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The Effect of Training and Competency on the Performance of Employees with Work Facilities as Intervening Variables at the Manpower, Cooperatives, Small and Medium Enterprises Office of Serdang Bedagai Regency

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ABSTRACT

This study aims to examine the influence of training and competence on employee performance, with work facilities as intervening variables at the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency. This study uses an associative quantitative approach with a census method involving 35 employees as respondents. The data was analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of SmartPLS software. The results showed that competence had a positive and significant effect on employee performance ($\beta = 0.866$; $t = 5.687$; $p < 0.05$), so the hypothesis was accepted. In contrast, training did not have a significant direct effect on employee performance ($\beta = 0.494$; $t = 1.512$; $p > 0.05$), so the hypothesis was rejected. Furthermore, training had a positive and significant effect on work facilities ($\beta = 0.969$; $t = 13.818$; $p < 0.05$), which showed that the hypothesis was accepted, while competence had no significant effect on the work facilities ($\beta = 0.014$; $t = 0.182$; $p > 0.05$), so the hypothesis was rejected. The results of the study also showed that work facilities did not have a significant effect on employee performance ($\beta = -0.451$; $t = 1.429$; $p > 0.05$). The mediation analysis confirmed that work facilities did not mediate the relationship between employee training and performance ($\beta = -0.437$; $t = 1.339$; $p > 0.05$) or between employee competence and performance ($\beta = -0.006$; $t = 0.163$; $p > 0.05$). These findings show that competence is the most dominant factor in directly influencing employee performance, while training and work facilities have no significant direct or mediating influence. It is recommended that organizations prioritize ongoing competency development and design training programs that are more suited to job demands to improve employee performance.

Introduction

The quality of human resources plays an important role in determining the effectiveness of organizations, especially in public sector institutions. Government organizations are required to provide professional, efficient, and accountable public services, which are highly dependent on employee performance (Bismoko et al., 2023). Employee performance reflects the extent to which employees are able to complete their tasks in accordance with the standards that have been set and the organization's goals.

One of the strategic efforts to improve employee performance is training. The training is designed to improve the knowledge, skills, and work attitude of employees to be more in line with the demands of the job and the needs of the organization (Mangkunegara, 2017). Through a systematic and continuous training program, employees are expected to increase their work effectiveness and productivity (Murni, 2022). In the context of human resource management, training is seen as a long-term investment that contributes to organizational development and competitiveness (Broto, 2020).

In addition to training, competence is also an important factor that affects employee performance. Competency refers to the ability of individuals to apply knowledge, skills, and attitudes in carrying out job responsibilities effectively (Fadillah, 2022). Employees with high competence tend to show better work quality, accuracy, and adaptability in carrying out their duties (Ilham, 2024). Competency is also considered a basic characteristic that directly affects the results of work performance (Trilestari, 2019).

Training and competencies are interrelated, as training serves as a mechanism to develop and strengthen employee competencies. A well-designed training program can improve the technical competence and behavior of employees, thereby enabling them to carry out their duties more professionally (Khosiah & Muhardini, 2019). Previous studies have also shown that training plays a positive role in improving employee competence and supporting performance improvement (Adi Syahputra Purba, 2021).

However, training and competencies do not always have a direct impact on improving employee performance. The effectiveness of the training results is highly dependent on the availability of adequate work facilities. Work facilities include physical infrastructure, equipment, and technological resources that support employees in carrying out their duties efficiently (Broto, 2020). Without adequate facilities, employees can have difficulty applying the skills and knowledge gained through training, which can limit performance improvement (Thoriq Alfadhil & Lisiana Tulhusnah, 2024).

Work facilities also contribute to creating a supportive work environment, which improves employee comfort and efficiency. Adequate facilities allow employees to complete tasks more effectively and reduce work barriers, which ultimately supports better performance (Alamiyah et al., 2024). Therefore, work facilities can be positioned as an intervening variable that links training and competence with employee performance.

The Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency is a government agency responsible for employment administration, cooperative development, and empowerment of micro, small, and medium enterprises. To carry out these responsibilities effectively, this institution needs employees who have adequate training, strong competencies, and adequate work facilities. Although training programs have been implemented to improve employee competence, variations in employee performance are still visible (Bismoko et al., 2023).

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Some employees show improved performance after participating in the training program, while others show only limited improvement. This condition suggests that work facilities may play an important role in determining whether training and competencies can be effectively translated into performance outcomes. When work facilities are inadequate, the potential benefits of training and competency development may not be fully realized (Astriana et al., 2024).

Based on this background, this study aims to analyze the influence of training and competence on the performance of employees with work facilities as an intervening variable in the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency. The findings of this study are expected to contribute theoretically to the literature on human resource management and practically to the formulation of policies to improve employee performance in public sector organizations.

Method

This study uses an associative quantitative research approach, which aims to examine the relationship between two or more variables (Sugiyono, 2018). Associative design was chosen to analyze both direct and indirect influences between variables. In this study, training (X1) and competency (X2) function as exogenous variables, employee performance (Y) acts as endogenous variables, and work facilities (Z) act as intervening variables. This framework allows for a comprehensive examination of how training and competencies affect employee performance both directly and indirectly through work facilities.

The research was carried out at the Office of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency, which is located at Jl. Medan-Tebing Tinggi, Firdaus, Sei Rampah District, Serdang Bedagai Regency, North Sumatra 20995. The study was conducted over four months, from September 2025 to December 2025, which was considered sufficient for data collection and analysis.

The population of this study consists of all employees working in the institution. According to Sugiyono (2017), population is a generalized area consisting of objects or subjects with certain characteristics that are determined by researchers to be analyzed and conclusions drawn. In this study, the total population is 35 civil servants, without honorary employees. Given the relatively small size of the population, this study applied a saturated sampling technique, in which all members of the population were used as research respondents. Thus, the sample size is equal to the number of population, which is as many as 35 employees.

Operational definitions are established to ensure clarity in measuring individual variables. Training is defined as a systematic organizational effort to improve the knowledge, skills, and attitudes of employees so that they can carry out their duties more effectively (Mangkunegara, 2017). Training is measured using indicators such as training materials, training methods, instructors' attitudes and abilities, training duration, and training facilities. Competency refers to comprehensive abilities that include individual knowledge, skills, attitudes, and characteristics that enable employees to carry out tasks

effectively and meet organizational performance standards (Fadillah, 2022). Competency is measured through indicators such as personal traits, self-concept, knowledge, skills, and work motivation.

Work facilities are defined as all forms of infrastructure and equipment provided by the organization to support the comfort and effectiveness of employees in carrying out their job responsibilities (Yandi & Trimerani, 2023). Indicators of work facilities include suitability to employee needs, ability to optimize work results, ease of use, ability to speed up work processes, and proper placement. Meanwhile, employee performance refers to the level of effectiveness and efficiency of employees in carrying out their duties and responsibilities (Afandi, 2018). Performance is measured through indicators such as quantity and quality of work, efficiency, work discipline, initiative, thoroughness, leadership, honesty, and creativity.

The data analysis technique used in this study is quantitative data analysis with Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The analysis was conducted using SmartPLS version 3.3.3. SEM-PLS was chosen because it is effective for analyzing complex models involving more than two variables and is suitable for relatively small sample sizes (Ritonga et al., 2022).

The evaluation of the measurement model (outer model) is carried out through validity and reliability tests. The validity test was carried out to find out whether the questionnaire item was able to accurately measure the construct in question. An instrument is considered valid if its indicators can represent the construct being measured. Reliability tests are carried out to assess the consistency and stability of the measuring instrument. Reliability was evaluated using Cronbach's alpha and composite reliability, with a suggested threshold value of > 0.70 (Sekaran, 2014).

Structural model analysis (inner model) was carried out to examine the relationship between exogenous, intervening, and endogenous variables as proposed in the research hypothesis (Hair et al., 2017). The internal model evaluation was carried out using the bootstrapping method on SmartPLS. Model assessments include a determination coefficient (R^2) to assess the explainability of exogenous variables, a Q^2 Stone–Geisser test to assess predictive relevance, and t-statistics to determine the significance of path coefficients. The hypothesis is considered supported if the t-statistical value > 1.96 at a significance level of 5% (Ghozali & Latan, 2015).

In addition, the direction and strength of the relationship between variables are evaluated through the path coefficient, where a positive value indicates a unidirectional relationship and a negative value indicates an inverse relationship. Finally, the fit model was assessed using the Normed Fit Index (NFI), with a value close to 1 indicating a better fit between the proposed model and empirical data (Ghozali, 2018).

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Results and Discussion

Results

Convergent Validity Test Results

The convergent validity of the measurement model with reflective indicators is assessed based on the degree of correlation between the indicator score and the latent construct score. An indicator is considered valid if it has an outer loading value of > 0.70; However, at the exploratory research stage, an outer loading value between 0.50–0.60 is still acceptable. Based on the results of the outer loading, all indicators met the set threshold. Detailed outer loading values are presented in Table 1.

Table 1 Outer Loading

Indicator	Outer Loading	Remarks
Training (X1)		
PL1	**0.736**	**Valid**
PL2	**0.802**	**Valid**
PL3	**0.866**	**Valid**
PL4	**0.895**	**Valid**
PL5	**0.919**	**Valid**
Competencies (X2)		
KOM1	**0.852**	**Valid**
KOM2	**0.885**	**Valid**
KOM3	**0.817**	**Valid**
KOM4	**0.781**	**Valid**
KOM5	**0.855**	**Valid**
Work Facilities (Z)		
FK1	**0.809**	**Valid**
FK2	**0.843**	**Valid**
FK3	**0.890**	**Valid**
FK4	**0.911**	**Valid**
FK5	**0.753**	**Valid**
Employee Performance (Y)		
KP1	**0.884**	**Valid**
KP2	**0.859**	**Valid**
KP3	**0.759**	**Valid**
KP4	**0.821**	**Valid**
FP5	**0.831**	**Valid**
KP6	**0.835**	**Valid**
KP7	**0.727**	**Valid**
FP8	**0.812**	**Valid**
KP9	**0.890**	**Valid**

Source: SmartPLS Output, 2025

Based on Table 1, all indicators used have an outer loading value of > 0.60, which is the minimum requirement for convergent validity. According to Ghozali and Latan (2015), the

indicator has good convergent validity if the loading factor > 0.60, indicating that the latent construct explains more than 60% of the indicator's variance.

Discriminating Validity Test

Discriminant validity is done to find out whether each indicator actually measures its own construct by comparing the cross-loading values. The indicator should have a higher loading on the set construct than on other constructs. The results of cross-loading are presented in Table 4.2.

Table 2 Discriminating Validity (Cross Loading)

Indicator	X1	X2	Z	Y
FK1	0.802	0.782	0.809	0.753
FK2	0.836	0.747	0.843	0.704
FK3	0.846	0.637	0.890	0.602
FK4	0.919	0.742	0.911	0.659
FK5	0.684	0.748	0.753	0.602
KOM1	0.757	0.852	0.770	0.721
KOM2	0.877	0.885	0.869	0.785
KOM3	0.762	0.817	0.716	0.780
KOM4	0.591	0.781	0.597	0.712
KOM5	0.684	0.855	0.688	0.720
KP1	0.677	0.750	0.645	0.884
KP2	0.657	0.778	0.652	0.859
KP3	0.640	0.677	0.643	0.759
KP4	0.794	0.812	0.783	0.821
FP5	0.606	0.700	0.557	0.831
KP6	0.730	0.828	0.714	0.835
KP7	0.591	0.590	0.518	0.727
FP8	0.591	0.781	0.597	0.812
KP9	0.763	0.733	0.719	0.890
PL1	0.736	0.730	0.648	0.721
PL2	0.802	0.782	0.789	0.753
PL3	0.866	0.747	0.843	0.704
PL4	0.895	0.688	0.821	0.634
PL5	0.919	0.742	0.911	0.659

Source: SmartPLS Output, 2025

The results showed that each indicator had the highest loading on its respective constructs compared to the others, confirming that all constructs met the criteria of discriminant validity.

Composite Reliability Test

Reliability was tested using Composite Reliability, Cronbach's Alpha, and Average Variance Extracted (AVE). A construct is considered reliable if the composite reliability value > 0.70 and Cronbach's Alpha > 0.70.

Table 3 Reliability and Validity of Constructs

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Variable	Cronbach's Alpha	Composite Reliability	AVE
Training (X1)	0.899	0.926	0.717
Competencies (X2)	0.894	0.922	0.704
Work Facilities (Z)	0.897	0.925	0.711
Employee Performance (Y)	0.941	0.951	0.682

Source: SmartPLS Output, 2025

All constructs have an AVE value of > 0.50 and reliability exceeds the recommended threshold, so all variables are declared valid and reliable.

Evaluation of Structural Models (Inner Model)

Coefficient of Determination (R^2)

Table 4 R Square

Variable	R Square	Adjusted R Square
Work Facilities (Z)	0.964	0.962
Employee Performance (Y)	0.836	0.821

Source: SmartPLS Output, 2025

The Adjusted R^2 value of 0.962 for Work Facilities shows that training and competency explain 96.2% of the variance in work facilities. An Adjusted R^2 value of 0.821 for Employee Performance shows that training, competencies, and work facilities explain 82.1% of performance variances, reflecting strong predictive power.

Goodness of Fit

Table 5 Model Fit

	Saturated Model	Estimated Model
SRMR	0.114	0.114
d_ULS	3.933	3.933
d_G	2.376	2.376
Chi-Square	773.509	773.509
NFI	0.812	0.812

Source: SmartPLS Output, 2025

An NFI value of 0.812 indicates an acceptable level of model suitability, ensuring the structural model is feasible for hypothesis testing.

Hypothesis Testing

Direct Influence

Table 6 Path Coefficients (Direct Influence)

Relationships	T-Statistics	P-Values	Results
Performance → Training	1.512	0.140	Rejected
Competencies → Performance	5.687	0.000	Accepted
Training → Work Facilities	13.818	0.000	Accepted
Competencies → Work Facilities	0.182	0.857	Rejected
Work → Performance Facilities	1.429	0.162	Rejected

Indirect Influence

Table 7 Indirect Influences

Relationships	T-Statistics	P-Values	Results
Training → Performance → Facilities	1.339	0.189	Rejected
Competencies → Facilities → Performance	0.163	0.872	Rejected

The results show that work facilities do not play a role as an intervening variable in the relationship between training and competence and employee performance. Employee performance is mainly influenced by the direct influence of competence.

Discussion

The results of the direct influence analysis show that Competency (X2) has a positive and significant influence on Employee Performance (Y). This is indicated by a high and significant path coefficient value ($\beta = 0.866$; $t = 5.687$; $p < 0.05$). These findings indicate that employee competencies, which include knowledge, skills, and work ability, are the main factors in determining the level of employee performance. Employees who have adequate competence tend to be able to complete work on time, accurately, and in accordance with the work standards set by the organization. Thus, improving employee competencies directly contributes to improving employee performance at the Manpower, Cooperatives, Small and Medium Enterprises Office of Serdang Bedagai Regency.

On the other hand, the test results showed that Training (X1) had no significant effect directly on Employee Performance (Y), with a path coefficient value ($\beta = 0.494$; $t = 1.512$; $p > 0.05$). These findings show that the implementation of training provided to employees has not been directly able to improve performance. This condition indicates that the training that employees participate in may not be fully relevant to the needs of the job, have not been optimally applied in work activities, or require the support of other factors so that the results can have an impact on performance. Thus, training in this study has not yet functioned as a direct determinant of performance.

Furthermore, the results of the analysis showed that Training (X1) had a positive and significant effect on Work Facilities (Z) with a very strong path coefficient value ($\beta = 0.969$; $t = 13.818$; $p < 0.05$). These findings show that the training carried out is closely related to increasing the utilization and readiness of work facilities. Training allows

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employees to understand the use of work facilities and infrastructure more effectively, including technology and work support equipment. With adequate training, work facilities can be optimally utilized in supporting the implementation of employee duties.

However, Competency (X2) had no significant effect on Work Facilities (Z) (β = 0.014; t = 0.182; p > 0.05). This shows that the level of competence of employees does not directly affect the availability or quality of work facilities received. Work facilities are more determined by organizational policies, budget planning, and the provision of infrastructure facilities by agencies, rather than by individual characteristics of employees. Thus, employee competencies are independent of the conditions of available work facilities.

The test results also showed that the Work Facility (Z) had no significant effect on Employee Performance (Y) with a negative and insignificant path coefficient value (β = −0.451; t = 1.429; p > 0.05). These findings indicate that even if work facilities are available, it does not necessarily directly improve employee performance. Employee performance is more influenced by the individual's ability to manage and utilize the facility, not solely by the existence of the work facility itself.

In the analysis of indirect influence (mediation), the results of the study showed that Work Facilities (Z) did not play a role as an intervening variable either in the relationship between Competency (X2) to Employee Performance (Y) and between Training (X1) to Employee Performance (Y). The indirect effect of Competency on Performance through Work Facilities has a very small and insignificant value (β = −0.006; t = 0.163; p > 0.05). This shows that the influence of competence on performance is direct without going through the mechanism of work facilities.

Similarly, the indirect effect of Training on Employee Performance through Work Facilities was also insignificant (β = −0.437; t = 1.339; p > 0.05). These findings indicate that although training has a significant effect on work facilities, they are not able to become a bridge that strengthens the influence of training on employee performance.

The results of this study confirm that Competency is the most dominant factor and has a direct influence on Employee Performance, while Training and Work Facilities do not have a significant effect directly or as an intervening variable. This finding implies that improving employee performance at the Manpower, Cooperatives, Small and Medium Enterprises Office of Serdang Bedagai Regency should be focused on efforts to strengthen employee competencies in an ongoing manner, both through improving technical capabilities, developing work skills, and improving the professionalism of the apparatus. Training needs to be designed to be more applicable and in line with job needs so that the results can have a real impact on employee performance.

Conclusion

Based on the results of the analysis of the structural model (inner model) using the SEM-PLS approach and the discussion that has been described in the previous chapter, several conclusions can be drawn as follows:

1. Competence has a positive and significant effect on Employee Performance. The test results showed that competence had a significant direct influence on employee performance with high and significant path coefficient values. These findings indicate that employees' knowledge, skills, and employability are the main factors in

improving performance. The better the competencies that employees have, the more optimal the performance produced.

2. Training does not have a significant effect directly on Employee Performance. The test results show that training has not been able to have a direct impact on improving employee performance. This indicates that the training provided is not fully relevant to the needs of the job or has not been optimally implemented in daily work activities.
3. Training has a positive and significant effect on Work Facilities. The results of the study show that training has a very strong and significant influence on work facilities. These findings indicate that training plays an important role in improving employees' understanding and ability to utilize work facilities effectively and efficiently, especially work support facilities and technology.
4. Competence does not have a significant effect on the Work Facility. The test results showed that the level of employee competence did not have a direct effect on the work facilities. This shows that work facilities are more determined by organizational policies and the availability of infrastructure facilities, not by individual characteristics of employees.
5. Work Facilities do not have a significant effect on Employee Performance. The results of the analysis show that work facilities have not been able to improve employee performance directly. These findings indicate that the existence of work facilities alone is not enough to improve performance without being balanced by the ability and competence of employees in utilizing them optimally.
6. Work Facilities do not mediate the relationship between Employee Competency and Performance. The results of the indirect influence test showed that work facilities did not play a role as an intervening variable in the relationship between competence and employee performance. Thus, the influence of competence on performance is direct without going through the mechanism of work facilities.
7. Work Facilities do not mediate the relationship between Training and Employee Performance. The results showed that although training had a significant effect on work facilities, they were not able to pass on the influence of training on employee performance. This confirms that the role of work facilities as a mediating variable in this research model is not proven.

The results of the study concluded that Competency is the most dominant factor and has a significant effect directly on Employee Performance, while Training and Work Facilities do not have a significant effect on Employee Performance either directly or as a mediating variable.

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