

The Role of Competency

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THE ROLE OF COMPETENCY ON THE EFFECT OF TRAINING AND DEVELOPMENT SYSTEM TOWARD JOB PRODUCTIVITY IN THE HUMAN RESOURCE MANAGEMENT UNIVERSAL CORPORATION

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ABSTRACT

Employee development related to job productivity was very necessary in a company organization, because the existence of the program could helped to improving employee competency. The importance of education and training based on competency would enhanced the ability and build character of the human resources concerned. Referring to this, Human Resource Management Universal Corporation were established company in 2009 and engaged in consulting services related to training and human resource development and had 274 trainers of national and international certified and was trained in providing training and consulting to client. The goal of this study was to examine the impact of the training and development system on productivity jobs through competency on trainers in the Human Resource Management Universal Corporation. The type of this study was an explanatory survey type with used the path analysis method. It can be inferred using the results of the study several things, including: 1.) Results of program of training and development toward competency was significant with value of 0,503; 2.) The effect of training and development system toward job productivity was significant with value of 0,426; 3.) The effect of competency toward job productivity was significant with value of 0,495; 4.) The effect of training and development system toward job productivity through competency was significant with value of 0,248.

Keywords: Competency, Training and Development, System, Job Productivity, Human Resource Management

1. INTRODUCTION

Competition in the workforce will be increasingly stringent in the ASEAN Economic Community Implementation as from 2015. Indonesia and the south-east Asian countries will form an integrated region known as the ASEAN Economic Community (AEC). In era that enters the free market there are many challenges and competition must be faced by the world of business and corporate organizations that are increasingly complex. Marked by the rapid changes in the environment with the advancement of information technology that is increasingly rapid, demanding the sensitivity of organizations to respond to changes that will occur so that they still exist in the competitive arena [1].

The demand for business organization readiness towards free market competition is getting closer and demands for organizational

restructuring to be more flexible and adaptive in responding to various changes that occur

[2]. Only flexible and adaptive organizations are able to compete in increasingly fierce global competition and as an impact of opening opportunities for business people from various countries [3]. The changes that occur such as economic pressures and marketing, information pressure, environmental pressures, employee expectations to develop, organizational structure and size will encourage organizations to always improve

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organizational performance and work productivity of employees in order to compete globally [4].

Employee development related to job

productivity is indispensable in a company organization, because the existence of such a program can help improve employee skills and abilities [5]. Employee development is also designed to obtain employees who are capable and flexible for an agency in their future moves [6]. The importance of education and training is not solely for the employees concerned, but also the benefits of the organization [7]. Because with the increase in the abilities or skills of employees, it can increase the work productivity of employees [8]. Mbiya, Egessa, and Musiega stated that increased work productivity means that the

Training needs analysis can use a variety of information as input, including information from employees performance appraisals, observations, work accident data, counseling results, test results, interviews, surveys, job descriptions, and referring to company strategies [14]. After the training needs analysis is carried out, training targets and training evaluation standards can then be established, the training program will be directed and clearly the measure of success that is very necessary in the evaluation process [15]. In compiling training and development programs, according to Butler and Loble (2016) needed to specify various things, including material, methods, instructors, facilities needed, location, time and budget needed.

Human resources are based on competency will enhance capabilities and build the

character of the human resources concerned [16]. This can be known because if the people who work in the company have the right expertise according to their work requirements (the right man on the right place), the human resources concerned

organization concerned will get more outcomes [9].

Education and training are also efforts to develop the intellectual abilities and personality of employees [10]. Therefore every organization or agency that wants to develop, education and training of its employees must get greater attention so that it can improve the performance of its employees [11]. Training is an endeavor aimed at improving skills, knowledge and behaviors to boost present and future success [12]. Onyago and Wanyoike explained that training programs are processes that are designed to maintain or improve current job performance, while development programs are processes that are designed to develop the capabilities needed for future work activities [13].

will have maximum work capacity, both in terms of knowledge, ability and attitudes that reflect work productivity [17]. As stated by Zaim, Yasa,¹⁹ and Unal that Employee competence are a combination of knowledge, skills, attitudes and other perso¹⁹ characteristics needed to achieve job success that can be measured by agreed standards and improved by training and development. [18].

Referring to this, Human Resource Management Universal Corporation is a company established in 2009 and is engaged in consulting services associated with preparation and the development of human capital and has 64 national and international certified trainers and trained in providing training and consulting to other corporate clients who have problems in reducing human resources, among others: issues of performance, competence, work productivity, etc. that are substantive and fundamental. These trainers have professional work that can be proven from the increase in client/consumer service user companies from the last 5 years according to the following table 1:

Tabel 1. Fluctuations Number of Clients in The Human Resource Management Universal Corporation for 2014-2018

Amount of Year Company Background	Percentage of					Averages (%)
	2014	2015	2016	2017	2018	
Contractor	3	4	4	6	7	57,14%
Production of goods	6	8	9	9	12	50,00%
Service Production	3	5	6	7	10	70,00%
Production of goods and services	7	7	7	10	12	41,66%
Distribution of goods and services and exports and imports	5	6	6	8	8	37,50%
Stock and Investment	1	2	2	3	4	75,00%
Regional-owned Enterprises and State-owned Enterprises	3	4	6	7	7	57,14%
Provincial and Regency/City	9	12	13	15	17	35,29%
Others	3	5	6	8	9	66,66%
Total of Client/User	40	53	59	73	76	47,36%

(Source: Marketing Department of Human Resource Management Universal Corporation, 2019)

Based on table 1, It shows that there are fluctuations in the number of clients using Human Resource Management Universal Corporation in 2018 where the client/user of company engaged in Contractor sector increased by 57,14%, the client/user of company engaged in the Production of goods sector increased by 50%, the clients/user of company engaged in Service Production sector increased by 70%, the client/user of company engaged in the Production of goods and services sector increased by 41,66%, the client/user of company engaged in merchandise distribution and services and exports- imports sector increased by 37,5%, the clients/user of company engaged in Stock and Investment sector increased by 75%, the clients/user of company engaged in Regional- owned Enterprises and State-owned Enterprises sector increased by 57,14%, the clients/user company engaged in service sector both from the Provincial and Regency/City official sector levels increased by 35,29%, the client/user of company engaged in other fields increased by 66,66%.

The results of the research by Jehanzeb and Bashir improved that the variable competency has a positive and significant

impact on the productivity of the employees [10]. In his research, it was explained that competencies through indicators of achievement, service, leadership, management, thinking, and effective personality had an influence on the level of work productivity of 48,71%, where this influence falls into the medium category. In addition, the results of the study also prove that the variable competences have a positive but not significant effect on the productivity of the workforce. In his research, it was explained that competency through sub-variables of personal ability, ability to manage change, and the ability to manage work culture had an influence of 16,3%, where this influence belongs to the small category.

The results of the Majovski and Davitkovska required further study to measure the best variation of the influence of competencies on employee work productivity in order to find out what competencies are needed by government agencies with a view to rising employee productivity [19]. Therefore, this study tries to examine more deeply related to employee competencies through the components of attitudes, knowledge and skills [20]. This study aims to Analyze effect of the training and development framework on efficiency in jobs through competency on the trainers in the

Human Resource Management Universal Corporation. This research has the benefit of providing developmental contributions to knowledge about human resource development related to aspects of training and development system, job productivity, and competency.

2. Literatures

2.1. *Training and Development: The Definition, Aims, and A Measurement System*

The use of the terms training and development had been put forward by experts. According to Knoke and Kalleberg, the term training for implementing (technical) employees and supervisors [21]. While the development term is intended for management level employees. Kum, Cowden, and Karodia (2014) suggested the training and development words are planned efforts to allow relevant skills, knowledge and attitudes to be acquired by organizations members [2]. According to Majovski and Davitkovska, the implementation of training can services better; 5.) Morals become more formed; 6.) Career development; 7.) Conceptual technical skills, human skills, and managerial skills are better; 8.) Leadership and human relations; 9.) Contributions in remuneration (salaries, incentive wages, and benefits); 10.) Consumers [7]. According to Matsuo, development is divided into two types, namely formal and informal development [15]. Employee training and development goals and expectations according to Wulnye, Aikins, and Abdul-Fatawu, the objectives of employee training and development are: 1.) Increasing appreciation of the soul and ideology; 2.) Increase work productivity; 3.) Improve the quality of work; 4.) Improve the determination of human resource planning; 5.) Improve moral attitudes and morale; 6.) Increase stimulation so that employees are able to perform optimally; 7.) Improve work health and safety; 8.) Avoid obsolescence; 9.) Improve employee development [8]. A system is a network of procedures that are interconnected, gathered together to carry out an activity or complete a particular goal [23].

be achieved¹⁶ it is based on the following principles: 1.) Individual differences; 2.) Relation to job analysis; 3.) Motivation; 4.) Active participation; 5.) Selection of trainees; 6.) Selection of trainers; 7.) Trainer for trainees; 8.) Training method; 9.) Principle of learning [19].

According to Tai, development is an effort to improve employees' technical, theoretical, conceptual and moral skills according to work / position needs through education and training [22]. According to Kum, Cowden, and Karodia, development can be interpreted as an effort to prepare employees (human resources) to be able to move and play a the position of an organisation, in line with the growth, development and change of an entity, agency or department [2]. The objectives of developing Sultana, Ahmed, and Mehmood were as follows: 1.) Work productivity; 2.) Efficiency; 3.) Reducing damage and minimizing the risk of workplace accidents; 4.) Improve work

The system is a set of elements that form an activity or a procedure or part of processing that seeks a goal together with operating data or goods at a certain time to produce information or energy or goods. A system has certain characteristics or properties, namely: a.) System Components; b.) System Limits; c.) External System Environment; d.) System Connectors; e.) System input (system input); f.) System Output (system output); g.) System Processing; h.) System Objectives or Objectives [19]. The indicators used in measuring the training and development system in this study according to Khan and Baloch included clarity of objectives / planning, system accuracy, and training system material [24].

2.2. *Job Productivity: Description and Factors*

Productivity is defined as the results obtained from each production process by using one or more production facto⁵ [25]. In this case Osibanjo, *et. al.* stated productivity is usually calculated as an index, the ratio of output to input, and can be expressed in physical productivity and financial productivity

measures [26]. Matin, Razavi, and Emamgholizadeh stated that the productivity of human resources is an attitude of mind that has the spirit to work hard and wants to have a habit to make improvements [27]. The level of employee productivity in work is determined by the competencies possessed, so that the competencies possessed greatly influence the organization of the company [28].

Creating competitive advantage is a top priority for leaders in managing corporate organizations, in order to win a very tight business competition through various technology and management tools that have been applied to a company as a component in increasing work productivity [29]. Greenway, *et. al.* mentioned the factors that influence productivity, among others, as follows: 1.) The physical condition of the company; 2.) Degree of automation used; 3.) Layout; 4.) Job design; 5.) Employee skills and motivation; 6.) Wages [30]. Productivity is indeed an important thing for employees in corporate organizations to measure work productivity, an indicator is needed, as follows in Solanki explained that productivity indicators are: 1.) Ability; 2.) Improve the results achieved; 3.) Work spirit; 4.) Self development; 5.) Quality; 6.) Efficiency; 7.) Input and output [31].

2.3. *Competency: The Role, Characteristics, and Aspects*

According to Lu, Tjosvold, and Shi, competence is a fundamental characteristic of an individual who helps employees to perform superiorly in their work [32]. Based on the description above, the significance of competence involves a portion of personality deeply attached to someone with repetitive actions in different situations and tasks. Competency analysis is composed mostly for career development, however, it is necessary to determine the level of competence in order to determine the efficacy of the level of performance required in accordance with, among other things, the level of competence: 1.) Skill; 2.) Knowledge; 3.) Self-concept; 4.) Self-image; 5.) Trait; 6.) Motive [33]. While the trait and motive are located deeper at the central point of personality. Knowledge and expertise

competence is relatively easy to develop, for example with training programs to enhance the human resource capacity [7]. While the motivations of talent and characteristic are in the personality of someone, it is quite difficult to evaluate and improve [34].

Spencer and Spencer in Warhust and Thompson stated that competence is a characteristic underlying the effectiveness of individual performance in the workplace or the essential characteristics of individuals who have causal or causal relationships with reference parameters, successful or superior performance in the workplace or in certain circumstances [23]. Based on this definition, some of the meanings contained in it are as follows: 1.) Underlying characteristic; 2.) Causally related; 3.) Criteria referenced [18]. According to Sriekarningsih and Setyadi, several aspects contained in the concept of competency are as follows: 1.) Knowledge; 2.) Understanding; 3.) Value; 4.) Skill; 5.) Attitude; 6.) Interest [6]. Ruky in Mastuo suggested the concept of competency is becoming increasingly popular and has been widely used by large companies with various reasons, namely: 1.) Clarification of the job standards and expectations to be met; 2.) Employee selection tools; 3.) Maximizing work productivity; 4.) Basis for developing remuneration system; 5.) Facilitate adaptation to change; 6.) Harmonizing work behavior with organizational values [15].

3. Method

The type of research is an explanatory survey. The choice of this type is based on the consideration that this type does the study of influence will not only clarify or define empirical facts in this area, but will also explain [35]. The unit of analysis in this study was that all trainers working in Human Resource Management Universal Corporation are 64 people taken as respondents in total sampling. Furthermore, the respondents submitted statements in the questionnaire which are elaborations of indicators of training and development system variables, job productivity variables, and competency variables [36].

Data collection techniques used include field

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studies, literature studies, and observation studies [37]. This study uses quantitative analysis through ³⁷ path analysis method which is intended to determine the magnitude of the effect of training and development

system (X) toward job productivity (Y) through competence (Z) on employees in Human Resource Management Universal Corporation described in the research hypothesis analysis model the following:

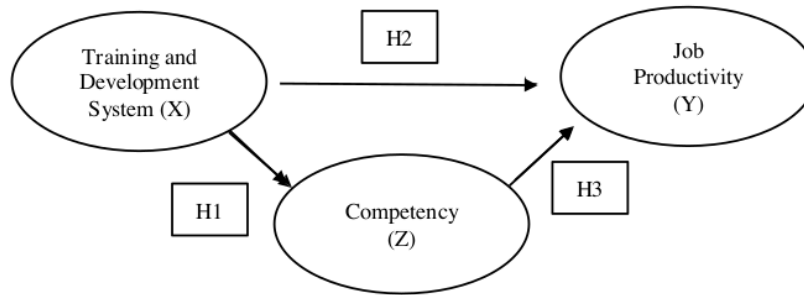


Figure 1. Model of Hypothetical Analysis
(Source: Primary Data, 2019)

4. Result And Discussion

4.1. Testing of Validity and Reliability

Validity shows the extent to which a measuring device measures what you want to measure.

item score. Requirements that must be fulfilled, namely having to have these criteria are if the correlation coefficient is $r_{count} > r_{table}$

The validity test in this study was used to analyze the questionnaire items by correlating the scores of each question in the questionnaire with the total score which is the sum of each

³⁵246) then the item is declared valid. Table 2 below shows the results of the validity test:

Table 2. Testing of Validity

Variable	Item of	rtable	rcount	Description
Training and Development System (X)	X-Q.1	0,246	0,634	Valid
	X-Q.2	0,246	0,422	Valid
	X-Q.3	0,246	0,743	Valid
	X-Q.4	0,246	0,811	Valid
	X-Q.5	0,246	0,923	Valid
	X-Q.6	0,246	0,537	Valid
	X-Q.7	0,246	0,619	Valid
	X-Q.8	0,246	0,701	Valid
	X-Q.9	0,246	0,865	Valid
	X-Q.10	0,246	0,772	Valid
Job Productivity (Y)	Y-Q.1	0,246	0,642	Valid
	Y-Q.2	0,246	0,848	Valid
	Y-Q.3	0,246	0,899	Valid
	Y-Q.4	0,246	0,941	Valid
	Y-Q.5	0,246	0,744	Valid
Competency (Z)	Z-Q.1	0,246	0,831	Valid
	Z-Q.2	0,246	0,756	Valid
	Z-Q.3	0,246	0,793	Valid
	Z-Q.4	0,246	0,612	Valid
	Z-Q.5	0,246	0,549	Valid

(Source: Primary Data, 201)

The results of this validtest show that items in the questionnaire have a calculatec instrum

To see the reliability of each ent using theCronbach's alpha (α)

value of more than 0,246. Reliability test is performed on items that are valid questions or statements. This test is used to determine how consistent the measurement results are if measurements are taken twice or more for the same symptoms using the same measuring instrument

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coefficient where an instrument is if the Cronbach alpha value is greater than 0,600, it is said to be accurate. The findings of the reliability test show that all the testing instruments have an alpha Cronbach (α) coefficient value of more than 0,600. This can be seen in table 3 below:

Tabel 3. Testing of Reliability

Variable	Limitation Value	Cronbach's Alpha (α)	Description
Training and Development System (X)	0,600	0,861	Reliable
Job Productivity (Y)	0,600	0,938	Reliable
Competency (Z)	0,600	0,829	Reliable

(Source: Primary Data, 2019)

4.2. *Testing of Normality Data*

The normality test is used to test whether or not the distribution of the dependent variable is normally distributed for each value of a given independent variable. This statement is demonstrated in the linear regression model by the error value which is usually distributed. A good regression model is a model with a normal or near normal distribution, and Statistical

Analysis is feasible. Data normality analysis uses the Kolmogorov-Smirnov normality test where the basis for decision making can be based on likelihood (Asymtotic Significance), i.e. whether the probability is $> 0,05$, the distribution of the regression model is normal, and vice versa if the probability is $< 0,05$, the distribution of the model regression is not normal. It can be seen in table 4 below:

Table 4. Testing of Normality Using Kolmogorov-Smirnov

Unstandardized Residual	Kolmogorov-Smirnov Z	Significancy Value	Description
Model A	0,629	0,824	Normal Distributed
Model B	0,684	0,793	Normal Distributed

(Source: Primary Data, 2019)

Based on table 4 above shows that the residuals of the two models produce a significance value of 0,824 and 0,793 respectively, both of which are significantly greater than the minimum significance value of 0,05. This concludes that the residuals of the two models are normally distributed and the assumption of the normality test becomes fulfilled. Normality of a variable is generally

detected by graphs or statistical tests. The assumption of normality can be checked by checking the normal output of the P-P plot or the normal Q-Q plot. The assumption of normality is fulfilled when the distribution of the output points of the plot follows the diagonal line of the plot. It can be seen in Figure 2 below:

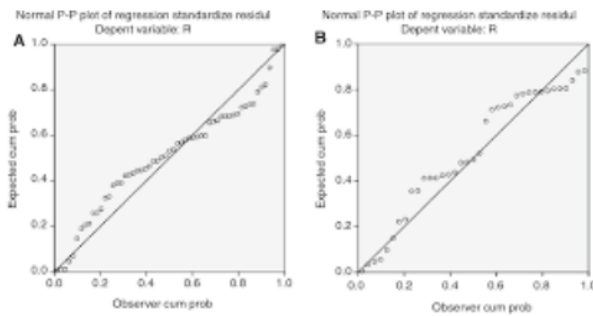


Figure 2. Normal Probability Plot on Model A and Model B (Source: Primary Data, 2019)

4.3. *Testing of Heteroscedasticity*

The heteroscedasticity test aims to investigate whether the variance from residuals in the regression model occurs from one observation to another. If the variance between one observation and the next is fixed, it is called homoscedasticity, and is called heteroscedasticity if it is different. A good regression model is a regression model where heteroscedasticity does not occur. The results of the heteroscedasticity test are as follows:

Table 5. Testing of Heteroscedasticity

Model Coefficient	Variable	Rank Spearman	Significance	Description	
Model A	Training and Development		0,074	0,837	Non Heteroscedasticity
Model B	Competency (Z) toward Job Productivity (Y)	0,061	0,489		Non Heteroscedasticity

(Source: Primary Data, 2019)

Based on table 5 above shows that the two models produce significance values respectively 0,837 and 0,489 and the Spearman Rank coefficient of 0,074 and 0,061, where the significance value and magnitude of the Rank Spearman coefficient are greater than 0,05. This means that heteroscedasticity and

heteroscedasticity assumptions are fulfilled in both models. This study also uses a method to test heterosities, namely by looking in the graph plot between the predictive values of the variable dependent and the residuals as shown in the following figure:

Model A

Model B

Dependent Variable Y (Job Productivity)

Dependent Variable Y (Job Productivity)

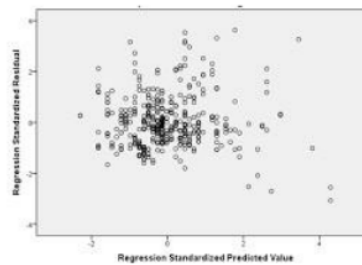
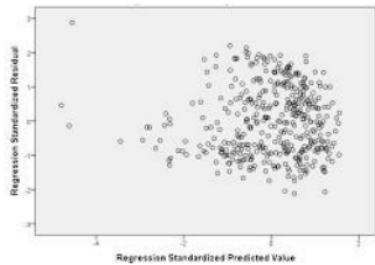


Figure 3. The Result of Scatter Plot Heteroscedasticity Testing on Model A and Model B (Source: Primary Data, 2019)

If the image of the dots on the plot graph shows a certain pattern that is regular, it indicates that heterosensity has occurred. Conversely, if images of dots on the plot graph show certain patterns that are scattered, then there is no heterogeneity. Based on Figure 3

related to Scatter Plots on the heteroscedasticity test above shows that every regression model in this study has no heteroscedasticity.

4.4. Testing of Autocorrelation

The type of test used to the presence of autocorrelation is determined by the Durbin-Watson test. Decision making on this

assumption requires two auxiliary values obtained from the Durbin-Watson (DW) value table, which is between the D_u and $4-dU$ values as in the following table :

Table 6. Testing of Autocorrelation

Model	Value of Du	Value of DW	Value of 4-dU	Description
Model A	1,385	2,199	2,767	Non-Autocorrelation
Model B	1,474	2,018	3,003	Non-Autocorrelation

(Source: Primary Data, 2019)

Based on the above table 6, it shows that each model has a value of Durbin-Watson (DW) between the values of Du and 4-dU, this means that both models have no autocorrelation and the autocorrelation test assumptions are met.

4.5. Testing of Multicollinearity

The multicollinearity test aims at checking whether there is a connection between study variables in the regression model. A good model of regression should be without a

correlation between the independent variables. A low tolerance value is equivalent to a high VIF. If the tolerance value is greater than 0,1 and the VIF value is less than 10, there is no multicollinearity.

Table 7. Testing of Multicollinearity

Multicollinearity Regression Model	Description		
	Tolerance	VIF	
Model A	0,511	3,472	Non Multicollinearity
Model B	0,378	4,668	Non Multicollinearity

(Source: Primary Data, 2019)

Based on table 7 above shows that the tolerance value in both models is greater than 0,1 and the VIF value in the two models is smaller than 10. It means that the two models are free from multicollinearity and the assumption of multicollinearity tests are fulfilled.

variables. Analysis of the path is a method used to examine the pattern of relationships between variables to find out the direct and indirect function of a series of dependent independent variables. Table 8 below is the outcome of hypothesis testing using path analysis for trainers in Human Resource Management Universal Corporation on the effect of the training and development method towards competency:

4.6. The Result: Hypothetical Testing with Path Analysis Method

The path analytics approach was used in this analysis to check the influence of intervening

Table 8. The Effect of Training and Development System Toward Competency on Trainer in The

Human Resource Management Universal Corporation				
Variable	tcount	Significancy	Value on Path Coefficient	Form of Direction Effect
Training and Development System (X)	4,792	0,000	0,503	Positive
R-Square = 0,459				

(Source: Primary Data, 2019)

Based on table 8 shows that testing related to the effect of training and development systems

toward competency produces a tcount value of 4,792 with a significance value of 0,000 less than 0,05 ($\alpha = 5\%$), it can be concluded that training and development system has effect

increase competency for trainers in the Human Resource Management Universal Corporation. The value of R-Square that appears is 0,459 indicating that an increase in competency is affected by training and development system by 45,9%, the remaining 54,1% is affected by

toward competency significantly. The value on path coefficient of 0,503 shows that training and development system has a positive effect toward competency. It explains that training and development systems that are well implemented and targeted will be able to

various other factors. The path analysis results on the effect of training and development system toward job productivity through competency on trainers in the Human Resource Management Universal Corporation are listed in the following table 9:

Table 9. The Effect of Training and Development System Toward Job Productivity Through Competency on Trainer in The Human Resource Management Universal Corporation

Variable	tcount	Significancy	Value on Path	
Form of Direction				
Effect Training and Development System (X)	4,699	0,000	0,426	Positive
Competency (Z)	4,028	0,000	0,495	Positive

R-Square = 0,347

(Source: Primary Data, 2019)

Table 9 shows the research of the impact of training and development systems on work productivity a tcount value of 4,699 with a significance value of 0,000 less than 0,05 ($\alpha = 5\%$), it can be concluded that training and development system has effect toward job productivity significantly. The value path coefficient of 0,426 to indicate that the training and development system has a positive effect on productivity in employment. It explains that training and development system which implemented and targeted to increasing greatly will be able to increase job productivity for trainers in the Human Resource Management Universal Corporation.

Table 9 also shows that testing related to the effect of competency toward job productivity produces a tcount value 4,028 with a significance value of 0,000 less than (a value of $\alpha = 5\%$), it

can be concluded that competency significantly affects job productivity. The value on path coefficient of 0,495 indicating that competency has a positive effect toward job productivity. It explains that competency which is able to be carefully and carefully improved will be able to increase job productivity for trainers in the Human Resource Management Universal Corporation.

The value of R-Square that appears is 0,347 indicating that the application of training and development system toward job productivity through competency by 34,7%, the remaining 65,3% is affected by various other factors. Reviewing the analysis of calculations related to the influence between variables of research, can be seen the form and value of the influence directly or indirectly according to the following table:

Table 10. Form and Value of Intra-Variable Direct Effect

Variable Direct Effect	Form of Direction	Value of Effect
Training and Development System (X) toward Competency (Z)	Positive	0,503
Training and Development System (X) toward Job Productivity (Y)	Positive	0,426
Competency (Z) toward Job Productivity (Y)	Positive	0,495

(Source : Primary Data, 2019)

Based on table 10 shows that there are three kinds of forms of direct effect between research variables that have a positive overall shape, among others: 1.) The effect of training and development system toward competency on trainers in the Human Resource Management Universal Corporation with value effect of 0,503; 2.) The effect of training and

development system toward job productivity on trainers in the Human Resource Management Universal Corporation with value effect of 0,426; 3.) The effect of competency toward job productivity on trainers in the Human Resource Management Universal Corporation with value effect of 0,495.

Table 11. Form and Value of Intra-Variable Indirect Effect

Variable Indirect Effect	Form of Direction Effect	Value of Effect
Training and Development System (X) toward Job Productivity (Y) through Competency (Z)	Positive	0,248

(Source : Primary Data, 2019)

Based on table 11 shows that one type of indirect effect between research variables that has a positive overall shape, namely the effect of training and development systems toward job productivity through competency on analysis, the size of the error value per variable effect can be seen is

trainers in the Human Resource Management Universal Corporation with value effect of 0,248. To calculating the error value on each variable effect (Pe), reviewing table 8 and table 9 regarding the result of hypothetical with path obtained through analysis of calculations as follows:

$$Pe_1 = (1-0,459)^{0.5} = 0,735$$

$$Pe_2 = (1-0,347)^{0.5} = 0,808$$

Based on these results, the inclusion of the model in the path analysis calculation can be calculated through the total value in the

coefficient of determination (Rm^2) with the composition of calculation analysis as follows:

$$Rm^2 = 1 - p^2 - p^2$$

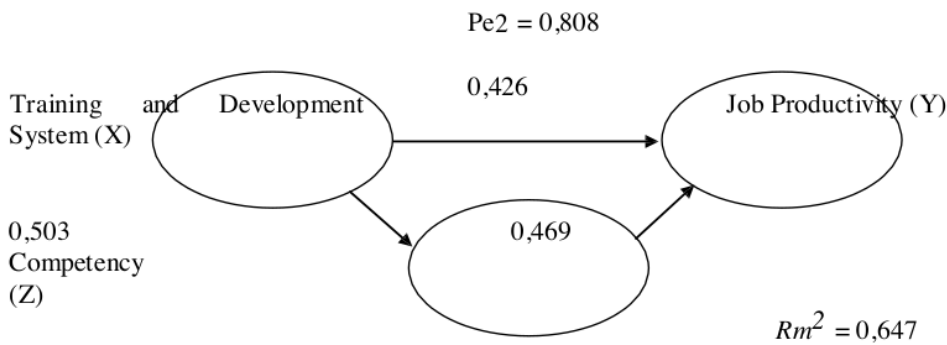
e1 e2

$$Rm^2 = 1 - (0,735^2 \times 0,808^2)$$

$$Rm^2 = 0,647$$

The total value in the coefficient of determination (Rm^2) of 0,647 indicating that 33,7% of all information contained in the research data can be explained by the model, while the remaining 35,3% is explained by other factors not used in the model in the result of hypothetical with path analysis. The

hypothetical model through path analysis in this study is a combination of X variables that effect the Z variable directly and indirectly also affecting the variable Z through the intervening variable Y. In this hypothesis model can be explained in Figure 4 as follows :



$$Pe1 = 0,735$$

Figure 4. The Result of Hypothetical With Path Analysis (Source: Primary Data, 2019)

5. Conclusion

Several things can be concluded on the basis of the study results, including: 1.) The effect of the training and development system on skills for trainers in the Universal Corporation for Human Resource Management with value effect of 0,503; 2.) The effect of training and development system toward job productivity on trainers in Human Resource Management Universal Corporation with value effect of 0,426; 3.) The effect of competency toward job productivity on trainers in Human Resource Management Universal Corporation

with value effect of 0,495; 4.) The effect of training and development system toward job productivity through competency on trainers in Human Resource Management Universal Corporation with value effect of 0,248.

The implications of this study really bring benefits, especially for the implementation of training and development systems, increasing job productivity, and increasing competency for all trainers at Universal Corporation's Human Resource Management. Training and development programs play a very important role, without this, it will affect the

decline in job productivity through competency on trainers in achieving the goals set by the company.

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