THE INFLUENCE OF HUMAN RESOURCE DEVELOPMENT AND EMPLOYEE COMPETENCE ON PERFORMANCE IN GOVERNMENT ASSISTANTS AT THE SOUTH JAKARTA CITY ADMINISTRATION SECRETARIAT

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Abstrak:
This research aims to analyze the influence of human resource development and employee competency together on the performance of Government Assistants at the South Jakarta Administrative City Secretariat. The hypotheses tested are: (1) there is an influence of human resource development on the performance of Government Assistants at the South Jakarta Administrative City Secretariat. (2) there is an influence of employee competency on the performance of Government Assistants at the South Jakarta Administrative City Secretariat. (3) there is an influence of developing human resources and employee competency together on the performance of Government Assistants at the South Jakarta Administrative City Secretariat. This research uses a quantitative approach with explanatory and associative research types. In this research, the sampling technique used was saturated sampling or census, where all members of the population were used as samples. The sample in this study consisted of 38 respondents. The data analysis technique uses the correlation coefficient analysis method, coefficient of determination analysis, partial significance test (t test), simultaneous significance test (F test), and simple and multiple regression analysis. From the research results, the following conclusions were obtained: First, the human resource development variable has a strong and significant influence on performance with a correlation coefficient value of 0.789 and a coefficient of determination (r^2) value of 0.632.

Keywords: Human Resources Development, Employee Competency, Performance

INTRODUCTION

The demands of the globalization era place the importance of improving employee performance as an effort to build and forge the quality of human resources. These human qualities are produced through the provision of quality education and training in an organization. In an effort to improve employee performance, each organization develops and empowers its employees.

In organizations that manage human resources often hear the terms coaching, development and competence. This perception essentially says that development is more oriented towards increasing the work productivity of employees in the future and competence is more about improving individual employee skills for smooth work activities. A coaching can be developmental for the employee concerned because it prepares him to assume greater responsibility in the future.

The development of employee resources and the improvement of employee competence in government agencies are regulated in Law Number 5 of 2014 concerning the State Civil Apparatus, where the law explains that: "ASN consists of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) who work in government agencies. Civil servants are entitled to salaries, benefits and facilities; leave; pension and old-age security; protection; and competency development. Meanwhile, PPPK is entitled to salary and benefits; leave; protection; and competency development." Based on this, every ASN has the same rights and opportunities in developing competencies. Competency development for civil servants can be carried out through education and training, seminars, courses, and upgrading.

The competency development of civil servants is further regulated through the Regulation of the State Administration Institute (PerLAN) Number 5 of 2018 concerning the Development of Competencies of State Civil Apparatus Employees (ASN). This is also in line with the Regulation of the State Administration Institute Number 10 of 2018 concerning the Development of Competencies of Civil Servants (PNS). Based on the LAN Regulation, competency development through training consists of classical training and non-classical training.

Classical training is a face-to-face learning process in the classroom with reference to the curriculum. Non-classical training is a process of practical work and/or learning outside the classroom and is carried out through the exchange of civil servants with private employees; internship/work practice; benchmarking or study visit; distance training; Coaching; mentoring; detasering; assignments related to priority programs; e-learning; self-learning/self-development; team building; and other pathways that meet the requirements of non-classical training.

Public organizations are required to work more effectively and efficiently in order to achieve development goals. Fundamental reforms and changes to the governance system need to be carried out along with the rolling out of bureaucratic reforms. The purpose of bureaucratic reform is to build the state apparatus to be able to carry out their respective missions, duties, and functions and roles in order to improve better public services. The South Jakarta City Administration Secretariat is one of the government agencies that carries out the administrative functions of the City Administration, coordinating the implementation of the duties and functions of the Subdistrict, Kelurahan and UKPD at the City Administration level.

Employees are one of the important components in the policy-making process and play a role in efforts to form potential human resources in the field of development. Employees within the Government Assistant at the South Jakarta City Administration Secretariat, need to

be given the opportunity to develop through the development and improvement of their work competencies in order to achieve maximum performance.

Employee performance appraisal within the Government Assistant at the South Jakarta City Administration Secretariat, refers to the Regulation of the Governor of the Special Capital Region of Jakarta Number 18 of 2020 concerning Performance Appraisal. In the Governor's Regulation, it is explained that: "Performance Appraisal is a series of activities to determine outcome parameters to improve performance in order to achieve organizational goals. Employee performance appraisal activities, including: performance planning and performance measurement.

Coaching, developing and improving employee competencies in the organization are related to work skills, knowledge of tasks, mindset formation, and training for employees. The results of the coaching program can increase the level of expertise of employees so that they have high competence in the field they are engaged in. With programmatic and continuously planned employee development, it is expected that all employees at the Government Assistant at the South Jakarta City Administration Secretariat have sufficient work skills in carrying out their daily duties.

With the consistent development of employees and high work ability, it is expected to increase employee morale to work harder and achieve maximum work effectiveness in achieving organizational goals. Internally, Government Assistants at the South Jakarta City Administration Secretariat are required to pay more attention to the employee development process and strengthen the ability of their employees so that they can increase the skills of employees in carrying out duties and can be more organized in working between all existing units. Development can increase the level of expertise of employees so that these employees have high competence in the field they are engaged in. With programmatic and planned development on an ongoing basis, it is expected that all employees at the Government Assistant at the South Jakarta City Administration Secretariat, have sufficient skills in carrying out their daily activities.

However, from the initial observations made by researchers, there are still problems found in the Government Assistant at the South Jakarta City Administration Secretariat, which can hinder the implementation of work activities, including: lack of planned implementation of human resource development programs in the organization; unscheduled training activities make only a few participants participate; there is a mismatch between the schedule of work activities and the training schedule; lack of clear maps of employee competencies in the organization; And there are still employees who do not have an educational background in accordance with the current position.

Based on the identification of the problem above, the formulation of the problem in this study can be described as follows: 1) How much influence does human resource development have on the performance of Government Assistants at the South Jakarta City Administration Secretariat? 2) How much influence does employee competence have on the performance of Government Assistants at the South Jakarta City Administration Secretariat? 3) How much

influence does the development of human resources and employee competencies together have on the performance of Government Assistants at the South Jakarta City Administration Secretariat?

The objectives of this study are: 1) To analyze the effect of human resource development on the performance of Government Assistants at the South Jakarta City Administration Secretariat. 2) To analyze the effect of employee competence on the performance of Government Assistants at the South Jakarta City Administration Secretariat. 3) To analyze the effect of human resource development and employee competence together on the performance of Government Assistants at the South Jakarta City Administration Secretariat. The results of this study are expected to provide information for leaders of Government Assistants at the South Jakarta City Administration Secretariat and provide suggestions so that the implementation of human resource development and efforts to improve employee competence can be carried out on an ongoing basis in order to achieve maximum performance.

RESEARCH METHODS

This study uses a quantitative approach with explanatory and associative research types as explained by Sugiyono (2018: 84), which states that research according to the explanatory level is research that intends to explain the position of the variables studied and the relationship between one variable and another variable.

This research is also grouped into associative research with a correlational approach. Sugiyono (2018: 85), explained that associative research is research that aims to determine the relationship between two or more variables. Thus, this study uses a paradigm approach that is associative causality, namely research looking for the level of influence of human resource development variables and employee competencies both individually and jointly on the performance of Government Assistants at the South Jakarta City Administration Secretariat.

Sugiyono (2018: 86), explained that qualitative data is data in the form of words, sentences, schemes and images. Quantitative data is data in the form of numbers, while quantified qualitative data is qualitative data that is numbered (scoring). The variables in this study consisted of 2 independent variables and 1 dependent variable. The independent variable is human resource development (X1) and employee competence (X2), while the dependent variable (Y) is performance.

The population in this study is all employees of the Government Assistant at the South Jakarta City Administration Secretariat with a total of 38 people. The sample according to Sugiyono (2018: 57) is part of the number and characteristics possessed by the population. The sample is the part of the population that is the actual source of data in the study. In line with that Surakhmad (2010: 93), expressed his opinion as follows: "Samples are needed if researchers do not intend to examine the entire population, because it is impossible for research to directly examine the entire population, even though the purpose of research is to find generalizations that apply in general.

Therefore researchers are forced to use only a portion of the population, that is, a

sample that is considered representative of that population." About what percentage of the sample is taken from the population there is no absolute opinion, no unity of opinion from experts. Therefore, in the number of sample assignments are different. The sampling technique is a sampling technique. To determine the sample to be used in the study, there are various sampling techniques used. In this study, the sampling technique used was saturated sampling or census. This technique is a sampling technique when all members of the population are used as samples. From this description, the number of sample respondents in this study was 38 respondents.

RESULTS AND DISCUSSION

Data Description

The results of research on three research variables are presented in the form of score data in the form of respondents' answers to questionnaires on human resource development variables (X1), employee competence (X2), and performance. The amount of incoming data will be analyzed from questionnaires distributed to 38 respondents. The data described in this discussion are objective data collected using valid and reliable research instruments.

Furthermore, to better provide an overview of the basis of measurement of each research variable, in this study measurements of research variables were carried out using the Likert scale against data that was still in the form of ordinal scales. Through this Likert scale, each research variable can be expressed in terms of a specific measure, and what is more important is that the measure can be quantified. On this measurement scale, each response or attitude towards a particular object is given a continuum scale ranging from a score of 1 to a score of 5.

Human Resource Development Variables (X1)

The following are the results of the distribution of questionnaires to 38 respondents on human resource development variables consisting of 3 dimensions, namely: intelligence, expertise and ability (Rosidah, 2014).

Table 1
Frequency of Respondents' Answers HR Development Variables (X1)

Statement	Frequency of Answers					Number of Scores	Average Score
	SS	S	KS	TS	STS		
Statement 1	17	13	7	1	0	160	4,21
Statement 2	11	18	6	3	0	151	3,97
Statement 3	7	19	10	2	0	145	3,82
Statement 4	10	18	7	3	0	149	3,92
Statement 5	7	22	6	3	0	147	3,87
Statement 6	10	19	7	2	0	151	3,97
Statement 7	12	16	8	2	0	152	4,00
Statement 8	9	20	7	2	0	150	3,95
Statement 9	8	23	6	1	0	152	4,00
Statement 10	15	16	6	1	0	159	4,18
Statement 11	10	21	6	1	0	154	4,05
Statement 12	12	19	5	2	0	155	4,08
Average HR Development Variable Score							**4,00**

Source: processed data, 2023

From the average indicator score on the human resource development variable, it is known that the average variable score is 4.00, where the highest average indicator score is in statement number 1 with an average of 4.21 and the lowest average indicator score is in statement number 3 with an average of 3.82. Based on these data, it can be interpreted that employees carry out work activities with high discipline so that the organization runs effectively, but there are some employees who carry out work activities with a bad attitude.

Employee Competency Variable (X2)

The following is the result of the distribution of questionnaires to 38 respondents on employee competency variables consisting of 5 dimensions, namely knowledge, skills, self-concept and values, personal characteristics, and motives (Palan, 2010).

Statement	Frequency of Answers					Number of Scores	Average Score
	SS	S	KS	TS	STS		
Statement 1	19	9	9	1	0	160	4,21
Statement 2	11	18	7	2	0	152	4,00
Statement 3	7	20	9	2	0	146	3,84
Statement 4	9	20	7	2	0	150	3,95
Statement 5	13	18	6	1	0	157	4,13
Statement 6	17	14	6	1	0	161	4,24
Statement 7	9	17	9	3	0	146	3,84
Statement 8	10	18	7	3	0	149	3,92
Statement 9	18	12	3	5	0	157	4,13
Statement 10	16	19	3	0	0	165	4,34
Statement 11	12	20	5	1	0	157	4,13
Statement 12	11	19	6	2	0	153	4,03
Average Employee Competency Variable Score							**4,06**

Source: processed data, 2023

From the average indicator score on the employee competency variable, it is known that the average variable score is 4.09, where the highest average indicator score is in statement number 10 with an average of 4.34 and the lowest average indicator score is in statement number 3 and number 7 with an average of 3.84. Based on these data, it can be interpreted that employees have creativity in completing work, but it is still seen that employees lack skills in supporting the achievement of organizational goals and employees lack cooperation in completing a job.

Performance Variable (Y)

The following are the results of the distribution of questionnaires to 38 respondents on performance variables consisting of 4 dimensions, namely effective, efficient, quality and punctuality (Abdullah, 2014).

Table 3

Frequency of Respondents' Answers Performance Variables (Y)

Statement	Frequency of Answers					Number of Scores	Average Score
	SS	S	KS	TS	STS		
Statement 1	23	7	6	2	0	165	4,34
Statement 2	9	20	7	2	0	150	3,95

Statement	Frequency of Answers					Number of Scores	Average Score
	SS	S	KS	TS	STS		
Statement 3	12	20	6	0	0	158	4,16
Statement 4	5	25	6	2	0	147	3,87
Statement 5	12	19	5	2	0	155	4,08
Statement 6	10	22	4	2	0	154	4,05
Statement 7	7	20	7	4	0	144	3,79
Statement 8	10	21	6	1	0	154	4,05
Statement 9	5	24	5	4	0	144	3,79
Statement 10	8	23	5	2	0	151	3,97
Statement 11	11	20	6	1	0	155	4,08
Statement 12	8	25	2	3	0	152	4,00
Average Performance Variable Score							**4,01**

Sumber: data diolah, 2023

From the average indicator score on the performance variable, it is known that the average variable score is 4.01, where the highest average indicator score is in statement number 1 with an average of 4.34 and the lowest average indicator score is in statement number 7 and number 9 with an average of 3.79. Based on these data, it can be interpreted that employees have an educational background that is in accordance with the assigned job, but there are still employees who do not cooperate and are less dexterous in completing their work.

Hypothesis Testing

The Effect of Human Resource Development on Performance

To calculate the value of the correlation coefficient of human resource development on performance in Government Assistants at the South Jakarta City Administration Secretariat. Based on the Correlation of HR Development Variables to Performance, the correlation coefficient obtained is 0.789. This shows that human resource development variables have a strong influence on performance. Furthermore, to determine the contribution of the influence (coefficient of determination) of human resource development variables on performance. Based on the results of the Contribution of the Influence of HR Development Variables on Performance, this means that the human resource development variable has an influence contribution of 62.3% on performance, while the remaining 37.7% is influenced by other factors outside the study.

The Effect of Employee Competence on Performance

To calculate the correlation value between employee competence and performance in

Government Assistants at the South Jakarta City Administration Secretariat. Based on the results of the correlation of Employee Competency Variables to Performance, the correlation coefficient obtained is 0.665. This shows that employee competency variables have a strong influence on performance. Furthermore, to determine the contribution of influence (coefficient determination) of employee competency variables on performance. Based on the Contribution of the Effect of Employee Competency Variables on Performance, this means that employee competency variables have an influence contribution of 44.3% on performance, while the remaining 55.7% is influenced by other factors outside the study.

The Effect of Human Resource Development and Employee Competence on Performance
To calculate the correlation value between human resource development and employee competence together on the performance of Government Assistants at the South Jakarta City Administration Secretariat. Based on the Correlation of HR Development Variables and Employee Competence to Performance, the correlation coefficient obtained is 0.797. This shows that the variables of human resource development and employee competence together have a strong influence on performance. Furthermore, to determine the contribution of the influence (coefficient of determination) of human resource development variables and employee competencies together to performance

Discussion
The results of the descriptive analysis of human resource development variables showed an average variable score of 4.00, where the highest average indicator score was in statement number 1 with an average of 4.21 and the lowest average indicator score was in statement number 3 with an average of 3.82. Furthermore, the results of the descriptive analysis of employee competency variables showed an average variable score of 4.09, where the highest average indicator score was in statement number 10 with an average of 4.34 and the lowest average indicator score was in statement number 3 and number 7 with an average of 3.84. Then the results of the descriptive analysis of performance variables showed an average variable score of 4.01, where the highest average indicator score was in statement number 1 with an average of 4.34 and the lowest average indicator score was in statement number 7 and number 9 with an average of 3.79.

From testing the validity of each research variable, namely human resource development, employee competence and performance, it shows that all items of the statement instrument have met the validity requirements and are worthy of being a research instrument. The results of reliability calculations using the SPSS program version 26, show that the level of reliability of each variable is quite good, because the ralpha value of the three variables is greater than the criteria (0.600).

Based on the first hypothesis test, the human resource development variable has a strong and significant influence on performance with a correlation coefficient value of 0.789 and a coefficient of determination (r^2) value of 0.632, meaning that the human resource

development variable contributes 63.2% to the performance variable. The results of the significance test of human resource development variables on performance or tcalculate are 7.709 and greater than ttable of 2.042. The result of a simple linear regression equation is $\hat{Y}$ = 11.682 + 0.759X1, meaning that if human resource development increases by 1 unit, then performance will increase by 0.759 units.

Based on the second hypothesis test, the employee competency variable has a strong and significant influence on performance with a correlation coefficient value of 0.665 and a coefficient of determination (r^2) value of 0.443, meaning that the employee competency variable contributes 44.3% to the performance variable. The results of the significance test of employee competency variables on performance or tcalculate are 5,349 and greater than the table of 2,042. The result of a simple linear regression equation is $\hat{Y}$ = 16.128 + 0.656X2, meaning that if employee competence increases by 1 unit, then performance will increase by 0.656 units.

Based on the third hypothesis test, the variables of human resource development and employee competence together have a strong and significant effect on performance. This can be seen from the value of the correlation coefficient of 0.797 and the value of the coefficient of determination (R2) of 0.635, meaning that the variables of human resource development and employee competence together contribute 63.5% to the performance variable. The results of the significance test of human resource development variables and employee competence together on performance or Fcalculate are 30.447 and greater than Ftable of 3.28.

The result of the multiple linear regression equation is $\hat{Y}$ = 9.432 + 0.638X1 + 0.165X2, meaning that if the variable means that human resource development and employee competence increase by 1 unit, then performance will increase by 9.432 units. The results of this study are in line with research conducted by Rasyid (2018), who in his research found that the results of career development had a significant effect on employee performance at the East Lampung Regional Civil Service and Training Agency Office. Employee competence has a significant effect on employee performance at the East Lampung Regional Civil Service and Training Office. There is a significant influence between career development and employee competence together on employee performance at the East Lampung Regional Civil Service and Training Office.

Another research that is in line with current research is research conducted by Adam, et al (2021), where the results of the study found that partial tests on human resource development variables (X1) and competency variables (X2) partially had a positive and significant influence on performance variables (Y). Based on the results of the F test, the development of human resources (X1) and competence (X2) simultaneously has a positive and significant effect on performance variables. It can be concluded from the Adjusted R Square value obtained at 0.679. To see the magnitude of the influence of the independent variable on the dependent variable by calculating the coefficient of determination (KD) = R2 x 100%, so that it is obtained by 67.9%. Performance (dependent variable) can be described by human resource development (X1) and competence (X2). The remaining 22.1% were influenced by other factors

not described in the study.

CONCLUSION

  Based on the results of research and discussions that have been carried out, the following conclusions were obtained: 1) Based on the first hypothesis test, the human resource development variable has a strong and significant influence on performance with a correlation coefficient value of 0.789 and a coefficient of determination (r^2) value of 0.632, meaning that the human resource development variable contributes 63.2% to the performance variable. 2) Based on the second hypothesis test, the employee competency variable has a strong and significant influence on performance with a correlation coefficient value of 0.665 and a coefficient of determination (r^2) value of 0.443, meaning that the employee competency variable contributes 44.3% to the performance variable. 3) Based on the third hypothesis test, the variables of human resource development and employee competence together have a strong and significant effect on performance. This can be seen from the value of the correlation coefficient of 0.797 and the value of the coefficient of determination (R^2) of 0.635, meaning that the variables of human resource development and employee competence together contribute 63.5% to the performance variable.

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