Analysis of Experience, Training and Competence Can Drive Human Resource Performance

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Abstract. Improving HR performance is a fundamental pillar that supports the entire architecture of organizational success. Performance is not just an end result, but a reflection of how effectively each individual contributes to achieving company goals. According to Widodo (2009), good organizational performance is firmly rooted in the effectiveness of human resource management itself, which can be measured by high levels of HR productivity, creativity, and innovation. The type of research used in this study is explanatory quantitative research, which aims to explain the cause-and-effect relationship between variables through statistical analysis. This study examines the effect of work experience and training on competency, which in turn affects employee performance. Using quantitative methods, data is collected through surveys or questionnaires and analyzed statistically to identify the relationship between variables. Training & competency are the Most Dominant Determinants of Performance. The research findings firmly prove that training & competency have a very strong, positive, and significant influence on HR performance. This relationship is the most dominant in the model. This confirms that an employee's mastery of adequate knowledge, skills, and attitudes is a primary prerequisite for achieving optimal work performance. Good HR performance cannot be achieved without a solid foundation of competency.

Keywords: *Adequate; Knowledge; Mastery.*

1. Introduction

The era of globalization has brought about significant changes in many aspects of life, including the world of work. Globalization, characterized by global economic integration, advances in information technology, and increasingly free international trade, requires companies to adapt quickly to these changes. In this context, companies are required to compete not only in the domestic market but also on a global scale. Facing increasingly fierce competition, companies must be able to optimize all their resources, especially human resources (HR), which are a key asset in achieving organizational goals (Ruhana, 2012). Therefore, it is crucial for companies to pay attention to the quality and performance of their HR to maintain competitiveness in an increasingly competitive global market.

Increasingly intense competition between companies in the era of globalization requires companies to continuously improve in various aspects, one of which is improving employee performance. Employee performance is a key determinant of an organization's success in achieving its goals. In this context, the factors influencing employee performance are diverse, ranging from internal factors such as motivation and skills to external factors such as the work environment and opportunities for personal development. A company wishing to remain competitive in global competition must be able to maximize employee potential through effective and efficient management (Arta et al., 2022). Therefore, it is crucial for companies to understand the factors that can improve HR performance, one of which is through improving competencies that align with market demands.

Improving human resource performance is a fundamental pillar that underpins the entire architecture of organizational success. Performance is not simply an end result, but rather a reflection of how effectively each individual contributes to achieving company goals. According to Widodo (2009), good organizational performance is firmly rooted in effective human resource management itself, which can be measured by high levels of human resource productivity, creativity, and innovation. Similarly, Widodo (2009) also explains that human resource performance can be measured through indicators such as the quantity and quality of work, job knowledge, and the ideas and work plans generated.

To power this performance engine, competency is an irreplaceable foundation. Competence can be likened to a "toolbox" containing all the knowledge, skills, and attitudes each individual needs to perform their duties with precision and excellence. Law Number 14 of 2005 concerning Teachers and Lecturers provides a relevant and adoptable framework for HR in various fields, dividing competencies into three main types. Professional competency is the core of the job itself, namely a broad and in-depth mastery of the material. Personality competency is a character trait that reflects discipline, responsibility, and initiative. Finally, social competency is the ability to communicate and interact effectively with colleagues and external parties.

Besides competence, work experience is also often considered a key factor in shaping performance. Experience is the accumulation of knowledge and insight gained by an individual throughout their career. According to Widodo (2009), experience is an individual's expertise acquired through prolonged work practice. However, this is where the controversy underlying this research lies. On the one hand, Widodo (2009) also states that it is the variety of experience within a specific field that can improve performance, not just length of service in general. This contradiction is further reinforced by research by Ratulangi and Soegoto (2016), who found that many employees with years of work experience do not always perform optimally because they do not receive adequate training to update their skills.

A similar phenomenon occurs in training. Training is often considered a key investment in improving human resource competency and performance. Research by Arta et al. (2022) and Ratulangi & Soegoto (2016) consistently emphasizes the positive relationship between training and improved performance. Widodo (2020) also explains that through empowerment

(including training), employees are able to increase their knowledge and master new skills. However, the literature also notes inconsistent results. Research by Ratulangi and Soegoto (2016) shows that training that is poorly directed or not aligned with job requirements will result in limited competency improvements. This highlights the importance of instructor pedagogical competence, relevant training content, and program evaluation to ensure its effectiveness.

2. Research Methods

The type of research used in this study is explanatory quantitative research, which aims to explain the cause-and-effect relationship between variables through statistical analysis. This study examines the effect of work experience and training on competency, which in turn affects employee performance. Using quantitative methods, data is collected through surveys or questionnaires and analyzed statistically to identify relationships between variables, as done in research by Rajagopalan (1998), Ratulangi & Soegoto (2016), and Widodo, which shows that work experience and training have a significant effect on competency and performance.

3. Results and Discussion

This study involved 100 employees as respondents from PT. Syifa Medika Persada. The sample consisted of 20% new employees and 80% existing employees, with the proportions evenly divided between those with high and low job variety. All respondents were identified as having participated in a training program. Data were collected using a Likert-scale questionnaire to measure HR Performance, Competence, Experience, and Training variables.

Based on descriptive analysis of the data, it was found that:

1) Experience: The majority of long-serving employees scored high on the length of their career, but their scores for number of positions held tended to be low overall. This indicates a homogeneity of job roles within the company, which will be the focus of the following discussion.

2) Training: While instructor competency indicators scored quite well, indicators for material relevance and program suitability tended to score low. This indicates a gap between instructor quality and the training content itself.

3) HR Competence and Performance: Scores for these two variables show a strong correlation. Respondents with high competency scores tend to have high performance scores, and vice versa.

This evaluation was conducted to ensure the validity and reliability of the indicators used in the research.

1) Convergent Validity Test

This test aims to measure the correlation between indicators and their latent variables. The criteria used are Outer Loadings and Average Variance Extracted (AVE) values.

a. Outer Loadings

The outer loading value shows the contribution of each indicator to its latent variable. An indicator is said to be valid if it has a loading value. ≥0.70 (Hair et al., 2017). Values between 0.50 and 0.60 are still acceptable if the indicator is not removed (Sarstedt et al., 2019).

Table Outer Loadings Results

Indicator	Variables	Outer Loading Value	Information
HR performance 1	HR Performance (Y2)	0.988	Valid
HR performance 2	HR Performance (Y2)	-0.221	Invalid
HR performance 3	HR Performance (Y2)	0.988	Valid
HR performance 4	HR Performance (Y2)	-0.199	Invalid
competency_1	Competence (Y1)	0.957	Valid
competency_2	Competence (Y1)	-0.027	Invalid
competency_3	Competence (Y1)	0.839	Valid
training_1	Training (X1)	0.791	Valid
training_2	Training (X1)	0.670	Valid (accepted)
training_3	Training (X1)	0.512	Valid (accepted)
training_4	Training (X1)	0.812	Valid
experience_1	Experience (X2)	0.510	Valid (accepted)
experience_2	Experience (X2)	0.973	Valid

b. Average Variance Extracted (AVE)

AVE measures the average variance that can be explained by the latent variables of its indicators. The accepted criteria.

Table verage Variance Extracted (AVE) Results

Variables	AVE value	Information
Training (X1)	0.499	Valid (Acceptable)
Competence (Y1)	0.540	Valid
Experience (X2)	0.604	Valid
HR Performance (Y2)	0.510	Valid

2) Construct Reliability Test

Reliability measures the consistency and stability of an instrument. The criteria used are Cronbach's Alpha and Composite Reliability with acceptable values. ≥0.70(Hair et al., 2017).

This evaluation is conducted to test the causal relationship between latent variables.

3) Coefficient of Determination (R2)

The R-Square value shows how much of the percentage of variation in the dependent variable can be explained by the independent variable.

Table R-Square Results

Variables	R-Square	Information
Competence (Y1)	0.864	Very strong
HR Performance (Y2)	0.972	Very strong

4) Path Coefficients Analysis

Hypothesis testing is carried out by analyzing direct, indirect, and significant

Discussion:

The results of this study provide a clear answer to the gap phenomenon occurring at PT. Syifa Medika Persada, where employees with extensive work experience do not always demonstrate optimal performance. Empirical analysis using this research model successfully demonstrated that this phenomenon occurs due to dissonance between the hypothesized variables.

First, the main finding of this study is that Competence has a very significant and strong influence on HR Performance. This causal relationship is the most dominant in the model, confirming that an adequate "toolbox" of knowledge, skills, and attitudes is the main determinant of an employee's performance. This finding is in line with the views of Ferdinand (2003) who stated that the quality of organizational performance is highly dependent on the level of performance of human resource management, as well as Ruhana (2012) who emphasized the importance of HR quality for global competitiveness.

Second, this study also successfully demonstrated that training has a very significant impact on HR competency and performance. These results align with research supporting a positive relationship between training and performance, as proposed by Arta et al. (2022). Furthermore, these findings corroborate Widodo's (2020) assertion that empowerment (training) enables employees to master new skills needed to address work challenges. However, these results also indicate that while training is effective, its impact on competency could be further optimized. If training materials are more relevant and aligned with the needs of the relevant work area, its impact on competency and performance will be significantly stronger.

Third, the most crucial finding to explain the initial phenomenon at PT. Syifa Medika Persada is that experience has no significant influence on HR competency or performance. This analysis identifies the root of the problem: a lack of job variety. Although long-time employees have long-term work experience, they do not have the opportunity for rotation or

assignments to various positions. This finding aligns with Krafft's (1999) research, which also found that experience has no significant effect on performance. Conversely, this finding reinforces Schmid's (1986) view that variation in work experience is far more important than simply length of service in general. Thus, the results of this study provide a logical explanation for why employees who have worked for a long time at a company do not necessarily have diverse competencies and optimal performance.

Human Resources (HR) performance refers to the results achieved by employees in carrying out their duties and responsibilities in accordance with organizational goals. Good performance encompasses the quality, quantity, efficiency, and effectiveness of work performed. Arta et al. (2022) state that HR performance is influenced by factors such as training, competence, and work experience. Within a company, optimal HR performance directly contributes to increased productivity and overall organizational success.

Human resource performance reflects how well each individual, from staff to managers, carries out their roles and responsibilities to achieve common goals. This excellent performance is what enables a company to not only compete but also dominate the market. According to Ferdinand (2003), the quality of an organization's performance begins with the high quality of its human resource management.

In analyzing HR performance, there are several important indicators that are interrelated:

1) Productivity and Process Speed: Productivity isn't just about how much work gets done, but also about how intelligently it's done. Good performance is characterized by high levels of productivity and efficiency in every internal business process. This means an employee is able to work quickly, precisely, and effectively to achieve or even exceed set targets. Ultimately, this efficiency will pay off financially. As Beal (2000) points out, one of the clearest measures of performance is profitability.

2) Creativity and Innovation: In a world of constant change, new ideas are the lifeblood of an organization. According to Ferdinand (2003), high-performing companies are those that foster high levels of creativity and innovation among their human resources. The ability to think outside the box and find new ways of working is a crucial asset for facing challenges.

3) Service Quality: Performance is incomplete without attention to quality. As Ferdinand (2003) emphasized, HR performance is also measured by the high quality of products and services provided. This quality is what builds customer trust and a company's reputation.

Experience, in the context of human resource (HR) development, refers to the knowledge, skills, and insights an individual acquires during work, which are cumulative over time. This experience involves direct interaction with the tasks and challenges faced in the work environment, as well as the learning process that occurs during the work. In many studies, experience is often considered a crucial factor in improving employee competence and performance. However, experience is not always sufficient to guarantee performance improvement, as experience without skills updates or relevant training can lead to stagnation,

thus preventing the competency development needed to address changes in the workplace (Arta et al., 2022). In conclusion, while experience plays a crucial role, experience that is not directed or developed through appropriate training does not always have a positive impact on HR performance.

Training is a process designed to improve employees' abilities, knowledge, skills, and attitudes to make them more effective in carrying out their tasks and roles in the workplace. In general, training aims to meet employees' development needs, both technical and non-technical, so they can adapt to changes in a dynamic work environment. Training also serves to improve individual competencies, which in turn will improve organizational performance. Based on existing literature, it can be concluded that training is a crucial factor in human resource development, significantly influencing competency and performance. While work experience can improve skills, structured and relevant training can fill existing gaps and provide new capabilities that align with current job requirements (Arta et al., 2022).

Training is a vital investment in human resources. More than just a formal process, training is an opportunity for individuals to grow and develop, ensuring they have the skills needed to meet the challenges of an ever-changing workforce. Structured and relevant training has the power to fill skills gaps and provide employees with new capabilities that align with current market demands.

The effectiveness of a training program can be measured through several indicators:

1) Pedagogical Competence of Instructors: A training program will be successful if guided by an expert. According to Widodo and Sriyono (2020), human resource empowerment, including through training, often involves external experts who have the ability to provide new knowledge and necessary skills. The instructor's role as educator and facilitator is crucial in delivering material effectively.

2) Training Content: Training content is the core of the learning process. Training is considered successful if the material provided is highly relevant to current job needs. Based on research by Widodo et al. (2022), an educator must be able to provide important and relevant information that aligns with the needs of students. Without appropriate content, training will lose its meaning and have no significant impact on employee performance.

3) Relevance to Needs: Effective training programs are not general in nature but are tailored to meet the specific needs of individuals. According to Widodo et al. (2022), an effective learning program begins with thorough planning, which includes analyzing specific needs and developing objectives that meet those needs. This ensures that each training program is a well-targeted investment.

4) Evaluation: After training is completed, evaluation is a crucial step in measuring its results. Program evaluation aims to determine the level of success of participants in mastering the material provided, which is a direct indicator of the training's success. Furthermore, evaluation also serves to measure the extent to which the training has successfully improved

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competency and positively changed employee work behavior. George Terry (1990) explains that evaluation is monitoring carried out to identify and correct deviations from planned results. This is a way to ensure that training investments truly add value to individuals and the organization.

Based on previous theories and research, the hypothesis that can be put forward is that training has a significant influence on HR competence and performance.

4. Conclusion

Based on the results of the analysis and discussion that has been carried out, the following is the answer to the formulation of the research problem: Can experience and training improve competence Yes, training has been shown to significantly improve competency. However, experience has not been shown to improve competency due to the lack of job variety indicators. Are experience, training and competence able to drive human resource performance Yes, competence has been proven to significantly boost human resource performance. Furthermore, training has also been shown to significantly boost human resource performance. However, experience has not been shown to significantly boost human resource performance. This conclusion directly answers the problem formulation and explains the phenomena that are the background of the research: Training & Competence as the Most Dominant Determinants of Performance. Research findings clearly demonstrate that training & competence have a very strong, positive, and significant influence on HR performance. This relationship is the most dominant in the model. This confirms that an employee's mastery of adequate knowledge, skills, and attitudes is a key prerequisite for achieving optimal work performance. Good HR performance cannot be achieved without a solid foundation of competence. Training Proven Significant, But Its Effects Are Complex. This study found that training has a very significant impact on competency, which in turn significantly impacts performance. However, it is important to note that this influence does not flow directly from training to performance. This indicates that the training program at PT. Syifa Medika Persada, despite being considered to have competent instructors, is not fully relevant to real-world needs. Training is only effective as a trigger for improved performance if it successfully improves employee competency first.

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