

Performance Optimization through Competence and Training of Medan Petisah Sub-district Office Employees

Susi, Yohny Anwar

Abstract

Optimal employee performance is a key factor in providing quality public services to the community. However, there is still a gap between the competencies possessed by employees and the increasingly complex demands of tasks in the era of digitization of public services. This study aims to analyze the optimization of employee performance through competency improvement and training programs at the Medan Petisah Sub-district Office. This study uses a quantitative research method with a survey approach. The research population is all employees of the Medan Petisah Sub-district Office which totals 45 people, with the research sample using saturated sampling techniques so that the entire population is used as a sample. Data collection was carried out through structured questionnaires with a Likert scale, interviews, and documentation studies. Data analysis used multiple regression analysis. The results of the study show that employee competence has a positive and significant effect on employee performance. The training program also has a positive and significant effect on employee performance. Simultaneously, employee competence and training had a significant effect on employee performance with an R^2 value of 0.571, which means that 57.1% of employee performance variations can be explained by competency and training variables, while the remaining 42.9% is explained by other factors outside the research model.

Keywords: Performance Optimization, Employee Competence, Training, Public Service, Human Resource Management

Susi

Management Study Program, Universitas Pembangunan Panca Budi, Indonesia

e-mail: susi137@gmail.com

Yohny Anwar

e-mail: doktoryohny@gmail.com

2nd International Conference on the Epicentrum of Economic Global Framework (ICEEGLOF)

Theme: Navigating The Future: Business and Social Paradigms in a Transformative Era.

<https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF>

Introduction

In the era of globalization and bureaucratic reform that continues to develop, the demand for the quality of public services is increasing. The community wants fast, precise, transparent, and accountable services from every government agency, including at the sub-district level as the spearhead of public services that are closest to the community. Law Number 43 of 1999 also states that as an element of the state apparatus, Civil Servants (PNS) must provide services to the community professionally (Mokosolang et al., 2021). Employee performance is a key factor that determines the success of an organization in achieving its goals. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (A. A. A. P. Mangkunegara, 2016). According to (Desmalia et al., 2025), performance is the level of success of employees in completing their work. Performance is not an individual characteristic such as talent, or ability, but rather the embodiment of abilities in the form of real works (Novriansyah & Ainun, 2022). Employees who have optimal performance will be able to make maximum contributions to the achievement of the organization's vision and mission. However, the reality on the ground shows that there are still various problems related to employee performance.

According to Amstrong and Baron in Wibowo (2010) one of the factors that affect performance is Personal factors, shown by the level of skill, competence possessed, and motivation in individual commitment. Competency is an ability possessed by employees based on ability, knowledge, and education (Rakhmalina, 2021). Competencies include aspects of knowledge, skills, and attitudes that must be possessed by every employee to be able to carry out their duties and functions optimally. Employees are required to have technical competence in their field of duty, managerial competence in managing work, and socio-cultural competence in interacting with the community served.

Training is one of the important instruments in efforts to improve employee competence and performance. According to (Dessler, 2020) training is the process of acquiring the knowledge and skills required by employees to perform their duties. Employee development can be carried out in the form of training for employees which is one of the means to create quality human resources with the company's goals and objectives. The training aims to improve the effectiveness of employees' work in achieving the set work results (Suntari et al., 2024).

The Medan Petisah Sub-district Office as a public organization that interacts directly with the community has its own challenges in optimizing the performance of its employees. The various types of services that must be provided, ranging from population administrative services, micro and small business licensing, to coordination of development programs at the sub-district level, require employees to have multidimensional competencies. The implementation of training programs in various government agencies often faces various obstacles, ranging from budget limitations, lack of identification of appropriate training needs, to the absence of systematic evaluation of the effectiveness of the training programs that have been implemented. This results in training programs that do not have a significant impact on improving employee performance. On the other hand, bureaucratic reform that continues to roll out requires a transformation in the way the state civil apparatus works. The implementation of an electronic-based government system (e-government), the implementation of public service standards, and the increasing demands for transparency and accountability require employees to continue to improve their competencies in order to adapt to these changes.

Based on this background, the author is interested in examining the existing conditions of employee performance, the level of competence possessed, the effectiveness of the training programs that have been implemented, and formulating optimization strategies that can be applied at the Medan Petisah Sub-district Office.

Literature Review

Performance

(Adhari, 2020) said that employee performance is the result produced by a certain job function or activities in a certain job over a certain period of time, which shows the quality and quantity of the work. Performance according to (A. P. Mangkunegara, 2017) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Sedarmayanti, 2017) performance is the result of work achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned, legally, not against the law, and in accordance with morals and ethics. According to (Hasibuan, 2016) performance can be defined as a result of work that has been achieved by a person in carrying out the tasks charged to him which is based on skill, experience and seriousness as well as punctuality.

Competence

In each company, employees have different skills. Competency is a guideline that companies can use to show their employees about the right job (Arief & Nisak, 2022). According to the great dictionary Indonesian means capable (knowing); to power (decide, determine) something; Authorized. Competence is an ability/skill that a person has and can be shown consistently, which shows a good level of performance in specific job functions (Agustiono, 2021). According to (Wibowo, 2016) Competency is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Meanwhile, according to (Sutrisno, 2016) competence is an ability based on skills and knowledge supported by work attitudes and its application in carrying out tasks and work in the workplace which refers to the set work requirements.

Training

Training refers to the company's planned efforts to facilitate the learning of competencies, knowledge, skills, and behaviors related to employee work, aiming for employees to master the knowledge, skills, and behaviors emphasized in training and apply them in daily activities (Noe, 2020). And according to (Jackson & Werner, 2018) training has the main goal of improving performance in the near future and in certain jobs by improving employee competence. Training aims to improve employee performance from the last task, training is a pre-planned process in changing attitudes, knowledge or behaviors that produce skills with experience to achieve effective performance, training is useful in developing individual and organizational abilities in the future (Gustiana, 2022). According to (Dessler, 2020) training is a process to teach new or existing employees the basic skills they will need to carry out their work effectively and efficiently.

Research Methodology

This study uses a quantitative approach with a correlational descriptive research design to analyze the relationship between employee competencies and training programs on employee performance at the Medan Petisah Sub-district Office. According to (Sugiyono, 2018) the quantitative method is a method based on the philosophy of positivism aimed at describing and testing the hypotheses made by researchers. Quantitative research contains many numbers ranging from collection, processing, and results that are dominated by numbers. The research population is all employees of the Medan Petisah Sub-district Office which totals 50 people, with saturated sampling techniques (total sampling) so that the entire population is used as a research sample. Saturated sampling is a sample determination technique when all members of the population are used as samples. The measurement scale used is the Likert scale with five levels of assessment. Data analysis was carried out using multiple linear regression to determine

the influence of competency and training simultaneously or partially on employee performance. The entire data analysis process is carried out with the help of SPSS statistical software.

Results

Description of Research Object

Medan Petisah District is one of 21 sub-districts in Medan City, North Sumatra, which was originally known as "Peti Basah" due to the existence of the ice factory "Sari Petojo Es" in the 1960s, and later changed its name to "Petisah". This sub-district was formed based on Government Regulation No. 50 of 1991 and was inaugurated on September 2, 1992 by the Governor of North Sumatra Raja Inal Siregar, after previously being part of Medan Baru and West Medan Districts. Located in the city center with an area of 4.61 km², Medan Petisah is bordered by Medan Helvetia to the west, West Medan to the north and east, and Medan Baru to the south, and consists of seven urban villages, with Petisah Tengah Village as the largest area (1.27 km²) and 69 neighborhoods. The population comes from various tribes, including Malays, Deli, Batak, Chinese, Javanese (the dominant), Minang, Aceh, Sundanese, Indian, Nias, Coastal, and Bugis.

This study involved 50 respondents who were employees of the Medan Petisah Sub-district Office who were selected through saturated sampling techniques. The characteristics of respondents by demographic can be seen in the following table:

Table 1. Characteristics of ASN Medan Petisah District Office

No.	Keterangan	Responden	Percentage
Gender			
1	Male	32	64%
2	Female	18	36%
Total		50	100%
Age			
1	20-25 y	5	10%
2	26-35 y	13	26%
3	36-45 y	20	40%
4	> 45 y	12	24%
Total		50	100%
Education			
1	Highschool	7	14%
2	Diploma (D3)	11	22%
3	Bachelor	22	44%
4	Post Graduate	10	20%
Total		50	100%
Tenure			
1	1 y	9	18%
2	1-5 y	18	36%
3	> 5 y	23	46%
Total		50	100%

Source: SPSS Data Processing, 2025

Based on the data of the characteristics of the respondents consisting of 50 ASN at the Medan Petisah District Office, it can be explained as follows:

1. Most of the respondents were male as many as 32 people or 64%, while female respondents amounted to 18 people or 36%. This shows that the composition of ASN at the Medan Petisah Sub-district Office is still dominated by men.

2. In terms of age, the most respondents were in the age range of 36-45 years as many as 20 people (40%). Furthermore, as many as 13 people (26%) were in the age range of 26–35 years, then respondents over 45 years old amounted to 12 people (24%), and 5 people aged 20-25 years (10%).
3. The education level of the respondents showed that the majority of ASN had completed Strata-1 (Bachelor) education as many as 22 people (44%). Furthermore, as many as 11 people (22%) are Diploma (D3) graduates, 10 people (20%) have Strata-2 (Post-Graduate) education, and 7 people (14%) are SMU/SMK graduates.
4. Dari segi masa kerja, sebagian besar responden memiliki masa kerja lebih dari 5 tahun, yaitu sebanyak 23 orang (46%). Sementara itu, sebanyak 18 orang (36%) memiliki masa kerja antara 1–5 tahun, dan 9 orang (18%) memiliki masa kerja baru 1 tahun.

Classic Assumption Test

Normality Test

Normality test is a statistical method used to find out whether the data in a study is normally distributed or not. Some of the commonly used methods for normality tests include the Kolmogorov-Smirnov test and the Shapiro-Wilk test.

Table 2. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			50
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		1.08374149
Most Extreme Differences	Absolute		.103
	Positive		.086
	Negative		-.103
Test Statistic			.103
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		.252
	99% Confidence Interval	Lower Bound	.240
		Upper Bound	.263

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Source: SPSS Data Processing, 2025

The results of the normality test showed a significance value of > 0.05 , so it can be concluded that the residual data is normally distributed.

Multicollinearity Test

The multicollinearity test is used to find out if there is a strong relationship between independent variables in a regression model. If the value of the Variance Inflation Factor (VIF) is less than 10, then multicollinearity does not occur.

Table 3. Multicollinearity Test Results
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Kompetensi (X1)	.509	1.964
	Pelatihan (X2)	.517	1.934

a. Dependent Variable: Kinerja (Y)

Source: SPSS Data Processing, 2025

The Tolerance value > 0.10 and VIF < 10 , indicating that there is no multicollinearity between independent variables.

Heteroskedasticity Test

The heteroscedasticity test using the Glejser test showed a significance value for all > 0.05 , so that heteroscedasticity did not occur in the regression model.

Table 4. Glejser Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.975	1.752		.548	.957
	Kompetensi (X1)	.054	.097	.079	0.539	.592
	Pelatihan (X2)	.101	.060	.245	1.682	.099

a. Dependent Variable: Abs_Res

Source: SPSS Data Processing, 2025

Based on table 4. above in the GIS column, a significance value of >0.05 was obtained for the competency variables (X1) and training (X2), so it can be concluded that based on the results of the glacier test, there is no indication of heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical method used to determine the influence of more than one independent variable on one dependent variable. The goal is to see how much each free variable contributes in explaining the changes in the bound variable.

Table 5. Multiple Linear Regression Analysis Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.847	0.312		.054	.957
	Kompetensi (X1)	.421	.089	.437	4.730	.001
	Pelatihan (X2)	.358	.084	.394	2.262	.040

a. Dependent Variable: Kinerja (Y)

Source: SPSS Data Processing, 2025

Based on the results of regression analysis, the equation was obtained: $Y = 0.847 + 0.421X_1 + 0.358X_2$.

The regression equation shows that every increase in one unit of competency will increase performance by 0.421 units, and every increase of one unit of training will increase performance by 0.358 units.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is a measure that shows how much variation of dependent variables can be explained by independent variables in a regression model. The value of R^2 ranges from 0 to 1; The closer it is to 1, the better the model explains the data.

Table 6. Coefficient of Determination
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 ^a	.571	.557	.506

a. Predictors: (Constant), Pelatihan (X2), Kompetensi (X1)

b. Dependent Variable: Kinerja (Y)
 Source: SPSS Data Processing, 2025

The R Square value of 0.571 indicates that 57.1% of employee performance variations can be explained by competency and training variables, while 42.9% are explained by other factors that were not studied.

T test (Partial)

The t-test (partial) is a statistical method to find out whether each independent variable individually has a significant effect on the dependent variable.

Table 7. Results of the t-test (partial)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.847	0.312		.054	.957
	Kompetensi (X1)	.421	.089	.437	4.730	.001
	Pelatihan (X2)	.358	.084	.394	2.262	.040

a. Dependent Variable: Kinerja (Y)
 Source: SPSS Data Processing, 2025

Both hypotheses were accepted because t-count > t-table and significance < 0.05, showing that competence and training have a positive and significant effect on employee performance.

F Test (Simultaneous)

The F (simultaneous) test is a statistical method to test whether all independent variables together have a significant effect on the dependent variables.

Table 8. Test F Results (Simultaneous)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203.522	4	50.881	41.228	.000 ^b
	Residual	51.678	40	1.292		
	Total	255.200	44			

a. Dependent Variable: Kinerja Karyawan (Y)
 b. Predictors: (Constant), Pelatihan (X2), Kompetensi (X1)
 Source: SPSS Data Processing, 2025

The value of F-calculation (41.228) > F-table (3.15) with a significance of 0.000 < 0.05, shows that competence and training simultaneously have a significant effect on employee performance.

The results of the study showed that competence had a positive and significant effect on the performance of employees of the Medan Petisah Sub-district Office with a regression coefficient of 0.421 and a significance level of 0.001. These findings confirm that the higher the level of employee competence, the better the performance produced. Training has been proven to have a positive and significant effect on employee performance with a regression coefficient of 0.358 and a significance level of 0.040. Although the influence is smaller than competence, training still makes a meaningful contribution to improving employee performance.

The results of the F test showed that competency and training simultaneously had a significant effect on employee performance with an F-count value of 41,228 and a significance of 0.000. The contribution of the two variables to employee performance was 57.1% ($R^2 =$

0.571), indicating that the combination of competence and training had a substantial influence on employee performance. The synergy between competence and training can be seen from the positive correlation between the two variables. Employees with high competence will more easily absorb the training material and apply it in the workplace. On the contrary, quality training will improve employee competence in the long run.

Conclusion

Based on the results of a study on 50 employees of the Medan Petisah Sub-district Office, it is proven that employee competence and training programs have a significant effect on improving employee performance with a determination coefficient value (R^2) of 57.1%, which shows that these two variables are able to explain the variation in employee performance by 57.1% while the remaining 42.9% is influenced by other factors outside the research, with employee competence making a more dominant contribution compared to training programs in improving work quality, work quantity, punctuality, effectiveness, and employee independence.

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