
The Effect of Human Resources and Competence Training Revitalization on Employee Performance at Pt. Pelindo

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Abstract

This study aims to analyze the factors that influence employee performance. The focus of research on the revitalization of human resource training and employee competence affects individual performance. Respondents in this study were employees of PT. Pelindo numbered 60 people. This type of quantitative research, research data is primary data obtained from the answers of respondents by filling out a questionnaire, data analysis using multiple linear regression.

The results showed that the revitalization of human resource training and employee competency partially had a significant effect on the performance of employees at PT. Pelindo. Revitalization of human resource training and employee competence simultaneously has a significant effect on the performance of employees of PT. Pelindo.

Revitalization of human resource training is able to encourage organizational growth by increasing training knowledge, implementing training programs, training obligations, understanding training materials and training results. Through knowledge, skills and work attitudes related to competence employees are able to produce optimal performance

Keywords: Revitalization, human resource training, competence, performance

1. Introduction

Along with the revitalization of the organization, several changes are needed both in changing positions and in fulfilling the required capabilities in order to anticipate needs. One of the human resource development programs is a training program. The training program has been regulated in PT. Pelindo, even human resource development is one of the policies within the company to provide employees with specific knowledge and skills to support their work.

The need for human resource qualifications is manifested in the form of Competency Standards for Expertise Fields which are a reflection of the competencies that are expected to be possessed by employees who will work in one field. The meaning of competence contains a deep and inherent part of personality in a person with predictable behavior in various circumstances and work assignments. Competency analysis is prepared for career development and achieving the expected level of performance.

Performance is the result of work in quality and quantity achieved by someone in carrying out their duties in accordance with their responsibilities. The required performance outputs are the

tasks carried out, individual competencies, provision activities and budgeting responsibilities for office holders.

After undergoing a revitalization, transformation and structuring process by expanding ports, port facilities being updated and corporate management governance improved, Pelindo was able to make ports a logistics-related business for trade energy in Indonesia. Post Merger PT. Pelindo targets to improve operational performance and value creation. After the merger of PT. Pelindo has now successfully operated around 94 ports located in 32 provinces in Indonesia and has an important position in sea transportation-based international trade relations.

PT. Pelindo is expected to become an international maritime global player, so that the details of all work programs at the Holding and Subholding levels must run well. All Pelindo personnel jointly build competence for Pelindo to become a global class player and ensure that all business models run well. To make it happen PT. Pelindo needs to carry out human resource revitalization, namely by training human resources and increasing the competence of its human resources.

2. Literature Review

The state of the art of this study was quoted from several previous studies as a guide for researchers which later became a reference and comparison in conducting this research. Beti Nasution (2006), namely regarding the steps taken in developing human resources through competency-based human resource development. Nurhalis (2007), namely the education and training that has been attended is very beneficial for employees to improve employee performance. Agus Mulyono (2009), namely regarding factors of educational background and technical competence significantly influence the performance of the inspectorate. Eris Yustiono (2009), namely regarding education and training is an aspect that needs to be improved and made adjustments or revitalization. Diana Aqmala (2007), which is about how to increase the effectiveness of sales training and relational competencies which will later affect salesperson performance.

2.1 Revitalization of Human Resources Training

Gouillart and Kelly (1995), revitalization is an effort to encourage growth by linking the organization to its environment. Asbhy (1999) revitalization includes changes that are carried out in a Quantum Leap, namely a big leap that does not only include gradual or incremental changes, but goes straight to goals that are far different from the initial conditions of the organization.

Revitalization is the impact of a business paradigm shift in orientation and activity changes in human resource management. Changes in the business environment such as economic, political and social cause changes in the business paradigm. To survive in a highly competitive era, a company must adjust all organizational dimensions according to the demands of changing environment. The company's response to change can be started by reformulating the company's dimensions, so that there is a link between these dimensions and the company can function

effectively. When changes in these dimensions necessitate workforce reductions, companies are expected to provide training to deal with the effects of layoffs.

Mathis (2002), training is a process in which people achieve certain abilities to help achieve organizational goals. Payaman Simanjuntak (2005), training is part of human resource investment to improve work capabilities and skills in order to improve employee performance. Gomes (1997), training is every effort to improve work performance in a particular job that is being responsible. Gary Dessler (2009), training is the process of teaching new or existing employees the basic skills they need to carry out their jobs.

Training revitalization is a powerful means of dealing with future businesses that are full of challenges and experience such rapid changes. Jeffrey, Pfeffer (2008), a shift in view of human resources as a reflection of the revitalization of the role of human resources in company activities, namely: Humans are no longer considered as costs, but are considered as assets. Employees who were previously managed like inanimate objects governed by various rules that shackled their creativity, are now being developed as individuals who have integrity and a desire to serve the company. Employees are no longer required to obey and be loyal to the leadership, but their commitment to work is developed. Employees who were previously managed with a regulation orientation, are now managed with a result orientation. As long as the results achieved are more profitable and can be accounted for.

2.2 Competence

Wardah (2007), competency is a basic characteristic of someone that allows them to produce superior performance in their work. Susanto (2002), competence is all forms of embodiment, expression, and representation of the main motives, knowledge, attitudes, behaviors in order to be able to carry out work very well or that distinguishes between average performance and superior performance. Shah (2000), competency is ability or skill.

The meaning of competence contains a deep and inherent part of personality in a person with predictable behavior in various circumstances and work assignments. Boulter (1996), competency level includes skill or skill is the ability to carry out a task well. Knowledge is information that someone has for a particular field. Social roles are the attitudes and values that a person has and are highlighted in society (expression of self-values). Self image is a person's view of oneself, reflecting identity.

Hutapea (2008), factors that support competency standards include knowledge and skills to do a task under normal conditions at work. Ability to transfer and apply abilities and knowledge to different situations and environments. Competency standards are meaningless if they only consist of the ability to complete tasks/jobs, but are also based on how and why the tasks are done. With the ability possessed by a person to carry out a job/task based on knowledge, skills, which are supported by work attitudes and their application according to the required performance.

2.3 Performance

Rivai (2005), performance is the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the expected results. Soeprihanto

(2001), Performance is the result of an employee's work during a certain period compared to various standard targets / goals or criteria that have been mutually agreed upon.

Mathis and Jackson (2002) define performance as follows: "Performance is what employees do, so that there are factors that influence the combination of organizational employees, including output quantity, output quality, output period, attendance at work, and cooperative attitude. Mathis and Jackson's (2002) performance indicators are:

a. Work quality

For companies engaged in manufacturing and services, providing quality products is a requirement for companies to survive in various forms of competition. Increased purchasing power and the existence of consumer support for the existence of quality work offered, will further increase the sustainability of the company in achieving the goals set.

b. Working quantity

Market control is one of the marketing strategies that must be a major consideration for the company, for this reason the quantity of production will determine the company's ability to dominate the market by offering as many products as possible. With the quantity of work that can be produced, the company is expected to be able to give a positive impression of the product's position in the market.

c. Working time

The company's ability to determine the work time that is considered the most efficient and effective at all levels in management. Working time is the basis for an employee in completing a product or service that is his responsibility.

d. Cooperation with colleagues

Basically cooperation is a long-term bond for all components of the company in carrying out various business activities. Collaboration is a guide for the company's success in achieving the set goals, because good cooperation will give confidence to various interested parties, both directly and indirectly with the company.

3. Research Methodology

This study used a quantitative approach, collecting data using a questionnaire given directly to the respondents. The population in this study are employees of PT. Pelindo, totaling 70 people. By using the formula proposed by Slovin, the number of samples taken in this study were 60 respondents. Sampling in each work unit was carried out by proportional random sampling. Data analysis used multiple regression analysis, namely to determine the effect of the variable revitalization of human resource training and competency on employee performance variables at PT. Pelindo.

3.1 Variable Operational Definitions

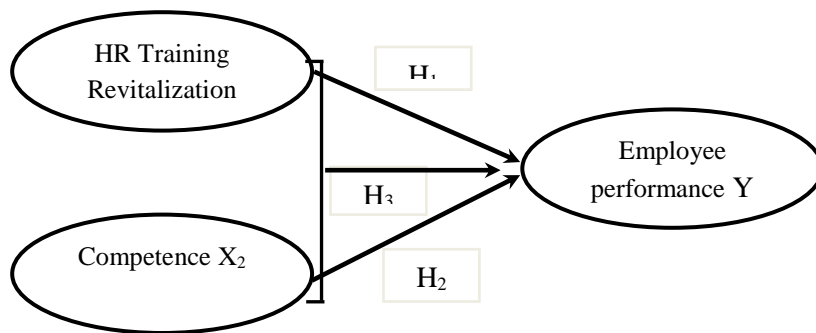
There are 3 variables that are the focus of this study, namely the independent variable Revitalization of Human Resource Training (X_1), independent variable competence (X_2) and Employee Performance (Y) are the dependent variables.

- a. Revitalization of human resource training (X_1), is an effort to encourage growth by linking the organization with its environment, with indicators of training knowledge,

implementation of training programs, training obligations, understanding of training materials and results of training work.

- b. Competence (X_2), is a basic characteristic of a person that allows superior performance in his work, with indicators of knowledge, skills and work attitudes.
- c. Employee Performance (Y), is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to standard work results, targets or targets or criteria that have been determined in advance and have been mutually agreed upon, with indicators of quality, quantity, work time and cooperation.

3.2 Conceptual framework



Concept Framework Image

3.3 Hypothesis

- H₁ Revitalization of human resource training affects the performance of employees of PT. Pelindo.
- H₂ Employee competence affects the performance of employees of PT. Pelindo.
- H₃ Revitalization of human resource training and employee competence simultaneously affects the performance of employees of PT. Pelindo.

4. Research Results

4.1 Multiple Linear Regression Analysis

Table 1

| Coefficients ^a | | | | | | |
|---------------------------|---------------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | | | |
| 1 | (Constant) | 3.555 | 2.616 | | 1.359 | .180 |
| | HR RevitalizationX ₁ | .277 | .086 | .326 | 3.203 | .002 |
| | Competence X ₂ | .732 | .130 | .571 | 5.614 | .000 |

a. Dependent Variable: Employee performanceY

Based on the results of the regression analysis in Table 1, a regression constant value of 3.555 is obtained with a regression coefficient for the Revitalization of Human Resources Training variable (X_1) of 0.277 and a regression coefficient for the Competency variable (X_2) of 0.732 so that the regression equation is obtained as follows:

$$Y = 3.555 + 0.277X_1 + 0.732X_2$$

- a. The interpretation of the regression equation is that the regression constant is 3.555. This means that if the Revitalization of Human Resources and Competency Training is worth 0, then Employee Performance is 3.555. This result is significant at 5% alpha
- b. The regression coefficient for Revitalization of Human Resource Training is 0.277, meaning that assuming Competence remains (does not change), then every increase in Revitalization of Human Resource Training by 1 unit will increase Employee Performance by 0.277, this result is significant at Alpha 5%
- c. The Competency regression coefficient is 0.732, meaning that assuming the Revitalization of Human Resources Training remains unchanged, then every 1 unit increase in Competence will increase Employee Performance by 0.732, this result is significant at Alpha 5%.

4.2 Coefficient of Determination (R)

Table 2
Model Summary

| Mode 1 | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-----------|-------------------|----------|----------------------|-------------------------------|
| 1 | .830 ^a | .689 | .678 | 1.72275 |

a. Predictors: (Constant), HR Training Revitalization (X_1), Competence X_2)

The coefficient of determination shows the simultaneous influence of the independent variable Revitalization of Human Resources Training (X_1) and Competence (X_2) on the dependent variable of employee performance (Y). The results of the regression analysis in Table 2 show that the adjusted R Square value of the regression model is 0.689. This shows that the contribution made by all Human Resources Training Revitalization (X_1) and Competency (X_2) variables to employee performance variable (Y) is 68.9%, while the remaining 31.1% variance of employee performance is influenced by other factors.

4.3 Uji Hipotesis

Table 3
ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 375.432 | 2 | 187.716 | 63.250 | .000 ^b |
| | Residual | 169.168 | 57 | 2.968 | | |
| | Total | 544.600 | 59 | | | |

a. Dependent Variable: Employee performance (Y)

b. Predictors: (Constant), HR Training Revitalization (X₁), Competence (X₂)

Based on Table 3, it can be seen that the effect of each variable is partially as follows:

Variable Revitalization of Human Resources Training (X₁) based on calculations obtained t_{count} of $3.203 > t_{table} 2.02$ with a significance level of $0.002 < 0.05$. because t_{count} is greater than t_{table} , then H₁ is accepted, meaning that Revitalization of Human Resources Training (X₁) partially has a significant effect on Employee Performance (Y). Competency variable (X₂) based on calculations obtained t_{count} of $5.614 > t_{table} 2.02$ with a significance level of $0.000 < 0.05$. because t_{count} is greater than t_{table} , then H₂ is accepted meaning that Competence (X₂) partially has a significant effect on Employee Performance (Y).

Based on Table 3, Fcount of 63.250 is greater than F_{table} of 3.16 with a degree of accuracy of (α) 5% with a significance level of 0.000. The decision taken in the F test is to accept H₁, meaning that the variables Revitalization of Human Resources Training (X₁) and Competence (X₂) simultaneously have a significant effect on employee performance variables (Y).

Based on the results of the analysis of respondents' responses regarding the revitalization of human resource training at PT. Pelindo has an average score of 3.9 where this figure is in the range of good criteria, but the indicators for the implementation of the training program need to be further optimized to make it even better. Respondents' responses regarding the competence of employees at PT. Pelindo has an average score of 4.05 where this figure is in the range of good criteria, but the skills indicator needs to be further optimized to make it even better. Respondents' responses regarding employee performance at PT. Pelindo has an average score of 4.03 where this figure is in the range of good criteria, but the performance quality and work time indicators need to be further optimized to make it even better.

5. Conclusion

Based on the results of the research analysis that has been carried out, the following conclusions can be drawn:

1. Revitalization of human resource training partially has a significant effect on the performance of employees of PT. Pelindo, where management is expected to be able to encourage organizational growth through revitalizing human resource training by increasing training knowledge, implementing training programs, training obligations, understanding training materials and training results.

2. Employee competence partially affects the performance of employees of PT. Pelindo, where employees are expected to have knowledge, skills and work attitudes that are able to produce optimal performance in their work.
3. Revitalization of human resource training and employee competence simultaneously has a significant effect on the performance of employees of PT. Pelindo, where the success rate of employees as a whole is based on quality, quantity, working time and cooperation

6. Recommendation

1. PT. Pelindo needs to optimize the implementation of programmed training in accordance with the needs of the job at that time, so that even more optimal training results are obtained.
2. Competence that already exists in PT. Pelindo needs to continue to develop, especially in terms of skills so that employees can complete their work according to the company's targets.

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