

**THE EFFECT OF COMPETENCY-BASED TRAINING (CBT) ON EMPLOYEE
COMPETENCY AND PERFORMANCE OF EMERGENCY RESPONSE
DIRECTORATE OF NATIONAL BOARD FOR DISASTER MANAGEMENT (BNPB)**

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ABSTRACT: *This research aimed to analyze the effect of competency-based training (CBT) on employee competency and performance of emergency response directorate of national board for disaster management (BNPB). This research applied multivariate dependency statistic technique. SEM allowed analyzing one or more independent variables with one or more dependent variables. This research applied census method because the population was relatively small and had fulfilled the requirement in which it employed BNPB as many as 60 employees of emergency response directorate who had received CBT program on training of rapid response for disaster management. Competency-Based Training or CBT had significant effect on the competency. CBT for the employees of emergency response directorate had no significant effect on employee performance. Competency had a significant effect on employee performance.*

KEYWORDS: Competency Based Training, Employee Competency, Employee Performance

INTRODUCTION

Human resources are one of the basic capitals of a company. Therefore, the quality of human resources (HR) should always be developed and directed to achieve their performance goals which is expected by the government apparatus. Civil servants in the organization, currently, are recognized to play a very important role in achieving the success of organizational goals (Meitaningrum et al., 2015). The role of civil servants, as the executor of government activities, should be able to improve its performance, especially in carrying out activities of service to the community which has not been efficient and effective. The effectiveness of employees is a key element in work activities to achieve the goals and objectives set out in the planning with the achievement of goals and objectives to be achieved to improve the performance of civil servants in Indonesia.

There are many types of training that are often used by companies, one of which is Competency Based Training (CBT). The training aims to broaden the horizons of the concept of competency-based human resource management in relation to the company's HR management. According to Mathis and Jackson (2003), there are three main factors that influence individuals in work and improve their performance. These factors are the individual's ability to carry out the work, the level of effort, and the support of the organization.

National Board for Disaster Management (abbreviated as BNPB) is a non-departmental government agency that has the duties and functions on the formulation and determination of disaster management policies and the handling of refugees by acting promptly and appropriately as well as effectively and efficiently; and coordinate the implementation of disaster management activities in a planned, integrated, and comprehensive manner. The number of disasters that occurred in Indonesia has made the role of BNPB changed from 2002

until 2016, it is a drastic change in the implementation of disaster management from passive to active, from subject to subject, and from victim become perpetrator to reduce disaster risk and impact of disaster.

From the collected data, the number of disasters recorded until August 2016 reached 2,342 events. This amount is the highest since the disaster record in 2002. Even if it is compared with the number of disasters in 2015, this year's disaster event increased by 35%. From the number, 92% of this year's disaster is a hydro-meteorological disaster that is dominated by floods, landslides and tornadoes. During 2016, there were 766 floods, 612 landslides, 669 tornadoes, 74 flood and landslide combinations, 178 forest and land fires, 13 earthquakes, seven volcano eruption and 23 tidal waves and abrasion. The impact of the disaster has caused 522 people died and disappeared, 3.05 million people displaced and suffered, 69,287 houses were damaged, 9,171 were severely damaged, 13,077 were moderately damaged, 47,039 were lightly damaged, and 2,311 units of public facilities were damaged.

According Hasibuan (2003), good human resource planning is when it can predict the future by projecting the results of the obtained information analysis. To be able to create employee figures, they need to be fostered through training channels that lead to improvement efforts. Civil servants in organizations currently are recognized to play a very important role in achieving organizational goals (Meitaningrum et al., 2015). Civil servants, as the executors of government activities, should be able to improve its performance, especially in carrying out the service activities to the community that has not been efficient and effective. The effectiveness of employees is a key element in work activities to achieve the goals and objectives set out in the planning with the achievement of goals and objectives to be achieved to improve the performance of civil servants in Indonesia. In short, employee effectiveness can be interpreted as a pre-determined form of settlement. To be honored for their existence based on the effectiveness of their very well public services applied to the community, civil servants in Indonesia must pay attention to the position of the task and the organization's function in facing the changing environment.

Effective training is a competency-based training in which the training is organized in accordance with the needs and the implementation is carried out by training management which starts from the needs to evaluation. According to Hariandja (2009), this training activity is very important to do well through certain steps, including needs analysis (organizational needs, task needs, employee needs), goal setting and training materials, selection of appropriate training methods, and training evaluation. Increased employee competency is derived from one element of HR's role within the organization; namely the training element. Training programs within the organization or company is an effort in the development of human resources so that the level of competency of employees can be in accordance with the growth and competition of the company.

There are many types of training that are often used by companies, one of which is Competency Based Training (CBT). The training aims to broaden the horizons of the concept of competency-based human resource management in relation to the company's HR management, provide a thorough understanding of the competency concept and competency measurement that is required by certain position and the competency of the individual holder and its implementation strategy and improve the understanding and knowledge about the method of measuring the competency needs of the job title and the level of individual competency.

According to Mathis and Jackson (2003), there are three main factors that influence individuals in work and improve their performance. These factors are the individual's ability to carry out the work, the level of effort, and the support of the organization. Individual performance will increase when there are individual abilities, there are efforts of the individual and the support of his or her organizational environment. Meanwhile, according to Anyin et al (2012), the factors that affect performance are motivation, ability and opportunity. Performance appraisal or job performance training is also essential to the extent to which the success of competency-based training to the employee is within the scope of its responsibilities. Performance appraisal refers to a formal and structured system used as an instrument to measure and influence the nature of work-related properties, control employee behavior including attendance, employment, and make decisions related to salary increases, promotions, performance allowances and placement of employees in the appropriate positions.

Based on the above background of the research on employee performance at the emergency response directorate of BNPB, this research is important to be conducted to analyze to what extent competency-based training factor influences employee competency and performance and advises BNPB to improve employee performance of Emergency Response Directorate of BNPB.

The formulation of the problem for this research is: 1) how the CBT affects the employee competency of Emergency Response Directorate of BNPB, 2) how the CBT training affects the employee performance of Emergency Response Directorate of BNPB, 3) how competency affects the employee performance of Emergency Response Directorate of BNPB. This research aimed to analyze several points including: 1) identify the effect of CBT program on employee competency of Emergency Response Directorate of BNPB, 2) identify the effect of CBT program on employee performance of Emergency Response Directorate of BNPB, and 3) identify the correlation effect of employee competency on employee performance of Emergency Response Directorate of BNPB.

RESEARCH METHOD

This research applied multivariate dependency statistic technique. SEM allowed analyzing one or more independent variables with one or more dependent variables. According to Sitinjak and Sugiarto (2006), SEM is able to analyze latent variables and indicator variables and is able to calculate the measurement error in the model directly. SEM consists of two statistical analysis techniques, namely Simultaneous Equation Regression (multiple regressions) and Confirmatory Factor Analysis. This research will be conducted at the Emergency Response Directorate of the National Board for Disaster Management in Cempaka Putih of East Jakarta. The research was conducted in November 2017 - January 2018.

A research employing all members of the population is called total sampling or census. The author applied census method because the population was relatively small and had fulfilled the requirement in which it employed BNPB as many as 60 employees of emergency response directorate who had received CBT program on training of rapid response for disaster management (PRCPB). By using this sampling method, the result was expected to be closer to the real value and was expected to minimize the occurrence of errors/ deviations on the value of the population (Usman and Akbar, 2008).

Research Variable

Variables and operational definitions of Competency Based Training (CBT), competency and performance can be seen in Table 2 below.

Table 1: Research Variables

Latent Variable	Indicators of Variables	Symbols
Independent :		
CBT (X1)		
	1. Training Materials	X1.1
	2. Training Methods	X1.2
	3. Trainer	X1.3
Dependent :		
Competency (Y1)		
	1. Ability to work together	Y1.1
	2. Ability to communicate	Y1.2
	3. Ability in time- and self-management	Y1.3
	4. Ability to analyze problems	Y1.4
	5. Ability to convey something effectively	Y1.5
Dependent :		
Performance (Y2)		
	1. Work quality	Y2.1
	2. Work quantity	Y2.2
	3. Timeliness	Y2.3
	4. Work effectiveness	Y2.4
	5. Independence	Y2.5

Data of this research were primary data and secondary data. Primary data was taken from the first source, namely from the results of face-to-face interviews with the respondents. Meanwhile, the secondary data of this study came from literature materials and other print media including relevant literature to the research.

Correlation of Respondent Characteristics with Employee Competency and Performance Variables

Spearman rank correlation analysis is to see the correlation between respondent characteristic with competence variable, that is ability to work together, ability to communicate, ability to manage time and self-regulate, ability analyze problem, ability to convey something effectively.

Table 2 Results of Spearman Rank Correlation calculations

Characteristics of Respondents	Competence				
	Ability to Cooperat e	Ability to Communicate	Ability to Organize Time and Self- Adjust	Ability to Analyze Problems	Ability to Convey Somethi ng
Age	-0.255*	-0.052	-0.158	-0.145	-0.140
Work Period	-0.192	0.101	-0.176	-0.086	-0.071
Last Education	0.137	0.207	-0.069	0.021	0.167

Age is negatively correlated with ability to work with coefficient of -0.255. The relationship shows that the more aged the ability to work will be lower. The closeness of the relationship between age and competence in this study included low. Based on table 3, only the last educational characteristics that have a significant relationship to employee performance is the quantity of work.

Table 3 Spearman Rank Correlation Calculation Results

Characteristics of Respondents	Employee Performance				
	Work Quality	Work Quantity	punctuality	effectiveness	Independence
Age	-0.064	-0.045	-0.052	-0.148	-0.189
Work Period	-0.085	0.011	-0.048	-0.097	-0.189
Last Education	-0.001	0.260*	-0.026	0.011	0.041

Last education correlated positively with the quantity of work with coefficient of 0.260. The relationship shows that the higher the last education the quantity of work will be higher. The closeness of the relationship between recent education and employee performance in this study included low.

FINDINGS AND DISCUSSION

Evaluation of Measurement Model

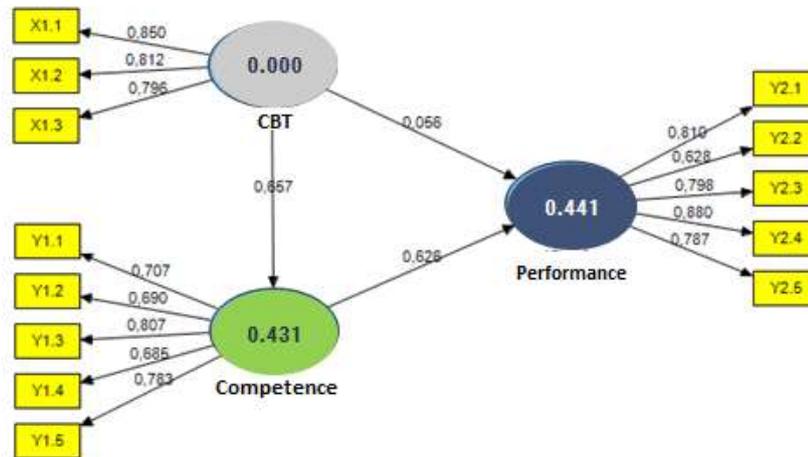


Figure 3: Loading factor on measurement model

If an indicator that had a loading factor value <0.6 , then it must be recalculated with the initial model resulting in a loading factor of all reflective indicators of >0.6 as the criterion of the latent construct convergent validity test (Ghozali 2011). Figure 1 shows that all indicators have load factor value >0.6 which means that it meets the criteria of convergent validity. In addition, the model has good validity when each latent variable with a reflective indicator has an AVE value of >0.5 . Based on the results of the analysis in Table 1, the AVE value of each latent variable has a value >0.5 then it can be concluded that the PLS model meets the terms of good convergent validity.

Partial Least Square Analysis on the Effect of Training on Employee Competency and Performance

The analytical tool used to determine the effect of training on employee competency and performance is Partial Least Square (PLS) using SmartPLS 2.0 software. The use of Partial Least Square (PLS) analysis tools was considered because of the small number of respondents, i.e. only 60 employees. Thus, the analysis required a path analysis that can illustrate the attachment of the variables of this research. Assessment of goodness of fit was divided into two stages, namely outer model and inner model.

The Evaluation of Outer Model

Evaluation of outer model evaluation aims to see the relationship between the indicators with the latent construct variables. According to Ghozali (2011), there are several criteria in outer model evaluation, among others:

1. Convergent validity is used for validity testing of reflective indicators. An indicator is considered as valid if it has a loading factor value above 0.60 to its construct variable. Another thing is to look at the average variance extracted (AVE) value, in which the recommended AVE value is above 0.50.

2. Discriminant validity measurement is performed by looking at the value of cross loading for each variable which should be >0.70 . It is expected that each indicator block has a higher loading for each latent variable as measured by its indicator for other latent variables.

3. Composite Reliability

Reliability test is performed by looking at the composite reliability value of indicator blocks that measure the construct variable. The recommended composite reliability value is 0.60. Indicators that do not meet the criteria will be excluded from the measurement model because it is considered as invalid.

Table 4: The Value of Average Variance Extracted (AVE), Composite Reliability and Cronbach's Alpha

	AVE	Composite Reliability	Cronbach's Alpha
Performance	0.616	0.888	0.842
Competency	0.542	0.855	0.787
CBT	0.672	0.860	0.756

The results of the SmartPLS 2.0 Algorithm process show that all variables of this research (training, competency and performance) have AVE values above 0.50 and meet the criteria for convergent validity. Furthermore, discriminant validity testing is conducted on the principle that different construct gauges (manifest variables) should not be highly correlated (Ghozali 2011). In addition to the cross loading test, the discriminant validity test also looks at the AVE root square values. Table 5 shows that the AVE square root value of the training variable (0.820) is higher than the correlation between the competency variable and the performance variable. The same thing happens to the AVE square root value of the competency variable (0.736) and the performance variable (0.785) in which they are higher than the other two variables. It shows that AVE square root parameter values have been met. Therefore, the measurement model has met the discriminant validity parameter.

Table 5: The AVE root square value matrix between variables

	Performance	Competency	Training
Performance	0.785		
Competency	0.663	0.736	
CBT	0.467	0.657	0.820

In the next stage, discriminant validity evaluation will be performed by looking at the cross loading value of each variable indicator. It is expected that each indicator block has a higher loading value on each latent variable measured by its indicator for other latent variables with cross loading value >0.7 .

Evaluation of Structural Model

CBT training has an effect on the competency of 0.657 which means that increasing CBT will increase the competency as well. Competency variable also has an effect on the performance of 0.626 which means that an increasing competency of a person will further improve

performance as well. Meanwhile, CBT indirectly affect the performance through the competency of 0.467 which means that high CBT will increase the competency and indirectly can increase the performance as well.

The endogenous variable of competency yields R-square value of 43.1%, which means that the attitude diversity can be explained by the model of 43.1% while the remaining 5.69% is explained by other factors outside the model. The endogenous variable of performance yields R-square value of 44.1% which means that the performance diversity can be explained by the model of 44.1% while the remaining 55.9% is explained by other factors outside the model.

Table 6: Path Coefficient and T-Statistics Values

	Path coefficient	T-statisticis	R-square
CBT -> Competency	0.657	4,221*	0.431
Competency -> Performance	0.626	3,500*	0.441
CBT -> Performance	0.056	0,463	

Description: *) significant influence on the 5% level (T-statistics > T-table (1.96))

The result of bootstrapping in Table 6 shows that the effect of CBT variable on competency variable has t-statistic value $3.897 > t\text{-table (1.96)}$ means that CBT has significant influence on competency at 5% real level. Competency variable also has a significant effect on performance variable with t-statistic value $3.614 > t\text{-table (1.96)}$ at 5% real level. It means the better competency will further improve the performance of employees of the Emergency Response Directorate of BNPB. On the other hand, CBT has no direct effect on performance because of its t-statistic value $0.455 \leq T\text{-table (1.96)}$. However, CBT variable affects indirectly to performance variable through competency variable with t-statistic value of $2.103 > t\text{-table (1.96)}$.

The Effect of CBT on Competency

From the above results, it can be seen that there is a significant effect between CBT on competency. The finding of this research is in accordance with the research conducted by Ardiansyah (2014) stating that training is an important element in implementing the training program. The content of the training program is determined by the identification of needs and objectives in the field. The training program also tries to teach the various skills and knowledge and adjust to the needs in the field. In this case, BNPB has been able to provide good training to its employees. The level of competency is considered to be good if the company has provided good job training and maintained the work environment.

The Effect of CBT on Performance

There is no significant effect for training on performance. This finding can be interpreted that training does not affect the performance of employees directly. Training can affect the performance indirectly if it has produced good employee competency so that later will affect employee performance. This is in accordance with research conducted by Hok (2014) which states that training does not directly affect performance because for junior employees with less than five years working period which is the largest part of the respondents, the process of assistance in the field will further improve employee performance compared to training. It

happens because the junior employee has no experience to improve their confidence despite having the training.

The Effect of Competency on Performance

There is a significant effect between employee competency and performance which shows that more competent person will result in more performance. It is in line with the research conducted by Aditya (2015) which states that competency is a necessary skill to achieve results that can be accounted for and have a direct effect as well as predicts excellent performance.

Managerial Implications

The findings showed that CBT construct significantly affected the competency and did not significantly affect the performance. The findings of this research also indicated that competency significantly affected the performance and CBT only had a significant effect on the performance when passing the competency constructs first. It meant that CBT training could only affect performance if there was intervention on competency.

Based on those matters, several points that can be carried out for BNPB policies are:

1. The result of data processing showed that CBT indicator had significant effect to competency. It meant that employees basically needed the same type of competency-based training to increase their competency. Therefore, CBT training should be further developed by following the disaster management competency standard and regularly evaluating the training program, which is then carried out by the team of trainers from the deputy of emergency management.
2. The result of data processing showed that the CBT indicator had no significant effect on the performance. It meant that the training was not too influential on the employee performance, especially employees whose working period is less than 5 years. It was because employees who belong to junior officers needed more on-the-ground mentoring where it will further improve their performance compared to undergoing training. In addition, it was because junior employees had not had the experience to improve their confidence despite getting the training.
3. The result of data processing showed that the competency indicator had a significant effect on the performance. Therefore, the company should increase and develop the employee competency so that the employee performance is maintained and even increased. With appropriate training and education, they will have 2 competencies, i.e. technical competency that is measured from the level and specialization of disaster management, functional technical training and technical work experience, and managerial competency that is measured from management training and leadership experience.

CONCLUSION

After conducting the research, based on the findings of this research, it can be concluded that Competency Based Training or CBT had a significant effect on the competency where the results obtained from the process of processing at SEM that was with the score of 4.22 from the T-statistics test which meant that it had a positive and significant effect. CBT for the

employee of emergency response directorate had no significant effect on employee performance. It was shown through the results that were processed through SEM with the score of 0.46 from T-statistic test which meant that it had no significant effect. Competency had a significant effect on employee performance. It was shown through the results that were processed through SEM with the score of 3.50 from the T-statistic test which meant that it had a positive and significant effect.

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