The Influence Of Training And Competence On Performance At PT. Telkom Indonesia

(Pengaruh Pelatihan Dan Kompetensi Terhadap Kinerja Di PT. Telkom Indonesia)

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ABSTRAK

Tujuan dari penelitian ini adalah untuk melihat pengaruh kompetensi dan pelatihan terhadap kinerja karyawan PT. Telkom Indonesia. Populasi dalam penelitian ini adalah karyawan PT. Telkom Indonesia. Dilakukan metode purposive sampling dalam pengambilan sampel. Penelitian ini menggunakan sampel sebanyak 50 orang. Peneliti menerapkan teknik analisis data SmartPLS. Setelah diperoleh hasil penelitian, dapat diketahui bahwa kompetensi mempengaruhi kinerja, pelatihan mempengaruhi kinerja, jenjang karir berpengaruh terhadap kinerja, kompetensi mempengaruhi jenjang karir, pelatihan mempengaruhi jenjang karir, jenjang karir memiliki pengaruh yang lemah terhadap kinerja.

ABSTRACT

This study aims to determine the effect of competence and training on the performance of employees of PT. Telkom Indonesia with career path as an intervening variable. In this study, the population taken were employees of PT. Telkom Indonesia. The sampling in this study was carried out using purposive sampling method. This study used as many as 50 samples. The researcher applies the SmartPLS data analysis technique. After the research results are obtained, it can be seen that competence affects performance, training affects performance, career path affects performance, competence affects career path, training affects career path, career path has a weak influence on performance..

INTRODUCTION

Business competition and present-day technological developments, a organisation whether engaged in industry, exchange or offerings will attempt to reap the dreams that have been set. One of the vital things is that the success of a company in achieving its desires does no longer solely rely on the superiority of technology, facilities, and infrastructure owned, but additionally the function of human assets which is a strategic thing in an organization. Human assets are the most necessary aspect in a company. This is because the organisation in its journey will be extra superior and developed, if human sources have competence, and are given education in achieving performance.

Performance according to Armstrong and Baron (Armstrong and Baron 1998) as quoted by Wibowo (2008:222) is about performing work and achieving results from that activity. Performance is the end outcome of work that strongly relates to the strategic goals of the company, customer pleasure, and economic growth. As said by Simanjuntak (Simanjuntak 2005), the degree of results obtained when executing specific activities is the definition of performance. Many variables that affect everyone's performance can be divided into three categories: the individual's competence, organizational support, and management support. (Simanjuntak 2005). The degree of results obtained when executing specific activities is the definition of performance. Many aspects that may be divided into three categories, namely the individual's competency, organizational support, and management support, affect everyone's performance.(Pasolong 2019). Performance, which can be gauged by an organization's level of productivity, service quality, responsiveness, responsibility, and accountability, is a factor in how well it accomplishes its objective. (Tangkilisan 2005)

Based on the background of the problems that have been described, it can be identified several problems that affect performance, namely performance that is not achieved, competence is still low, especially in the field of experience, less effective training, and unclear career paths.

LITERATURE REVIEW

Competence

Organizations need reliable HR factors both as leaders or employees at the task and supervisory level as determinants of achieving company goals (Kartika, Mariam, and Onida 2016). Sedarmayanti (Sedarmayanti 2010) states that competence is: "Fundamental characteristics possessed by a person that have a direct effect on, or can predict excellent performance". In other words, the competencies possessed by individuals can support a team-based work system (Rivai 2003). Competence is a capability to carry out or function a job or mission based on abilities and information and supported via the work mind-set required by the job. According to Moeheriono (Moeheriono 2012) a person's competence is very large and can be influenced by several factors, both from within and outside. Sutrisno (Sutrisno 2016) defines competence as a capability relied on knowledge and skills supported by work attitudes. Competency indicators can be divided into three, namely intellectual, emotional, and social competencies.

Training

Training is the procedure of teaching employees the capabilities needed to do their jobs. (Dessler, 2011). Training is the process of providing additional information and skills related to work, Ratnasari (Ratnasari 2019). Training can be concluded as an activity that must be carried out for the self-development of employees so that they are able to produce better jobs. According to Bangun (Bangun 2012), "training is a process of improving employee work skills to help achieve company goals". Meanwhile, according to Sodikin(Sodikin, Permana, and Adia 2017), "training or training is a training activity that is carried out systematically to meet current or future needs in order to improve skills, knowledge, and broaden employee insights to support company's business activities. Training is a method to shape and equip employees by using growing their skills, abilities, know-how and behavior. While Mathis (Mathis and John H. J. 2012), which offers a definition of that "training is a process by means of which humans reap positive competencies to help obtain organizational goals. Because this procedure is tied to a variety of organizational goals, coaching can be considered narrowly or broadly. According to Prasetya (Prasetya 2014), training has a positive effect on employee performance.

Performance

According to Mangkunegara (Mangkunegara 2013) "performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Meanwhile, according to Sulistiyani and Rosidah (Sulistiyani and Rosidah 2009), a

person's overall performance is a aggregate of ability, effort, and possibility that can be assessed from the consequences of his work. Furthermore, Bernardin and Russel (Sulistiyani and Rosidah 2009) say that performance is a record of outcomes resulting from certain employee functions or parts carried out during a certain period.

Career Path

Careers are all jobs positions that are dealt with or held for the duration of a person's working lifestyles (Handoko 2000). According to Mathis and Jackson (Mathis and John H. J. 2006), career is a sequence of positions associated to the work occupied by a character at some point of his life. According to Rivai (Rivai 2003), career improvement is the system of growing individual work abilities that are done in order to achieve the favored career. Dubrin (DuBrin 2005) defines profession enchancment as a staffing endeavor that helps personnel in planning their future careers in a organization so that the enterprise business enterprise and the personnel worried can decorate themselves to the maximum. Career improvement can also be defined as a formal strategy used by way of organizations to make sure that human beings with the proper skills and trip are on hand when needed (Mondy 2008).

RESEARCH METHOD

The approach taken is correlational. The reason for using the correlational approach is to find out whether there is a relationship and if there is, how close the relationship is, and whether or not the relationship means. With the correlational approach, it can be seen the relationship between independent variable 1 (competence), independent variable 2 (training), with dependent variable (performance) and interving variable (career path).

The questionnaire is a method of collecting data in the form of a list of questions that will later be given to respondents. Respondents in this study are employees of PT Telkom Indonesia Tbk used are closed. Closed questions are questions for which alternative answers are already. Respondents can fill in the answers that they feel most appropriate to their choice. Questionnaires were distributed online to employees using Google Forms.

The population in this study were employees of PT. Telkom Indonesia. This is based on that after conducting an initial survey through direct interviews, it is known that the employees of PT. Telkom Indonesia mostly said that competence, training had an effect on performance.

The sample in this study was taken purposively. Sugiyono said that, "Purposive sampling is a sampling technique with certain considerations". In this study, the samples were employees of PT. Telkom Indonesia Unit Asset Management Center as many as 50 people.

Table 1. Variable and Dimensions

Variable	Dimensions	Indicator	Scale
Competence (X1)	1. External 2. Internal	a. Talent b. Motivation c. Attitude d. Knowledge e. Skills f. Environment	Likert
Training (X2)	1. Instructor 2. Participant 3. Subject	a. Materials needed b. Training method c. Training instructor ability d. Training evaluation e. Training results	Likert
Performance (Y1)	1. Performance Results 2. Work Behavior 3. Personal Traits	a. Productivity b. Service quality c. Responsiveness	Likert

		d. Responsibility e. Accountability	
Career Path (Y2)	1. Career planning 2. Management 3. Reliability 4. Attitude	a. Evaluation and awards b. Provide development opportunities c. Workplace in accordance with organizational goals d. Education background and experience e. Have initiative in solving problems. f. Loyal attitude g. Help other employees h. Work togetherness	Likert

Based on the theoretical review of career paths, employee performance, training and competencies as described above, the authors then try to create a research framework. With this research framework, it is hoped that it can provide an overview of the relationship between the variables studied. The research framework for the influence of competence and training on performance as an interving variable for career paths will be shown in the following figure:

Figure 1. Research Thinking Framework
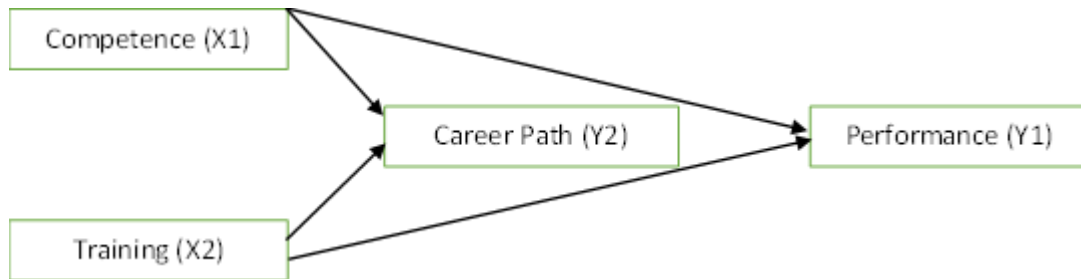
Comments:
Independent Variable (X1)   : Competence
Independent Variable (X2)   : Training
Dependent variable (Y2)   : Career Path
Intervining Variable(Y1)   : Performance
                                   : Direction of Influence

Sugiyono (Sugiyono 2017) states that the conceptual framework will link theoretically between the research variables, namely between the independent variables and the dependent variable. Briefly, a conceptual framework that describes the factors that influence performance. The hypotheses of this research are:

H1: Competence affects employee performance
H2: Training has an effect on employee performance
H3: Competence affects career path
H4: Training affects career path

RESULT AND ANALYSIS

Descriptive Statistics

Descriptive statistics were used to interpret the mean, highest score, lowest score and standard deviation of competence, training, performance and career path. From the statistics

obtained in this study, it can be explained that of the 30 items delivered to 100 respondents the following instruments were obtained:

Convergent Validity

The results of the modified convergent validity test in Table 4 and Figure 1, it can be seen that all indicators have met convergent validity because they have a loading factor value above 0.50.

Tabel 2. Convergent Validity

Variable	Indicator	*Outer Loading*
Competence	X1.1	0.747
	X1.2	0.815
	X1.3	0.747
	X1.4	0.786
	X1.5	0.726
	X1.6	0.716
	X1.7	0.911
Training	X2.1	0.792
	X2.2	0.791
	X2.3	0.788
	X2.4	0.864
	X2.5	0.847
	X2.6	0.751
	X2.7	0.784
	X2.8	0.730
Performance	Y1.1	0.814
	Y1.2	0.759
	Y1.3	0.740
	Y1.4	0.792
	Y1.5	0.766
	Y1.6	0.705
	Y1.7	0.706
Career Path	Y2.1	0.788
	Y2.2	0.728
	Y2.3	0.797
	Y2.4	0.716
	Y2.5	0.778
	Y2.6	0.712
	Y2.7	0.810
	Y2.8	0.706

Source: Output PLS, 2022

Figure 2. PLS Algorithm Results (Modification)
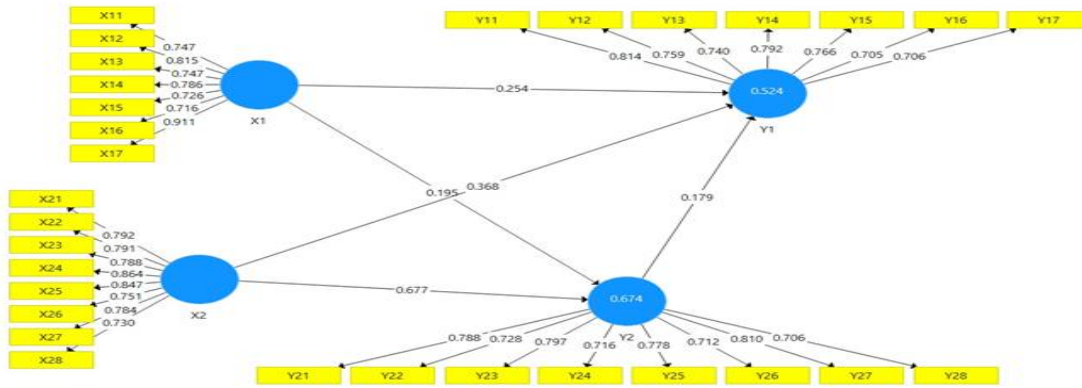
Source: Output PLS, 2022

Discriminant Validity Test

Validity Testing discriminant validity, mainly reflective warning signs can be viewed in the pass loading between the warning signs and their constructs.

Table 3. Discriminant Validity Test Results (Cross Loadings)

	Kompetensi	Pelatihan	Kinerja	Jenjang Karir
X1.1	0.747	0.469	0.438	0.521
X1.2	0.815	0.535	0.458	0.522
X1.3	0.747	0.612	0.439	0.409
X1.4	0.786	0.518	0.449	0.541
X1.5	0.726	0.517	0.480	0.591
X1.6	0.716	0.489	0.569	0.430
X1.7	0.911	0.558	0.537	0.524
X2.1	0.535	0.792	0.570	0.702
X2.2	0.546	0.791	0.489	0.607
X2.3	0.661	0.788	0.557	0.677
X2.4	0.597	0.864	0.605	0.744
X2.5	0.583	0.847	0.510	0.601
X2.6	0.417	0.751	0.509	0.549
X2.7	0.447	0.784	0.522	0.659
X2.8	0.489	0.730	0.573	0.564
Y1.1	0.391	0.556	0.814	0.518
Y1.2	0.576	0.512	0.759	0.550
Y1.3	0.487	0.441	0.740	0.368
Y1.4	0.558	0.628	0.792	0.597
Y1.5	0.475	0.460	0.766	0.383
Y1.6	0.358	0.507	0.705	0.509
Y1.7	0.397	0.482	0.706	0.421
Y2.1	0.608	0.638	0.519	0.788
Y2.2	0.334	0.623	0.516	0.728
Y2.3	0.479	0.596	0.424	0.797
Y2.4	0.468	0.522	0.471	0.716
Y2.5	0.451	0.569	0.411	0.778
Y2.6	0.468	0.658	0.561	0.712
Y2.7	0.695	0.613	0.460	0.810
Y2.8	0.413	0.638	0.492	0.706

Source: Output PLS, 2022

Hypothesis Testing

Hypothesis testing is carried out through evaluating the t-value of the statistics processing effects with the t-table value which is a quintessential fee for rejecting the null hypothesis (H0). The t-value is got using the bootsrap approach with smartPLS. The estimated fee for the direction relationship in the structural mannequin want to be significant. The fee charge of this speculation can be got via the boostrapping procedure. Looking at the magnitude of the hypothesis by way of skill of looking at the parameter coefficient values and the T-statistical magnitude cost in the boostrapping file algorithm. To discover out whether or now not it is giant or not, it can be seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is in contrast with the T-count (T-statistics). The t-value and p-value primarily based on facts processing using smartPLS software program are introduced in Table below:

Table 4. Path Coefficient value, t-statistic and p-value

Path Coefficient	Original Sample	Sample Mean	Standard Deviation (STDEV)	T Statistics	P Value
X1 -> Y1	0,254	0,258	0,097	2,613	0,002
X1 -> Y2	0,195	0,210	0,072	2,712	0,001
X2 -> Y1	0,368	0,367	0,113	3,247	0.001
X2 -> Y2	0,677	0,669	0,065	1,459	0,000
Y2 -> Y1	0,179	0,181	0,134	1,343	0,004

Source: Output PLS, 2022

Composite Reliability dan Cronbach's Alphaity Test

Testing of composite reliability and Cronbach's alpha objectives to test the reliability of the instrument in a lookup model. If all latent variables have a composite reliability fee and Cronbach's alpha 0.7, it achievable that the assemble has precise reliability or the questionnaire used as a device in this learn about is reliable or consistent.

Evaluation of Composite Reliability can be seen based on the Cronbach alpha and Compisite Reliability (CR) values which are presented in Table 7 and Table 4.12 below. The table is the result of SmartPLS calculations.

Table 5. Composite Reliability Test Results

Variable	Composite Reliability	Comments
Competence	0.916	Reliable
Training	0.932	Reliable
Performance	0.903	Reliable
Career Path	0.914	Reliable

Source: Output PLS, 2022

Table 6. Cronbach's Alpha Test Results

Variable	*Cronbach's Alpha*	Comments
Competence	0.892	Reliable
Training	0.916	Reliable
Performance	0.874	Reliable
Career Path	0.892	Reliable

Source: Output PLS, 2022

The effects of checking out composite reliability and Cronbach's alpha show a best value, because all latent variables have a composite reliability price and Cronbach's alpha 0.70. This ability that all latent variables are stated to be reliable.

Discussion

Conclusions can be drawn in finding out the hypothesis in this study. Table eight suggests that Ha is established because the ensuing t-value is above the encouraged t-value. So it can be concluded that the competence variable has a fine and giant effect on the performance variable. These results prove that excessive competence will improve worker performance. The results of this study are in accordance with the effects of lookup through Adie Satriawan Putra and Susi Hendriani entitled The Effect of Training and Competence on Employee Performance Mediated by means of Commitment to Bumdes Managers in Kuansing Regency.

Table 8 shows that Ha is accepted because the resulting t-value is above the recommended t-value. So it can be concluded that the training variable has a positive and significant effect on the performance variable. These results are supported by the results of Acim's research entitled The Effect of Civil Servant Training and Competence on Employee Performance in the Primary Organization of the TNI Headquarters Datasemen Cooperative.

Table 8 shows that Ha is accepted because the resulting t-value is above the recommended t-value. So it can be concluded that the career path variable has a positive and significant effect on the performance variable.

There is a relationship between career paths and employee performance, where if the employee's career path is good it will cause high employee performance and even reach the maximum point. Challenging and interesting jobs as well as career development offered by companies and organizations will certainly increase employee commitment and performance. The career development program itself and the career-oriented job assessment are 2 (two) important components in this process. From the company or organization perspective, this career development will assist in knowing and understanding the willingness and desire of employees to develop more and can be adapted to the growth and development of company conditions.

Employee competence is needed to determine the level of employee ability to develop themselves and the company. In addition, competence is needed as a benchmark for mapping where employee self-development will have an impact and contribute to the organization. Organizations can find out the potential available talent (talent pool) owned by the company so that they can take the best strategic steps to achieve company goals. Organizations need reliable HR factors both as leaders or employees at the task and supervisory level as determinants of achieving company goals (Kartika et al. 2016).

Sedarmayanti (Sedarmayanti 2010) defines competence as the characteristics that underlie individuals to achieve superior performance. Competence is also the knowledge, skills, and abilities related to work, as well as abilities needed for the job.

Through training, prospective employees will be able to determine their future career path, because one way to increase their career path is to attend as much training as possible. In fact, sometimes training is considered as one of the requirements to improve employee careers. Therefore, after completing so many trainings, of course the employee will be considered for promotion, in addition to other requirements.

The implementation of training and career development is a supportive part to improve performance to a maximum. According to Sulistyani (Sulistiyani and Rosidah 2009), states that in addition to improving and improving the quality of performance along with technological developments, one of the objectives of training is to prepare employees to take part in the process of promotion or career development. According to Sulistyani (Sulistiyani and Rosidah 2009) to achieve organizational goals, a systematic process needs to be done to change behavior with training, training is an effort made by companies to develop human resources, especially to develop

the intellectual personality of humans which will refer to career development.

Training and career development have a positive and significant influence on employee performance at PT. Manado Water. Based on these theoretical and empirical studies, it can be concluded that training and career development on employee performance have a close relationship because the purpose of training is for the development of each employee because training is something that is obtained at this time while development is for the long term for employees in the future. leads to the career development of employees whose main goal is to improve the quality of work.

CONCLUSION AND SUGGESTION

Conclusion

This study aims to determine the role of career paths in mediating the effect of competence on employee performance. Based on theoretical studies and descriptions of research results that have been described in previous chapters, it can be concluded that there is hypothesis 1 which states that workload affects the performance of PT Telkom Indonesia employees in this study is stated to be supported and the hypothesis is accepted. These results prove that increasing competence will improve employee performance and vice versa.

Hypothesis 2 which states that training has an effect on the performance of PT Telkom Indonesia employees in this study is supported and the hypothesis is accepted. These results prove that, increasing training for employees will significantly improve employee performance. Then for hypothesis 3, which states that career path has a positive and significant effect on the performance of PT Telkom Indonesia employees, this statement is stated to be supported and the hypothesis is accepted. This means that the better a person's career path, the better his performance will be.

Suggestion

By analyzing the results of the study, there are several suggestions that can be considered and input for PT Telkom Indonesia and further researchers, the researchers provide a number of managerial and academic suggestions as follows:

Managerial suggestions (practical) that can be used to improve the performance of PT Telkom Indonesia employees on indicators of competence, training, performance and career paths are still found some respondents who answered "disagree" and "disagree" it is suggested to the company to improve the standard of competence and support employee competence to increase, provide training and pay more attention to employee career paths.

For further researchers, it is expected to increase the number of samples used and expand the research area, for example by conducting research on all employees of PT Telkom Indonesia so that it can be useful input for the company. Future research is expected to expand research variables that can affect employee performance so that the research conducted is more complex.

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