

**THE ROLE OF COMPETENCY ON EMPLOYEE PERFORMANCE ACHIEVEMENT:
A LITERATURE REVIEW**

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Abstract

The purpose of this study is to explain the theoretical framework about the role of training education as an increase in the performance of employees who have attended training education, as a driving force for employee performance to improve work supported by the work environment in each workplace with competency variables. This research uses the literature method. This research was conducted by searching for reference materials in the form of books, scientific journals, magazines, articles and research reports related to the research objectives. This study uses deductive and interpretive methods of data analysis. The results showed that education and training are a means of providing knowledge related to employees' daily tasks, this knowledge can provide its own competencies for employee success in achieving better performance. The work environment is a support for fulfilling the completion of an employee's duties. The creation of a working environment must be comfortable, supported by performance support facilities, and vice versa. Conducting training in a company is expected to have all the potential that employees have, so that employees can work better, with this the employee's work performance will be better too. The work environment is not only a spatial arrangement with such a design by the company but also a kinship atmosphere, hereby intended to improve employee performance so that they are more enthusiastic, effective and efficient in carrying out their work. Employee competence plays a role in determining behavior and results. Competence is an attitude inherent in humans that allows someone to carry out an action or mental or physical work.

Keywords: *Education and training, work environment, competence, and performance achievements.*

Abstrak

Tujuan dari penelitian ini adalah untuk menjelaskan kerangka teori tentang peran pendidikan pelatihan sebagai peningkatan prestasi kinerja pegawai yang telah mengikuti pendidikan dan pelatihan, sebagai pendorong semangat kinerja pegawai untuk meningkatkan bekerja dengan didukung oleh lingkungan kerja di masing-masing tempat kerja dengan variabel kompetensi. Penelitian ini menggunakan metode kepustakaan. Penelitian ini dilakukan dengan mencari bahan-bahan referensi yang berupa buku buku, jurnal ilmiah, majalah, artikel maupun laporan penelitian yang berkaitan dengan tujuan penelitian. Penelitian ini menggunakan deduktif dan interpretative sebagai metode analisis datanya. Hasil penelitian menunjukkan bahwa pendidikan dan pelatihan merupakan sarana untuk memberikan pengetahuan yang berkaitan dengan tugas sehari hari pegawai, pengetahuan tersebut dapat memberikan kompetensi tersendiri untuk keberhasilan pegawai dalam mencapai kinerja yang lebih baik. Lingkungan kerja merupakan pendukung untuk memenuhi penyelesaian dalam tugas-tugas seorang pegawai. Penciptaan suasana lingkungan kerja haruslah secara nyaman dengan didukung oleh fasilitas penunjang kinerja,

demikian juga sebaliknya. Dilakukannya pelatihan dalam sebuah perusahaan diharapkan seluruh potensi yang dimiliki pegawai, sehingga pegawai dapat bekerja lebih baik, dengan ini prestasi kerja pegawai tersebut akan semakin baik pula. Lingkungan kerja tidak hanya penataan ruang dengan desain sedemikian rupa oleh perusahaan tetapi juga suasana kekeluargaan, dengan ini dimaksudkan untuk meningkatkan prestasi kinerja pegawai agar lebih semangat, efektif dan efisien dalam melaksanakan pekerjaannya. Kompetensi pegawai turut serta menentukan perilaku dan hasilnya. Kompetensi merupakan sebuah sikap yang melekat pada manusia yang memungkinkan seseorang melaksanakan sesuatu tindakan atau pekerjaan mental atau fisik.

Kata kunci: Pendidikan dan pelatihan, lingkungan kerja, kompetensi, dan prestasi kinerja.

A. Introduction

Human resources (HR) are assets for organizations to achieve goals and success. This requires qualified human resources in an organization. Quality human resources are critical to the success of goals in the organization.

The strategy of developing human resources is a top priority that will determine the success of an organization in achieving its goals. Without the support of qualified human resources, the organization will not progress and is unlikely to succeed.

The quality of the human resources of an organization is a demand that must be met in the short and long term. The human resources needed to achieve the goals and objectives of the organization are qualified, qualified human resources that are required in the work which includes abilities, skills, personalities, attitudes and behaviors. Human resources who are trained through continuous quality and quantity guidance, in addition to making the success of an organization also allow organizations and individuals to develop, easily adapt to changes in development that occur, Games (2006).

Fostering the quality and quantity of human resources to achieve the goals and objectives of the organization requires education and training in order to produce competent human resources and can carry out tasks in accordance with organizational goals. The form of guidance to improve the quality and quantity of human resources is to provide training for employees with the aim that employees have the knowledge, abilities and skills in accordance with the demands of the work being carried out.

Training and human resource development in a company are closely related to the success of human resource performance. So that an assessment is needed to measure performance achievement through the results of the implementation of training. The training is intended to increase knowledge for learning in improving

various skills and techniques for certain, detailed and routine work implementation, training also prepares employees to carry out tasks that are given or assigned at this time (Handoko, 2014). Therefore, new employees need to increase their skills and competencies, that is the importance of training. Through training, competency improvement will be better. So far, many government agencies still have employees with inadequate competence, this is evidenced by the low productivity of employees and the difficulty of measuring employee performance, according to Sriwondo and Agus Budhi (2010).

The workplace is an agency or institution in various fields that serves the internal community and the environment as well as the external community. In daily service, good employee skills and competencies are needed. Apart from the competency factor, administrative services and public services in the workplace are also supported by good work environment factors.

The work environment itself consists of physical and non-physical environments that are directly or indirectly related to employees and employee performance. A work environment that is good, comfortable and meets the standards of proper needs will contribute to the comfort of employees in carrying out their duties. A non-physical work environment that includes friendly employee attitudes, mutual respect among fellow employees and mutual help are mandatory requirements to continue to foster the quality of employee thinking which can ultimately improve performance in a sustainable manner.

The work environment also has a fundamental influence on the performance of non-academic workers where they serve them with a comfortable atmosphere. The work environment is a physical and sociological condition. A good work environment greatly affects working conditions. Working conditions that are safe, comfortable and pleasant are able to create better performance. The creation of the desired work environment, among others, concerns the fulfillment of the necessities of life, security, equipment, equipment facilities, work space, relationships between subordinates and superiors and fellow employees as staff.

According to Kasmir (2018) in addition to improving employee skills optimally, one aspect that must be considered is the work environment which is the state of the work space as a support for comfort in carrying out work.

Lastanti (2005) states that competence is the skill of an expert, in this case, is defined as someone who has a certain skill level or high knowledge in certain subjects obtained from training and experience. Education and training (Diklat) is an activity carried out by agencies as an effort to improve the abilities, skills, achievements or performance of employees and in the end it will affect organizational effectiveness (Yuniartidkk., 2013). Manullang (2008) states that employee education and training are requirements in a job that can be determined by the skills and knowledge an employee has based on the activities carried out at his job.

Suparti, Nimram and Utami (2016) state in their research that training education has a significant effect on employee performance, Widhayu, Bambang, and Sunuharyo (2013) state that training education has an effect on employee performance while Sri Dayani's research (2018), research Rahman, Lumbanraja and Siahhan (2014) is inversely proportional to the fact that training education has no effect on employee performance.

Sanjaya and Indrawati (2014), Ardiyani and Nugraeni (2017) state that the work environment is very influential with increased performance. Indriani and Sutanto (2015) state that a comfortable work environment affects the carrying out of duties.

As an example of one of the workplaces is the Pekalongan State Islamic Institute, which is a university that wants to provide excellent service on a daily basis, from the lines of academic administration, financial administration, personnel administration, technology administration, language development administration, library administration, security services, and public services, all of which require training and skills to produce effective and efficient services, so far a lot of training has been delivered by employees, especially non-academic employees to support service success, from here whether the training delivered can improve performance achievement, and how the role of training can be provide maximum competency contribution.

The decline in the results of performance due to a decrease in the competence possessed by employees needs to be evaluated to what extent the elements that need to be improved, through education and learning training for solving job difficulties that are actually faced can be resolved properly. For competency development, it is not only through routine coaching and intensive guidance, through increasing skills through training education coaching (DIKLAT).

Employee performance is one of the benchmarks of the success of an agency or institution, and in order to achieve an optimal goal of an agency or institution, the ability of the top leaders is needed to pay attention to the skills of the relationship between staff or employees which of course leads to fostering and providing motivation to employees, so that employees can also understand the duties and responsibilities of each and comply with the rules that have been set in the agency or institution. Another phenomenon faced is the very high number of student complaints against non-academic employees in providing administrative services and other public services.

Based on survey observations conducted by the Quality Control Group about services by looking at employee activity as a benchmark in this study, it shows that employee work performance has not been maximal, this can be seen by finding some employees who do not understand the duties and responsibilities given. So that this has an impact on the responsibilities of employees in completing their work.

Judging from the aspect of skills possessed by employees, there are still some employees who impose their work on other employees, this is due to the lack of skills possessed by these employees, as well as the habit of employees who often procrastinate their work until finally the work becomes increased. . This phenomenon seems to have become a habit of employees, so it has a profound impact on employee performance.

Based on the phenomena that occur, this study aims to determine in a theoretical framework the role of training education as an improvement in the performance of employees who have attended training education, as a driving force for employee performance to improve work supported by the work environment in each workplace with competency variables.

B. Method

This study uses the literature method, namely research that takes various kinds of literature as the data source. Sources of data in this study were obtained from literature studies as the main source of primary data with data collection methods through studying various kinds of literature and literature. Therefore this research was conducted by looking for reference materials in the form of books, scientific journals, magazines, articles and research reports related to the role of training education as an increase in the performance achievements of employees who have attended training

education, as a driving force for employee performance to improve. Work supported by the work environment in each workplace with competency variables. Furthermore, the method of analysis in this study uses deductive and interpretive methods.

C. Results and Discussion

Based on the results of deductive and interpretive data analysis in this study, it is known that this research literature examines the Influence of the Role of Training Education (DIKLAT), Work Environment on Competence to Improve Employee Performance Achievement so that the theories quoted and summarized from various sources can be explained as follows.

1. Education and Training Functions on Employee Competence and Performance

According to Kasmir (2018), training is a facility provided by companies to study work related to employee knowledge, skills and behavior. This means that to increase the knowledge, skills and behavior of employees, training can be carried out which of course has been planned by the company or agency. In the personnel management function, learning development in the context of improving the quality of competence through DIKLAT is one of the most important activities. According to Handoko (2014), training is intended to improve certain skills and implementation techniques, in detail and routinely. Instruction of the President of the Republic of Indonesia No. 15 of 1974, states that training is a learning process to acquire and improve skills outside the existing education system in a relatively short time and with methods that prioritize practice rather than theory. Priansa (2017) states that training is a systematic and planned effort to change or develop knowledge or skills or attitudes through learning experiences in order to increase performance effectiveness. Increasingly fierce competition and advances in technology for developing employee skills is very important through DIKLAT. Each individual is asked to work effectively, efficiently, with good quality and quantity of work so that the company's competitiveness is getting bigger. This development is carried out for both non-career and career purposes for new or old employees through training education.

Priansa (2017) states that training is learning to improve performance related to current tasks. Defense in Hasibuan (2014) Education and training is a process of improving work skills both technical and practical, theory-oriented

education is carried out in the classroom, lasts a long time and usually answers why while practice-oriented exercises are carried out in the field for a short period and usually answers “how question”.

The results of research by Ningrum, Sunuharyo and Hakam (2013) prove that training education has an effect on employee performance, this means that the more often training is carried out, the higher the employee’s performance will be. Companies or agencies pay great attention to training needs but must be supported by training methods, training materials, trainers or teachers, and good training facilities so that maximum results are available during training. With the explanation given by the above experts about DIKLAT, the authors conclude that DIKLAT is learning knowledge to technically increase the ability of employees to include work that is currently being carried out or work that is held in the future in order to support the success of the work that is charged

The training provided to employees is expected to give good or satisfactory results. However, in practice, many trainings have failed, meaning that even though they have received training, their will, abilities and behavior have not changed much, so that this does not occur, it is necessary to consider several factors to determine the training and participants who take part in the training according to Kasmir (2018). Training is training participants, instructors or trainers, training materials, training location, training environment, and training time.

The problem of the lack of skills and competence of employees requires companies to take the attitude that learning activities in the form of training education (DIKLAT) are the skills development of employees. Training education according to Priansa (2017) must have clear goals that it wants to achieve well, including the following: 1) Improve technical skills and abilities in doing work (technical skills), increase managerial skills, and conceptual skills. skill); 2) Improve the quality of work in order to prepare certain employees to occupy higher positions; 3) Increase accuracy in HR planning, good training can prepare the workforce for future needs; 4) Improve work morale, if the company organizes appropriate training programs, the climate and atmosphere of the organization in general will be better. With a healthy work climate, work morale will also increase; 5) Maintain health and safety, a proper training can help avoid accidents due to work. Apart from that the work environment will be safer and more peaceful; and

6) Supporting personal growth, it means that a proper training program actually benefits both parties, namely the company and the workforce itself.

Priansa (2017) states that the benefits of training are the ability to increase employee career ladder and help employees to develop in order to complete various responsibilities in the future. There are many benefits that can be obtained by employees after participating in the DIKLAT or while working at the company. The benefits for employees after participating in training according to Kasmir (2014) are career, with the knowledge and skills they have after joining DIKLAT; compensation, with good performance success, the employees will get better compensation; employees have better bargaining value, because having attended training certainly has additional skills and abilities; have their own satisfaction, employees will have their own satisfaction at work after attending the training; and refreshing, training is able to eliminate the feeling of boredom and work too long, with training is expected to be able to refresh his enthusiasm at work, so that working conditions and work performance can be improved again.

The purpose of training education according to Kasmir (2018) is to add new knowledge, the behavior of employees at work will change indirectly with the new knowledge they get; Sharpening the ability of employees, after receiving training education is expected to have optimal abilities; Improve skills; Increase sense of responsibility; Fostering a sense of obedience, employees will be more obedient to all company policies and rules; Increase self-confidence, knowledge abilities and more skills after participating in training so that employees feel confident in carrying out the work given to them; Deepening the sense of belonging to the company, this is very important because with the presence or growth of a sense of belonging to the company, it will be able to increase work productivity or better employee performance. This sense of belonging must always be cultivated and instilled in every employee, so that they are at home; Providing work motivation, employees will be more motivated to work thanks to the encouragement given by the company, by increasing employee motivation, it will certainly increase job satisfaction and performance; Increasing loyalty, by training employee loyalty to the company will increase, so as to reduce employee turnover, more than that high employee loyalty will be able to keep company secrets, because unfortunately there is a sense of belonging to the company; Understanding the work environment,

participating in employee training is expected to be able to adapt to their new environment, this is because at the time of taking part in training employees have been trained in various things including cooperation with other employees; Understanding the corporate culture, employees can understand the norms or habits that apply in a company, because in the training material about corporate culture must also be taught to all employees; and forming a team work, following employee training to feel a unity (one large family) that is inseparable from one another, thus employees will be able to avoid the attitudes of individual interests, but emphasize more on common interests.

Training is designed to meet a number of different objectives and can be classified in a number of ways. Several types of training according to Mathis and Jackson (2012) in Priansa (2017) are routine training, technical training, interpersonal training and problem solving, and developmental and innovative training. Before the training is carried out, the leadership determines the trainer candidates to be used in the training. Therefore, a leader first studies a selected trainer by looking at the trainer's description. The coach according to Priansa (2017) is a trainer from inside, a coach from outside, and a combination of trainers from inside and outside. The training methods according to Priansa (2017) are on the job, vestibule, apprenticeship, and specialist course.

Indicators of effective training programs provided by companies to employees according to Kasmir (2018) training indicators can be measured through: 1) Training Time, duration of start and finish of training; 2) The material or field of work, the material needed for training, determines the location of the training. If the field of work is simple enough and is felt capable of doing within the company, it should be done outside the company; 3) The training method, whether the training method provided is suitable for that subject and whether the training method is in accordance with the learning styles of the trainees; 4) Attitudes and skills of instructors, namely whether the instructors have attitudes and delivery skills that encourage people to learn; 5) Length of training time, namely the length of time for providing the main material that must be studied and how fast the tempo of delivering the material is; and 5) Training facilities, namely whether the training venue can be controlled by the instructor whether it is relevant to the type of training, and whether the meaning is satisfactory.

2. Work Environment Function on Employee Competence and Performance

The work environment is the entire work facilities and infrastructure around employees that can affect the implementation of work including the physical work environment and the non-physical environment Sutrisno (2011). A good work environment such as adequate facilities, adequate lighting, maintained cleanliness, tranquility, guaranteed security and a good working relationship will make employees feel comfortable at work so that motivation to complete work will also increase.

According to Heliawan (2015) that the work environment is an atmosphere where the workplace supports a conducive manner, in the sense of not only facilities but relationships between colleagues. According to research by Taiwo (2010), the atmosphere of the work environment is very supportive for the high and low productivity of the company, a bad atmosphere can cause problems with productivity which in turn will affect employee performance.

A bad work environment such as inadequate work facilities, a dirty and dirty work space, inadequate lighting, noise, security is not guaranteed and relationships with coworkers are not well established will make employees uncomfortable in their work environment, because of the work environment is a place for employees to do their job.

As stated by Byar and Rue in Sutrisno (2009), there are two things that affect work performance, namely individuals and the environment. The individual in question is the personality of the employee, which influences the relationship in work either from superior to subordinate or fellow subordinate.

Saputra, Akos and Asmawaty (2017) stated in their research that the work environment in an organization depends on the conditions of the facilities and the relationships between employees in the organization, while ability is a potential that has been inherent in a person and or the skills obtained from the results of learning something to be able to complete the task, as well as attitudes and behavior in relation to the work environment. Candraskar (2011) in his research states that there is an influence between the work environment and performance where the discomfort that occurs in the workplace can result in an increase in employee error rates and will affect employee performance.

According to Ishak and Tanjung (2003), the benefit of the work environment is to create a passion for work, so that productivity and performance increases. Meanwhile, the benefit that comes from working with motivated people is that the work can be completed appropriately, which means that the work is completed according to the correct standards and within the specified time scale.

Supporting the atmosphere at work is the work environment. According to Sedarmayanti (2004), work environment indicators are 1) lighting or light in the workplace; 2) Temperature or temperature already at work; 3) Sound of noise at work; 4) Odor at work; 5) Decoration at work; 6) Safety at work; and 7) Employee relations with company or office leaders.

3. The Role of Competence as Moderating Employee Performance Achievement

Competence that reflects the potential ability to do something is not only knowledge but must know what to do. Priansa (2017) states that competence is the capacity that employees have, which leads to behavior that is in accordance with the demands of the job and in accordance with company regulations that will bring the desired results.

Widodo and Haryanto (2010) state that competence has a significant and positive effect on performance, meaning that if competence is improved, employee performance will increase. Sanjaya and Indrawati (2014) state that employee competence is very important for the benefits for the company, the higher the level of competence of an employee, the better the job completion.

Meanwhile, according to Wibowo (2014) competence is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Competence also indicates the characteristics of knowledge and skills possessed or required by each individual which enable them to perform their duties and responsibilities effectively and raise the standards of professional quality in their work.

Some aspects contained in the concept of competence according to Gordon in Sutrisno (2011) are knowledge, understanding, abilities, and skills.

4. Performance Achievement as Main Employee Objectives

Performance is always an actual issue in the organization because whatever the organization's performance is, it poses a key question to the effectiveness or success of the organization. Successful and effective organizations have good

performance and are successful due to quality human resources. Thus there is a match between organizational success or organizational performance, individual performance or human resources.

Their work performance is monitored by the individual concerned and does not result in too much supervision and high morale. According to Sudarmanto (2014), performance is a record of results produced for certain job functions or activities over a certain period of time.

From the explanation of the experts above about performance achievement, that performance achievement is the result of the efforts of a work process that has been achieved by someone who has carried out his duties properly based on his abilities.

Gibson, Ivancevich, and Donnely in Priansa (2017) there are 3 factors that influence performance achievement, including: 1) Individual Competence, including talents, interests, and personality factors. An employee has a good performance, then the employee has a good skill level; 2) Willingness to work hard to complete the job by devoting all abilities to the success of the task is always motivated to complete the job well; and Environment, the company provides facilities for employees which include training and development, equipment, technology and management.

Employee performance appraisal has many purposes. Priansa (2017) aims and uses of employee performance appraisal is performance quality improvement, knowing employee weaknesses and the system used allows leaders and employees to take actions related to improving their performance by making improvements to both the system used and the employees themselves; The placement decision, for employees whose performance has been assessed is apparently not able to occupy their current position, it is necessary to move them to another unit or division. On the other hand, those who have a good performance need to be considered so that their performance does not decrease and they continue to maintain their performance while waiting for the next company policy; Career Planning and Development, the results of the performance appraisal are used to determine a person's career path, meaning that those who experience an increase in performance will be promoted in accordance with company regulations, and vice versa; Training and development needs, performance objectives for training and

development needs, the meaning is for employees who have less competence or expertise, need to be given training, in order to be able to improve their performance; Compensation adjustment, meaning that performance assessment is used for the benefit of compensation adjustments for those whose performance has increased, there will be compensation adjustments. Compensation adjustments are made whether by increasing the basic salary, bonus, incentive, allowance or other welfare in accordance with the level of performance that is earned.

Furthermore, as an employee competency archive, by conducting a performance appraisal of all employees for several periods, the company has employee data deposits. This information data is data and information regarding the skills competencies, talents, potential of all employees. This means that the company has a map of the strengths and weaknesses of employees; As a tool to encourage or familiarize superiors (supervisors, managers, administrators) to observe the behavior of their subordinates in order to know the interests and needs of their subordinates; Fair work opportunities, by implementing a good performance system will provide a sense of justice for all employees, meaning that with a performance appraisal, all employees feel that they are given the opportunity to perform as well as possible. The performance appraisal also proves that there is no difference in assessment between one another as long as it is still within the corridor of company policy; Work culture, with performance appraisal, will create a culture that respects the quality of work. Employees cannot work arbitrarily, but must try to improve their performance; and Imposing Sanctions, in addition to providing benefits for employees, performance appraisal is also a means of providing penalties for decreased employee performance.

Performance appraisals are carried out by their direct superiors continuously to find out the results of employee performance. Leaders assess employee performance must have a fair attitude in accordance with the regulations applied by the company. According to Kasmir (2018) kreteria assessing employee performance performance improvement is that the assessment must be honest, fair, objective, and have in-depth knowledge of the elements to be assessed so that the assessment is in accordance with the existing reality or facts; Assessment should base its judgment on right or wrong, good or bad on the elements being assessed so that the results of the assessment are honest, fair and objective; The assessment must clearly

know the job description of each employee to be assessed so that the results of the assessment can be properly accounted for; The assessment must have formal authority, so that they can carry out their duties properly; and Assessment must have faith so that the assessment is honest and fair.

Performance performance indicators according to Kasmir (2018) are quality performance measurement can be done by looking at the quality of the work produced through certain processes, in other words the work produced through the process; Quantity, which is the production produced, can be shown in terms of currency units or the number of cycles of activities completed; period of time, a certain job is given a time limit in completing it, meaning that the work with a minimum and maximum time limit must be fulfilled, if it violates or does not meet the time requirements, it can be considered underperforming; Emphasis on costs, the costs incurred for each company activity have been budgeted before the activity is carried out, the budgeted costs are a reference so that they do not exceed what has been budgeted; Monitoring, by monitoring the employees will feel more responsible for their work; and Relationships between employees, performance appraisal is often associated with cooperation or harmony among employees and among leaders.

D. Conclusion

Based on the results of research that has been carried out by reviewing reference materials in the form of books, scientific journals, magazines, articles and research reports related to the role of competency on employee performance achievement. This study concludes that education and training are a means of providing knowledge related to employees' daily tasks, this knowledge will provide its own competencies for employee success in achieving better performance. The work environment, be it physical work environment or non-physical work environment, can affect whether or not the employee's performance or competence is good. The work environment is a support for fulfilling the completion of an employee's duties. The creation of a working environment must be comfortable, supported by performance support facilities, and vice versa. Conducting training in a company is expected that all potential employees have, namely knowledge, skills, and attitudes can be improved. So that employees can work better and in accordance with what is expected by the

institution, with this the employee's work performance will be even better. The work environment is not only spatial planning with such a design by the company but also a kinship atmosphere in the work environment both between lower-line employees and from superior lines. The mental condition will be awakened from the atmosphere of the environment, with this purpose to improve performance achievements to be more enthusiastic, effective and efficient in carrying out their work. A person's competence will participate in determining behavior and results. Competence is an attitude inherent in humans that allows someone to carry out an action or mental or physical work.

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