

Determinant People Development and Employee Performance: Analysis Training, Certification, and Competence

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ABSTRACT

The purpose of this study was to determine the direct relationship of training, certification and competency variables to employee performance mediated by employee development, while the results of this study concluded that there was a direct relationship and used literature studies without research respondents and did not use statistical data processing, in this study there are many findings that can be developed again in further research by other researchers.

INTRODUCTION

The company was not successful in terms of the products and services it offered to consumers. Seeing how he was able to lead the people who worked there, I think he was successful. Many things indirectly improve when companies focus on talent development: employee skills, performance, and loyalty. Thus, the definition of human resource development is an organization's effort to improve the performance and productivity of its employees. There are many ways that companies can do this, including performance reviews, training, and setting performance appraisals for each employee. These efforts allow you to gradually improve the efficiency and skills of your employees to become effective employees. This allows the company's performance to develop and grow rapidly. Human resource development can be interpreted as a long-term program that must be carefully maintained and monitored. In addition, talent development can increase employee engagement and make them more loyal to the company.

The goal of every company is to continue to grow and develop. The success of a company is not seen in terms of the products or services offered, but in terms of the management of human capital in it. When a company decides to focus as much as possible on people management, for example by developing staff skills, the company has invested indirectly in promoting the success of the company. Because a well-managed workforce becomes a quality asset with high performance, competence, and loyalty to the company. That is why it is important for companies to have a human development plan, better known as human development. This plan is designed to improve employee performance and productivity so that they become more competent in their field. The success of a company can be measured by the process and development of its human resources or commonly known as human development. In general, human development is an effort to develop the quality of employees who have the skills, knowledge, and behavior needed to achieve organizational goals. Human resource development is considered a long-term investment of any business and therefore must be managed and maintained properly. Staff development can lead to employees increasing their productivity and efficiency. The company also develops and grows with loyal people.

Employees are very important because a successful business or company is not only the service or product it sells but also its people. The development of the performance and skills of the employees themselves is part of this. Human resource development is a company's effort to develop the quality, efficiency, and skills of its employees in various forms, such as performance evaluation, motivation, training, and establishment of employee performance appraisals. Through the implementation of these various efforts, employee skills and achievements tend to increase, so that in the end employees become quality assets to the company. Human development is also used because it can increase employee loyalty to the company, the more committed employees are to the company, the greater employee loyalty to the company. The company wants its employees to have good skills, efficiency, and knowledge. Therefore, companies

implement several personal development processes, taking into consideration that the implementation should not be haphazard. Companies that put human development on their agenda tend to benefit greatly, especially from an employee's point of view. Human resource development can be a company's investment in employees, as many parties benefit, from employees who can be more productive and gain new knowledge after implementing the program, and the company can also show its concern for employees through this program.

Employee development is an interesting discussion in the industrial world because the people who work in the company are important assets to keep the company's affairs in line with the expectations of shareholders, commissioners, directors, and the board of directors. In today's world, employee development is very important for companies, in addition to the employees themselves, which increases the productivity of the company and avoids turnover or takeover by competing companies. When the needs and desires of each employee are met, there is often a lot of dissatisfaction among employees, which is not necessarily based on the concept of a real employee, they think about how their work as an employee is performed and produced. something that covers their needs and desires in life. Human development management is a joint process between managers and employees that aims to provide opportunities for employees to develop their skills and character according to job requirements and the future needs of the company, taking into account the wishes of employees. Human development management also assesses the feasibility of employee development. The evaluation serves to determine whether the employee wants to be promoted, i.e. is ready to take on more responsibilities, or whether he or she still needs development. The program is expected to increase staff efficiency. With these skills and characteristics, it is expected that the employees concerned can improve their performance and the company can also prepare for leadership renewal in the organization. Therefore, it is important for companies to plan employee retention programs from the employee induction stage, when planning career/promotion plans and after retirement.

LITERATURE REVIEW

Table 1. Previous Research References

No	Article Title	Publisher & Year	Authors
1	Employee performance under transformational leadership and organizational citizenship behavior: A mediated model	Heliyon, 2022	(Qalati et al., 2022)
2	High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture	European research on management and business economics, 2022	(Alqudah et al., 2022)
3	Gender differences and employee performance: Evidence from the restaurant industry	Journal of Hospitality and Tourism Management, 2021	(Asadullah et al., 2021)
4	Impact of COVID-19 outbreak on employee performance - Moderating role of industry 4.0 base technologies	International Journal of Production	(Asadullah et al., 2021)
5	An approach to employees' job performance through work environmental variables and leadership behaviours	Journal of Business Research, 2022	(Ángeles López-Cabarcos et al., 2022)
6	Shared stressors and core self-evaluations: A trait activation perspective on employee performance	Journal of Business Research, 2021	(Bisht & Mahajan, 2021)
7	The causal effect of option ownership on employee performance: Empirical evidence from personnel data	Labour Economics, 2022	(Li & Zhang, 2021)
8	Satisfaction with HR practices and employee performance: A moderated mediation model of engagement and health	European Management Journal, 2022	(Stirpe et al., 2022)
9	The role of positive psychology in improving employees' performance and organizational productivity: An experimental study	Procedia Computer Science, 2019	(Kour et al., 2019)
10	The mediating role of procedural justice on the relationship between job analysis and employee performance in Jordan Industrial Estates	Heliyon, 2020	(Khtatbeh et al., 2020)
11	Impact of Training on Employee Performance : A Case Study of Private Organization in Sri Lanka	IOSR Journal of Business and Management, 2018	(Sasidaran, 2018)

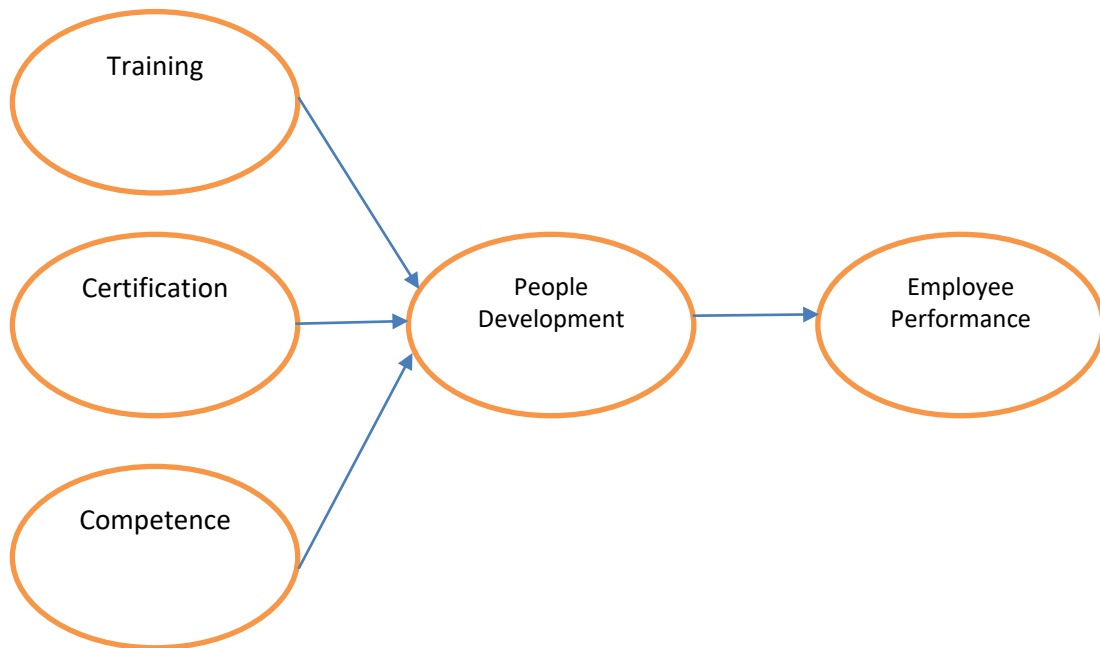


Figure 1. Conceptual Framework Research

Information Based Variable:

- X1: Independent variable (Training)
- X2: Independent variable (Certification)
- X3: Independent variable (Competence)
- Y: Intervening variable (People Development)
- Z: Dependent variable (Employee Performance)

Table 2. Employee Performance Assessment Data

DEPARTMENT :
 PERIOD OF ASSESSMENT :

1	ASSESSED	
	Name	
	Position	
	Department	
	Work entry date	
	DIRECT SUPERVISOR	
2	Name	
	Position	
	Department	
	Initials	
3	INDIRECT SUPERIOR	
	Name	
	Position	
	Department	
	Work entry date	
	Initials	

EMPLOYEE ASSESSMENT		
Assessment Indicator		Percentage (%)
1	Work quality	
2	Competence	
3	Presence	
4	Effectiveness	
5	Independence	
6	Work team	
7	Communication	
8	Accuracy	
9	Work motivation	
10	Fixers	
11	Achievement targets	
12	Leadership	
RESUME ASSESSMENT OF WORK		
1		

Table 3. Table People Development

Name Employee			
Department			
Last Position			
Next Position			
Qualification	Checklist	Performance	Checklist
Expert		Very Good	
Middle		Good	
Lower		Poor	
Competence	Answer	Strong Point	Answer
1			
2			
3			
Area Development	Answer	Weakness	Answer
1			
2			
3			
Dated Start Training	Initials Head	Initials HR	Approval Director

METHODOLOGY

Literature research is used to research and understand company documents, theoretical underpinnings, and information relevant to the issue under investigation to obtain material that serves as the theoretical basis for compiling this research. This study was conducted by collecting data from textbooks, international journals, Internet sources, and other studies relevant to this study. The data collected are prepared, analyzed, and further processed using developed rationales so that conclusions can be drawn from the data. Data gathered from the reading outcomes are then assessed by choosing the relevant materials or ones that are still relevant to the investigation. Based on the findings of further data analysis, a conclusion from the topic under study has been summarized and reached.

RESEARCH RESULT

The company's internal business processes cannot be separated from employee training for company development. This is done to keep the business wheels turning. However, the company's development process turns out to be technological. One of them is training needs analysis. In a sense, Training needs analysis is the most important thing a company should do before organising any business programme. Because without Training needs analysis, the programme will not run optimally. Training needs analysis in Indonesian is the process of analysing the needs of a training programme or the development of human resource potential in an organisation. The purpose of Training needs analysis is to improve the performance of people and organisations. Training needs analysis should be prepared before the commencement of the programme as it is the basis for the company's training and development. Otherwise, the risk of incorrect materials and poor programme performance will increase. This will definitely cost the company money.

Ob-Competency Based Needs Analysis is a method of analysing training needs based on the needs of each company's employee positions. The analysis conducted by HRD focuses on various methods such as observation, interviews, focus groups, etc. This method is used to dig deeper into an employee's job title or position. Training modules for this approach can be completed by building and buying. If you choose to build, it means that the company can create training modules for each function of the company. If you decide to buy, the company purchases the modules from a third party. Organisational needs analysis is a method to analyse training needs based on the company's strategic interests, aiming to address future business challenges. This analysis focuses on several aspects of the company as a whole, such as: B. the company's objectives, its internal climate, its resources and the internal and external factors that may

affect the company. This approach can be used both strategically and when there is a change in the value base within the company as the company's situation changes. In this situation, training can be an instrument to improve competences and create a new value base in accordance with the company's desired goals.

Competence refers to attitudes that indicate whether someone's performance is good or bad. Many studies and studies dealing with competence in the world of work. Once you enter the world of work, as a job seeker you are often expected to have skills specific to the position you are applying for. This can be a reference for companies to know our job skills as potential employees. In the world of work, we need the ability to know what type of job is right for us. If an employee's capabilities are known, the company can also contribute to character development through specific training courses. In addition, employee competencies are a guide to how well an employee can present themselves and provide the company with optimal work results. Because of the competencies we have, the company not only knows better which positions are a good fit for us. It's not a standard criteria that competencies are the most important things for an employee, but as a prospective employee you should have a rough idea of what competencies companies generally look for. In this case, we are expected to be competent in the world of work. Competent means the ability and authority to perform a job based on knowledge, skills and attitudes in accordance with established labor standards.

One of the determining factors success of the company is the performance and employee productivity. This requires companies always try to find effective way to be able to improve employee performance in achieving improvement of company goals, so that can compete with other companies. In fact, it must be able to be in the top position Strategy is a form of planning approach as a whole overall approach relating to implementation of ideas, planning and access of an activity within a certain period of time. Therefore it is very important for Company to make the right strategy. Therefore it is very important for the Company to make the right strategy in order to achieve its goals. In general, companies must continue to strive to be able to meet the expectations customers that can be improved from time to time such as in terms of quality and in the field of service In a good strategy there is coordination of work teams that have a theme, as well as identifying supporting factors in accordance with the principles of implementation of ideas in a rational, efficient in funding and have tactics to achieve the goal effectively. effectively. Meanwhile, the definition of performance (work performance) is the result of work in quality and work) is the result of work in quality and quantity achieved by a person employee in

carrying out his duties in accordance with the responsibilities given to him. Performance in carrying out its function does not stand alone, but is related with job satisfaction and the level of rewards, which are influenced by skills and abilities. Therefore, in order to have good performance, therefore, in order to have good performance, a person must have a to do and know his job. The performance of an performance of an employee is something that is individual, because every employee has a different level of ability different levels of ability in each task. Performance is an action, not an The action of performance itself consists of many components and is not performance itself consists of many components and is not a result that can be seen at Basically, performance depends on a combination of ability, effort and opportunity that obtained by employees. Employees are essentially one of the elements that become resources in the company. Human resources. Employees are living organisms that enable the functioning of a company. enabling the functioning of a company which is an important element in the company. all individuals have a unique personality, different from each other. Employees with Work Ethics high improves life company. loyalty and work ethic you can tell by their feelings happy with his job

DISCUSSION

(Susanto & Sawitri, 2023) In developing human resources, periodic training programs must be carried out in order to get maximum results for training participants, namely company employees. (Susanto et al., 2023) To improve employee performance in general, employees will be assessed to see the potential of employees who are more prominent. (Susanto, 2022) Employee career development will be carried out if the employee has sufficient competence, because employees have work responsibilities and targets given by the leadership. (Cimpan, 2013) Career development will be given to the best employees, the career development process will go through the stages to become superior employees (Øvrebø et al., 2022) Competency certification will support one's career in the industry, employees who have competency certification are considered experts in their field.

Personal competence; that is, personal empowerment in matters of self-development. Professional competence; that is, an individual's competence in matters related to the performance and completion of specific tasks in the workplace. social competence; individual skills in matters of life and social concern. Competence is the ability or ability to perform a task or work in a particular area, depending on the function to be performed. Another definition of competence is the skills, attitudes, knowledge, and values inherent in a person, reflected in their ability to act and think consistently. Competence, therefore, is not just the ability or knowledge that a person possesses, but the willingness to do what is known and potentially beneficial. According to Jack Gordon, the concept of competence can be divided into his six aspects:

knowledge or knowledge, understand or understand, ability or skill, value or value, attitude or attitude, interest or interest, Etymologically, Competency is taken from the English language, Competency or Competency. Competency means ability, skill, authority. The concept of competency is therefore the combination of knowledge, skills and personality traits that an individual possesses to improve their performance and contribute to the success of their organization.

Ping requires professional recognition when practicing or pursuing a particular profession, and this is done through a certification process. Accreditation is a statement issued by an organization or professional body that an individual meets certain standards of competence. professional certification Professional certifications are awarded to individuals who qualify for competence or specific expertise. This type is done to apply professional standards, raise the level of practice and protect the public. In Indonesia, this professional qualification or employment certificate is issued by the National Professional Certification Agency (BNSP) which provides consistency and credibility. There are also Professional Certification Institutions (LSPs) that issue certificates for specific professions and skills. In other words, BNSP will issue licenses to LSPs whose authentication is considered more reliable. professional certification. Where vocational certificates are issued as evidence of qualifications for practice activities, the term vocational qualifications describes an individual's abilities or qualifications based on certain characteristics or criteria. Professional certifications are generally issued by an accredited organization or development agency. For example, the awarding of certificates to teachers is conducted as a proficiency testing procedure aimed at demonstrating proficiency in an individual's competence as a basis for awarding educator certificates. company certification Corporate accreditation is internal when professional and professional accreditation is provided by an institution and generally facilitated by a government. This accreditation is designed by a company or organization to meet its internal needs. For example, companies typically offer a full-day training course to all employees in a particular department, after which they receive a certificate. Since this is an internal certificate, it cannot be used for other companies or job applications.

Improving employee performance can be achieved through regular employee performance reviews. However, this evaluation also needs to be done carefully so that the expected output corresponds to the target. Here are some employee review tips you can use. Ensuring job evaluations as needed Just because your competitors do quarterly reviews doesn't mean you should too. Tailor your assessment to your company's needs so that it's effective and not overdone. Be honest and open about performance data If necessary, it is actually recommended to perform a personal work evaluation. This can be an opportunity to approach employees by showing off their work in any part of the company. Here you can also refer to the Company Transparency page regarding performance data obtained. In fact, conversations can be conducted in such a way that engagement between the company and employees is high. Communicate your evaluation in appropriate language Evaluation of employee

performance should be optimal and goal-oriented. Choice of words, good presentation, and respectful processes are the goodwill a company shows to its employees. This gesture can give the impression that the employee is valued and genuinely appreciated. Don't judge reviews. Instead, it depresses the employee. Assessing employee performance, improving it, and continuously promoting progress in the performance of all elements of the company is one of the company's internal development strategies. A strategy that is carefully planned, well executed, and supported by all the elements of your business can help you achieve the results you want.

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study is that there are many factors that influence employee performance. We encourage you to continue your studies using data processing so that your results are valid and measurable.

ADVANCED RESEARCH

The author hopes that in the future for research in the field of human resources this article can become a basic reference for the theme of employee development and employee performance, so that it is more complete and the results can be measured. Future studies are expected to use data analysis techniques using the SPSS program software.

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