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THE EFFECT OF IMPLEMENTATION OF TRAINING AND REPOSITION: THE ROLE OF HUMAN RESOURCES TO THE COMPETENCE AND PERFORMANCE OF EMPLOYEES

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ABSTRACT

Many theories of human resource development and the results of previous studies stated that education and training is very beneficial to the organization, to realize the competitive advantage that is not easily imitated for its competitors, and for employees/employees to improve work benefits and close the "gap" between the skill or ability in the context of efficiency and effectiveness. To improve the competence of employees in the East Java Provincial Social Service obtained through the implementation of social work training and repositioning of the HR role that employees were given new duties and responsibilities at different places in order to enrichment experience (tour of duty or a tour of the area). Therefore the aim of this study to analyze the concept of human resource development through the implementation of the training, the repositioning of the role of human resources in order to improve the competence of employees in order to realize the performance of employees. Furthermore, to test the hypothesis proposed five used path analysis method or path analysis, to test the model of the relationship between the study variables either directly or indirectly. The research results as follows: first, implementation of training has a direct and significant effect on the competence of the employees. Second, the repositioning of the role of HR has a direct and significant effect on the competence of the employees. Third, implementation of training has a direct and significant influence on employee performance. Fourth, repositioning the role of HR has a direct and significant influence on employee performance. Fifth, Competence has a direct and significant influence on employee performance.

KEYWORDS

training, repositioning the role of human resources, employee competence and employee performance.

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INTRODUCTION

Governmental organizations these days, especially since the enforced use of performance-based budgeting, viewed from the aspect of government management have been many changes and improvements, including aspects of human resources (HR). It is recognized that human resources is a source of competitive advantage of the most dominant and never outdated, meaning the organization's success in managing human resources in order to have a standard of competence required will produce a competitive advantage that is not easily imitated by competitors, Prefer (1995) in Fuad (2003). Besides, HR Employee also has a very important role because they are responsible for formulating strategic plans organization as the basis for the preparation of programs and activities of the organization.

Innovative organization and competitiveness efforts are needed to build a sharing knowledge with the main actors are human. This is in line with the opinion of Nawawi (2010:37) that the benefits for people (employees) who have and share knowledge, the employee is able to respond to opportunities quickly and innovative in order to achieve success/performance of the organization, because with advanced facilities and complete not guarantee the success of the organization when without a balanced and supported by the quality of human resources that will use the facility.

Social institutions on all levels, including the Social Service of East Java Province, perform basic tasks effort social services and social institutions to provide and make individuals and groups in achieving a satisfying life so that the results can reduce the number of destitute families, Pramuwito (1996:26). In the framework of the competencies required of HR employees or professional social workers with a scientific background supported social welfare in accordance with the task at hand, as someone who works in the social institutions (public and private) should be competent social work. The competencies acquired through formal education, technical training, and experience of social work practice to perform the duties of care and handling of social issues (Profile Books East Java Provincial Social Service, 2013).

As for the performance of the Social Service of East Java Province, can be seen in government performance accountability reports (LAKIP). Performance management is within the scope of social welfare issues (POM) that results/achievements of the organization's work in quantity and quality through employee performance in carrying out their duties and functions in accordance with the responsibilities given to him. Kita

Based on the data civil servants (PNS) within the Social Service of East Java province with the background of general education or social welfare non around 80% and which has a social welfare science < 20%. Such conditions affect the level of competence which should be owned by employees and ultimately have an impact on the performance of employees and organizations. To solve the problem that one of the strategies to do the organization as stipulated by the Law of the Republic

of Indonesia Number 11 Year 2009 on Social Welfare in the third chapter that social welfare workers is an educated and trained professionals to perform the duties of care and handling of social problems.

Furthermore, the institutional competence of employees is required to always adjust to the dynamics and expectations of the community in providing good service. Therefore, employees need to be given the task and the different responsibilities for enrichment experiences (tour of duty or a tour of the area), in the form of repositioning (change) role in the internal environment of the organization both horizontally and vertically.

RESEARCH PURPOSES

As for research purposes, to: (1) Examine and analyze the influence of the Implementation of Training on Competency Employee, (2) Examine and analyze the influence Repositioning the Role of Human Resources of the Competence Employee, (3) Examine and analyze the effect of implementation of training on employee performance, (4) Testing and analyze the role of HR Repositioning on employee performance, (5) Examine and analyze the effect on the performance Competence of employees at the Social Service of East Java Province.

THEORETICAL FRAMEWORK

IMPLEMENTATION OF TRAINING

Basically, training is a continuous process and the implementation always adjusts to the changes and development of society, including the development of the science and technology. Employee development through education and training refers to the potential that the individual employees have, so that its potential can grow and develop into an ability to carry out the task/job responsibility. Therefore, the implementation of the training must be structured and based on scientific methods and are guided by the skills needed now and in the future, Ardana et al., (2012:91). Training is a process in which workers learn the skills, attitudes, and behaviors required to carry out the job effectively, Wexley and Yukl (1995) for employees who are creative and innovative is a highly profitable investment capital as well as the basis for an organization. Thus employee training is to improve the organization's activities (upgrading) and repair (improving) the competence (competency) of employees, Robbins and Coulter (2004:317).

REPOSITION (CHANGES) HR EMPLOYEE ROLE

Furthermore, in order that the organization is able to adapt to change and the dynamics of society, one of the organization's policy is to implement the repositioning (changing) role of HR employees, because the real existence of the organization that is well able to formulate strategies and policies of rapid, accurate and effective through the placement of HR employees as actors organization that contribute directly to any program activities and service activities related to handling problems with humans. In this context prefer (1995) found that the organization be successful if it can quickly change its strategy in action, can manage human resources efficiently and to maximize the contribution and work commitments.

EMPLOYEE COMPETENCE

Governmental organizations in order to succeed in providing public services should have a competitive advantage in the field of human resources, in addition to management practices oriented to transparency, and focus on change, innovate continuously Barbey (2000). Thus, the organization called learning organization that is effective, that is, organizations that are always moving dynamically build capacity, adapt and transform themselves continuously, Nawawi (2010:217), and in turn is able to adapt to the culture and new situations

Competence is basically something that should be owned by the individual employee and attached to the behavior, and can be measured by the ability, skills, and knowledge for competence is a basic characteristic of someone who lets give superior performance on the job, role or certain situations, Nick Boulter *et al.*, (2003:41). Therefore, the competence needed in every process of development of human resources, in addition to communicating the values and standards, analyze and improve your organization's culture. Spencer and Spencer is quoted Wibowo (2009: 111) argues that competence is the basic foundation of his characteristics and indicate how to behave or think, equating the situation, and support for a period of time long enough.

EMPLOYEE PERFORMANCE

Performance of employees in the organization leads to the ability of employees to carry out the overall duties which they are responsible is based on indicators of success were set to know someone is at the level of specific performance. Bernadin and Russel (1999:379) argue "Performance is defined as the record of the outcomes produced on a specified job function or activity during a time period" that the performance is the result of a performance that has been achieved by the employees in accordance with the functions and duties in the period certain. Thus the performance (performance) is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities assigned to him, Mangkunegara (2005:67). There are two factors that affect performance, sourced from within the individuals named by individual variables (such as: the ability, experience, and motivation) and sourced from outside the so-called situational variables (such as: leadership, structure, resources and rewards), Robbins (1996:109). To realize high performance and maximum, necessary to fit or match (matching) between the competencies of individuals with job competency or task in hand, because the job competency (job competency) has a very important role and can be used as the basis for deciding an employee positions.

PREVIOUS RESEARCH

Past research can be used as a reference and comparison in a comprehensive and competitively on the object of study in accordance with the variable observed, among other things: 1) Boahin, Peter and Hofman, (2013), "perceived Effects of Competency - Based Training on the Acquisition of Professional Skill", Results of the study: that the implementation of training using modular construction material has very significant direct effect on the skill of the employee / employee (professional skills), 2) Alainati, Shaikhah; Sarmad and al Shawi, Wafi al Karaghoul, (2010), "The Effect of Education and Training on Competency" The results that the training effect or no direct positive effect on the competence of individual employees, 3) Li Jin, Huang Ju, ZhiQiang Liu, Hong Zhu, and ZhenyaoCai (2012), The Effects of Employee Training on the Relationship Between Environmental Attitude and Firms' Performance in Sustainable Development. Employee training as part of human resource development directly affect/positive to performance in sustainable development. 4) Amelia, Carr, SenthilMuthamy, Charles Owens, (2012), "Strategic Repositioning of the Service Supply Chain". Results: The essence repositioning strategy requires a broad-scale changes in the entire operations of the company, the repositioning is not only important to know the changing environment and the ability of the company, but also of how the company is able to distinguish the HR and maintain their skills in a new position, 5) Talukder, AKM Mominul H (2011), "Strategic Job Analysis and Competency Modeling in HRM". Results: (1) there is a significant correlation between the performance appraisal and competency selectio process, (2) Managers in providing (reward), according to the organization's needs, 6) Mohd Noor KhairulBaharin&Dola lunar, (2012), "Leveraging To Maximizing Training, Performance And Potential Employees Benefits". Result: Institutions/ organizations must be well planned and sustainable implement training, because training had a positive impact on performance. Training is not only able to increase the Knowledge, Skill, and Attitude and the competence of individual employees, but more importantly training can improve morale. With competency and moral owned, the employee can perform the job effectively and efficiently, in turn, many organizations make a profit and benefit, 7) Nassaji, Aidah (2013), "Effects of Training on Employee Performance". Results: (1) training of employees has a very important role to improve employee performance in line with increased productivity, (2) it is important to put the organization in a good position in the face of global competition, so that the organization remains at the top level.

HYPOTHESIS

1. Implementation Training significant effect on the competence of employees.
2. Repositioning the role of HR significant effect on employee competencies.
3. Implementation Training significant effect on the performance of employees.
4. Repositioning the role of HR significant effect on the performance of employees.
5. Competence effect significantly influence employee performance.

RESEARCH METHOD

This study included an explanatory research, which explains the subject of a causal relationship between the variables through hypothesis testing. Format explanation is meant to describe a generalization sample to the population or to explain the relationship, differences or the effect of one variable to another variable, Burhan (2010:38). The population in this study are civil servants (PNS) which have the educational background strata one and two as many as 305 (three hundred and five) employees. After referring to the characteristics of the population known to many as 112 people. The amount is sampled by the sampling technique used purposive sampling. Furthermore, the data and information collected through questionnaires (after validity and reliability) data analysis and processing is done by using path analysis techniques.

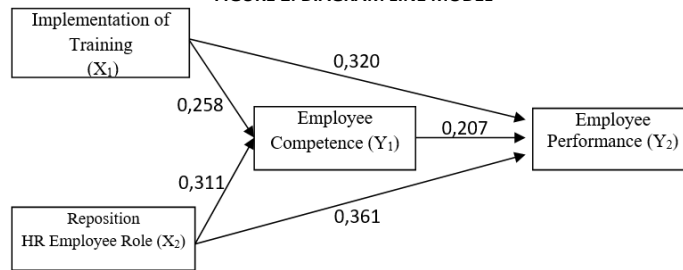
RESULTS AND DISCUSSION

TABEL 1: STRUCTURAL EQUATION MODEL REGRESSION COEFFICIENTS

Variable	Standardized Coefficients Beta	T-Score	Significant score	Information
Employee Competence				
Implementation of Training	0,258	2,108	0,037	Significant
Reposition HR Employee Role	0,311	2,541	0,012	Significant
R	0,533			
R Square	0,284			
F	21,631			
Significant	0,000			
Employee Performance				
Implementation of Training	0,320	3,377	0,001	Significant
Reposition HR Employee Role	0,361	3,777	0,000	Significant
Employee Competence	0,207	2,852	0,005	Significant
R	0,769			
R Square	0,591			
F	51,998			
Significant	0,000			
N	112			

Based on Table 1 note the significant value of each variable with α (0.05), the significant value of the variable implementation of education and training (X_1) to variable employee competence (Y_1) (0,037) variable and reposition the role of HR (X_2) to variable employee competence (Y_1) (0,012) value of these two variables $\geq \alpha$ (0.05) means significant. Furthermore, the significant value of the variable X_1 employee performance (Y_2) (0.001) and X_2 to Y_2 (0,000) variable Y_1 to Y_2 (0,005). The significant value of these three variables $\geq \alpha$ (0.05) means significant. In other words, there is influence of X_1 to Y_1 , X_2 to Y_1 , X_1 to Y_2 , X_2 to Y_2 and Y_1 to Y_2 . After the regression coefficient results is known in Table 1, then constructed the path diagram as Figure 1.

FIGURE 2: DIAGRAM LINE MODEL



DISCUSSION

1. The Influence of Implementation of Training through Employee Competence

The analysis showed that the implementation of the training is measured by three dimensions: 1) Dimensions of training material, 2) Dimension training process, and 3) Dimensions of the results of training, can improve the competence of employees and implement it for the implementation of tasks or work more effectively and efficiently.

Technical Implementation Unit Development of Social Welfare Workers (UPT PTKS) as responsible for the technical implementation of the training staff of the Social Service of East Java Province, has according to standard operating procedure (SOP). As a result, employees were able to perform their duties and work based on the knowledge and practice of social work. This is consistent with the opinion of Nawawi, (2003) theory of education and the economy that the implementation of the training contains three paradigms, among other things: 1) the paradigm of an increase in knowledge or insight (set out), 2) the paradigm of development skill (ready to work), 3) paradigm doubles as a combination of both, that the implementation of the training should be able to increase the maturity of thinking and need oriented.

The results of this study support and extend the results of research conducted earlier researchers, among others: Boahin, Peter and Hofman (2013) that one feature of the implementation of good training, the learning process using the module, and the result has a direct effect very significantly to the skill of the employee / employees (professional skills). Furthermore, the results of research conducted Shaikhah Alainati *et al.*, (2010), that a training effect on the competence of individual employees and in turn will affect the existence and success of the organization. Agus research results Sutyono (2010), states that the implementation of competency-based training is a process and assist employees in order to obtain the effectiveness of job duties and responsibilities today and in the future through the development of concepts and thoughts, knowledge, and attitudes and actions. Each employee abilities can develop more optimal, efficient in their work and the result is more effective when before carrying out the main tasks and responsibilities they get training tailored to the needs of the organization.

2. The Influence of Reposition HR Employee Role Through Employee Competence

The analysis showed that the repositioning of the role of HR measured in two dimensions: 1) Dimensions of the role change, a change in the position of experienced employees from an existing position to a different position or new to the enrichment experience (tour of duty or a tour of the area) in the Department of Social Welfare East Java province in order to improve their competence, and 2) Dimension transformation, a process of change that occurs in an employee in a new place, so with the awareness and the will itself is concerned is able to imitate the way of thinking of innovative, creative, and how to work productively from employees who are in their environment. Thus, the repositioning of the role of HR can improve the competence of employees in the Social Service of East Java province, when the implementation is done at the right time, well-planned and sustainable in accordance with the development, the needs and dynamics of society. This is in line with the theory of Schuller and Jackson (1996), that the ability of an employee can be increased through efforts to reposition the role of HR indicators: 1) Definition of roles, their new role of HR as a result of the repositioning, 2) Definition of transformation, their ability, ways of working, a new way of thinking of the HR Employee.

The results of this study extend previous studies conducted Amelia Carr *et al.*, (2012) that in the context of the organization in profit or corporate strategy of repositioning the role of HR essence requires scale sweeping changes in the entire operations of the company, since the implementation of the repositioning it must keep abreast of market needs and abilities the industry itself. Repositioning the role of HR is not only important for the adjustment of the changing environment and the company's ability, but how companies can build trust, and eventually was able to distinguish the HR and maintain their skills in a new position.

3. The Influence of Implementation of Training Through Employee Performance

One characteristic of a productive and professional employees in the Social Service of East Java province are employees who have the ability (knowledge and practice) of social work in the performance of duties and work. Training conducted in the framework of updating the knowledge, skills and attitudes of employees in accordance with the organization's needs, changes and dynamics of society. This is in line with the theory developed Mondy and Noe (1999) that in order to improve employee performance, the organization conducts planned and sustainable effort through training programs, education and development. Therefore, the implementation of good training is training that is oriented to the needs of the organization, programmatic and sustainable is a strategic component in order to achieve organizational goals.

The results of this study support and extend the results of previous studies, Li Jiet *et al.*, (2012), that employee training is being implemented consistently have direct and positive influence on the performance of companies in sustainable development. Furthermore, empirical results of this study prove that employee training is an important factor of sustainable development of human resources so as to provide a direct and positive effect on company performance. While the research results Nurhalis (2007) states that training followed terhapap employee has a positive influence employee performance, especially technical training should be more frequently performed on employees. Noting the results of this study as well as referring to the results of previous studies it can be concluded that the implementation of employee training on the performance of employees.

4. The Influence of Reposition HR Employee Role Through Employee Performance

One form of human resource development of employees in implementing policies repositioning or changing role of HR employees, among others, put the right people in place and according to need, so that employees and organizations more productive. This is consistent with the opinion of preffer (1995) that the organization be successful if it can quickly change its strategy in action, can manage human resources efficiently and to maximize the contribution and work commitments. Therefore, in order repositi role of HR in the form of a tour of the area and or tour of duty to improve the performance of employees, the implementation is done in a planned, sustainable and in a timely manner in accordance with the organization's needs as well as considering the development, and community dynamics. Most employees who are repositioning (change) role, do not accept and willing to carry out the task in a new place with good, when in fact employees who undergo repositioning (change) role was in the position of human resource development of employees, because in the new place they expected to be able to imitate the way innovative thinking, creative, and how to work well, so that in turn they are able to work more productively.

The results of this study extend the results of previous studies as was done Amelia Carr *et al.*, (2012), that the company's environmental strategy of repositioning its essence requires scale sweeping changes in the entire operations of the company, since the implementation of the repositioning it must keep abreast of market needs and the ability of the industry itself, Thereby repositioning the role of HR is not only useful to know the changing environment and the company's ability, but also how companies can build the trust of the public and customers, in turn can differentiate human resources and maintain their skills in a new position or unit.

5. The Influence of Employee Competence Through Employee Performance

The results of this study demonstrate that competence (ability) employees is measured by four dimensions: competence technical, managerial, interpersonal, intellectual and required employee in performing their duties and functions, including working on a variety of technical tasks with different occupations. This was in line with the opinion of Robbins (2004) that the competence analogy with the ability that an individual's capacity to perform various tasks in a job.

The results of this study support and extend the results of previous studies conducted Talukder (2011) and Masruhi (2010) that the organization was good and professional, employee / employees have the competency standards in order to realize the vision, mission, and goals of the organization.

Noting the results of the study and refer to the results of previous studies concluded that good organization and professional, HR employee in it has a certain competency standards so mapu realize the vision, mission, and goals of the organization. Competency standards, a statement regarding the implementation of tasks in the workplace depicted in the form of results (output) from the competence of the employees concerned. Therefore, employees who have the appropriate competence standards set will be able to improve performance in pelaksanaan tasks, which they are responsible.

CONCLUSION AND SUGGESTION

CONCLUSION

1. Implementation of training a significant effect on employee competencies, means more training implementation by involving employees in the Social Service of East Java province, the better and the high competence of the employees concerned in the process of implementation of tasks and jobs which it is responsible,
2. The repositioning of the role of HR significant effect on employee competencies, meaning that policy implementation repositioning the role of appropriate human resources and in accordance with the needs of the organization and dynamics of the community, the higher the competence of the employees concerned in the process of implementation of tasks and jobs which it is responsible.
3. The implementation of education and training have a significant effect on employee performance, meaning that the more the implementation of training that included employees in the Social Service of East Java province, the higher the performance of employees concerned in completing the tasks and jobs which it is responsible.
4. Repositioning the role of HR significant effect on the performance of employees, which means that the proper implementation of the policy of repositioning the role of HR, the higher the performance of employees in completing the tasks and jobs which it is responsible.
5. Employee competency significantly influence employee performance, which means that the better or higher the level of competency of the staff of the Social Service of East Java province, the better or higher performance of employees concerned in completing the work and the work which it is responsible.

SUGGESTION

1. East Java Provincial Social Service needs to increase the volume implementation of social work training in the hope the number of employees who have competence increases, so that the implementation of programs / activities in order to better handling of POM and professional.
2. In order for Social Service of East Java province in implementing the policy of repositioning (changing) role of HR employees, implementation programmatic, sustainable and conducted in a timely manner that is in accordance with the dynamics of society and the needs of the organization.
3. Technical Implementation Unit Development of Social Welfare Workers (UPT PTKS) Malang, as a technical agency that has tupoksi implementation of the training, you should have a data base of employee training and sorting these candidates are structured so that the results are in accordance with the needs of the Social Service of East Java Province.

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