

# The Effect of Competency Training and Development on Employee Work Effectiveness at the XYZ District Office

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## ABSTRACT

Human resources are a very important part of the organization in achieving its goals and objectives. The purpose of this research is to find out whether competency training and development affect the work effectiveness of employees at the XYZ sub-district office. This study used a quantitative approach, by applying observation and questionnaires to 36 XYZ sub-district office employees, using SPSS 22 statistical software. The results showed that both partially and simultaneously the Training and Competency Development variables had a positive and significant effect on Employee Work Effectiveness in XYZ district office.

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## 1. INTRODUCTION

Human resources (HR) have a very important role for the organization in realizing organizational goals and objectives, both in the short and long term. Human resources is also a very important central sector, because human resources who have good skills and quality will be able to drive the company well too. In addition to humans, companies certainly need other resources for the sustainability of the organization, namely financial, physical, as well as technological capabilities, especially with the current conditions of rapid technological developments that require organizations to be able to follow quickly as well. Organizations in achieving their goals must be able to manage these resources properly, through Human Resource Management (HRM). The definition of human resource management (HRM) according to Soetrisno (2016: 6) is the activities of planning, procuring, developing, maintaining, and using human resources in achieving individual goals and organizational goals.

Organizations in achieving their goals certainly require HR performance with good work effectiveness. According to Manurung et al (2018) work effectiveness is a goal that has been achieved, from the tasks that have been carried out by employees and being able to fulfill the goals desired by the company, which includes compatibility between planning and goals, responsibility for work, task performance , the products produced as well as personal satisfaction (personal satisfaction). Puspitadewi (2019), effectiveness is an illustration of success, if an activity is closer to the target, the higher its effectiveness. Work effectiveness is so important because when employees are effective, these employees will always complete their work according to the set time, and productivity will increase, Wau, A. (2022). The definition of Work Effectiveness according to Riyanti

& Yansahrita (2019), is the success of a job based on the ability of employees to meet company expectations.

In increasing the effectiveness and productivity of work, of course, one of the supporters is the ability of good employees, this certainly requires training and development so that employees can complete their tasks properly. The definition of training according to Manurung et al (2018), is an effort to realize organizational goals that have been set by increasing and improving performance effectiveness, with the hope that there will be changes in knowledge, changes in attitudes, changes in skills, so that they are more able to make improvements and are able to increase work productivity. Next, the definition of training according to Irawati, R. (2018) is a coaching process with methods and rules that prioritize the improvement of employee skills and honesty. Risnawati & Retnoningsih (2020) added that effective job training which has components of training development, training according to employee needs, and design of training programs can support and improve employee performance.

The definition of development according to Astuti, R. (2015), is an activity carried out by companies to increase and improve knowledge, ability and mastery of theory and be able to make decisions within the company. According to Dayyan et al (2019), training is an organizational effort in increasing employee knowledge and skills which are important assets for the organization, while development is a process of increasing employee capabilities in order to achieve organizational goals, development is usually associated with increasing intellectual or emotional abilities that are urgently needed. employees in completing their duties and responsibilities for the better. According to Wiyata & Ayustiana (2020), the purpose of training is to increase productivity, expertise, skills and work discipline of employees, while development programs have the aim of improving employee performance to improve their abilities according to organizational needs, as well as providing promotion opportunities for these employees.

This research was conducted at the XYZ District Office which is an agency that functions as a forum for community service. XYZ sub-district oversees 12 sub-districts or villages. In practice, all employees are required to improve the quality of service to the community, such as providing information services, making letters for community needs such as KTP, Family Card, certificates, and permits.

Based on observations made for several weeks, the authors found several problems related to the decreased achievement of recording E-KTP, making KK (family card), and having a birth certificate. The number of training and competency development factors provided to employees of the XYZ sub-district office. The training provided to employees of the XYZ sub-district office was socialization training and technical guidance training. Likewise people who do not meet the required data requirements such as NIK numbers, diplomas, photocopies of family cards in recording E-KTP, making KK (family cards), ownership of birth certificates.

As an illustration, the following is data on Community Services in the Recording of E-KTP, Making Family Cards, Ownership of Birth Certificates as well as Competency Training and Development data attended by XYZ District Employees.

**Table 1.** Community Services in Recording E-KTP, Making Family Cards, Having Birth Certificates

Year	Target	Achievement		Achievement		Achievement
		(E-KTP)	Target	(KK)	Target	(Akte Lahir)
2019	86.564	47.249	110.438	2.599	235.485	76.031
2020	94.292	28.981	110.980	26.031	263.499	105.599
2021	94.292	14.589	108.359	13.320	253.935	93.914

Based on the table above, it can be seen that for 3 years, namely recording E-KTP, making KK, Birth Certificate ownership service shows that there is a decrease in achievement in services at the Cileungsi sub-district office, one of the factors is training and development, which is a small number.

**Table 2.** Competency Training and Development Data Table followed by XYZ District Officials

Year	Not Resolved			Competency Training and Development Program
	E-KTP	KK	Akte Lahir	
2019	39.315	107.839	159.454	8 kali
2020	65.311	84.949	157.900	6 kali
2021	79.703	95.039	16.0210	5 kali

Based on the table above, it can be seen that participation in training and competency development for employees of the XYZ District for the period 2019 to 2021 has decreased so that there are still a lot of achievements that have not been resolved. In fact, competency training and development is an attempt by management to reduce or eliminate the discrepancy between employee abilities and what society wants.

## 2. RESEARCH METHOD

The research method used in this study is an associative descriptive method with a quantitative approach. The data collection method in this study uses a primary data system, namely observation and secondary data questionnaire, namely literature study. Respondents in the study used a sample of 36 who were employees of the XYZ District Office.

The hypothesis in this study:

H1: Training has a significant effect on work effectiveness

H2: Competency Development has a significant effect on work effectiveness

## 3. RESULTS AND DISCUSSIONS

### 3.1 Multiple Linear Regression Test

**Table 3.** Results of Multiple Linear Regression Analysis X1 (Training)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-10.582	5.221		-2.027	.051
	Training	.798	.087	.844	9.174	.000

a. Dependent Variable: Work Effectiveness

In the calculation results of SPSS Version 22 above, it can be seen that the coefficient value for the independent variable X1 = 0.798 with a constant of -10.582. The conclusion from the results obtained in the multiple linear regression equation is as follows:  $Y = -10.582 + 0.798 X1$

From this equation, it means that the results of the Multiple Linear Regression Test from SPSS 22 are described as follows:

- The constant value is -10.582, meaning that training ( $X1 = 0$ ) then  $Y = -10.582$ .
- The regression coefficient value of the X1 Training variable is 0.798, meaning that if the X1 Training variable increases by one unit, it will affect the Y Work Effectiveness variable by 0.798 units, assuming the other independent variables remain the same.

In the calculation results of SPSS Version 22 above, it can be seen that the coefficient value for the independent variable X1 = 0.798 with a constant of -10.582.

**Table 4.** Results of X2 Multiple Linear Regression Analysis (Competency Development)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.051	1.675		-.628	.534
	Competency Development	1.231	.053	.970	23.179	.000

a. Dependent Variable: Work Effectiveness

In the calculation results of SPSS Version 22 above, it can be seen that the coefficient value for the independent variable  $X_2 = 1.231$  with a constant of  $-1.051$ . The conclusion from the results obtained in the multiple linear regression equation is as follows:  $Y = -1.051 + 1.231 X_2$ . From this equation, it means that the results of the Multiple Linear Regression Test from SPSS 22 are described as follows:

- a. The constant value is  $-1.051$ , meaning training or development Competence ( $X_2 = 0$ ) Then  $Y = -1.05$ .
- b. The regression coefficient value of the  $X_2$  Competency Development variable is  $1.231$ , meaning that if the  $X_2$  Competency Development variable increases by one unit, it will affect the  $Y$  Work Effectiveness variable by  $1.231$  units, assuming the other independent variables remain the same.

In the SPSS Version 22 calculation results above, it can be seen that the coefficient value for the independent variable  $X_2 = 1.231$  with a constant of  $-1.051$ .

**Table 5.** Results of Multiple Correlation Coefficient Analysis

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 <sup>a</sup>	.941	.938	2.44853

a. Predictors: (Constant), Competency Development, Training

b. Dependent Variable: Work Effectiveness

The R value is the value of the multiple correlation coefficient which shows the strength of the relationship between the Training ( $X_1$ ) and Competency Development ( $X_2$ ) variables on the Work Effectiveness variable ( $Y$ ). The R value of  $0.970$  or  $97\%$  indicates a very strong relationship.

### 3.2 Coefficient Determinant

**Table 6.** Coefficient Determinant Tes

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 <sup>a</sup>	.941	.938	2.44853

a. Predictors: (Constant), Competency Development, Training

Based on the table above it is known that the R Square value is  $0.941$  or  $94.1\%$ , it can be seen that the contribution of  $X_1$  Training and  $X_2$  Competency Development to Work Effectiveness is  $94.1\%$ . While the remaining  $5.9\%$  is influenced by other factors that the author did not examine, such as: work environment, workload, external factors and others.

### 3.3 T Test

**Table 7.** T Test (Training)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-10.582	5.221		-2.027	.051
	Training	.798	.087	.844	9.174	.000

a. Dependent Variable: Work Effectiveness

Based on the test above, it is obtained that the t-value at  $X_1$  is  $9.174$ , which is greater than the t-table of  $1.688$ , so  $H_1$  is accepted. meaning Thus these results explain that there is a positive and significant influence of the Training variable on Work Effectiveness in the XYZ District Office.

**Table 8.** T Test (Competency Development)

		<b>Coefficients<sup>a</sup></b>				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.051	1.675		-.628	.534
	Competency Development	1.231	.053	.970	23.179	.000

a. Dependent Variable: Work Effectiveness

Based on the test table above, it is obtained that the t value at X2 is 23,179 greater than the t table 1.688, then H2 accepted. meaning Thus these results explain that there is a positive and significant influence of the Competency Development variable on Work Effectiveness in the XYZ District Office.

### 3.4 F Test

**Table 9.** F Test ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3176.710	2	1588.355	264.932	.000 <sup>b</sup>
	Residual	197.846	33	5.995		
	Total	3374.556	35			

a. Dependent Variable: Work Effectiveness

b. Predictors: (Constant), Competency Development, Training

Based on the results of the F test in the table above, it can be concluded that the significant value is  $0.000 < 0.05$  and the F value is  $264,932 > 3.26$ , then  $H_0$  is rejected and  $H_a$  is accepted. This states that all the independent variables together have a positive and significant influence on the dependent variable. In other words, the Training variable (X1) and the Competency Development Variable (X2) together have a positive and significant effect on Work Effectiveness (Y). Thus it can be concluded that the joint Competency Training and Development in the Cielungsi District Office strongly influences work effectiveness.

### 3.5 Discussion

a. Effect training on work effectiveness

Based on the research results, training can have a significant effect on work effectiveness. This means that good training will be able to increase the work effectiveness of employees at the XYZ sub-district office.

b. Effect competency Development on work effectiveness

Based on the research results, competency development can have a significant effect on work effectiveness. This means that good competency development will be able to increase the work effectiveness of employees at the XYZ sub-district office.

## 4. CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that the training variable has a positive and significant effect on work effectiveness. Competency Development variables have a positive and significant effect on Work Effectiveness. Competency Training and Development Variables simultaneously or jointly have a positive and significant effect on Work Effectiveness.

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