

The Effect of Training, Career Development and Competence on the Performance of PDAM Tirta Kamuning Employees in Kuningan Regency

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Abstract

This study aims to analyze the effect of training, career development and competencies jointly and partially on the performance of PDAM Tirta Kamuning employees in Kuningan Regency. This study used quantitative methods using questionnaires. The population in this study was 161 permanent employees of PDAM Tirta Kamuning, Kuningan Regency. The sampling technique with *proportional stratified random sampling* and the number of samples determined based on the *Slovin* formula obtained by 62 respondents. Data analysis uses classical assumptions, multiple linear regression, coefficient of determination and hypothesis tests (t-test and F-test). The results showed that: (1) training had a positive and significant effect on employee performance as evidenced by the calculated $t_{\text{statistic}} > t_{\text{table}}$, namely $2.107 > 1.671$ and the sig value of $0.039 < 0.05$, (2) career development had a negative and significant effect on employee performance indicated by the calculated $t_{\text{statistic}} < t_{\text{table}}$ namely $-2.070 < 1.671$ and sig value $0.043 < 0.05$, and (3) competence has a positive and significant effect on employee performance indicated by a calculated $t_{\text{statistic}} > t_{\text{table}}$ which is $3.087 > 1.671$ and a sig value of $0.003 < 0.05$. Meanwhile, the results of simultaneous tests showed that training, career development and competence had a significant effect on the performance of PDAM Tirta Kamuning employees in Kuningan Regency, which was shown by the calculated $F_{\text{statistic}} > F_{\text{table}}$, namely $7.964 > 2.76$ and a sig value of $0.000 < 0.05$.

Keywords: training, career development, competence, employee performance

Introduction

Human resources as the main role in an organization or company. A company must professionally manage its human resources in order to create a balance between employee needs and the demands given by the company in terms of work and employee ability in terms of organizing properly.

In the present, employee performance is one of the drivers of an activity in an organization or company. Therefore, in facing competition, companies certainly have targets and strategies to be able to achieve the expected performance. The performance of the company is determined also by the performance of the employees themselves. Employee performance can be influenced by many factors, namely work ability, work experience, motivation, leadership, communication and organizational climate and others (Prasetya, 2018). A high level of employee performance is very important for the survival of the company so that the company's performance will develop for the better. That way, the performance that must be owned by employees is good performance.

One of the many Regionally Owned Enterprises engaged in service, namely the Regional Drinking Water Company (PDAM) Tirta Kamuning, Kuningan Regency, is in charge of distributing clean water and is led by the President Director of PDAM Tirta Kamuning Tirta Kamuning, PDAM which has branch offices, two unit offices, and two service post offices that employ 169 people throughout the han, both fixed and contractual. The provision of drinking water for the people of Kuningan and its surroundings is a business of the Regional Drinking Water Company (PDAM) Tirta Kamuning. However, the services provided to the community still have various public complaints about the PDAM employees's performance in overcoming problems related to drinking water supply. This is related to the Phenomena that occurred related to employee performance that occurred at PDAM Tirta Kamuning, Kuningan Regency based on the results of researchers' observations and also information obtained from interviews with several employees and the Head of the HR Unit that employee performance decreased and not in accordance with the targets set by the company due to employees often being late in completing their tasks and work, or the results of their work are not satisfactory and there are still negative complaints from customers related to water service, so that employee performance decreases.

In addition, there are problems from the aspect of services and human resources where the company has experienced a decrease in terms of the number of consumers caused by the large number of arrears that cannot be stabilized in order to achieve the arrears standard target that the company has set. As a result, many consumers who are late in arrears must be subject to sanctions in the form of forced removal, this is what causes the company to lose many consumers. Previous research concluded that several factors influence employee performance including training, career development and employee competence.

Training programs are very important for employees so that they can increase their knowledge, abilities and skills in carrying out work so that it will benefit the company and the employees themselves. Several studies have concluded that training has a positive and significant effect on employee performance (Halim et al. 2019); (Syahputra and Tanjung, 2020) but Tandaju, Koleangan, and Sepang (2019) concluded differently regarding training, namely training has a negative and insignificant effect on employee performance at PT. Unilever Tbk in Manado.

Career development is a series of positions or positions occupied by a person during their working life by going through education and training levels in the company environment. Career development basically has the goal of being able to improve and increase the effectiveness of the work done by employees in order to make the best contribution to the company. Based on research (Halim et al. 2019) shows that career development has a positive and significant effect on employee performance.

Competence is one of the determining factors in improving performance, so companies must pay attention to employee competency issues in the organization/company. The results of Krisnawati and Bagia's research (2021) show that work competence has a positive and significant influence on employee performance.

The author conducted a pre-survey at PDAM Tirta Kamuning Kabupaten Kuningan, through secondary data from the company, obtaining the results of the pre-survey, namely that the company's training program has not been carried out optimally for all employees, namely only a few employees. This training is only open to those who are eligible. Thus, this affects the performance of employees unsatisfactory and not in accordance with the company's target.

Based on data for the last 5 years, it shows instability in the number of employees. In 2017, as many as 169 permanent employees, decreased in 2018 by 6 people. And in 2020 the number of permanent employees as many as 173 experienced a reduction of 12 people. This reduction is due to management's policy to reduce the number of employees and some because

employees resign. Based on this data, it was also found that the phenomenon that the company does not apply self-development to an employee and the company cannot choose the right path to overcome every employee who is not enthusiastic in developing their potential so that there are still employees who choose to resign instead of participating in career development programs.

In addition, based on the results of the pre-survey, related to employee competence, it was not considered by PDAM Tirta Kamuning Kabupaten Kuningan. To obtain employees who have the ability and knowledge, of course, the company must carry out a recruitment program for new employees that is really appropriate as it should be. Meanwhile, PDAM Tirta Kamuning, Kuningan Regency, in conducting unsatisfactory job recruitment, caused discrepancies for positions in job placement for employees.

From the description of the explanation, the following is the formulation of the problem in this study:

1. How does training affect the performance of employees at PDAM Tirta Kamuning?
2. How does career development affect the performance of employees at PDAM Tirta Kamuning?
3. How does competence affect the performance of employees at PDAM Tirta Kamuning?
4. How does training, career development and competencies together affect employee performance on employee performance at PDAM Tirta Kamuning?

Literature review and Hypotheses

Training

One of the most important things that a company does is training, because it will allow it to fulfill its objectives to make its human resources owned to be of high quality. Training is a learning process that prioritizes practice over theory to improve employee knowledge and abilities quickly (Ardana in Busro, 2018).

Training is a component of education that focuses more on practice than theory in the learning process to develop and whet skills outside the formal education system. Therefore, training can be said to be Short term research that aims to develop job skills that include physical skills, intellectual skills, social skills, and management skills (Rivai, 2005).

Training is process of forming and debriefing employees by improving their skills, abilities, knowledge and behavior (Cashmere, 2018).

According to Kasmir (2018), the training component includes trainees, trainers, training materials, training grounds, training atmosphere, and training time.

Employee affects employee performance in PDAM Gianyar Regency positively and significantly, according to research by Puspa Lala et al. (2021). According to Kaengke, et al. (2018), training significantly affects employee performance at PT Air Manado. The first hypothesis was developed taking into account the theoretical underpinnings and previous research, namely:

H1: Employee has a positive and significant effect on the performance of PDAM Tirta Kamuning employees.

Career Development

Since everyone in a business or organization has the right to the desired career path to improve employee performance, career development is very important. Career development is an ongoing process that every employee carries out in order to achieve career planning goals that are specific to organizational needs (Busro, 2018).

Career development is a person who improves himself with the aim of achieving his chosen career goals (Handoko in Sinambela, 2019: 409).

Career development is the unification of a person's lifelong activities in order to develop oneself and develop the organizational activities of employees, which are carried out formally in order to achieve a balance between a person's career and his organization (Bahri & Zamzam, 2014:15). Busro (2018) describes the dimensions of career development, namely career clarity, self-development and improvement of work quality.

Career development affects the performance of PDAM Tirta Kencana Samarinda employee positively and significantly, according to research conducted by (Rahman et al 2021). Career development has a positive and significant effect on employee performance at PDAM Gianyar Regency (Lala et al., 2021). The second hypothesis was developed based on literature reviews and previous research, namely:

H2: *Career Development has a positive and significant effect on the performance of PDAM Tirta Kamuning employees.*

Competence

Competence is the basic trait of a person with causal relationships that sustain one's work in relation to personal performance (Moeheriono, 2014). Competence is a combination of behavior, knowledge, abilities, and motivation necessary to successfully carry out a certain profession, task, or function (Suhariadi, 2013:38). Competence is the capacity to perform a specific task well and excel in areas that include knowledge, skills, and attitudes (Edison, 2018: 140).

According to Nugroho & Paradifa's research (2020), competency improves human resource performance in PDAM Tirta Kencana, Samarinda City. According to research by Pratiwi & Choiriyah (2019), the performance of PDAM employees in South Sumatra Province is positively and significantly influenced by competence. The third hypothesis was developed by considering the theoretical basis and previous research, namely:

H3: *Competence has a positive and significant effect on the performance of PDAM Tirta Kamuning employees.*

Employee Performance

Performance is the result of the quantity and quality of work that an employee completes while carrying out his responsibilities in accordance with the assigned tasks (Mangkunegara, 2017: 67). Performance is the result of a process that includes and is assessed against certain criteria or agreements over a certain period of time (Edison, 2018:188). Performance shows the talents and abilities of a worker, and this perspective emphasizes the human resources that an organization or business has, starting with the cognitive, emotional and psychomotor capacities of employees (Busro, 2018: 87).

Training, motivation, and competence all have a positive influence to affect the performance of human resources of PDAM Tirta Kencana, Samarinda City, according to research by Nugroho & Paradifa (2020). Career Development have a positive impact on the performance of PDAM Tirta Malem Kabanjahe employees, according to Sembiring research (2018). according to research Syahputra & Tanjung (2020) competency, training and career development simultaneously have a significant influence on employee performance at PT. Angkasa Pura II (Persero) Kualanamu Branch Office.

The fourth hypothesis was developed taking into account the theoretical underpinnings and previous research, namely:

H4: *Training, career development and competence together affect the performance of PDAM Tirta Kamuning employees.*

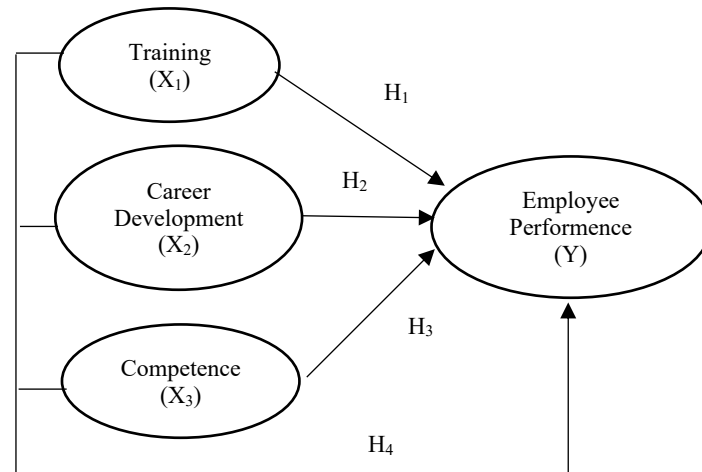


Figure 1. Research Model

Research Methods

Of the 161 employees, all of whom are permanent employees of PDAM Tirta Kamuning, Kuningan Regency, are the population in this study. Then, samples are not taken from the total population; instead, it uses *probability sampling* techniques and uses *proportional stratified random sampling* methods. Members of the population are randomly grouped for sampling. According to Slovin, a sample size of 62 respondents was selected, with an acceptable 10% error rate.

To find out the direction of the relationship between two or more independent variables and the dependent variable, the authors then performed multiple linear regression analysis on the data. Then find out the magnitude of influence among the free variables and bound variables by conducting a coefficient of determination test, testing the hypothesis simultaneously (uji-F) or partially (t-test).

Results and Discussion

Based on the results of the questionnaire distributed to 62 respondents, 62 questionnaires that have been filled back will then be tested for data analysis. The work is divided into technician and non-technical work divisions at PDAM Tirta Kamuning, Kuningan Regency.

Male respondents made up 68% of 62 respondents, while female respondents made up 32%. This contrast highlights the uniqueness of PDAM, where there are more male employees than women. Most of the male employees in PDAM work as technicians, especially at PDAM Tirta Kamuning, Kuningan Regency. With a ratio of 47%, those with a college degree make up the majority. This is in accordance with the policy now in force at PDAM Tirta Kamuning, Kuningan Regency, which prefers to hire someone with a bachelor's degree to fill the desired position.

Validity Test

The uji validity is to test any statement or data that can be used in the process of data analysis. This test can be verified by comparing the calculated r value which must be greater than the table r . For a training variable containing 32 statements, the result is that each element of the available statement returns a calculated value of $r > r_{table}$. The career development variable of 20 statements is declared valid with each valid statement evidenced by the calculated r value $> r_{table}$. Each statement is declared valid with a competency variable of 16 statements, evidenced

by the calculated r value $> r_{\text{of the table}}$. The employee performance variable of 16 statements was declared valid with each valid statement as evidenced by the calculated r value $> r_{\text{table}}$.

Reliability Test

The purpose of the Cronbach's Alpha reliability test is to evaluate the consistency of respondents' responses. The reliability requirements of all the statement items in this study have been met, as can be seen from the reliability test results, all of which resulted in a value of > 0.7 .

Table 1. Reliability Test Results

| Variable | Cronbach's Alpha | Information |
|----------------------|------------------|-------------|
| Training | 0.891 | Reliable |
| Career Development | 0.944 | Reliable |
| Competence | 0.801 | Reliable |
| Employee Performance | 0.838 | Reliable |

Normality Test

The Kolmogorov-Smirnov test was used in the normality test of this study, with a significance level of 0.05. When greater than 0.05 in significance, the data is considered to be normally distributed.

Table 2. Normality Test Results

| | | Non-Standard Residuals |
|----------------------------------|----------------|------------------------|
| N | | 62 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 4.21584064 |
| The Most Extreme Differences | Absolute | .073 |
| | Positive | .073 |
| | Negative | -.062 |
| Test Statistics | | .073 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |

a. The distribution of tests is normal.

b. Calculated from the data.

Table 2 shows the results of the statistical analysis of Kolmogorov-Smirnov, the normality test using Asymp, tells us that: *Sig (two-tailed)* or magnitude of its significance is worth 0.200. It is interpreted that the significance value of the test results is greater than 0.05. Thus, the conclusion is a normally distributed regression model.

Multicollinearity Test

The use of multicollinearity test is to know the existence of correlations between independents or not in regression models. In a viable regression model, there should be no correlations found among independent variables. By testing the value of the variance inflation component, a test model (VIF) is used. If it is greater than 10 values of its Variance Inflation Factors (VIF) and less than 10 values of its Tolerance, then the regression model shows multicollinearity.

Table 3 shows that, the large VIF for the training variable has a value of 1.010 where the value < 10 and the magnitude of tolerance is worth 0.990 which is $0.990 > 0.10$. The VIF value for the career development variable has a value of 1.060 which means that it is $1.060 < 10$ and the Tolerance value is $0.944 > 0.10$ and the large VIF for the competency variable has

a value of $1.058 < 10$ and the *Tolerance* value is $0.945 > 0.10$. So in conclusion, there are no symptoms of multicollinearity in the three free variables in the regression model.

Table 3. Multicholinerity Test

| Pattern | Cholinerity Statistics | |
|--------------------|-------------------------------|-----------------|
| | Tolerance | Item VIF |
| (Constant) | | |
| Training | 0.990 | 1.010 |
| Career Development | 0.944 | 1.060 |
| Competence | 0.945 | 1.058 |

a. Dependent Variables: Employee Performance

Multiple Linear Regression

Multiple linear analysis (training, career development, and competence) is used by researchers to determine the direction of the relationship between independent variables.

Table 4. Multiple Linear Regression Test Results

| Pattern | Non-Standard Coefficient | | Standard Coefficient | T | Sig. |
|--------------------|---------------------------------|-------------------|-----------------------------|----------|-------------|
| | B | Std. Error | Beta | | |
| (Constant) | 64.772 | 24.026 | | 2.696 | .009 |
| Training | 0.133 | 0.063 | 0.234 | 2.107 | .039 |
| Career Development | -0.412 | 0.199 | -0.235 | -2.070 | .043 |
| Competence | 0.311 | 0.101 | 0.351 | 3.087 | .003 |

From Table 4 above is obtained a model of regression equations, including the following:

$$Y = 64.772 + 0.133X_1 - 0.412X_2 + 0.311X_3$$

The regression equation model shows the direction of each independent variable and dependent variable which can be explained as follows:

- The constant value is 64.772, which states that the employee performance score is 64.772 if the value for training, career development, and competence is fixed.
- Employee performance and training have a positive (one-way) relationship, which is indicated by the of regression coefficient X_1 worth 0.133. In other words, if other independent variables remain constant, a 1% increase in the training variable will result in a 0.133 increase in device performance.
- The negative influence (opposite direction) between career development and employee performance is shown by the magnitude of the regression coefficient X_2 worth 0.412. If other independent variables remain constant, this can be interpreted as a decrease in employee performance of 0.412 for a 1% increase in the career development variable.
- The regression coefficient X_3 is 0.311 percent. This shows that the competence and performance of the device player has a positive relationship (one-way). If other independent variables remain constant, a 1% increase in the competency variable will also result in an increase of 0.311 in the employee performance variable.

T Test

The use of the t-value test is to determine the influence and significance of the individual of the independent factor on the dependent variable. The Independent variables in this study are training, career development, and competence, while the dependent variable is employee performance.

Judging from Table 4 above can be inferred from the results of the t-test calculation, namely:

- In the training variables on employee performance, it produced a significant influence, it was stated that the p-value was 0.05, namely $0.039 < 0.05$ and $t_{\text{statistic}} > t_{\text{table}}$, which was $2.107 > 1.671$. Thus, it can be said that training has a significant and positive influence on employee performance.
- Career development variables on employee performance affect significantly, indicated by the p-value of 0.05 or $0.043 < 0.05$, and $t_{\text{statistic}} > t_{\text{table}}$ or $-2.750 > 1.671$. Thus, it is said that career development has no effect and is significant on employee performance.
- Competency variables on employee performance produce a significant influence, indicated by a large p-value of 0.05 or $0.003 < 0.05$, and $t_{\text{statistic}} > t_{\text{table}}$, or $3.087 > 1.671$. Thus, it can be said that employee performance is significantly and positively influenced by competence.

F Test

The use of u ji F (simultaneous) is to determine the significant degree of influence of free (independent) variables together or simultaneously on bound (dependent) variables. In this study, the independent variables are training, career development, and competence, while the dependent variable is employee performance.

Table 5. F Test Results

| Pattern | Number of Boxes | df | Squared Mean | F | Sig. |
|------------|-----------------|----|--------------|-------|-------------------|
| Regression | 446.602 | 3 | 148.867 | 7.964 | .000 ^b |
| Remnant | 1084.172 | 58 | 18.693 | | |
| Entire | 1530.774 | 61 | | | |

a. Dependent Variables: Employee Performance

b. Predictors: (Constant), Competencies, Training, Career Development

Table 5 shows that the large p-value of $0.000 < 0.05$ and $F_{\text{statistic}} (7.964) > F_{\text{table}} (2.76)$ states that simultaneously the factors of training, career development, and competence on employee performance produce a significant influence. Thus, it can be said that simultaneously competence, career development, and training affect employee performance positively and significantly.

Coefficient of Determination

The use of the efficiency of the ination determ is to find out the extent to which the free variables (Training, Career Development, and Competence) affect Dependent variables, namely Employee Performance.

Table 6. Coefficient of Determination

| Pattern | R | R Square | Adjusted R Square | Std. Estimation Error |
|---------|-------------------|----------|-------------------|-----------------------|
| 1 | .540 ^a | .292 | .255 | 4.323 |

a. Predictors: (Constant), Competencies, Training, Career Development

b. Dependent Variables: Employee Performance

In Table 6, it can be seen that the magnitude of the Coefficient of Determination R^2 (Adjusted R Square) is worth 0.255, meaning that only 25.5% of employee performance variants are described by the variables of training, career development, and competence. The remaining 74.5% of the variants in employee performance can be explained outside of this regression model by other variables or by variables other than the variables studied.

Conclusion

Based on the results of data analysis and hypothesis testing, the researcher concluded from the four hypotheses tested on the research object, namely PDAM Tirta Kamuning, namely:

1. The performance of PDAM Tirta Kamuning employees in Kuningan Regency was positively and significantly influenced by the training declared p-value 0.05, namely $0.039 < 0.05$ and $t_{\text{statistic}} > t_{\text{table}}$, namely $2.107 > 1.671$.
2. The performance of PDAM Tirta Kamuning employees is negatively and significantly affected by career development, indicated by the p-value of 0.05 or $0.043 < 0.05$, and $t_{\text{statistic}} > t_{\text{table}}$ or $-2.750 > 1.671$.
3. The performance of PDAM Tirta Kamuning employees in Kuningan Regency is positively and significantly influenced by competence indicated by a large p-value of 0.05 or $0.003 < 0.05$, and $t_{\text{count}} > t_{\text{table}}$, or $3.087 > 1.671$.
4. The performance of PDAM Tirta Kamuning employees in Kuningan Regency is influenced simultaneously (simultaneously) by training, career development, and competence indicated by Coefficient of Determination R^2 (Adjusted R Square) is worth 0.255.

Here are some suggestions made by the author:

1. Other variables besides the variables in this study that are estimated to have an influence on employee performance should be used instead of research variables because of their low coefficient of determination.
2. The results of the study revealed that simultaneously the success factors of training variables, career development, and competence affect the performance of PDAM Tirta Kamuning employees in Kuningan Regency. Companies must constantly improve the variables of training and competence by paying attention to this. These two factors influence the decline in employee performance positively to some extent.

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