human resource management **(Daviddescu, A.A et al, 2020)**. Furthermore, According to Simamora in his book Liljan Poltak, management is the process of utilizing all the resources an organization has to achieve predetermined goals. The process in question involves organization, direction, coordination and evaluation of people to achieve the stated goals. **(Lijan Poltak Sinambela, 2016)**.

The primary goal of HR is to attain the objectives of the organization by means of its member. The general goals can be categorized, namely (Katou, 2017): First, Society: HR attends to the law; public; and code of conducts' framework meaning that it should admire them and do in favour of the community concerned. If not, they shall respond and disagree with the organization. Second, Organization: HR encourages organizations to improve and enhance

sources of the organization superiority. This can be done through the instruments in order to be able to gain it efficiently and effectively. Third, Practical Function: HR can make the department itself to be effective, so that organizational objectives can be attained successfully. Fourth Person: HR empowers people to achieve their personal goals, so they will have better commitment. The mixture of attaining the objectives from the view points of the member and the organization itself is an crucial motivating power that increases the productivity of the employees. Thus, the HR objectives mentioned above are implemented through HR-related activities that refer to different functions

1.3 Competence

Competence comes from English word whose meaning is the ability to do something well (Cambridge Advanced Learners Dictionary). Competence means ability/skill, so this is closely related to the possession of knowledge, skills or abilities **(Ni Desak, et al. 2022)**.

Spencer, competence is an underlying characteristic of an individual that is related to a causal or cause-effect relationship for effective and superior implementation in a job or situation Wibowo (2007), states that competency is an ability to carry out or carry out an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job.

The indicators of competence are as follows:

- 1) Knowledge. Job-related knowledge includes: a) Know and understand knowledge in their respective fields; b) Know knowledge related to new regulations, procedures, techniques in government institutions.
- 2) Skills. Individual skills include: a) Ability to communicate well in writing; b) Ability to communicate clearly orally
- 3) Attitude. The individual attitudes in question include: a) Have the ability to communicate and be creative at work. b) There is high work morale. **(Ni Desak, et al 2022)**

According to Spencer and Spencer quoted by Ni Desak, et al (2022), competence is formed from five characteristics, namely: First, Motive. Something an individual continuously thinks or desires that causes a certain deed. Motives encourage, lead and choose behaviour towards certain actions or goals. Second, Characteristic. Physical feature and continuous responses to situations or condition. Reaction speed and eye sharpness are physical characteristics of a fighter pilot's competence. Third, Self concept. A individual attitudes, self-image evaluation. Self-confidence is a person's belief that they can be effective in almost every situation and is part of a person's self-concept. Fourth, Knowledge. Information that people have in a specific field. Knowledge is a complex competency. Scores on knowledge tests often fail to predict job performance because they fail to measure knowledge and skills in the way they are actually used on the job. Fifth, Skills. Competence and expertise to do certain physical or mental duty. Mental competence or cognitive skills include analytical and conceptual thinking.

Competency characteristics provide a conceptual basis for competency development, the above characteristics become a process in managing competency within a person, this provides the basis for assessing a person's abilities within an organization or company.

1.4 Work Training

Job training is organized and directed to equip, improve and develop work competencies in order to increase abilities, productivity and welfare by taking into account the needs of the job market and the business world, both inside and outside the work relationship which is organized based on training programs that refer to work competency standards and can be carried out in stages. Job training is organized by government job training institutions and private job training institutions and apprenticeships which are aimed at increasing the relevance, quality and efficiency of job training and productivity which is carried out through developing a productive culture, work ethic, technology and efficiency of economic activities towards realizing national productivity

1.5 Performance

Performance is the goal achievement of an organization rather than of individuals, with the minimum resources consumed to reach the goal (Ghalem, A., et.al, 2017 as quoted by Narimawati, Umi, 2023). A closed term is what is called performance management which means as a measurement and information carried out in order to enhance the level of maximal use of physical facilities and various resources in order to gain the objectives by way of efficient and effective economic ways **(Rostam, F.A., 2020 in Narimawati, Umi, 2023)**

The concept of performance can basically be seen from two aspects, namely employee (individual) performance and organizational performance. Employee performance can be understood as the work results of employees in the organization, while organizational performance is the overall work results achieved by the organization in a certain period. Employee performance and organizational performance cannot be separated from each other because the achievement of organizational goals as seen in organizational performance cannot be separated from the resources owned by the organization which are driven and run by individuals or employees who are actors in achieving organizational goals **(I Dewa , 2022)**

Mangkunegara (2018) suggests that: performance comes from the words job performance or actual performance (work performance or actual achievements achieved by someone). Performance is work performance or work results (output) both quality and quantity achieved by human resources over a period of time in carrying out work tasks in accordance with the responsibilities given to them.

Factors that influence employee performance achievement, according to Mangkunegara (2011), are ability and motivation. According to Hersey, performance indicators, namely (I Dewa, 2022): First, Goals indicate the direction in which performance should be carried out. Based on this direction, performance is carried out to achieve the goal. Individual and organizational

performance is said to be successful if it can achieve the desired goals. Second, Standards are a measure of whether the desired goals of an organization can be achieved. Without standards, it cannot be known when an organization's goals can be achieved. A person's performance is said to be successful if an employee is able to achieve the standards determined or mutually agreed between superiors and subordinates (employees). Third, Feedback is input that is used to measure performance progress, performance standards, and goal achievement. With feedback, performance is evaluated and as a result performance improvements can be made. Fourth, Tools or facilities are supporting factors for achieving organizational goals. Without tools or means, specific work tasks cannot be carried out and organizational goals cannot be completed as they should. Fifth, Competence is the ability possessed by a person to carry out the work given to him well. Competence enables a person to realize work-related tasks necessary to achieve organizational goals. Sixth, Motive is a reason or driving force for someone to do something. Without motivation to achieve goals, performance will not work. Seventh, Workers need to get the opportunity to show their work performance, tasks get a higher priority, get more attention and take up available time.

Theoretical framework of this study is as follows:

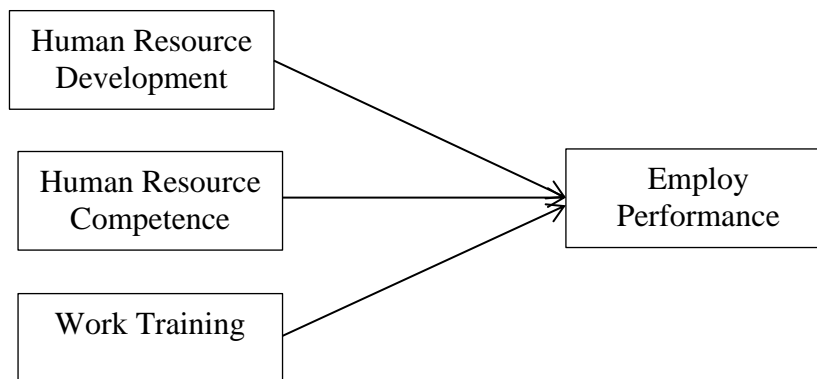


Figure 1.1 Theoretical Relationship of Variables under Study

Hypotheses

Hypotheses of the research are as follows:

First Hypothesis

H1: Human resource development affects significantly on Employee performance

Second Hypothesis

H1: Human resource competence affects significantly on Employee performance

Third Hypothesis

H1: Work training affects significantly on Employee performance

Fourth Hypothesis

H1: Human resource development, competence and work training affect significantly on Employee performance simultaneously

2. METHOD

Based on the theoretical relationship of variables, in this research the writer uses a quantitative approach, descriptive and verified design, and survey method. As much as 20 prominent Supermarket in Bandung, such as Borma Supermarket and Yogya Supermarket, have been selected using a purposive method. The data collection instrument used is questionnaire. The analysis technique used is path analysis with the assistance of IBM SPSS. Path analysis is a statistical analysis technique that can calculate the direct and indirect effect in sequential relationship model of variables under study **(Narimawati, Umi & Sarwono, Jonathan, 2022)**.

The research model is as follows:

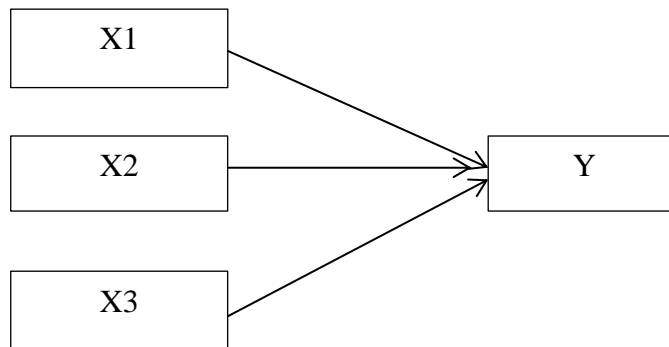


Figure 2.1 Research Model

Where:

X1: Human resource development

X2: Competence

X3: Work training

Y: Employee Performance

3. RESEARCH RESULT AND DISCUSSION

3.1 Research Result R Square

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.985 ^a	.971	.965	.868	2.068

a. Predictors: (Constant), Work Training, Competence, Human Resources Development

b. Dependent Variable: Employ Performance

Figure 3.1 R Square Value

The value of the first R^2 (R square) in Figure 3.1 above is as much as 0.971. It means that the amount of effect of Human resource development, Competence and Work Training on Employee Performance is as much as 0.971 (97.1%) and its remainder is affected by other factors outside this research.

Hypotheses Testing

Simultaneous Hypothesis Testing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	403.134	3	134.378	178.192	.000 ^b
	Residual	12.066	16	.754		
	Total	415.200	19			

a. Dependent Variable: Employ Performance

b. Predictors: (Constant), Work Training, Competence, Human Resources Development

Figure 3.2 Value of Significance (Sig)

H0: Human resource development, competence and work training do not affect significantly on Employee performance simultaneously

H1: Human resource development, competence and work training affect significantly on Employee performance simultaneously

Hypothesis Criteria Acceptance

The criteria are as follows:

Reject H0 when the value of significance level (Sig) is less than 0.05;

Accept H0 when the value of significance level (Sig) is bigger than 0.05

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From the result of calculation above, the value of significance level (Sig) in Sig column in Figure 3.2 is as much as 0.000 is less than 0.05; that is why reject H0 and accept H1. It means that variables of Human resource development, competence and work training affect significantly on Employee performance simultaneously.

Partial Hypothesis Testing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.977	.681		2.901	.010		
	Human Resources Development	3.886	.933	.3950	4.165	.001	.002	495.077
	Competence	.384	.160	.421	2.407	.029	.059	16.853
	Work Training	-3.379	.925	-.3394	-3.651	.002	.002	475.902

a. Dependent Variable: Employ Performance

Figure 3.3 Values of Unstandardized Coefficients

First: Relationship between Human Resources Development and Employee Performance

H0: Human resource development does not affect significantly on Employee performance partially

H1: Human resource development affects significantly on Employee performance partially

From the result of calculation above, the value of significance level (Sig) in Sig column in Figure 3.3 is as much as 0.001 for Human Resources Development is less than 0.05; that is why reject H0 and accept H1. It means that Human resource development affects significantly on Employee performance partially.

Second: Relationship between Competence and Employee Performance

H0: Competence does not affect significantly on Employee performance partially

H1: Competence affects significantly on Employee performance partially

From the result of calculation above, the value of significance level (Sig) in Sig column in Figure 3.3 is as much as 0.029 for Competence is less than 0.05; that is why reject H0 and accept H1. It means that Competence affects significantly on Employee performance partially.

Third: Relationship between Work Training and Employee Performance

H0: Work training does not affect significantly on Employee performance partially

H1: Work training affects significantly on Employee performance partially

From the result of calculation above, the value of significance level (Sig) in Sig column in Figure 3.3 is as much as 0.002 for Work Training is less than 0.05; that is why reject H0 and accept H1. It means that Work Training affects significantly on Employee performance partially.

Descriptive Statistics

	N	Mean	Std. Deviation
Human Resources Development	20	4.40	.751
Competence	20	3.80	.126
Work Training	20	4.50	.696
Employ Performance	20	4.20	.675
Valid N (listwise)	20		

Figure 3.4 Descriptive Statistics

From the result of the calculation as shown in Figure 3.4 the mean of the Human Resources Development variable is as much as 4.40 which falls into good category; the mean of the Competence variable is as much as 3.80 which falls into moderate category; the mean of the Work Training variable is as much as 4.50 which falls into good category; and the mean of the Employ Performance variable is as much as 4.40 which falls into good category.

4.2 Discussion

First, Human resource development, competence and work training affect significantly on Employee performance simultaneously. This is in accordance with the theory which states that human resource development, employee competency and employee training are the main factors in supporting employee performance (**Robin, 2015**). Rapid changes in the business organization environment causes employability to be important for the business organization. Accordingly, the organizational effectiveness depends on the human resources quality and human resources development. In the study, it is found that Human Resource Development practices are significantly related to the employee performance in the enhancement of organizational effectiveness (**Kareem, M.A & Hussein, I.J., 2019**).

Second, Human resource development affects significantly on Employee performance partially. This is in accordance with the research results of Selano, J.J et al (2022) which found that the quality of human resources influences employee performance.

Third, Competence affects significantly on Employee performance partially. This finding is in accordance with the results of research conducted by Yuliantiningsih (2021) which states that competence, commitment and work discipline influence employee performance.

Fourth, Work training affects significantly on Employee performance partially. This is also supported by the results of research conducted by Aris Indriyanti, (2021) who said that work competency and training influence employee performance.

Fifth, Human resource development falls into good category. The need of qualified human resource development is crucial to the business organization for the sake of the business

sustainability. This also relates to employee satisfaction, employee engagement and employee productivity which leads to employee performance (Davidescu, A.A., et.al., 2020).

Sixth, Competence falls into moderate category. Previous research finding divulges that employee competence affects positively employee performance (**Nguyen, P.T., et.al., 2020**). This means that the role of competence is important in enhancing the employee skills and expertise to handle their job in their organizations.

Seventh, Work training falls into good category. Training programs can improve the employees' knowledge, skills, works behavior and job performance. Based on the research it has been revealed that work training can enhance the employee performance and the training program has the biggest contribution in increasing the employee performance (**Razak, N, 2021**).

Eighth, Employee performance falls into good category. Employee performance will be maximum when the employee possesses high quality. In order to do gain such achievement, the human resources development program must be well-planned and effectively implemented. It has been proved in the research that good human resources development program contributes to employee performance (**Otoo, F.N.K. & Misrha, M., 2018**).

4. CONCLUSION

From the results of analysis and discussion, the writer draws the following conclusions: First, Human resource development, competence and work training affect significantly on Employee performance simultaneously. Second, Human resource development affects significantly on Employee performance partially. Third, Competence affects significantly on Employee performance partially. Fourth, Work training affects significantly on Employee performance partially. Fifth, Human resource development falls into good category. Sixth, Competence falls into moderate category. Seventh, Work training falls into good category. Eighth, Employee performance falls into good category.

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