



The Influence Of Education, Training, Talent Management, Andorganizational Culture On Employee Competency At Theregional Secretariat Of Empat Lawang District

Syahrudin Umar Pranata Negara ¹, Lin Yansyah ², Darmin ³

^{1,2,3)} Universitas Serelo Lahat

E-mail: ¹⁾ pranatanegara6@gmail.com, ²⁾ linyansyah@gmail.com, ³⁾ darmin121960@yahoo.com

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Abstract. This research aims to determine and analyze the influence of Education, Training, Talent Management and Organizational Culture together on employee competency at the Empat Lawang Regency Regional Secretariat, either partially or simultaneously. This research uses quantitative research methods with respondents namely the Empat Lawang Regency Regional Secretariat employees, totaling 75 respondents. Testing in this study used multiple linear regression analysis with SPSS (Special Package and Service Solution) version 26 program tools. The research results showed that Education, Training, Talent Management and Organizational Culture were proven to have a significant influence on employee competency at the Empat Lawang Regency Regional Secretariat either partially or simultaneously.

Keywords: *Education, Training, Talent Management, Organizational Culture, Competency.*

INTRODUCTION

Along with the times and technological advances, human resources working in a government or private organization are required to have high productivity to support organizational progress. Human resources if utilized effectively and efficiently will be useful to support the progress of the organization. But on the contrary, if it is not utilized effectively and efficiently, it will have an impact on the decline of the organization. Subscribe to DeepL Pro to edit this document. Visit www.DeepL.com/pro for more information. 2 The success of an organization is determined by the extent to which the planned organizational goals can be achieved, be it a government organization or a private organization. To achieve these goals, the involvement of the human resource element is very important. Organizations are required to be able to manage human resources. Although supported by good facilities and infrastructure but not supported by human resources, the activities in an organization will not run well. Human resources are the determinants of success in an organization. Organizations need competent human resources to achieve these goals. The question is how to create competent human resources so that organizational goals will be achieved. Human resources are said to be competent if they can complete their duties and responsibilities properly. So with that, an organization should need to make plans or efforts aimed at increasing employee competence, including through educational level improvement programs, continuous job training, providing responsibility as part of work experience, motivating employees and leading employees well, these things will increase employee competence or ability to carry out work. Education is important in our lives, this means that every human being has the right to get it and is expected to always develop in it because education will never end. Education in general means a life process in developing each individual to be able to live and continue life, so being an educated

person is very important. The first education we get is in the family environment (Informal Education), the academic environment (Formal Education), and the community environment (Nonformal Education). Informal education is education that a person gets from daily experience consciously or unconsciously, from birth to death. This educational process lasts a lifetime. So that the role of the family is very important for children, especially parents. Parents teach us good things, for example, how to be polite to others, respect others, and share with those who are lacking. Some people think that education is important, but not a few think that education is not important. Especially for people who live in rural or remote areas, they think education is not important. For them, it is better to work than to get an education. The main reason is predictable, because if they work they can earn money, while studying is just a waste of money. In addition, the current conditions are very difficult to find work. Whereas education is the pillar of life, with a lot of knowledge we can face this life smoothly and have a variety of solutions in dealing with every problem

LITERATURE REVIEW

Education

According to Hasibuan (2017: 69) education is an increase in general knowledge and understanding of our environment as a whole. education is all efforts to foster personality and develop human abilities both physically and spiritually which lasts a lifetime, Soekidja (2019: 138). According to Sadili (2019: 110) Education is a conscious effort to prepare students through guidance, teaching, and / or training activities for their future roles. According to Sutrisno (2016: 29), education is a linked activity, and includes various elements that are closely related to one another. Irianto (2017: 253) states that "education is the level of formal education that has been completed by employees".

Talent Management

Talent management is a series of integrated human resource processes in identifying, managing and developing a person's abilities based on their performance with the aim of getting employees who remain in accordance with the work expected by the organization. Talent management is basically a combination of initiatives taken by organizations to create excellence by optimizing talented employees. The key is the process of identifying, developing, and retaining talented employees to continue creating excellence for the organization. According to Citra Savitri and Enjang (2018: 134), talent management is the implementation of an integrated strategy and system in increasing productivity at work by developing, maintaining and using human resources according to the skills needed today and in the future. Meanwhile, according to Lewis (2018: 133) Talent management is more than just recruiting, succession planning, training and putting people in the right job at the right time. Talent management is an important strategy. Meanwhile, according to Pella & Afifah (2015: 8), talent management is an effort to maintain humans whom the organization wants to maintain because of their advantages. Talent can also be interpreted as employees who are identified as having the potential to become future leaders of the organization.

Organizational Culture

According to Susanto (2014: 142) organizational culture is the values that guide human resources to deal with external problems and efforts to adjust integration into the company so that each member of the organization must understand the values that exist and how they should behave. According to Robbins (2015: 221) Organizational culture is a system of shared meanings adopted by members that distinguishes the organization from others. According to Gareth R. Jones (2016: 110) The definition of organizational culture according to Gareth R.

Jones is a shared perception shared by members of the organization, a system of shared meanings.

Competence

According to Spencer (in Palan, 2019: 6), suggests that competence refers to the underlying characteristics of behavior that describe the motives, personal characteristics, self-concept, values, knowledge or skills that a person brings who performs excellently in the workplace. Then according to Spencer (in Moehariono, 2017: 5) competence is a characteristic that underlies a person related to the effectiveness of individual performance in his job or individual characteristics that have a casual or causal relationship with the criteria used as a reference, effective or excellent superior performance at work in certain situations. Meanwhile, according to Wibowo (2018: 324) Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job.

METHODS

This research was conducted for 6 (six) months from October 2023 to March 2024. This type of research includes quantitative descriptive research that emphasizes causal relationships (causal effect). The subjects in this study were employees of the Regional Secretariat of Empat Lawang Regency, totaling 75 employees. The data collection technique was carried out by distributing questionnaires. The analysis technique is multiple linear regression with SPSS tools.

RESULTS AND DISCUSSIONS

Table 1 Multiple Linear Regression

		Coefficients ^a				
Unstandardized Coefficients		Standardized Coefficients				
Model	B	Std. Error	Beta	t	Sig.	
1	(Constant)	9.255	3.496		2.647	.013
	Education	.213	.060	.387	3.557	.001
	Traning	.200	.075	.336	2.659	.013
	Talent Management	.176	.070	.313	2.496	.019
	Culture Organisation	.145	.051	.319	2.827	.009

a. Dependent Variable: Competency

So it can be written in the form of a regression equation as follows $Y = 9.255 + 0.213 X1 + 0.200 X2 + 0.176 X3 + 0.145 X4 + e$

Table 2 Partial Test (t-test)

		Coeffisents ^a	
Model		t	Sig.
1	(Constant)	2.647	.013
	Education	3.557	.001
	Traning	2.659	.013
	Talent Management	2.496	.019
	Culture Organisation	2.827	.009

a. Dependent Variable: Competency

Based on the table above, all variables obtained a significance value smaller than 0.05. Thus it can be concluded that the hypothesis in this study is proven that the independent variable partially has a significant effect on the dependent variable.

Table 3 Simultaneous Test (F Test)

Anova^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.473	4	20.368	14.200	.000 ^b
	Residual	40.164	28	1.434		
	Total	121.636	32			

a. Dependent Variable: Competency

B. Predictors: (Constant), Culture_Organization, Management_Talent, Training, Education

The results of the calculation of the SPSS out put above obtained an F value of 14,200 and a probability level of 0.000 which means the probability of 0.000 <0.05. Thus, it means that the independent variables, namely Education, Training, Talent Management and Organizational Culture, have a significant effect together on the Competency variable.

Table 4 Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 ^a	.670	.623	1.19767

a. Predictors: (Constant), Culture_Organization, Management_Talent, Training, Education

Based on the table above, it is known that the R Square result is 0.670, this means that the variable a. Dependent Variable: COMPETENCY 9 - independent variable (X) explains changes in the dependent variable (Y) by 0.670 while the rest is influenced by other factors outside the model

CONCLUSION

1. Education has a positive and significant influence on Competence at the Regional Secretariat of Empat Lawang Regency.
2. Training has a positive and significant influence on Competence at the Regional Secretariat of Empat Lawang Regency.
3. Talent Management has a positive and significant influence on Competence at the Regional Secretariat of Empat Lawang Regency.
4. Organizational Culture has a positive and significant influence on Competence at the Regional Secretariat of Empat Lawang Regency.
5. Education, Training, Talent Management and Organizational Culture are proven to jointly have positive and significant influence on Competence at the Regional Secretariat of Empat Lawang Regency.

LIMITATION

1. In order to improve Competence through Education, it is recommended that the agency encourage its employees to increase their education to a higher level or retake education that is more in accordance with their field of work.

2. In order to improve Competence through Training, it is necessary to have a strong impetus for its improvement. The agency must be more active in providing training to its employees.
3. In order to improve Competence through Talent Management, it is recommended that agencies must be more thorough in identifying, selecting, developing, maintaining and managing employee talent.
4. In order to improve Competence through Organizational Culture, it is recommended that agencies establish and maintain a good organizational culture.

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