
THE EFFECT OF COMPETENCY ON EMPLOYEE PERFORMANCE USING TRAINING AS A MODERATING VARIABLE

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Abstract

Objective – This research aims to provide an empirical explanation of the influence of competency on employee performance by using training as a moderating variable at the Katingan Regency Regional Drinking Water Company (PDAM).

Design/Methodology/Approach – The research employs a quantitative analysis method, The sample in this study was 30 permanent employees of PDAM Katingan Regency who had attended training by determining sampling, namely purposive sampling technique. The data analysis process uses SmartPLS 4.0.

Findings – The results of the study indicate that Competency has a positive and significant effect on Employee Performance and Training does not moderate the influence of Competency on Employee Performance in a positive and insignificant way at the Regional Drinking Water Company (PDAM) of Katingan Regency.

Conclusion and Implications – The training could not moderate the impact of competency on employee performance. PDAM Katingan Regency employees to be able to improve their competence, especially in terms of being cooperative with other employees at work, namely by actively communicating and coordinating well with other employees.

Keywords: Competency, Training and Employee Performance

INTRODUCTION

In the current era of globalization, human resources are still a central concern and a very important focus for a company to increase effectiveness within the organization to achieve common goals in order to survive in the era of globalization accompanied by increasing growth and intense competition. The performance of human resources (HR) is a very determining factor in the success of an organization in achieving its goals, both for large-scale organizations and small organizations (Nauw & Retawati, 2021).

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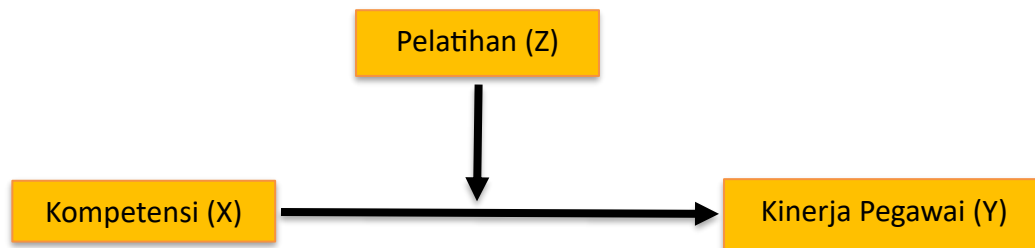
PDAM Katingan Regency is one of the companies engaged in the distribution of clean water to the general public in Katingan Regency. Based on the data obtained by researchers from the table of performance values for BUMD Drinking Water in Central Kalimantan Province from the 2022 BUMD drinking water performance book of the Ministry of PUPR based on the performance report of PDAM Katingan Regency, the performance of PDAM Katingan Regency is categorized as bad with a value of 1.88.

Then related to employee competency, the number of PDAM Katingan Regency employees is 42 people, consisting of 12 people who have undergraduate education, and 30 high school equivalents. This number shows that there are not too many employees who have a bachelor's degree. This certainly creates a gap between employee work skills and company needs. Then, based on the results of observations made regarding the ability of PDAM Katingan Regency employees, it can be seen from the facts in the field that it was found that employees were unable to complete their work on time, such as delays in distributing water to customers.

Problems related to employee training based on the results of interviews with the director of PDAM Katingan Regency Lerry Bungas M.Si and employees of PDAM Katingan Regency on March 10 2023 found the fact that PDAM Katingan Regency in 2020-2021 PDAM Katingan Regency conducted training for its employees using the distance method Remote (Online) due to Covid-19

Based on the background of the problem above, the first problem formulation is "Does competency have a positive and significant effect on the performance of PDAM Katingan Regency employees?" And the second problem formulation "Does training moderate the influence of competence on the performance of PDAM Katingan Regency employees?". Based on the background and problem formulation, the aim of this research is to determine the influence of competency on the performance of PDAM Katingan Regency employees. To determine training in moderating the influence of competency on the performance of PDAM Katingan Regency employees.

Through this research, it is hoped that it can provide benefits to various parties, as a reference related to research regarding the influence of competency on employee performance using training as a moderating variable at PDAM Katingan Regency. As well as as input, consideration and evaluation of employee performance at PDAM Katingan Regency so that it can be used as reference material in making PDAM Katingan Regency policies in improving employee competency and performance and conducting training.



Picture 1. Conceptual Framework Drawing

Based on the framework above, the author proposes the following hypothesis:

- H1: Competency has a positive and significant effect on the performance of PDAM Katingan Regency employees
- H2: Training moderates the influence of competency on the performance of PDAM Katingan Regency employees.

METHODS

Research design

The type of research used in this research is quantitative research. This research is located at the Katingan Regency PDAM Office, Jalan Kelud Kasongan Lama, Katingan Regency, Central Kalimantan. The population in this study was 42 PDAM Katingan Regency employees. The sample in this research was 30 permanent employees of PDAM Katingan Regency who had attended training. The sampling technique in this research is purposive sampling. The data collection procedure in this research is distributing questionnaires to respondents and the measuring instrument used uses a Likert scale. The variables and indicators in this research can be seen in the following table.

Table 1. Identify variables

Variable	Defenition	Variable Indicator
Competency (X) Wibowo (2019)	Competency is the ability to carry out a job or task based on skills and knowledge and supported by the work attitudes required by the job.	1. Skill 2. Knowledge 3. Atitude
Training (Z) Rivai (2018)	Training is an effort to improve the quality of human resources. Training helps employees understand practical knowledge and its application, in order to improve the skills, abilities and knowledge needed by the organization in an effort to achieve its goals.	1. Skills Improvement 2. Increased Knowledge 3. Capacity Improvement
Employee Perfomance (Y) Kasmir (2016)	Performance is the result of work or work behavior that has been achieved in completing the tasks and responsibilities assigned by the company to achieve company goals.	1. Quality of Work 2. Work Quantity 3. Timeliness 4. Effectiveness

Partial Least Square Analysis

Evaluation of the Measurement Model (Outer Model)

The outer model according to Abdilah and Hartono (2015) is a measurement model that describes the relationship between indicator blocks and other variables. The Outer model measurement model is used to test the construct validity and reliability of the instrument. According to Ghozali and Latan (2015) the validity test is used to measure whether a questionnaire is valid or not.

Validity tests are carried out to determine the ability of research instruments to measure what they are supposed to measure. The validity test consists of two stages, namely the Convergent Validity test and the Discriminant Validity test. An individual reflexive measure is said to be high if it correlates > 0.70 with the construct to be measured (Hair et al 2021).

Reliability according to Abdillah and Hartono (2015) shows the level of consistency and stability of measuring tools or research instruments in measuring a concept or construct. Then, to test the reliability of the SEM model itself, use the Cronbach's Alpha and Composite Reliability formulas. Reliability testing in Partial Least Square (PLS) can use two methods, namely Cronbach's Alpha value, a variable is said to be declared reliable if it has a Cronbach's alpha value > 0.6 . and

Composite Reliability if the value achieved is > 0.70 then it can be said that the construct It has high reliability (Ghozali 2015).

Structural Model Evaluation (Inner Model)

Structural model evaluation is used to determine the specification of the relationship between one latent variable and other latent variables. This test includes the determinant coefficient (R-Square), predictive relevance (Q-Square), effect size (F-Square), and model fit test (Goodness of Fit Model).

(R-Square)

Determinant coefficient testing is carried out on this test to find out how much influence the dependent variable has in a study. If the (R-square) value shows a figure of 0.75 then it can be expressed as predictive power for the level of substance, which means that the variables have a strong influence, and if (R-Square) shows a value of 0.50 then it means that the variable has a strong influence. neither strong nor weak (Sholihin & Mahfud, 2021).

(Q-Square)

Prediction relevance testing is a form of measurement used to find out how well the observations made can provide prediction results. If (Q-Square) shows a value of 0.02, it means that the variables have a small prediction, if (Q-Square) shows a value of 0.15, it means that the variable has a moderate prediction, whereas if (Q-Square) shows a value of 0.35, it means variables have large predictive value (Sholihin & Mahfud, 2021).

(F-square)

Testing (F-square) is a form of measurement used to determine the level of measurement in a study. The effect size in this measurement has three (3) categories, if the value is (0.02) it is categorized as low, if the value is (0.15) it is categorized as medium and if it has a value of (0.35) it is categorized as high. Hair et al (2019) .

Hyphothesis Test

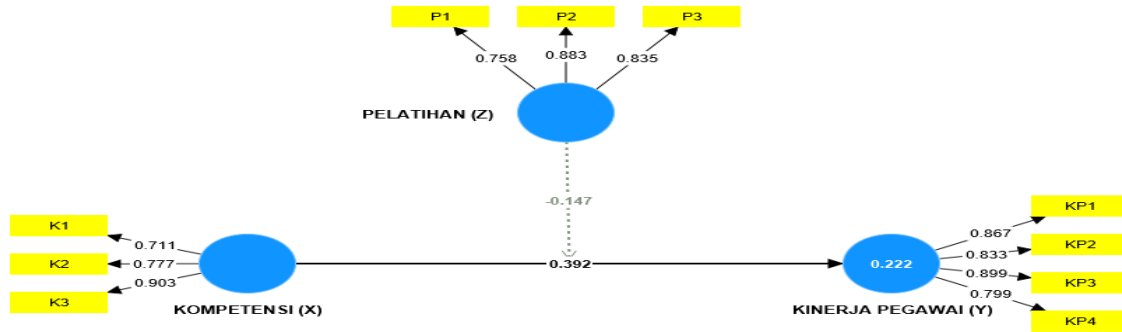
To test the hypothesis using statistical values, for alpha (α) 5% the t-statistic value used is 1.96. So the criteria for accepting or rejecting a hypothesis is that H_a is accepted and H_0 is rejected when the t-statistic is > 1.96 . To reject or accept a hypothesis using probability, H_a is accepted if the p value < 0.05 . And to test moderating variables according to Ghozali (2018), it is used by looking at the total effect with the aim of analyzing how strong or weak the influence of a variable is on other variables, both exogenous and endogenous.

RESULTS AND DISCUSSION

RESULTS

Evaluation of the Measurement Model (Outer Model)

The measurement model carried out using questionnaire data tabulation produces results, which can be seen in Picture below:



Picture 2. Outer Model or Measurement Model

As a result of testing the outer model or measurement model above, it was found that many of the research variable indicators had an outer loading value of ≥ 0.70 , so they were declared sufficient to meet the requirements. So, the research instrument was then tested through validity and reliability testing which was assessed from outer loading, AVE (Average Variance Extraced), cross loading, Cronbach's alpha and composite reliability.

Table 2. Validity Test Results

Variable	Outer loadings	AVE
Competence (X)	0.711	0.641
	0.777	
	0.903	
Employee Performance (Y)	0.867	0.723
	0.833	
	0.899	
	0.799	
Training (Z)	0.758	0.683
	0.883	
	0.835	

Source: Data processed using SmartPLS 4.0, 2023

Validity Test

Convergent Validity

Testing convergent validity uses outer loadings or loading factor values. An indicator is declared to meet convergent validity in the good category if the outer loadings value is ≥ 0.70 . Based on table 4.8, it is known that the variable indicators in the research have various outer loadings values. The data results above show that all indicators have outer loading values ≥ 0.70 so that the indicators are declared suitable or valid for use in this research.

Apart from looking at or observing outer loadings, convergent validity can also be determined through the AVE value for each indicator which states that the value must be ≥ 0.50 for a good model (Gozhali 2015). Based on the data in table 4.8 above, it is known that the AVE (Average Variant Extraced) values for competence, training and performance indicate that the research variable indicators are appropriate or valid.

Discriminant Validity

An indicator is declared to meet the discriminant validity requirements if the cross loading of the indicator on the variable is the largest compared to other variables and the indicators meet the discriminant validity requirements if the Fornell lacker criterion value (AVE root value $>$ the correlation value). The following is the cross loading value of each indicator.

Table 3. Cross Loading

Variable Indicator	Competency (X)	Employee Performance (Y)	Training (Z)
K1	0.711	0.216	0.243
K2	0.777	0.191	0.39
K3	0.903	0.467	0.225
KP1	0.466	0.867	0.17
KP2	0.249	0.833	0.086
KP3	0.364	0.899	0.513
KP4	0.264	0.799	0.136
P1	0.259	0.173	0.758
P2	0.217	0.323	0.883
P3	0.342	0.252	0.835

Source: Data processed using SmartPLS 4.0, 2023

Based on table 3, it can be seen that each indicator in this research variable has the largest cross loading value on the variable it forms compared to the cross loading value on the other variables. Based on the results obtained, it can be stated that the indicators used in this research have good discriminant validity in compiling their respective variables.

Apart from observing cross loading, discriminant validity can also be determined through the Fornell Larcker Criterion and Heterotrait Monotrait Ratio (HTMT) values. The following are the Fornell Larcker Criterion values for each variable.

Table 4. Fornell Larcker Criterion

	Competence (X)	Employee Performance (Y)	Training (Z)
Competence (X)	0.801		0.228
Employee Performance (Y)	0.416	0.850	0.308
Training (Z)			0.827

Source: Data processed using SmartPLS 4.0, 2023

Based on table 4, it can be seen that each root value of AVE > the correlation value. Such as VAVE the competency variable is 0.801 which is higher than other variables in the same column, VAVE the performance variable is 0.850 which is higher than other variables in the same column and VAVE the training variable is 0.827 which is higher than other variables in in the same column so that the discriminant validity requirements are met.

Table 5. Heterotrait Monotrait Ratio (HTMT)

	Heterotrait-monotrait ratio (HTMT)		
	Employee Performance (Y)	Competency (X)	Training (Z)
Employee Performance (Y)			
Competency (X)	0.408		
Training (Z)	0.308	0.468	
Pelatihan (Z) <-> Kompetensi (X)	0.137	0.139	0.517

Source: Data processed using SmartPLS 4.0, 2023

Hair et al (2019) stated that a good HTMT value for discriminant validity requirements is <0.90. In interpreting HTMT test results, lower values indicate better discriminant consistency and the ability to differentiate the construct from others. Values above 0.90 indicate a problem of discriminant consistency between these constructs. Based on table 5, the test results show that the HTMT value is below 0.90 for the variable pair, so in this study the HTMT value for discriminant validity was achieved. Path Coefficient

Reliability

Reliability testing can be seen from the results of Cronbach's alpha and composite reliability. An indicator that is said to be reliable or meets the Cronbach's alpha requirements for each research variable must be ≥ 0.70 .

Table 6. Reliability Test Results

Variable	Cronbach's alpha	Composite reliability
Competence (X)	0,752	0,971
Employee Performance (Y)	0,878	0,949
Training (Z)	0,775	0,832

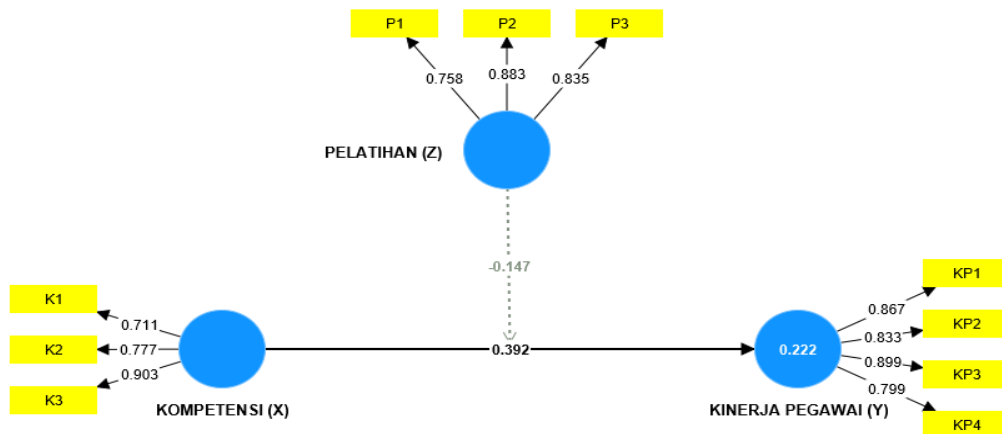
Source: Data processed using SmartPLS 4.0, 2023

Based on table 6, it can be concluded that the Cronbach's alpha value for each research variable is ≥ 0.60 . Thus, these results indicate that each research variable has met the Cronbach's alpha value requirements, so it can be stated that the research variables have a good level of reliability and are acceptable in this research. Apart from looking at Cronbach's alpha, reliability can also be known through composite reliability for each indicator, the condition value must be ≥ 0.70 for a good model.

Based on table 6, it is known that the composite reliability value of the research variables is ≥ 0.70 . These results indicate that each research variable has a significant and acceptable level of reliability.

Structural Model Evaluation (Inner Model)

In this research, the relationship between variables will be explained based on the values obtained from the coefficient path. This value can be seen in the picture below.



Picture 3. Inner Model Output

Evaluation of the path coefficient in the inner model is used to show how strong the effect or influence of the independent variable is on the dependent variable and how strongly the moderating variable influences the independent variable on the dependent. Based on the inner model in the image above, it can be explained that the largest path coefficient value is shown in the influence of Competency on Employee Performance of 0.392 and the smallest is shown in the Training variable moderating Competency on Employee Performance of -0.147 .

The structural model is evaluated using R-square (coefficient of determination) for independent variables and the t test as well as the significance of the structural path parameter coefficients, then Q-square is used to measure how good the observation values produced by the model and also the parameter estimates are, and F-square is used to determine the level of measurement in a study. Table 7 shows the R-square, Q-Square and F-Square values.

Table 7. R-Square Q-square and F-square values

	R-square	R-square adjusted	Q-square	F-square
Employee Performance(Y)	0.222	0.132	0.046	
Competency (X) > Employee Performance (Y)				0.156
Training (Z) <->Competency (X) > Employee Performance				0.014

Source: Data processed using SmartPLS 4.0, 2023

Based on table 7, it shows that the R-square value for the performance value obtained a value of 0.222 which is categorized as weak. These results show that 22.2% of employee performance variables are influenced by independent and moderating variables, while 77.8% are influenced by other variables outside the variables studied by researchers.

Next, Q-square is used to measure how good the observation values produced by the model are and also the parameter estimates. If the Q-square is more than 0 (zero), then the model can be said to have relevant prediction. The following table 7 shows the Q-square value.

Based on the results of the calculation tests carried out, seen from table 7, it shows that the Q-square value is 0.046, more than 0 (zero), meaning it has relevant prediction.

Furthermore, the F-square test is a form of measurement used to determine the level of size in a study. The effect size in this measurement has three (3) categories, if the value is (0.02) it is categorized as low, if the value is (0.15) it is categorized as medium and if it has a value of (0.35) it is categorized as high Hair et al (2019) in Sholihin & Mahfud, (2021).

Based on the results of the calculation tests carried out, seen from table 7, the F-square value of Competency (X) > Employee Performance (Y) of 0.156 is categorized as medium, and the F-Square value of Training (Z) <-> Competency (X) > Employee Performance (Y) 0.014 is categorized as low.

GoF is a single measure used to evaluate the performance of a combination of measurement models and structural models, which is obtained from the root of the average Communalities value (Outer Loading value squared divided by the number of indicators) multiplied by the root of the Average R-Square value Hair et al (2019). The GoF value is between 0-1 with an interpretation of 0.1 (low GoF), 0.25 (medium GoF), 0.36 (high GoF) Hair et al (2019).

$$\text{GoF} = \sqrt{\text{Communalities} \times R^2}$$

$$\text{GoF} = \sqrt{0,689 \times 0,222}$$

$$\text{GoF} = 0,391$$

Table 8. Goodnes Of Fit (GOF)

<i>Communalities Average</i>	<i>R-Square Average</i>	<i>GoF Index</i>
0,689	0,222	0,391

Source: Data processed using SmartPLS 4.0, 2023

Based on the results of calculations carried out in this study and can also be seen in table 8, the Gof value in this study was 0.391 or 3.91%, which is categorized as high GoF.

Table 9. VIF Values

Indikator	VIF
K1	1.554
K2	1.800
K3	1.401
KP1	2.082
KP2	2.686
KP3	2.374
KP4	2.278
P1	1.550

P2	1.612
P3	1.631

Source: Data processed using SmartPLS 4.0, 2023

For VIF (Variance Inflation Factor) values above 5, it indicates a possible collinearity problem between the predictor constructs, so based on table 9, the VIF values are all below 3. It can be concluded that there is no collinearity problem between the predictor constructs.

Table 10. Path Coefficient dan Total Effects

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Output
Competence (X) -> Employee Performance (Y)	0.392	0.417	0.194	2.021	0.046	Accepted
Training (Z) x Competence (X) -> Employee Performance (Y)	-0.147	-0.152	0.204	0.719	0.474	Rejected

Source: Data processed using SmartPLS 4.0, 2023

From this data, the results can be seen through testing using the T-statistic as follows: The significance level is 0.05 and degrees of freedom (df) with the following conditions:
 $df = n - k - 1$
 $df = 30 - 3 - 1 = 26$ (from these provisions the number Ttable = 1.705 is obtained.)

In this first hypothesis testing, it was carried out to see whether competency had a significant effect on employee performance. The research results in table 10 above, the original sample value of Competency > Employee Performance is 0.392 with a significance of 5% as indicated by the T-statistic value of 2.021 > 1.705 (Ttable) and P value of 0.046 < 0.05. So it is stated that competency has a positive and significant effect on employee performance.

Based on these results it can be concluded that hypothesis H1 is accepted.

In testing the second hypothesis, this was carried out to see the influence of training in moderating the relationship between competency and employee performance. Based on table 10, it can be seen that the total effect of Training x Competency > Performance is the original sample value - 0.147 and the T-statistic value is 0.719 < 1.705 and the P value is 0.474 > 0.05. So in this research it is stated that Training does not moderate the influence of Competency on Employee Performance negatively and is not significant.

Based on these results it can be concluded that hypothesis H2 is rejected.

DISCUSSION

The Influence of Competency on Employee Performance

Based on the results of testing the first hypothesis, it can be concluded that the competency variable has a positive and significant effect on employee performance. This is supported by the

statement in X1 with an average (mean) response of respondents of 3.96 in the agree category with an achievement of 70.0%.

Competency is the ability to carry out or carry out work or tasks based on skills and knowledge and supported by good work attitudes required by the job. So, competency shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing. So this research states that competence has a positive and significant effect on the performance of PDAM Katingan Regency employees, in other words, competence has a direct influence on employees so that it can improve employee performance. This means that if employee competency increases, employee performance will also increase.

The results of this research are in line with research conducted by Soetrisno and Gilang, (2018) which states that competence has a positive and significant influence on employee performance.

Training Moderates the Effect of Competency on Employee Performance

Based on the results of testing the second hypothesis, it can be concluded that the training variable does not moderate the influence of competence on employee performance in a positive and insignificant way. The results of this research are in line with research conducted by Alda and Heliyani (2022) which states that training variables do not moderate the influence of competency on employee performance.

Then, based on the results of research conducted by Hartono (2021) at the North Musi Ruwas Regency Civil Service Police Unit, the variable that moderates the influence of competence on employee performance is the motivation variable. With the research results, Motivation strengthens the influence of Competency on Employee Performance. This means that if employee motivation increases at work, employee competence will also increase, which will also increase employee performance.

Based on the questionnaire distributed by researchers in this study to respondents, there were still respondents who stated that they strongly disagreed, so that the smallest training item was in the statement item P1 "By attending training, employee skills increase at work". This is based on the fact that in 2020 and 2021, PDAM Katingan Regency employees took part in training, but it was done remotely (online), due to the Covid-19 pandemic. This training was carried out using a long distance (online) method, PDAM Katingan Regency employees felt that it was less effective in its implementation because there was some material that was not well understood and had to be practiced directly in the field. Then in 2022-2023 PDAM Katingan Regency will not hold any training for its employees. This means that even though PDAM Katingan Regency provides training for its employees, it is not followed by increasing competency so that it cannot affect employee performance.

CONCLUSION

After analyzing the influence of competency on employee performance using training as a moderating variable at PDAM Katingan Regency, on this occasion the author concluded that Competency (X) had a positive and significant effect on employee performance (Y) at PDAM Katingan Regency and Training (Z) did not moderate The influence of competency (X) on employee performance (Y) at PDAM Katingan Regency is negative and not significant.

Based on the results of the research that has been carried out, the researcher provides advice to PDAM Katingan Regency and subsequent researchers as follows: For PDAM Katingan Regency

employees to be able to improve their competence, especially in terms of being cooperative with other employees at work, namely by actively communicating and coordinating well with other employees. so that work can be completed well and on time so that company goals are achieved and company performance increases. For PDAM Katingan Regency, they can improve their employees' work skills by providing training to their employees offline (directly in the field) every year, analyzing and choosing the right training to be carried out according to the needs of employees and the company, as well as re-evaluating employees after attending training. . For PDAM Katingan Regency employees to increase their work effectiveness so that they are able to complete work correctly and according to the standards set and socialized by PDAM Katingan Regency. PDAM Katingan Regency must pay attention to the work of its employees so that the work carried out is done correctly and in accordance with the standards set and socialized by the company. For future researchers, the results of this research can be used as a reference regarding discussions related to employee competency, training and performance. It is recommended for future researchers to add independent and moderating variables which according to researchers have a big influence on employee performance variables. Future researchers are advised to look for and choose a research location that has a sample size of more than 30.

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