

## Competence Analysis Of Training And Supervision Of Employee Performance

### Analisis Kompetensi Pelatihan dan Pengawasan Terhadap Kinerja Karyawan

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#### ABSTRACT

*The research aims to find the relationship between the influence of competence, training, supervision on employee performance simultaneously and how to influence competence, training and work supervision on employee performance partially. The research method with this research approach used is a quantitative approach. This type of research is a quantitative descriptive research. The data collection technique in this research was carried out by: Interviews (interviews). The partial test results show that competency has a positive and significant effect on employee performance at PT. Toyota Astra Motor. The partial test results show that training has a positive and significant effect on employee performance at PT. Toyota Astra Motor. The partial test results show that supervision has a positive and significant effect on employee performance at PT. Toyota Astra Motor. Simultaneous test results show that competency, training and supervision have a positive and significant effect on performance at PT. Toyota Astra Motor. The adjusted R2 coefficient of determination from training and communication explains the employee performance variable of 93.7% and the remaining 6.3% is explained by other independent variables not examined.*

**Keywords:** Competency, Training, Supervision, Employee Performance

#### ABSTRAK

Penelitian ini bertujuan untuk mengetahui hubungan antara pengaruh kompetensi, pelatihan, pengawasan terhadap kinerja karyawan secara simultan dan bagaimana pengaruh kompetensi, pelatihan dan pengawasan kerja terhadap kinerja karyawan secara parsial. Metode penelitian dengan pendekatan penelitian yang digunakan adalah pendekatan kuantitatif. Jenis penelitian ini adalah penelitian deskriptif kuantitatif. Teknik pengumpulan data dalam penelitian ini dilakukan dengan: Wawancara (interview). Hasil pengujian secara parsial menunjukkan bahwa kompetensi berpengaruh positif dan signifikan terhadap kinerja karyawan di PT. Toyota Astra Motor. Hasil uji parsial menunjukkan bahwa pelatihan berpengaruh positif dan signifikan terhadap kinerja karyawan pada PT. Toyota Astra Motor. Hasil uji secara parsial menunjukkan bahwa pengawasan berpengaruh positif dan signifikan terhadap kinerja karyawan pada PT. Toyota Astra Motor. Hasil uji secara simultan menunjukkan bahwa kompetensi, pelatihan dan pengawasan berpengaruh positif dan signifikan terhadap kinerja pada PT. Toyota Astra Motor. Nilai koefisien determinasi adjusted R2 dari pelatihan dan komunikasi menjelaskan variabel kinerja karyawan sebesar 93,7% dan sisanya sebesar 6,3% dijelaskan oleh variabel independen lain yang tidak diteliti.

**Kata Kunci:** Kompetensi, Pelatihan, Pengawasan, Kinerja Karyawan

#### 1. Introduction

PT. Toyota Astra Motor as a joint venture business organization between Toyota Motor Corporation, Japan and PT. Astra International, Indonesia is also a company ready to compete. This company which is quite mature in terms of age (established April 13, 1971) sees that only organizations that have good Intellectual Capital and are constantly changing (Continuous Improvement) as well as innovating will be the winners of the competition in the future.

PT. Toyota Astra Motor, the Vehicle Logistics Division (VLD) has the task of carrying out vehicle logistics operations, namely handling new vehicles, starting from receiving from the Plant, installing accessories and distributing vehicles to all dealers in Indonesia while maintaining vehicle quality (Fresh from the oven) and operational safety (Safety Operation) for

all stakeholders. Various functions of business unit activities in the Logistics Division are supported by Vendors / Suppliers to run their business.

The success indicator of the Vehicle Logistics Division is seen from the positive business performance. To realize business performance that meets organizational expectations, in this case PT.Toyota-Astra Motor, Vehicle Logistics Division (VLD), requires positive support from all organizational components, both the internal vehicle logistics division and also vendors and suppliers.

Internally, VLD has always been built on the philosophy of the Toyota Way which has two pillars, Respect for people and Continuous Improvement. Each pillar is translated into cultural values that are applied daily. The main issue currently faced by VLD is the readiness of business partners (vendors/suppliers) to contribute to VLD's business performance in the long term.

From the results of the performance evaluation, it was found that achievements that were not optimal were achieved, such as On Time Delivery failure, Damage ratio, High vehicle logistics costs, Long process lead time. By not achieving some VLD performance is part of the contribution of Competence, training and supervision.

According to (Rahardjo, 2014) that competence does not affect performance, however according to (Achmad, 2016) competence has a significant effect on performance. Companies or organizations can place their employees according to their place with competence which will be followed by increased performance (Nguyen, Yandi and Mahaputra, 2020).

According to (Kum, Cowden and Karodia, 2014) training can improve employee performance. Training will increase competency as well as improve performance (Fouad et al., 2009). Competence and supervision affect performance (Sinambela et al., 2020) this result is supported by (Irawan, Wahyudin and Yanto, 2018). Appropriate supervision will produce good competence and produce performance (Falender et al., 2004), this result is supported by (Spence et al., 2001).

Supervision will always affect performance (Renata, Wardiah and Kristiawan, 2018). Supervision has a direct relationship to performance (Harris, Kacmar and Zivnuska, 2007). Improved supervision will produce competencies to improve performance (Tan and Chou, 2018). The research aims to find the relationship between the influence of competence, training, supervision on employee performance simultaneously and how to influence competence, training and work supervision on employee performance partially.

## 2. Literature Review

Competence is one of the determining factors in improving performance, so companies must pay attention to employee competency issues in the organization/company. Competence is a basic character that a person or employee has that can differentiate them from other people (Syahputra and Tanjung, 2020). Employee competency is the ability, skills, attitudes, behavior and knowledge possessed by employees to carry out their duties and responsibilities well (Sunarti, Rasyid and Gunawan, 2017). Competency is a combination of traits, knowledge, skills and behavior that are the basis for the emergence of desired good performance (Sinaga, Ratnasari and Hadi, 2021). So competency is the ability to carry out work based on human skills and knowledge (Pandaleke, 2016)

Performance is a way or method of work carried out by each worker using limited resources, to achieve a predetermined target, by comparing the target to be achieved with the real results achieved after the work is completed (Akbar, Sasmita and Hamid, 2014). Performance is a function of motivation and ability (Prayogi, Lesmana and Siregar, 2016). Employee performance is an individual's contribution to the organization that has employed them (Kurniasari, Thoyib and Rofiaty, 2018). Employee performance is more directed at the level of employee work performance (Kartika and Sugiarto, 2016).

Supervision is a function that ensures that activities can produce the desired results. Controlling is more widely used because it contains more connotations that include setting standards, measuring activities and taking corrective action (Akbar, Sasmita and Hamid, 2014). Apart from that, work supervision is also one of the factors thought to cause a decline in employee performance. Lack of strict supervision from superiors causes employees to be careless and like to procrastinate work (Candra et al., 2022)

Training is the provision of knowledge and skills to employees, in order to improve employee performance, where employees in carrying out their work will experience satisfactory changes with minimal errors so that employee performance will continue to increase in carrying out their duties and responsibilities towards their work (Sunarti, Rasyid and Gunawan, 2017 ). Training for employees is a process of gaining knowledge and introduction to something new that employees need in carrying out their work (Sinaga, Ratnasari and Hadi, 2021). Training is an effort to provide employees with specific and identifiable knowledge and skills to use in their current work (Wotulo, Sendow and Saerang, 2018).

### 3. Research Methods

This research approach used is a quantitative approach. a quantitative approach can be interpreted as a research method based on the philosophy of positivism (Situmorang, 2019). This approach is usually used to examine a particular population or sample.

This type of research is a quantitative descriptive research. Quantitative descriptive research is a formulation of the problem with regard to the question of the independent variables, either only one variable or more. So in this study only looking for the relationship between one variable and another variable.

This research is descriptive explanatory. explanatory research aims to explain how the relationship between the variables of the phenomena studied. The population in this study were all employees of PT. Toyota Astra Motor, totaling 108 people.

Data collection techniques in this study were carried out by: Interviews: By asking directly the employees of PT. Toyota Astra Motor. List of questions (Questioner: By making a list of questions in the form of a questionnaire to the employees of PT. Toyota Astra Motor. Documentation study: A brief history of the company and organizational structure, the number of employees in PT. Toyota Astra Motor.

### 4. Results And Discussions

Respondents in this study were 109 permanent employees of PT. Toyota Astra Motor. Respondents with male sex were as many as 62 people (62.38%), women as many as 41 people (37.62%). Respondents aged 20 and under 19 people (17.43%), 21-30 years 27 people (24.77%), 31-40 years 39 people (35.77%) and 41 years and over 24 people (22.01 %). Respondents with high school education were 19 people (17.43%), SMK were 26 people (23.85%), D3 were 23 people (21.10%) and S1 were 41 people (37.61%). Respondents with one year of service and below were 5 people (4.58%), 2-4 years 56 people (51.37%), 5-7 years 31 people (28.44%) and 8 years and over 17 people (15.59%).

**Table 1. F Test Results**

Model	df	F	Sig.
Regression	3	536,515	,000b
Residual	105		
Total	108		

a. Dependent Variable: Performance

b. Predictors: (Constant), Supervision, Competence, Training

Based on table 1 above, it can be seen that the Fcount value is 980.736 while the Ftable is 2.69. From these results it is known that  $F_{count} > F_{table}$  and a significance of  $0.000 < 0.05$ , the results show that simultaneously H1 is accepted and H0 is rejected. This shows that competence, training and supervision have a positive and significant effect on employee performance.

**Table 2. Test Results t Hypothesis**

Model	t	Sig.
1 (Constant)	3,812	,000
Kompetensi	13,784	,000
Pelatihan	2,086	,039
Pengawasan	5,609	,000

a. Dependent Variable: Performance

1. Test the partial competency hypothesis. It can be seen that the tcount is 13.784 with a significant value of 0.000. The results show that the H1 hypothesis is accepted because  $t_{count} > t_{table}$  ( $13.784 > 1.981$ ) and significantly less than 0.05, which means that the competency variable has a positive and significant effect on employee performance variables.
2. Test the partial hypothesis of training, the tcount is 2.086 with a significance of 0.039, so the H1 hypothesis is accepted because  $t_{count} > t_{table}$  ( $2.086 > 1.981$ ) and significantly less than 0.05, meaning that training has a positive and significant effect on employee performance variables.
3. Supervision with a tcount of 5.609 with a significance of 0.000, the H1 hypothesis is accepted because  $t_{count} > t_{table}$  ( $5.609 > 1.981$ ) and significantly less than 0.05 which means that the monitoring variable has a positive and significant effect on employee performance variables.

The results of this study obtained, competency variables simultaneously and partially have a positive and significant effect on employee performance at PT.Toyota-Astra Motor, with a tcount of 13.784, a ttable value of 1.981, then a  $t_{count} > t_{table}$  ( $13.784 > 1.981$ ) with a significant value of  $0.000 < 0.05$  so that the results of the study rejected H0 and accepted H1. Thus it can be concluded that the results of this study are in line with the research hypothesis which states that competency influences employee performance.

Employee competence is very important to clarify work standards and expectations to be achieved. In this case, the competency model will be able to answer two fundamental questions between what skills, knowledge, and characteristics are needed in work, and what behaviors affect work performance to maximize productivity, which is a requirement to become a "lean" organization streamlining us to look for employees who can be developed in a directed manner to cover the gap in skills to be able to mobilize both vertically and horizontally.

Based on the results of the questionnaire previously described, it can be explained that as many as 34.3% of respondents answered inappropriately and 9.72% answered inappropriately from the 10 questions given, so it can be concluded that employees of PT.Toyota-Astra Motor do not fully have the competence good. As explained by the respondents in question number 9 (nine), namely regarding the skills possessed by employees in completing tasks assigned by superiors, where as many as 44 people (40.4%) respondents stated that they were less skilled and 11 people (10.1%) stated that they were not skilled. , where this proves that employees at PT.Toyota-Astra Motor do not fully have good competence in supporting the achievement of good performance.

#### Effect of Training on Performance

The results of this study were obtained, training variables simultaneously and partially had a positive and significant effect on employee performance at PT.Toyota-Astra Motor, with a tcount of 2.086, a ttable value of 1.981, then a tcount > ttable (2.086 > 1.981) with a significant value of  $0.039 < 0.05$  so that the results of the study rejected H0 and accepted H1. Thus it can be concluded that the results of this study are in line with the research hypothesis which states that training has an effect on employee performance at PT.Toyota-Astra Motor.

Training becomes indispensable in increasing the quantity and quality of productivity, reducing the learning time required for employees to achieve acceptable work standards and creating loyalty and more profitable partnerships. Training also meets HR planning needs, reduces the number and cost of work accidents, helps employees improve and develop their personalities.

Based on the results of the questionnaire previously described, it can be explained that as many as 33.5% of respondents answered inappropriately and 7.43% answered inappropriately from the 10 questions given, so it can be concluded that employee training at PT.Toyota-Astra Motor has not been fully implemented according to established standards. As explained by the respondents in question number 2 (two), namely regarding the training provided by the company being able to improve employee performance, where as many as 45 people (41.3%) respondents stated that it had not improved enough and 9 people (8.26%) stated that it had not increased, where this This proves that employee training at PT.Toyota-Astra Motor has not been fully carried out in accordance with the standards set by the company so that employee performance does not increase.

#### Effect of Supervision on Performance

The results of this study were obtained, the monitoring variable simultaneously and partially had a positive and significant effect on employee performance at PT.Toyota-Astra Motor, with a tcount of 5.609, a ttable value of 1.981, then a tcount > ttable (5.609 > 1.981) with a significant value of  $0.000 < 0.05$  so that the results of the study rejected H0 and accepted H1. Thus it can be concluded that the results of this study are in line with the research hypothesis which states that supervision affects employee performance.

Apart from knowing whether the work is running smoothly or not, supervision can also correct mistakes made by employees and seek prevention so that the same mistakes do not recur or new errors arise, knowing the use of the budget that has been set in the initial plan (planning) is directed to the target and according to what was planned, knowing the implementation of work by the program (phase/level of implementation, knowing the results of the work compared to what has been set in the planning.

Based on the results of the questionnaire, it can be explained that as many as 38.3% of respondents answered inappropriately and 4.77% answered inappropriately from the 10 questions given, so it can be concluded that supervision at PT.Toyota-Astra Motor has not been fully carried out by what which has been set. As explained by the respondents in question number 6 (six), namely regarding the information conveyed objectively and thoroughly by superiors in the company, where as many as 48 people (44%) respondents stated that it was not objective and comprehensive and 3 people (2.75%) stated that it was not objective and comprehensively, which proves that the supervision carried out by the leaders of the PT.Toyota-Astra Motor company has not been fully successful in improving employee performance.

### 5. Conclusion

From the results of research and discussion, the following conclusions can be drawn:

The partial test results show that competency has a positive and significant effect on employee performance at PT. Toyota Astra Motor. The partial test results show that training has a positive and significant effect on employee performance at PT. Toyota Astra Motor. The partial test results show that supervision has a positive and significant effect on employee performance at PT. Toyota Astra Motor. Simultaneous test results show that competency, training and supervision have a positive and significant effect on performance at PT. Toyota Astra Motor. The adjusted R<sup>2</sup> coefficient of determination from training and communication explains the employee performance variable of 93.7% and the remaining 6.3% is explained by other independent variables not examined..

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