


Competency-Based Human Resource Management In Improving Employee Performance At PT BPRS AL-Washliyah Medan City. North Sumatra Province

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| Article Info | ABSTRACT |
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| Keywords: Understanding Management, Understanding Human Resources, Understanding Competency, understanding employee performance Understanding Human Resource Management | Abstract Human resources are a very important factor in achieving company goals because human resources are one of the determining factors in whether a company is successful or not in achieving its goals. Therefore, performance management is very important for every company, because performance management is oriented towards managing the work implementation process and the results or work achievements of human resources. HR management consists of the words management and HR management. Management is the ability to manage the use of human resources and other resources effectively and efficiently. Competency is one of the most important factors for improving organizational performance and ensuring that the workforce provides a more accurate and precise perspective about employees and their work. variables - life balance, burnout, work culture, and job satisfaction in the organization |
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INTRODUCTION

One of the factors in supporting the success of a company's vision is the existence of human resources. Where human resources are a determining aspect in the success or failure of an industry in achieving its goals. Personnel management is obliged to pay attention to the professional preparation of employees. If performance management can be managed appropriately, it will have an impact on the performance of each employee, work unit, and even the organization as a whole..

Therefore, performance management is very important in every industry, because work results management aims to manage work implementation and even HR achievements or performance to achieve the organization's strategic vision. Julia : 2022). HR management originates from the words "management and HR management". Where management is the art of managing the process of using human resources and other resources effectively and even efficiently in realizing a certain vision. daadd(Dedik : 2019)

Quality human resources in a company can be an important asset for an organization that can support the organization's progress in the future. So the presence of quality human resources can determine the quality of individuals who make an important contribution to the rise of the company. The resulting competition affects the functioning of the company. This is due to the expectations of each individual as a company that is relatively good in terms of performance. (Shinta : 2021)

Competence is one of the most important factors in improving a company's work results and ensuring employees provide a deep and accurate view of employees and their profession. First, employee performance is improved through improving work systems and the environment, second, their skills are improved through training. Competency-based education and training is a system that provides efforts to improve the efficiency of personnel and companies with competencies that can obtain employees whose skills are based on needs and even professional requirements. (Ahmad: 2020)

In general, an industry runs and grows well if it has human resources that have good opportunities to support employee productivity. Where the productivity of performance assessment increases the value of the industry and even advances... (Rismawati: 2023) Human factors can speed up or slow down economic growth. For example, if the number of unemployed people in a country increases, then the country can be considered underdeveloped. Deteriorating quality of human resources can increase the number of unemployed and then worsen due to reduced employment opportunities... (Saepul: 2023)

Performance management is seen as a system that works for a better system, poor implementation of management causes wastage of resources and time. Therefore, the application of performance management is processed in a dynamic system that is related to other sectors, even systems that are broadly related to important functions for the organization. (Ismania: 2014)

Understanding Management

Assauri's opinion (2004:12), management is an action and effort carried out in coordination and utilizing people's actions to achieve goals. Based on Subagyo (2001:1), management is the behavior of realizing a vision by coordinating other actions. According to Malayu SP Hasibuan (2006: 2), management is: "The science and art of managing the use of human resources and other resources effectively and efficiently to achieve certain goals".

From this theory, it can be concluded that management is a structured scientific discipline that tries to understand what and how people work together to achieve goals and makes this collaboration system tend to be useful for humanity. Management fulfills the requirements of being called a scientific discipline because it has been studied for a long time and is even organized into a series of theories, where these theories are still very basic.

Understanding Human Resources

Kasmir's opinion (2016:3), HR is the driver of the entire industry. Personal assistance must also be seen in the number and quality of designated human resources. The size of assets must be proportional to the number of jobs available, so that there are no weaknesses or even superior human resources. Likewise, the number of personnel must complete the requirements according to their qualifications.

Based on Sonny Sumarson (2003:4), HR has two different meanings, namely labor input or services provided in carrying out the production process. This means that the workforce is the quality of work carried out by individuals over a certain period of time to create goods or services.

Then, Mathis and Jacson (2006:3), HR is the composition of the entire formal system of a company, the aim of which is to create individual competency users efficiently and even comfortably to achieve organizational goals as desired. From the theory above, it can be concluded that HR is a very important thing that must be done in achieving the goals of a company. HR is the basic element of a company compared to other resource elements such as models, technology because humans control other factors. HR is the most important part for all functions. Even though there are advanced devices without human resources, it is meaningless.

Understanding Competency

According to Wibowo (2007: 110), competency is defined as a skill in carrying out work and tasks that are based on ability and even knowledge and are assisted by a work attitude that is driven by that work. Wibowo's opinion (2007:110), competence is skill in carrying out and completing work based on ability and even knowledge, supported by the work attitude required in that profession. Djaman Satori (2007:22), competence is created from the English language competence which means ability, ability and even authority. So, competency is an activity that refers to the complete achievement of goals towards the expected conditions.

Veithzal's opinion (2003:298), competence is competence, ability. The root of the word itself is capable, which means capable, skilled, and competent. Competence refers to an individual's traits that make him successful at his job. Based on Mudrajad Kuncoro (2005:44) also states that core competency is the main value of an organization to create skills and abilities that are distributed through various production or business lines. From this theory, it can be concluded that competency is a series of abilities that individuals, especially employees, must have in order to achieve the level of experienced workers. This competency has several different types of competency characteristics, including the following:

1. Motives are things that a person always hopes for that encourage him to act.
2. Traits are physical characteristics and attitudes that are consistent with conditions or information.
3. Self-concept is a person's image, values, and even attitudes.
4. Knowledge is the knowledge a person has about a particular field.

This competency level has several groups within its competency level, including the following:

1. Behavioral tools
 - a. Knowledge is the knowledge used by individuals in certain sectors, such as grouping junior and senior accountants.
 - b. Ability is a person's ability to carry out positive things. For example, accepting candidates with good product presentation skills effectively.
2. Image Attributes

- a. Social role is a human pattern that is reinforced by a group or social organization. For example, as a superior or follower.
 - b. Self-image is an individual's opinion about himself, his identity, his personality and his self-esteem. for example, seeing yourself "on the fly" as a different developer or administrator.
3. Personal characteristics
- a. Traits are parts of typical behavior. For example, the right listener.
 - b. Motives are what helps individual actions in certain sectors (achievement, ownership, power). for example, the desire to influence the actions of others for the benefit of the organization.

Understanding Human Resources Management

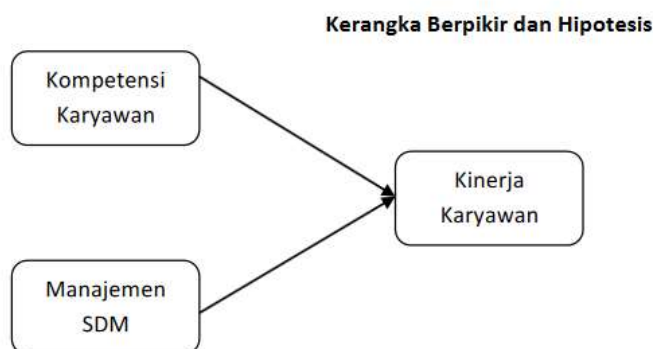
According to Edy Sutrisno (2016:6), HRM is: "The function of planning, acquiring, developing, maintaining and using human resources to achieve goals, both individually and organizationally" According to Hasibuan (2016:10), HRM is "the science and art of managing relationships and roles of the workforce so that they are effective and efficient to help achieve the goals of the company, employees and society."

According to Kasmir (2016:25), Human Resources Management (HR) is: "The process of managing people through planning, recruitment, selection, training, development, compensation, career, safety and health, as well as maintaining work relationships until completion, relationships. to work for the achievement of corporate goals and the welfare of stakeholders to improve it".

From these theories, it can be concluded that HRM plays an important role in completing HR needs starting from the formation to dismissal of personnel with the aim of contributing to company goals. HRM has several objectives, including:

- a. determine the number and quality of employees who carry out all organizational functions.
- b. We ensure that there are current and future professions so that in every job there are people who do it.
- c. minimize work errors.
- d. Facilitate KIS so that labor productivity increases

Framework of Thought



Information

- Alternative Hypothesis (H1): there is a significant influence between employee competency and employee work results
- Alternative Hypothesis (H1): there is a significant influence between HR Management and employee performance.
- Alternative Hypothesis (H1): there is a significant influence between employee competency and HR Management on employee performance together.

METHODS

Types of research

This study is quantitative research with a cross-sectional study design with the aim of exploring the relationship between the variables Work-Life Balance, Burnout, Work Culture and Job Satisfaction in an organization.

Population and Sample

Research participants were employees of a particular organization, representing various levels and departments within it. Determining the sample size in this study is using the Slovin formula with an alpha of 10%, namely:

$$n = \frac{N}{1 + Ne^2}$$

n : Sample Size

N: Number of Population

e : Error Rate (1%)

$$n = \frac{50}{1 + (50 * 0,01)^2} = 33,33 \text{ dibulatkan menjadi } 30$$

Data collection technique

Data collection was carried out using a questionnaire created based on research variables, namely Employee Competency, Human Resource Management, and Employee Performance. Surveys can be conducted online or in person at the workplace, depending on respondent preference and availability.

Measurement Scale

In this study, the measurement scale is a linear scale in answering the statements in the questionnaire, with five measurements, namely (5) Strongly Agree, (4) Agree, (3) Undecided, (2) Disagree, and (1) Strongly Don't agree.

Analysis Techniques and Analysis Steps

The analysis technique used in this study is multiple regression. Regression analysis is used to evaluate the influence, either partially or simultaneously, between employee competency and HRM on employee performance.

RESULTS AND DISCUSSION

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,796 ^a | ,633 | ,606 | 2,45500 |

a. Predictors: (Constant), Manajemen SDM, Kompetensi Karyawan

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 280,771 | 2 | 140,385 | 23,293 | ,000 ^b |
| | Residual | 162,729 | 27 | 6,027 | | |
| | Total | 443,500 | 29 | | | |

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Manajemen SDM, Kompetensi Karyawan

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 11,043 | 4,852 | | 2,276 | ,031 |
| | Kompetensi Karyawan | ,290 | ,139 | ,281 | 2,082 | ,047 |
| | Manajemen SDM | ,469 | ,102 | ,617 | 4,580 | ,000 |

a. Dependent Variable: Kinerja Karyawan

The results of the regression analysis show that employee competency and even HR management significantly influence employee performance. With an R value of 0.796 and an R Square of 0.633, this model explains 63.3% of the variation in employee performance, which shows a strong relationship between these variables. The F value of 23.293 and p-value of 0.000 indicate that this model is very significant. Adjusted R Square of 0.606 strengthens that even though there are adjustments to the number of predictors, the model remains valid and effective in predicting employee performance.

In more detail, every one unit increase in Employee Competency increases Employee Performance by 0.290 units, while a one unit increase in HR Management increases Employee Performance by 0.469 units. HR Management has a greater influence than Employee Competency, with beta coefficients of 0.617 and 0.281 respectively. These two variables together contribute to improving employee work output, demonstrating their importance good HR management and increasing employee competency in achieving optimal work performance.

The Influence of Employee Competency on Employee Performance

The t test results show that the Employee Competency variable significantly influences employee performance. The t value for Employee Competency is 2.082 with a p-value of 0.047. Because the p-value is smaller than the 0.05 significance level, this shows that employee competency has an effect on employee performance. This means that an increase

in employee competency significantly increases employee performance. In other words, more competent employees tend to have better performance.

The Influence of Human Resource Management on Employee Performance

The t test results also show that the HR Management variable significantly influences employee performance. The t value for HR Management is 4.580 with a p-value of 0.000. Because the p-value is much smaller than the 0.01 significance level, this shows that HR Management has a very significant effect on employee work results. This indicates that effective HR management policies and practices contribute greatly to improving employee performance. Thus, HR Management has a stronger role than Employee Competency in influencing Employee Performance.

The influence of employee competency and HRM together on employee performance

The F test results strengthen these findings by showing the overall regression model to explain variations in employee performance. The F value is 23.293 with a p-value of 0.000 knowing that the two independent variables, Employee Competency and HR Management, jointly influence employee work results. So, both individually and together, Employee Competency and HR Management are proven to play an important role in improving employee performance in the organization.

CONCLUSION

Conclusions and suggestions that can be drawn from the analysis are as follows: Based on the results of regression analysis and t test, it was found that both Employee Competency and HR Management significantly influence Employee Performance. Employee Competency has a t-value of 2.082 with a p-value of 0.047, indicating a significant influence at a significance level of 0.05. Meanwhile, HR Management has a t-value of 4.580 with a p-value of 0.000, showing a very significant influence at a significance level of 0.01. The F test strengthens this finding with an F value of 23.293 and a p-value of 0.000, indicating that the overall regression model is significant. HR management has been proven to have a stronger influence on employee work results than employee competency, but both together make a significant contribution to improving employee performance. By focusing on increasing employee competency and strengthening HR management, companies can create work areas that support optimal employee performance growth. Suggestion: Organizations must focus on outreach and empowerment programs to increase employee competency. Ongoing training that is relevant to job requirements can help employees improve their skills and knowledge, which in turn will improve their performance. Because HR Management influences Employee Performance, organizations need to ensure that HR policies and practices are implemented well. This includes an effective recruitment process, a clear career development program, a fair performance appraisal system, and competitive compensation. With good HR management, employees will feel more motivated and appreciated, which will improve their performance. A positive and supportive work culture needs to be maintained and strengthened, because it can be an important mediating factor in the relationship between WLB, Burnout and Job Satisfaction. It is important for organizations to regularly evaluate and monitor competency development and HR management programs. Through

feedback and performance data, organizations can make necessary adjustments to ensure that these programs remain effective and relevant to employee needs and organizational goals.

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