



The Influence Of Competence And Work Training On Employee Performance With Work Effectiveness As A Mediating Variable At Pt. Unicorn Tosan Perkasa

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Abstract: This study aims to analyze the effect of competence and training on employee performance with work effectiveness as a mediating variable at PT Unicorn Tosan Perkasa. Amid increasing business competition, companies must ensure that employees have adequate competencies and undergo effective training to achieve optimal performance. Despite various efforts in human resource development, employee performance has not fully met the expected targets. Therefore, this study examines how competence and training influence employee performance and the role of work effectiveness as a mediating variable. The method used is Structural Equation Modeling (SEM) to test the relationships between variables. The results show that competence significantly affects work effectiveness and employee performance, as does training. Work effectiveness mediates the influence of competence and training on employee performance. In conclusion, the company needs to enhance employee competence and training to improve overall performance and work effectiveness.

Keyword: Competence, Training, Employee Performance, Work Effectiveness, Structural Equation Modeling (SEM)

INTRODUCTION

The evolution of the times and economic transformation have led to increasingly intense competition within companies. This development is accompanied by the rapid advancement of technology and existing knowledge. These changes influence organizations or companies to enhance their employees' performance to keep up with the times. The high level of competition requires companies to employ qualified workers with strong competencies to achieve predetermined company goals (Putri et al., 2022).

Human resources are a critical element in an organization. With professional human resource management, it is expected to create a balance between employee needs and organizational demands and capacity. A company's performance heavily depends on the quality of its human resources. According to Mangkunegara (2020), performance is a measure of an individual's effectiveness in carrying out assigned tasks. The problem formulation contains article questions that must be explained in the discussion and answered in the conclusion.

One way to improve employee performance is through training designed to hone their competencies. Training serves as a means for companies to improve the capabilities of their human resources. Nawawi (2021) defines training as a process that aims to improve employee skills and knowledge through active interaction. Research by Wibowo and Septiana (2020) shows that training has a positive impact on employee performance. With a well-planned and programmed training system, employee performance can improve significantly. Therefore, training has a crucial role in improving employee performance and competence, which in turn can advance the company.

This study was conducted at PT Unicorn Tosan Perkasa, a mechanical and electrical engineering company located in Bandung, West Java, with projects spread throughout Indonesia. To maintain the existence and sustainability of the company, of course, the management of PT Unicorn Tosan Perkasa must be able to continuously improve work performance and effectiveness from time to time. Many factors can affect the performance and effectiveness of employee work at PT Unicorn Tosan Perkasa, one of which is the competence possessed by employees. The better the competencies and abilities possessed by employees, it is estimated that the performance and effectiveness of work at PT Unicorn Tosan Perkasa will be even better. However, there is a phenomenon of problems in achieving performance targets that need attention. Many factors can affect the performance and effectiveness of employee work at PT Unicorn Tosan Perkasa, one of which is the competence possessed by employees. The better the competence and ability of employees, it is estimated that the performance and work effectiveness at PT Unicorn Tosan Perkasa will also be better.

Table 1. Target and Realisation of PT Unicorn Tosan Perkasa Project Achievements

Year	Project	Realisation	Percentage
2022	6 Project	4 Project	66%
2023	10 Project	5 Project	50%

Source: PT Unicorn Tosan Perkasa

Based on information obtained from PT Unicorn Tosan Perkasa, this happened because there was a competency gap, internal and external coordination was still lacking, competency improvement training was not optimal, other contractors' schedules were delayed and the effects of the Covid pandemic, and based on data obtained from PT Unicorn Tosan Perkasa, it shows that there are significant challenges in achieving the set targets. Although there has been some improvement, the results obtained are still far from expectations. This emphasises the importance of competency development and employee training to improve work effectiveness and achieve company goals. Success in achieving targets depends not only on planning, but also on the ability of HR to execute the plan effectively.

This study aims to examine competence, training, work effectiveness, and employee performance at PT Unicorn Tosan Perkasa. Specifically, this study analyses the effect of competence and job training on work effectiveness and employee performance, both directly and through work effectiveness as a mediating variable.

METHOD

This study aims to analyse the effect of competence and job training on work effectiveness and its impact on employee performance at PT Unicorn Tosan Perkasa. The method used is descriptive and verification with a quantitative approach, which refers to the analysis of numerical data to test hypotheses and draw conclusions. Research variables include Competence (X1) and Job Training (X2) as independent variables, Job Effectiveness (Y) as an intervening variable, and Employee Performance (Z) as the dependent variable. Variable operationalisation is done through systematic measurement based on definitions, indicators, and measurement scales to ensure valid and reliable results. The population in the study included all employees at PT Unicorn Tosan Perkasa as many as 1001 employees with a sample size of 91 employees.

RESULTS AND DISCUSSION

Based on data from 91 respondents who are employees at PT Unicorn Tosan Perkasa, the identity of respondents regarding gender, age, education and length of service is obtained. Based on data collection through questionnaires, the respondent's profile is obtained, where the frequency distribution is presented in table:

Table 2. Respondents

	Variable	Frequency	Percentage
Gender	Male	59	64.84%
	Female	32	35.16%
Age	20 - 25 Years	21	23.08%
	26 - 35 Years	23	25.27%
	36 - 45 Years	20	21.98%
	> 45 Years	27	29.67%
Education	High School	18	19.78%
	Bachelor's		
	Degree	28	30.77%
	Master's Degree	21	23.08%
	Doctorate		
Years of Service	Degree	24	26.37%
	< 1 Years	18	19.78%
	1-3 Years	26	28.57%
	3-5 Years	22	24.18%
	> 5 Years	25	27.47%
Total		91	100%

Source: Researcher's data, 2024

Based on the table above, the characteristics of respondents based on gender are obtained where the respondents are male as many as 59 people (64.84%) and female as many as 32 people (35.16%). This shows that the majority of employees at PT Unicorn Tosan Perkasa are male. Based on age, employees aged 20-25 years were 21 people (23.08%), aged 26-35 years were 23 people (25.27%), aged 36-45 years were 20 people (21.98%), and those aged more than 45 years were 27 people (29.67%). This shows that the majority of PT Unicorn Tosan Perkasa employees are between 26-35 years old. Based on the level of education, respondents who have a high school education are 18 people (19.78%), S1 as many as 28 people (30.77%), S2 as many as 21 people (23.08%), and S3 as many as 24 people (26.37%). This shows that the majority of employees have an S1 education. Based on length of service, employees with less than 1 year of service were 18 people (19.78%), 1-3 years of service were 26 people (28.57%), 3-5 years of service were 22 people (24.18%), and those who worked for more than 5 years were 25 people (27.47%). This shows that the majority of employees have a working period of 1-3 years at PT Unicorn Tosan Perkasa.

Discussion of Research Results

In accordance with the research objectives, namely to determine the effect of Competence and Job Training on Employee Performance with Job Effectiveness as a Mediating variable at PT Unicorn Tosan Perkasa, the authors will conduct a series of quantitative analyses relevant to the research objectives. The data in this study were processed using Structural Equation Modelling (SEM) with partial least square (PLS) with the help of SmartPLS 3.0 software.

In partial least square (PLS) there are two types of models formed, namely the measurement model and the structural model. The measurement model explains the proportion

of variance of each manifest variable (indicator) that can be explained in the latent variable. Through the measurement model, it will be known which indicators are more dominant in forming latent variables. After the measurement model of each latent variable is described, the structural model will be described which will examine the effect of each independent latent variable (exogenous latent variable) on the dependent latent variable (endogenous latent variable).

From the data obtained through the questionnaire using the Partial Least Square estimation method with the PLS algorithm, the full model path diagram is obtained in the figure:

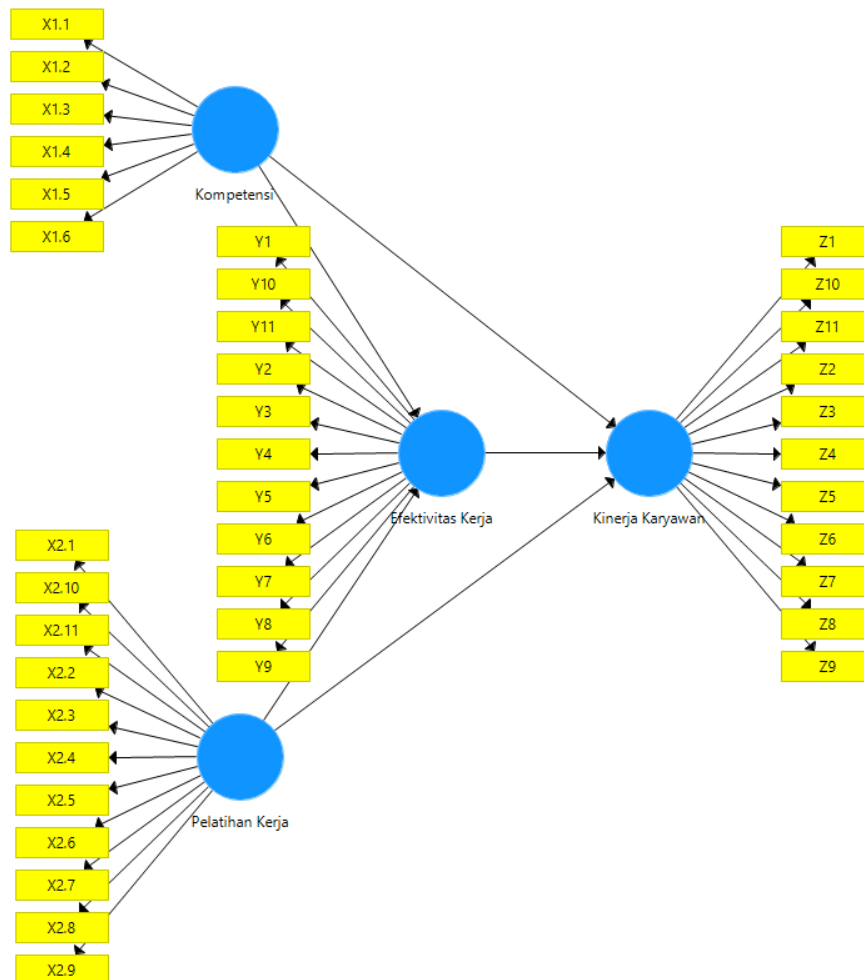


Figure 1. Coefficient of Standardisation of Structural Modelling
Source: SmartPLS 3.0 Data Processing, 2024

Descriptive Analysis

Overview of Employee Competence at PT Unicorn Tosan Perkasa

From 91 respondents who have filled out the questionnaire, answers regarding employee competence as measured by 3 dimensions will be described as follows:

Table 3 Respondents' Responses on Employee Competence Knowledge Dimension

No.	Question	Answer Choices					Total	Average
		SS	S	N	TS	STS		
1	I have sufficient knowledge to perform my tasks well	13	25	33	20	0	304	3.34
2	I am responsible for tasks related to my area of expertise	22	20	33	16	0	321	3.53
Total		35	45	66	36	0	625	6.87

	175	180	198	72	0	625	3.43
Percentage	28%	28.8%	31.68%	11.52%	0%	100%	

Source: Researcher's data, 2024

Based on Table 3, it can be seen that 28% of respondents strongly agreed, 28.8% agreed, 31.68% stated neutral, 11.52% disagreed, and 0% strongly disagreed with the statements given in the knowledge dimension. Thus, employee competence in the knowledge dimension at PT Unicorn Tosan Perkasa can be said to be quite good, this can be seen from the average value of 3.43 which is in the interval 3.40 - 4.19.

Table 4. Respondents' Responses to Employee Competence in the Skills Dimension

No.	Question	Answer Choices					Total	Average
		SS	S	N	TS	STS		
1	I am able to carry out my duties and responsibilities optimally	19	20	35	16	1	313	3.44
2	I actively develop knowledge to improve my performance	11	34	28	17	1	310	3.41
Total		30	54	63	33	2	623	6.85
		150	216	189	66	2	623	3.42
Percentage		24.08%	34.67%	30.34%	10.59%	0.32%	100%	

Source: Researcher's data, 2024

Based on Table 4, it can be seen that 24.08% of respondents strongly agreed, 34.67% agreed, 30.34% stated neutral, 10.59% disagreed, and 0.32% strongly disagreed with the statements given in the skills dimension. Thus, employee competence in the skills dimension at PT Unicorn Tosan Perkasa can be said to be quite good, this can be seen from the average value of 3.42 which is in the interval 3.40 - 4.19.

Table 5 Respondents' Responses to Employee Competence in the Character Dimension

No.	Question	Answer Choices					Total	Average
		SS	S	N	TS	STS		
1	I always carry out my duties in accordance with applicable regulations	19	29	20	23	0	317	3.48
2	I have a responsible character in every action at work.	18	25	22	24	2	306	3.36
Total		37	54	42	47	2	623	6.85
		185	216	126	94	2	623	3.42
Persentase		29.70%	34.67%	20.22%	15.09%	0.32%	100%	

Source: Researcher's data, 2024

Based on Table 5, it can be seen that 29.70% of respondents strongly agreed, 34.67% agreed, 20.22% stated neutral, 15.09% disagreed, and 0.32% strongly disagreed with the statements given in the character dimension. Thus, employee competence in the character dimension at PT Unicorn Tosan Perkasa can be said to be quite good, this can be seen from the average value of 3.42 which is in the interval 3.40 - 4.19.

Table 6 Respondents' Responses on Employee Training Dimensions of Training Instructors

No.	Question	Answer Question					Total	Average
		SS	S	N	TS	STS		
1	The training I received gave me the skills I needed for my job.	21	27	17	26	0	316	3.47
2	Instruktur pelatihan mampu motivates me to perform better	16	28	23	22	2	307	3.37
3	I received useful feedback from the training instructor	13	33	26	19	0	313	3.44
Total		50	88	66	67	2	936	10.26

	250	352	198	134	2	936	3.43
Percentage	26.71%	37.61%	21.15%	14.32%	0.21%	100%	

Source: Researcher's data, 2024

Based on Table 6, it can be seen that 26.71% of respondents strongly agreed, 37.61% agreed, 21.15% stated neutral, 14.32% disagreed, and 0.21% strongly disagreed with the statements given in the training instructor dimension. Thus, employee training in the dimension of training instructors at PT Unicorn Tosan Perkasa can be said to be quite good, this can be seen from the average value of 3.43 which is in the interval 3.40 - 4.19.

Hypothesis Testing

Hypothesis testing in this study was carried out using the path coefficient value, t-value, and p-value. To assess the significance and prediction in hypothesis testing can be seen from the path coefficient and t-value (Kock, N. 2016). According to Kock, N (2016), assessing predictions and significance in hypothesis testing can be seen by the p-value. Hypothesis testing is a procedure that will result in a decision (accept / reject the hypothesis). Therefore, the hypothesis must be tested through statistical tests. Visually the path diagram for hypothesis testing is depicted in the following figure 2:

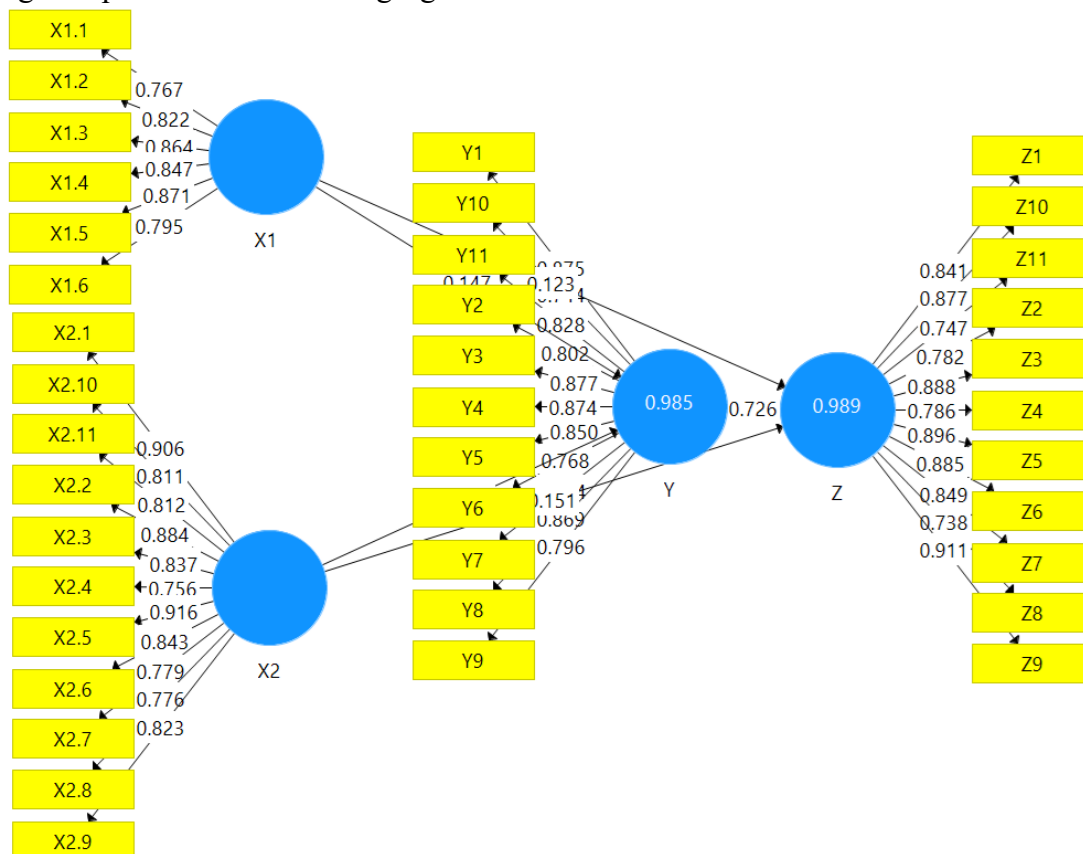


Figure 2. Hypothesis Testing Path Diagram
Source: SmartPLS 3.0 Data Processing, 2024

After running bootstrapping, the value on the path diagram is the value for the t test related to significance. If the significant value < 0.05 then H_0 is rejected or there is a significant influence between the independent variable and the dependent variable. Hypothesis testing is carried out as follows:

Table 7 Hypothesis Testing Results (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
X1 -> Y	0.147	0.147	0.039	3.765	0.000
X1 -> Z	0.230	0.213	0.071	3.256	0.001
X2 -> Y	0.850	0.850	0.037	23.133	0.000
X2 -> Z	0.768	0.785	0.067	11.381	0.000
Y -> Z	0.726	0.714	0.087	8.329	0.000

Source: SmartPLS 3.0 Data Processing, 2024

Based on Table 7, the results of hypothesis testing are as follows:

1. Competence Affects Work Effectiveness Hypothesis:

- H0: Competence does not affect work effectiveness.
- H1: Competence affects work effectiveness.

The hypothesis test resulted in a significance value of $0.000 < 0.05$, which means H0 is rejected. This indicates that competence significantly affects work effectiveness. A positive path coefficient demonstrates that competence positively impacts work effectiveness, meaning that the better the competence, the better the work effectiveness.

2. Competence Affects Employee Performance Hypothesis:

- H0: Competence does not affect employee performance.
- H1: Competence affects employee performance.

The hypothesis test resulted in a significance value of $0.001 < 0.05$, which means H0 is rejected. This indicates that competence significantly affects employee performance. A positive path coefficient demonstrates that competence positively impacts employee performance, meaning that the better the competence, the better the employee performance.

3. Training Affects Work Effectiveness Hypothesis:

- H0: Training does not affect work effectiveness.
- H1: Training affects work effectiveness.

The hypothesis test resulted in a significance value of $0.000 < 0.05$, which means H0 is rejected. This indicates that training significantly affects work effectiveness. A positive path coefficient demonstrates that training positively impacts work effectiveness, meaning that the better the training, the better the work effectiveness.

4. Training Affects Employee Performance Hypothesis:

- H0: Training does not affect employee performance.
- H1: Training affects employee performance.

The hypothesis test resulted in a significance value of $0.000 < 0.05$, which means H0 is rejected. This indicates that training significantly affects employee performance. A positive path coefficient demonstrates that training positively impacts employee performance, meaning that the better the training, the better the employee performance.

5. Work Effectiveness Affects Employee Performance Hypothesis:

- H0: Work effectiveness does not affect employee performance.
- H1: Work effectiveness affects employee performance.

The hypothesis test resulted in a significance value of $0.000 < 0.05$, which means H0 is rejected. This indicates that work effectiveness significantly affects employee performance. A positive path coefficient demonstrates that work effectiveness positively impacts employee performance, meaning that the better the work effectiveness, the better the employee performance.

Table 8 Hypothesis Testing Results (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
X1 -> Y -> Z	0.107	0.106	0.032	3.336	0.001

X2 -> Y -> Z	0.617	0.607	0.076	8.076	0.000
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Source: SmartPLS 3.0 Data Processing, 2024

Table 4.7 shows the results of the analysis for indirect effects with the following details:

1. The Indirect Effect of Competence on Employee Performance with Work Effectiveness as an Intervening Variable Hypothesis:

- H0: Competence does not significantly affect employee performance through work effectiveness.
- H1: Competence significantly affects employee performance through work effectiveness.

Based on Table 4.16, the significance value obtained is $0.001 < 0.05$, which means H0 is rejected. This indicates a significant indirect effect of competence on employee performance through work effectiveness.

2. The Indirect Effect of Training on Employee Performance with Work Effectiveness as an Intervening Variable Hypothesis:

- H0: Training does not significantly affect employee performance through work effectiveness.
 - H1: Training significantly affects employee performance through work effectiveness.
- Based on Table 4.16, the significance value obtained is $0.000 < 0.05$, which means H0 is rejected. This indicates a significant indirect effect of training on employee performance through work effectiveness.

The total Q-square value is 0.9647, indicating that the contribution of competence and training to employee performance through work effectiveness is 96.47%.

CONCLUSION

Based on the results of data analysis and discussion regarding the Influence of Competence, Training, and Work Effectiveness on Employee Performance with Work Effectiveness as a mediating variable, the following conclusions can be drawn: **Competence significantly affects Work Effectiveness:** This indicates that the better the employees' competence, the greater their work effectiveness. **Competence significantly affects Employee Performance:** This means that improving employee competence will have a positive impact on their performance. **Training significantly affects Work Effectiveness:** This indicates that better training improves employees' work effectiveness. **Training significantly affects Employee Performance:** The better the training provided, the better the employees' performance. **Work Effectiveness significantly affects Employee Performance:** Higher work effectiveness significantly enhances employee performance. **Competence significantly affects Employee Performance through Work Effectiveness:** Good competence improves work effectiveness, which in turn positively impacts employee performance. **Training significantly affects Employee Performance through Work Effectiveness:** Effective training enhances work effectiveness, which ultimately improves employee performance.

We hope this research can be useful and suggestions on further research, namely the Company needs to continue to improve employee competence through training and development programs, the Company is advised to strengthen training programs periodically and relevant to employee needs, Future research can consider other variables that affect employee performance and expand the sample for wider generalisation of results.

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