



The Influence of Training, Motivation, and Changes in the Digital Era on Employee Competence (Literature Review)

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Abstract: The literature Review Article, Effects of Training, Motivation, and Changes in the Digital Era on Employee Competence, is a scientific article that has the aim of building a research hypothesis about the influence of variables that will be utilized in further research within the scope of Human Resource Management. The method used for writing this Literature Review article is the library research method, reference data sourced from online media such as Google Scholar and other academic online media. This literature review article results are: 1) training affects employee competency; 2) motivation influences employee competency; and 3) changes in the digital era affect employee competence.

Keyword: Employee Competence, Training, Motivation and Changes in The Digital Age

INTRODUCTION

Generally, students and authors find it difficult to find supporting references to complement scientific work to be used as a reference for previous research and form relevant research; this is used as a reinforcement of the theory to be studied to ensure the relationship and influence of one variable and another and also to create a hypothesis. This article describes the power of training, motivation, and changes in the digital age on employee competence, a literature review study in the field of Human Resource Management.

In facing the digital era, managers and companies are strongly encouraged to make improvements by improving the quality of human resources through training and providing motivation to be able to maximize the potential or competence of the human resources themselves so that human resources are ready to face global competition while at the same time encouraging productivity growth of the company.

LITERATURE REVIEW

Employee Competency

Competence is the capacity of a person who can fulfill what is required by working in an organization to achieve the expected results (Hutapea & Thoha, 2008). The employee

competency dimensions are as follows: 1) Values, 2) Skills, 3) Experience, 4) Organizational Culture, 5) Emotions, and 6) intellectual (Wibowo, 2011).

Competence or skill is an individual expertise shown by someone in producing a product or service under the required standards (Pallan, 2007). Indicators for measuring communication competence include a person's willingness to approach or avoid interactions with others, communication knowledge: knowledge obtained through education and observation of what is called a prototype of interpersonal competence, and communication skills, including the actual performance of communication. (Edardin in Payne, 2006).

Competence is someone who can fulfill what is implied by work in an organization so that the organization can achieve what was expected (Boyatzis in Priansa, 2014). Indicators that affect competence are (1) Beliefs and values, (2) Skills, and (3) Experience. (4) Organizational culture, (5) Emotions, (6) Intellectual abilities (Wibowo, 2011). Previous researchers have discussed many employee competencies, namely; (Ainanur, 2018) (Ansori & Ali, 2017) and (Meri Revita, 2015).

Training

Training is employee development to prepare for future advancement (Schuler & Jackson, 1997). Training indicators include; instructors, participants, materials, methods, and objectives. (Mankunegara, 2016), Training is an effort to improve performance in the current job or in other jobs that will be held (Ali Hasan, 2018). The dimensions of these variables are (1) quality of training materials, (2) training instructors, (3) quality of training facilities and infrastructure, and (4) training participants (Rivai & Sagala, 2013).

Training is a short-term educational process considering systematic and organized procedures (Hasibuan, 2001). The training dimensions are materials, methods, instructor abilities, facilities, and trainees (Rivai, 2004). Previous research has been conducted by Putu Galing Aryansuka et al. (2022), Arcella Bedi et al. (2015), and Adiyanto & Sugiyanto (2019), which shows that the training variable has a significant effect on employee competency.

Motivation

Motivation is employees who are satisfied with the work (Lidia & Hotlan, 2017). The dimensions of motivation are behavior, level of effort, and level of persistence (Lidia & Hotlan, 2017). Motivation is showing individual intensity, direction, and persistence in efforts toward achieving goals (Robbins, 2014). Indicators of motivation are formed from the attitude (attitude) of employees in dealing with work situations in the company (situation) (Mangkunegara, 2013). Motivation encourages a person to do something, while motive is a need, desire, desire, or impulse (Usman (2013).) The dimensions or indicators of motivation are the need to survive (physiological), a sense of security, social appreciation, and self-actualization (Stoner & Freeman, 1994). Previous researchers discussed a lot of motivation, including Anjani (2019), Rohida (2018), Ainanur (2018).

Digital Age Changes

Technological changes The internet era is an information society where individuals spend more time behind computers and change the form of media to (computer-readable) (Straubhaar & LaRose, 2000). Indicators of changes in the digital age are caused by various digital things, organizations, processes, business models, culture, and management strategies that change fundamentally (Kwon & Park, 2017).

Industry 4.0 integrates the Cyber-Physical System (CPS) and the Internet of Things and Services (IoT and IoS) into industrial processes, including manufacturing, logistics, and other processes. CPS is a technology to combine the natural world and the virtual world (Kagermann

et al., 2013). The digital age's change dimension is the technological dimension; cognition domains; ethics, or social relations (Cartelli, 2010).

Industrial Revolution 4.0 encourages automation systems at all stages of public services through information systems that combine resources, information technology, and information relations (Rochmansjah & Karno, 2020). Dimensions or indicators of changes in the digital age consist of 1) operational skills (cognition, invention or invention, and presentation); 2) thinking skills 3) collaboration (teamwork and sharing); 4) awareness skills (Ethics & law) (Techataweewan & Prasertsin, 2018).

Many previous researchers have examined the changes in the digital age, including Sukadana & Mahyuni (2021). (Rohida, 2018), and (Bancin, 2022).

RESEARCH METHOD

The method used in writing this Literature Review article uses the Qualitative-Descriptive method and Library Research sourced from the Google Scholar online application and other online academic applications. In qualitative research, a literature review should be used in a manner consistent with methodological assumptions. It can be concluded that it does not significantly direct researchers' questions.

FINDINGS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article is to review the relevant articles, then review the influence between variables and form conceptual thinking about research plans:

Review Relevant Articles

Underlying previous theoretical studies and facilitating the process of identifying variable relationships with relevant research can be described as follows:

X1 = Training

X2 = Motivation

X3 = Digital Age Change

Y1 = Employee Competency

Table 1: Relevant article reviews

No	Author (Year)	Previous Research Results	Similarities With This Article	The Difference With This Article	hypothesis
1	Mujiatun, S. (2017)	X1 and X2 simultaneously have a positive and significant influence on Y1	X1 affects variable Y1	X1 and X3 affect variable Y1	H1
2	Prasetyo, A. I., & Nurnida, I. (2017)	X1 on performance through competence has a significant influence.	X1 affects variable Y1	X1 and X3 affect variable Y1	H1
3	Nugraha, A., Firman, A., & Asri, A. (2020)	X1 has a positive effect on Y1	X1 affects variable Y1	X1 and X3 affect variable Y1	H1
4	Maulana, R. B. (2016).	X2 work X1 (training) has a positive effect on Y1	X2 affects variable Y1	X3 affects variable Y1	H2
.5	Pramukti, A. (2019)	X2 has a positive and significant effect	X2 has a positive and significant effect	X1 and X3 affect variable Y1	H2

6	Elizar & Hazrudi (2018)	X2 work X1 (training) has a positive effect on Y1	X1 & X2 affect variable Y1	X1 and X2 affect variable Y1	H2
7	Rohida, (2018)	The era of the industrial revolution 4.0. when creating competent human resources, competency results in effective and or superior performance	The industrial revolution 4.0 has an effective and superior effect.	X1, X2 affect variable Y1	H3
8	Sukadana &Mahyuni, (2021)	information technology and competence have a positive and significant impact	X3 positive and effective effect.	X1 and X2 affect variable Y1	H3
9	Ashdaq, M., & Mandasari, N. F. (2022).	HR Digital Competence has a positive effect on work effectiveness	The demands of the digital age have an effective and positive effect on HR competence	X1 and X2 affect variable Y1	H3

Influence Analysis between Variables

The effect of training on employee competency.

Indicators of good employee training carried out by the company can be measured by 1) Whether the training content is relevant and whether the training needs are current. 2) the method is suitable for the subject and the learning style of the trainee, 3) The attitude and skills of the instructor, 4) the time of the training 5) the place where the training is held. (Sofyandi, 2008). To maximize employee competence with a focus on training, it is recommended that management conduct training that focuses on increasing employee knowledge and skills by ensuring the training indicators are appropriate. Employees are also required to focus on undergoing training in order to get maximum results. The effect of this variable has been studied by Saraswati, A. B., & Hamid, D. (2015), Arcella Bedi et al. (2015), Mujiatun, S (2017), which shows that the training variable has a significant effect on employee competency.

The effect of motivation on employee competence.

To improve employee competence by paying attention to self-development, what must be done by management is to increase motivation by fostering a sense of security and giving awards to employees who excel. Motivation affects competence, but this can arise through learning; management can spur one's motivation by adjusting personal abilities and giving responsibility according to employee abilities. With one's persistence and effort, competence has a significant effect (Lidia & Hotlan, 2017). The influence of this variable has been examined by Rosmaini (2019), Rohida (2018), and Ainanur (2018), which shows that motivational variables have a significant effect on employee competency.

The influence of changes in the digital age on employee competence

The influence of changes in the digital era on employee competence has a significant impact, and this has an impact on increasingly complicated business, social and environmental constraints. Individuals within the company are encouraged to improve their abilities to stay caught up with the times. If the utilization of resources is optimal, companies will be able to face the digital age. Human resources face increasingly complex technology and demands for better competence to maximize technology utilization. Changes in the digital age affect

employee competence. The dimensions or indicators of changes in the digital age are all digital things, organizations, processes, business models, culture, and management strategies that change fundamentally (Kwon & Park, 2017). The effect of this variable has been studied by Sukadana & Mahyuni (2021), Rosalina et al. (2021), and Rohida (2018), which shows that the digital age variable has a significant effect on employee competency.

Conceptual Framework Of The Research

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking about this article is obtained as follows:

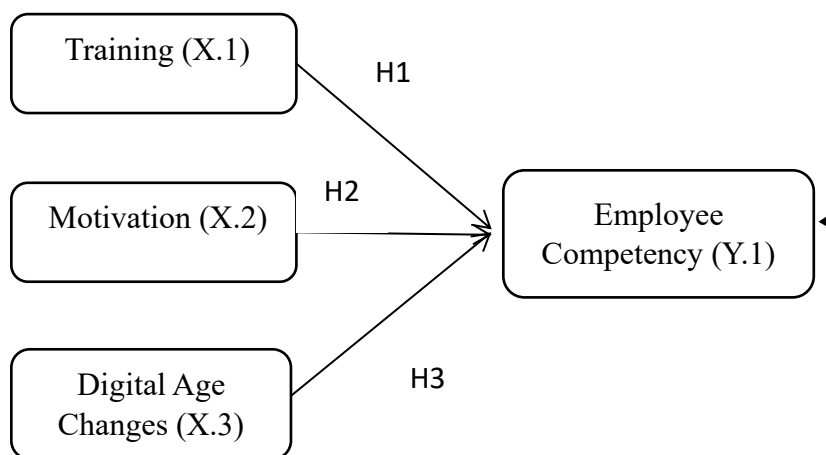


Figure 1: Conceptual Framework

Based on this conceptual framework, it is concluded: that training, motivation, and changes in the digital age affect employee competence. In addition to these three exogenous variables, many other variables affect employee performance, including:

- 1) Organizational Culture: (Harini et al., 2020), (Elmi et al., 2016) and (Limakrisna et al., 2016),
- 2) Discipline: (Elmi et al., 2016), (Ali, 1926), (Agussalim et al., 2016)
- 3) Job Satisfaction: (Enni, 2011), (Manurung & Asri, 2016), (Rosmaini & Hasrudy, 2019).

CONCLUSIONS AND SUGGESTION

Conclusions

Based on the theory, relevant articles and discussion, hypotheses can be formulated for further research: training has an influence on employee competence; motivation influences employee competency; Changes in the digital age have an impact on employee competence.

Suggestion

Based on the conclusions above, the suggestion for the next author is that many other factors affect employee competence, apart from training, motivation, and changes in the digital age. Therefore, further studies are still needed to look for these other factors. Other factors affect employee competency Apart from the three variables examined in this article, job satisfaction, organizational culture, and employee discipline.

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