

The Influence of Competence, Training, and Career Development on the Performance Members of Hanudnas Pusdiklat Surabaya

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Abstract

This research aims to analyze the influence of Competency, training, and career development on the performance of the Surabaya Hanudnas Education and Training Center members simultaneously, partially, or dominantly. Location: This research was conducted at the Hanudnas Surabaya Education and Training Center, Jl. Wiratno, Comp. Kenjeran, District. Bulak, Surabaya, East Java 60121. The type of research used is explanatory research. The population in this study were all students of the Surabaya Hanudnas Education and Training Center, totaling 200 students with a total sample of 135. Data analysis used descriptive analysis techniques and multiple regression analysis to determine the influence of the variables competency, training, and career development on member performance, which will then be continued with hypothesis testing. The research results show that Competency, training, and career development affect the performance of the Surabaya Hanudnas Education and Training Center members, both simultaneously and partially. Furthermore, this research identified that career development has a dominant influence on the performance of the Surabaya Hanudnas Education and Training Center members. The expected contribution from the results of this research can be used as input for practitioners and the Surabaya Hanudnas Education and Training Center so that members' performance will increase. For Pusdikhanudnas Surabaya to further improve the performance of its members, this is done by improving the quality of competence members possess.

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1. Introduction

In the current era, strengthening the conceptual era in the workforce significantly impacts society (Tavares et al., 2022). This is because the community is a core factor and an essential element for all operational work of Pusdikhanudnas Surabaya. For this reason, Pusdikhanudnas Surabaya is recommended to manage subordinates for the expected goals and complete work on time. Pusdikhanudnas Surabaya, in its work, realizes that members can work and provide good results for Pusdikhanudnas Surabaya in it. Judging from the role of the community in implementing the work within it, it is essential, namely as a form of work within Pusdikhanudnas Surabaya. Pusdikhanudnas Surabaya needs to manage it well to improve its members' performance in carrying out their work. Apart from that, they have good long-term and short-term competencies when looking for excellent or superior members. Good member performance will make Pusdikhanudnas Surabaya experience improvement and get results that are by the wishes of Pusdikhanudnas Surabaya so that it develops.

Competence is the factor that facilitates the enhancement of members' performance. Competence in this context refers to the capability possessed by individuals that enables them to

perform their duties with diligence and an attitude conducive to accomplishing tasks requiring the specialized knowledge of the workforce in the respective field. Consequently, their diligent effort yields a certain degree of success (Rizki & Sulistyan, 2022). This is according to Decius et al. (2021), who state that members' work outputs can be enhanced if they possess a high level of competence. Furthermore, empirical research supports this theory. Competence has a positive and significant impact on the work outcomes of subordinates (Hajiali et al., 2022). Members of Pusdikhanudnas Surabaya possess specialized work skills and will be more conscientious of the outcomes that result from their labor.

Member education and training can improve a member's performance both now and in the future by current developments. However, some members could be more motivated to carry out their work, thereby reducing organizational productivity. Therefore, to deal with problems like this, an organization must hold an education and training program for members. Education and training programs that are structured effectively to achieve organizational goals maximize and maintain the organization among competitors. Education and training are the same as development, namely the process of improving technical and managerial work skills. Education is theory-oriented, carried out in classes for a long time, and usually answers various problems that exist in the company. The exercises are practice-oriented, carried out in the field, are short, and usually answer how.

Numerous variables can affect the performance of members. One is career advancement, which motivates individuals to perform their tasks more efficiently (Chien et al, 2020). Career development consists of enhancing an individual's work capabilities, which motivates them to accomplish the desired level of performance. In order to foster career development, the organization requires members to provide feedback in the form of exemplary performance (Iis et al., 2022). Marwansyah (2016) defines career development as an individual's self-improvement endeavors aimed at achieving their desired professional trajectory. Pratiwi (2015) discovered through research that career advancement had a positive impact on member performance. The research of Iis et al. (2022) indicates that career advancement has a positive impact on member performance. Additionally, research by Kaya and Karatepe (2020) indicates that career advancement impacts member performance. This exemplifies how career advancement instills members with a sense of assurance regarding their future professional trajectories, thereby fostering a harmonious equilibrium through the delivery of peak performance.

To be able to achieve the desired career, one of the factors that human resources need to pay attention to is their performance because to be able to achieve their career goals requires good performance; apart from that, career development programs are expected to make human resources feel motivated to show potential or performance their best as an effort to get the position or position they want. This is supported by the results of research conducted by Arifin et al. (2020), showing that there is a positive and significant influence of career development variables, which include career planning and career management, on the performance. Performance can be described as the outcomes of individuals' efforts, which encompass both the quality and quantity of their work, in accordance with established performance criteria (Riyanto et al., 2021; Sulistyan et al., 2020).

Pusdikhanudnas Surabaya has provided career development programs for its members by creating several programs such as supervisory development programs, management development programs, and talent management programs. Apart from that, Pusdikhanudnas Surabaya also pays attention to its members who are deemed capable of developing their careers by involving these members in training programs, seminars, and other programs. Based on the results of observations and interviews with commanders, members are given the freedom to determine their careers in the career development program that already exists at Pusdikhanudnas Surabaya. However, members still need to utilize the opportunity to develop their careers optimally because the mentor and sponsor program has yet to be implemented effectively. So, some still need clarification about getting advice and suggestions in developing their careers. Pusdikhanudnas Surabaya's decision to help develop the careers of its members is also based on the members' performance; the better the member's performance, the greater the

chance that the member will receive an assessment by their superiors and the human resources department for promotion.

The objective of this study is to examine the simultaneous and partial effects of competency, training, and career development on the performance of members of the Surabaya Hanudnas Education and Training Center. Additionally, this study aims to determine which competency, training, and career development variables have the greatest impact on the performance of Surabaya Hanudnas Education and Training Center employees. In a practical sense, practitioners and the Surabaya Hanudnas Education and Training Center can utilize this research as input to determine how member performance is influenced by their attitudes toward competency, training, and career development variables. Furthermore, it can serve as a reference for the implementation of strategic measures aimed at enhancing the performance of Pusdiklat members. Hanudnas is located in Surabaya.

2. Methods

This research was conducted at the Hanudnas Surabaya Education and Training Center, Jl. Wiratno, Comp. Kenjeran, District. Bulak, Surabaya, East Java 60121. The choice of location for this research was because no one had researched the performance of the Surabaya Hanudnas Education and Training Center members. In this study, the population used was all students at the Surabaya Hanudnas Education and Training Center, a total of 200 students consisting of 100 enlisted men, 75 non-commissioned officers, and 25 officers. Sample calculations using the Slovin formula can also be used with a simple formula. So, after calculating using the Slovin Formula according to Sugiyono (2016), 135 samples were obtained. Data analysis in this research was carried out using descriptive analysis techniques. The data in question can be analyzed quantitatively using statistical models in the SPSS version 25 computer program. Multiple regression analysis is carried out to determine the influence of the variables competency, training, and career development on member performance, which will then be continued with hypothesis testing.

3. Results and Discussion

3.1. Results

a. Characteristics of Research Respondents

Gender

Classification tabulation results according to member gender Pusdikhanudnas Surabaya is presented in the table below.

Table 1. Respondent Gender

No	Gender	Number of Respondents	Percentage %
1	Man	118	87.4
2	Woman	17	12.6
		135	100%

Source: Data Processed (2023)

Based on Table 1 above, it can be seen that the number of male respondents was 118 people (87.4%) and 17 female respondents (12.6%). Thus, the number of male respondents showed a more significant number.

Age

Tabulated results by age for members Pusdikhanudnas Surabaya is presented in the table below.

Table 2. Respondents by Age

No	Age (Years)	Number of Respondents	Presentations%
1	30 - 35 Years	75	55.6
2	36 - 40 Years	25	18.5
3	41 - 47 Years	15	11.1
4	48 - 58 Years	20	14.8
		135	100%

Source: Data Processed (2023)

It can be seen from Table 2 that the proportion of respondents between the ages of 30 and 35 is the highest at 75 individuals, or 55.6%. This generally indicates that members are Surabaya Pusdikhanudnas. Most are of an advanced age and possess a wealth of knowledge and experience.

Education

Member education tabulation resultsPusdikhanudnasSurabaya is presented in the table below:

Table 3. Respondents Based on Education

No	Education	Number of Respondents	Presentations%
1	Senior High School	70	51.9%
2	Diploma	35	25.9%
3	Bachelor	20	14.8%
4	Post Graduate	10	7.4
		115	100%

Source: Data Processed (2023)

Based on Table 3 above, it can be seen that the number of respondents with a high school education level dominates at 70 people or (51.9%). In general, this shows that the member's high school education levelPusdikhanudnasSurabaya shows a good level of understanding in dealing with work problems.

Years of Work

The tabulation results according to the length of service of members of the Soewondo Medan TNI-Air Force base are presented in the table below.

Table 4. Respondents Based on Years of Work

No	Age (Years)	Number of Respondents	Presentations%
1	<5 years	20	14.8%
2	6 - 10 years	60	44.4%
3	11 - 20 years	55	40.8%
4	>20 years	135	100%
		20	14.8%

Source: Data Processed (2023)

According to the data presented in Table 4, the proportion of respondents with six to ten years of work experience is the highest at sixty individuals (44.4 percent). This generally indicates the duration of service of the member. Pusdikhanudnas Surabaya demonstrates a commendable degree of ingenuity when addressing professional challenges.

Multicollinearity Test Results

Multicollinearity occurs when a regression model has a high degree of correlation among its independent variables. By analyzing the VIF value, one can identify indicators of multicollinearity. A VIF score below 10 shows the absence of significant multicollinearity.

Table 5. Inflation Factor Variant Values

Independent Variable	Collinearity Statistics	
	Tolerance	VIF
1 Student competency (X1)	0.193	3,027
2 Training (X2)	0.273	3,661
3 Career development (X3)	0.330	5,173

Source: Data Processed (2023)

Multicollinearity is avoided due to the fact that all independent variables competence, training, and career development—have VIF values less than ten, as determined by the calculation above.

Autocorrelation Test Results

The Durbin-Watson value is 1.994, which is larger than the number -2 and less than 2, according to the computation findings. Thus, it can be said that the regression model does not contain autocorrelation.

Table 6. Autocorrelation Test Results

Model	R	R. Square	Adjusted R. Square	Std Error of the Estimate	Durbin Watson
1	0.981a	0,962	0,962	0,727	1,625

a. Dependent Variable: ry

b. Predictors: (Constant), rx3, rx1, rx2

Source: Data Processed (2023)

Heteroscedasticity Test Results

The findings of the scatterplot test provide evidence of the heteroscedasticity test. If the distribution of the scatter plot is widely distributed, the regression equation is not heteroscedastic.

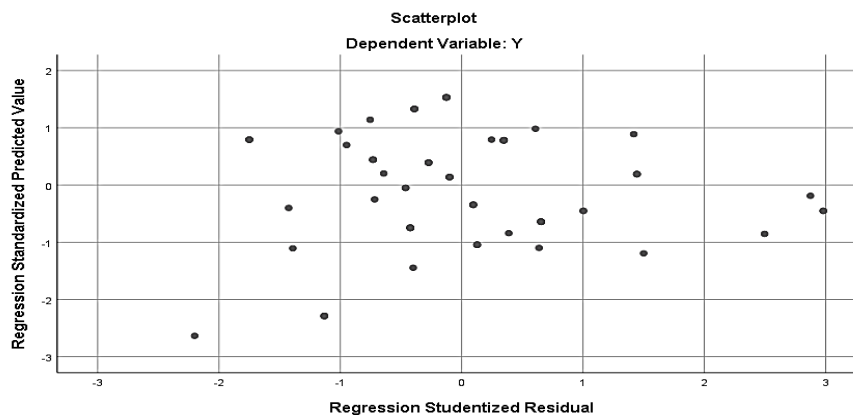


Figure 1. Heteroscedasticity Test Results

Source: Data Processed (2023)

The reason the dispersed dots in the above graphic don't create a pattern is because it's a scatter plot. The statistical study of the aforementioned irregular pattern's data indicates that there is no heteroscedasticity, allowing the respondent's perception to be quantified.

Normality Test Results

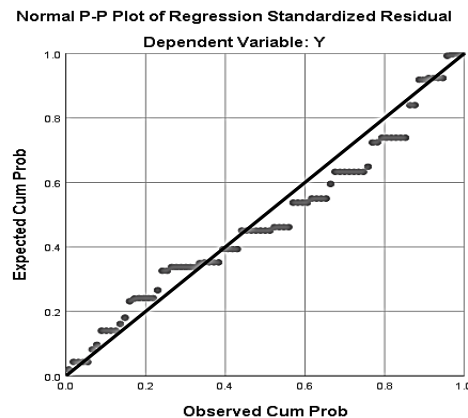


Figure 2. Normality Test
Source: Data Processed (2023)

Figure 2 shows that the points spread around and approach the diagonal line, showing that the research data is usually distributed.

Multiple Linear Regression Results

As shown in Table 7, the performance of members of Soewondo Air Base Medan was affected by Transformational Leadership, Organizational Culture, and Human Capital. The results of a multiple linear regression analysis were found:

Table 7. Recapitulation of Multiple Linear Regression Analysis Results

Variables	Information	Regression Coefficient	count	Sig.
X1	Competency (X1)	0.234	5,758	0,000
X2	Training (X2)	0.320	7,743	0,000
X3	Career development (X3)	0.657	18,591	0,000
Constant	0.823			
R2	0,962			
Adjusted R Square	0,962			
F Count	1119.889			
Sig. F	0,000			
N	135			

Dependent Variable = Member performance (Y)

Source: Data Processed (2023)

Based on Table 7 above, a multiple linear regression equation can be prepared as follows:

$$Y = 0.823 + 0.234X1 + 0.320X2 + 0.657X3 + e$$

The regression equation above shows that the regression constant value is 0.823. This means that if the variables (Competency, Training, and Career Development) are thought to be constant or have a value of 0, then the performance of members of the Surabaya Hanudnas Education and Training Center stays the same. The Competency regression coefficient (²1) is 0.234, which means that student competency has a good effect on the performance of people at the Surabaya Hanudnas Education and Training Center. X1's probability value (0.000) is less than the researcher's mistake level of 0.05 ($\alpha = 0.05$), which is shown by the t-test. The training variable has a regression value of 0.320, which means that training makes people at the Surabaya Hanudnas Education and Training Center better at what they do. There is a chance that the value of X2 is less than the researcher's error level of 0.05, as shown by the t-test results (0.000). The regression coefficient (²3 career development variable of 0.657) shows that career development has a good effect on how well people at the Surabaya Hanudnas Education and Training Center do their jobs. There is a chance that the value of X3 is less than the researcher's error level of 0.05, as shown by the t-test results ($\alpha = 0.05$).

By employing multiple correlation coefficient analysis, one can ascertain the strong association that exists among the dependent variable Member Performance (Y) and the independent variables Competence (X1), training (X2), and career development (X3). The correlation between the dependent variable (member performance) and the independent variables (competence, training, and career development) is 98.1%, as indicated by the R-value (resulting correlation coefficient of 0.981a). The figure illustrates a robust correlation between the dependent variable and the researcher-selected independent variables. The adjusted R2 value, also referred to as the coefficient of determination, is 0.962. This indicates that the performance of members of the Surabaya Hanudnas Education and Training Center is influenced by pupil competency, career development, and training by 96.2%. An additional independent variable amounting to 3.8% should have been investigated.

Hypothesis Test Results 1

In this study, hypothesis 1 is tested using the F test, which examines the effect of competency, training, and career development variables on the performance of Surabaya Hanudnas Education and Training Center members. The F test results show a calculated F value of 1119.889 with a Sig. F of 0.000. The F Table value ($\alpha:DF=nk-1$) for $\alpha = 0.05$ and $DF = 135$, is 0.267. The comparison of Fcount and Ftable reveals that Fcount is bigger (Fcount (196,008) > Fable (0.267) the Sig. F value (0.000) is less than the researcher's error rate of 0.05 or 5%. So, it can be inferred that the Competence variable, training, and career growth have a major impact on the performance of Surabaya Hanudnas Education and Training Center members. Thus, Hypothesis 1 can be confirmed.

Hypothesis Test Results 2

In this study, the t-test is used to test premise II, which is to see how important it is that each (partial) independent variable has an effect on the dependent variable. The t value for variable X1 is 5,758, and the significance level is 0.000. The t value for variable X2 is 7,743, and the significance level is 0.000. The t value for variable X3 is 18,591, and the significance level is 0.000. The study shows that the independent variables (Competency, Training, and Career Development) have good significance values (Sig. t). These variables have a significant effect on the performance of the members of the Surabaya Hanudnas Education and Training Center. So, it is possible to prove Hypothesis 2.

Hypothesis Test Results 3

By comparing the Unstandardized Coefficients value of the career development variable (X1) of 0.657, it is the largest compared to that of the competency and training variables. Thus, hypothesis 3 can be proven.

3.2. Discussion

Description of Competency Variables

According to the findings of conducted research, it is reported that there is a favorable and significant impact on the performance of members. Enhancing work competency will have an impact on the performance levels of members at Puskhanudnas Surabaya. Therefore, the proposed hypothesis, Ho, is rejected based on the collected results. The objective of this study is to ascertain the impact of Competency, Career Development, and Position Placement on Performance. The study was carried out with a sample of 100 employees from Surya Market Regional Company in Surabaya. The research methodology employed is quantitative, utilizing measuring devices such as interviews, questionnaires, and observations.

Enhancing work proficiency must be achieved internally inside the organization. Individuals who possess work competency demonstrate strong aptitude in executing tasks and possess the necessary capabilities to successfully accomplish work objectives assigned by Puskhanudnas Surabaya. This can motivate members to persist in advancing the execution of tasks that can enhance performance within Puskhanudnas Surabaya. Conversely, individuals who lack high Competence are typically unable to perform their job effectively. In order to achieve optimal results, it is essential for members of Puskhanudnas Surabaya to possess the necessary skills

to complete their work. Poor performance can occur when members lack the required skills, even if they have knowledge of the tasks at hand. Without a balance between knowledge and skills, it becomes challenging to meet the specified work targets and achieve optimal outcomes.

Apart from knowledge and skills, members must also have an attitude of honesty and integrity in their work and social attitudes towards co-workers. If members are required to work in a team, they must also be able to carry out the working conditions set by Pusdikhanudnas Surabaya. This is also directly related to members' ability to adapt to whatever working conditions are currently occurring or will occur. All their intellectual, social, emotional, and spiritual competencies certainly impact the performance members give to Pusdikhanudnas Surabaya.

Description of Training Variables

The findings of the study indicate a statistically significant and positive correlation between member performance and training. The direction of the positive coefficient in the regression equation is 0.320. A positive influence signifies a unidirectional relationship between member performance and training. Member performance will correspondingly improve with increased frequency of training. The impact of training on member performance is substantial, as indicated by the t-test probability value of 0.000, which is below the conventional threshold of 0.05.

The findings of the straightforward linear regression analysis affirm the crucial role of training in positively influencing member performance within the context of the study. This echoes previous research conducted by Sulistyan (2020), which also underscores the importance of training in enhancing performance outcomes. These results suggest that investing in training initiatives can yield tangible benefits in terms of improved member performance. Therefore, organizations, including those similar to the one studied, should prioritize the development and implementation of effective training programs tailored to the specific needs and goals of their members. By doing so, they can not only enhance individual performance but also contribute to the overall success and competitiveness of the organization in achieving its objectives.

Description of Career Development Variables

The study's findings demonstrate a significant positive relationship between career growth and member performance. The regression equation contains a positive coefficient of 0.657. The positive influence indicates that the relationship between career advancement and member performance is unidirectional. Member performance will improve if career development is implemented more regularly and effectively. Career growth has a considerable impact on member performance, as evidenced by a t-test probability value of 0.000, which is less than 0.05. Career development, which includes both career planning and career management, has an impact on Pusdikhanudnas Surabaya members' performance. In other words, the quality of the professional development program determines the performance of Pusdikhanudnas Surabaya members. Career development has been shown to have a major influence on the performance of Pusdikhanudnas Surabaya members.

The findings of the study underscore the critical importance of investing in career growth and development programs for members of Pusdikhanudnas Surabaya. The significant positive relationship between career advancement and member performance suggests that enhancing career opportunities can lead to improved job performance. This implies that organizations should prioritize the implementation of effective career planning and management initiatives to foster professional growth among their members. By doing so, not only can they enhance individual performance but also contribute to the overall success and effectiveness of the organization. Therefore, Pusdikhanudnas Surabaya should consider allocating resources and efforts towards developing high-quality career development programs tailored to the needs of its members, ultimately resulting in enhanced performance and productivity.

4. Conclusion

Based on the data analysis and discussion of research results, work competency has a positive and significant effect on member performance. This certainly means that their work competence will play a role in improving the member's performance in an excellent and unidirectional manner so that if the member has high work competence, their performance will also be high. Training has a positive and significant effect on member performance. This means that if training is carried out more frequently, the members' performance will also be higher. Influence training on member performance is the most dominant, shown by a coefficient of determination of 0.962. This shows that 96.2% of member performance variables Pusdikhanudnas Surabaya is influenced by training variables. Career Development consists of career planning and career management simultaneously/together to influence member performance. The better the career development program, the better the member's performance.

Based on the conclusion, several suggestions can be put forward, including Pusdikhanudnas Surabaya in order to further improve the performance of its members by providing training to members who lack the ability or expertise in the work they do, providing continuing education for members, paying more attention to training programs for members Pusdikhanudnas Surabaya. For members, Pusdikhanudnas Surabaya must make better use of and optimize the career development programs that have been provided and increase its initiative to achieve personal career goals.

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