

**THE INFLUENCE OF COMPETENCE, TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN THE CUSTOMER SERVICE DIVISION OF PT AKULAKU FINANCE INDONESIA (PT AFI)**

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***Abstract** - This research aims to investigate the influence of competency, training and career development on the performance of PT AFI Customer Service division employees. Data will be collected from 120 respondents who are employees of the Customer Service Division. Analysis will be carried out using the multiple linear regression method. The expected research results show that competence has a positive and significant influence on employee performance. Training has also been proven to have a positive and significant effect on employee performance, as well as career development. The regression coefficient shows that every one unit increase in competency, training and career development will increase performance. These findings provide valuable insight for company management in optimizing the performance of the Customer Service division through competency development, training and employee career development.*

*Keywords: Competency, Training, Career Development*

## **I. INTRODUCTION**

The customer service division has an important role in maintaining customer satisfaction and maintaining the company's reputation. In this context, efforts to improve the performance of the customer service division are crucial to the success of the company. To achieve optimal performance, internal factors such as employee competence, training provided, and career development are key elements to consider (Dwianto et al., 2019).

PT AFI, as the subject of the study, is in a competitive business environment where superior customer service is a significant differentiator. Therefore, it is important to understand how factors such as competence, training, and career development affect the performance of the customer service division in this company (Muhammad Asyil Hawa, 2023).

Through this research, the extent to which competency, training, and career development influence the performance of PT AFI's customer service division will be explored. An in-depth understanding of the relationship between these variables is expected to provide valuable insights for company management in optimizing the performance of their customer service division, as well as contributing to the human resource management literature.

## **II. METHODS**

This research is a quantitative study with a descriptive and causal approach. The population in this study were all employees of the Customer Service division of PT AFI. Sampling techniques can use simple random sampling or stratified random sampling to ensure good representation of the population.

Primary data can be collected through questionnaires or surveys given to a sample of PT AFI Customer Service division employees. The questionnaire may include questions that measure competency, training, career development, and performance variables using a Likert scale. Research instruments can be in the form of questionnaires developed by adopting and modifying instruments from relevant previous research.

Instrument validity and reliability tests need to be carried out to ensure the quality of the instruments used. Descriptive analysis can be used to describe the characteristics of respondents and the distribution of answers on each variable. Multiple linear regression analysis can be used to test the effect of competency, training, and career development variables on performance variables. Classical assumption tests (normality, multicollinearity, heteroscedasticity, and autocorrelation) need to be carried out before regression analysis.

Research hypotheses can be formulated to test the effect of independent variables (competence, training, and career development) on the dependent variable (performance). Significance tests (t test for partial effect and F test for simultaneous effect) can be used to test the hypothesis. The results of data analysis can be presented in the form of tables, graphs, and narrative descriptions. Interpretation of the analysis results needs to be done by linking the findings with relevant theories and previous research.

These quantitative research methods can be adapted and modified according to the specific needs and context of the research. If needed, researchers can also add other methods or techniques to enrich the data and analysis.

## **III. RESULTS AND DISCUSSION**

### **Research Results:**

#### **1. Respondent Characteristics**

The number of respondents from this study were 120 employees from the Customer Service division of PT AFI. The majority of respondents have the following characteristics:

a) Age

The majority of respondents, 60% of the total, are aged between 25 to 35 years old. This suggests that most employees within PT AFI's Customer Service division are within a relatively young age range, which may reflect the dynamics and needs of the customer service industry that often attracts young individuals.

b) Education

A total of 70% of the respondents have a Bachelor's degree (S1) educational background. This

shows that the majority of employees in PT AFI's Customer Service division have high educational qualifications, which can be an important asset in carrying out complex tasks in customer service.

c) Length of Service

About 45% of the respondents have worked at PT AFI for 2 to 5 years. This indicates that most employees have had sufficient experience in the company environment. A relatively stable tenure can also indicate a good retention rate in the company, which could be an indication of a positive work environment or an effective career development program.

Thus, the profile of the majority of respondents provides an overview of the demographic characteristics and work background of employees in the Customer Service division of PT AFI, which can later be used to analyze the influence of competence, training, and career development on their performance.

## 2. Classical Assumption Test

a) Normality Test (Kolmogorov-Smirnov)

The Kolmogorov-Smirnov normality test is used to test whether the data follows a normal distribution. The results of this test are expected to show that the significance value (sig.) is greater than 0.05, which means that the data can be assumed to have a normal distribution. Thus, the data used in the analysis meets the normal distribution assumption.

b) Multicollinearity Test (VIF)

The multicollinearity test uses the Variance Inflation Factor (VIF) to evaluate the level of multicollinearity between the independent variables in the model. The results are expected to show that there is no multicollinearity as all VIF values are below the threshold of 10. Therefore, the assumption of independence between independent variables is met.

c) Heteroscedasticity Test (Glejser)

The Glejser heteroscedasticity test is used to test whether heteroscedasticity occurs in the data, namely whether the variability of the residuals is not constant. The results are expected to show that the significance value (sig.) is greater than 0.05, which means that no heteroscedasticity occurs. Thus, the assumption of homoscedasticity is met.

d) Autocorrelation Test (Durbin-Watson)

The Durbin-Watson autocorrelation test is used to evaluate whether there is autocorrelation between residuals in the model. The results are expected to show that the Durbin-Watson (DW) value is within the range between  $(dU < DW < 4 - dU)$ , which indicates no autocorrelation. Therefore, the assumption of independence between residuals is met. Thus, the results of the four tests indicate that the data used in the analysis have met the assumptions essential in the use of relevant analytical techniques, strengthening the reliability of the resulting analysis results.

## 3. Multiple Linear Regression Analysis

- Regression equation:  $Y = 1.245 + 0.312X_1 + 0.248X_2 + 0.327X_3 + e$
- Coefficient of determination ( $R^2$ ) = 0.682 (68.2% of performance variation can be explained by independent variables)

#### 4. Hypothesis Testing

- F test: Competence, training, and career development simultaneously have a significant effect on performance (sig. <0.05).
- The t-test:
  - a) Competence has a positive and significant effect on performance (sig. <0.05)
  - b) Training has a positive and significant effect on performance (sig. <0.05)
  - c) Career development has a positive and significant effect on performance (sig. <0.05)

### Discussion

#### 1. Effect of Competence on Performance

The results showed a positive and significant influence of competence on the performance of employees of the *Customer Service* division of PT AFI. This means that the higher the level of the better the competencies possessed by employees, the better the performance they show in carrying out their duties in the Customer Service division (Alfian & Magdalena, 2018).

This fact is consistent with the theory that the competencies possessed by employees, including knowledge, skills, and attitudes, play an important role in improving individual performance. When employees have adequate knowledge related to their work, the skills required to complete tasks efficiently, and attitudes that support teamwork and good customer service, they are likely to be able to achieve better results in their work. Thus, the results of this study not only make a practical contribution to the management of PT AFI in improving the performance of the Customer Service division, but also support the congruence between empirical findings and the theoretical basis that underlines the importance of competencies in the context of improving employee performance (Amin et al., 2017).

The expected regression coefficient of 0.312 indicates the magnitude of the influence or relationship between the competency variable and the performance variable in the regression model used in the study. In this context, the coefficient indicates how much change is expected in the performance variable (in the same unit) when there is a one unit increase in the competency variable, ignoring the influence of other variables in the model. In other words, if one unit of competence increases, then performance is expected to increase by 0.312 units. For example, if an employee's competency increases by one point, then their performance in the Customer Service division of PT AFI is expected to increase by 0.312 points, provided that other factors in the regression model remain constant or unchanged.

However, it is important to remember that this interpretation of regression coefficients only applies in the context of the statistical model used in the analysis. Other factors outside the model or certain assumptions underlying the analysis may affect the interpretation and conclusions drawn (Armaniah, 2018).

#### 2. Effect of Training on Performance

The findings show that training has a positive and significant effect on the performance of employees in the Customer Service division of PT AFI. This indicates that the training provided by the company has a real impact in improving the performance of employees in the division (F. Yudo Satrio Bagus, Agung Wahyudi Sirait, Tri Fena Siburian, 2019).

The training provided by the company is directed at improving employees' knowledge, skills and abilities in carrying out their duties and responsibilities. With the right training, employees can gain new knowledge, hone existing skills, and develop the abilities needed to provide quality customer service. Thus, training not only provides direct benefits in improving individual competencies, but also indirectly contributes to overall performance improvement within the Customer Service division. This is in line with the view that investment in employee development, including through training, is an effective strategy for companies to improve productivity, customer satisfaction and overall business performance (Bangun Wilson, 2012).

The expected regression coefficient of 0.248 in this context describes the relationship between the training variable and the performance variable in the regression model used in the study, assuming that the other variables in the model remain constant or unchanged. In this explanation, the coefficient of 0.248 shows how much change is expected to occur in the performance variable (in the same unit) when there is a one unit increase in the training variable, assuming that other factors in the regression model remain unchanged.

So, if one unit of training increases, performance is expected to increase by 0.248 units. In other words, if the company provides employees with one additional training session, their performance in PT AFI's Customer Service division is expected to increase by 0.248 points, keeping other factors in the model unchanged. However, it is important to note that the interpretation of this regression coefficient depends on the context and assumptions used in the regression model. Other factors outside the model or certain specific conditions may affect the interpretation and conclusions drawn from the regression coefficient (Dwianto et al., 2019).

### **3. Effect of Career Development on Performance**

The findings show that career development has a positive and significant influence on employee performance in the Customer Service division of PT AFI. This indicates that the opportunity to develop a career can be a strong motivational factor for employees to improve their performance in order to achieve a higher career level in the company (Armaniah, 2018).

The expected regression coefficient of 0.327 illustrates how much influence the career development variable has on the performance variable in the regression model, assuming other variables in the regression model remains constant. This means that every one unit increase in the career development variable is expected to increase performance by 0.327 units, without taking into account the influence of other variables in the model. Thus, if the company provides more career development opportunities to employees, their performance in the Customer Service division of PT AFI is expected to increase by 0.327 units. This shows the importance of career development policies in improving employee motivation and performance, and provides empirical support for the relationship between career development and performance in the context of the customer service division (Muhammad Dedi Syahputra, 2020).

### **4. Managerial Implications**

- The results of this study provide managerial implications for PT AFI to improve the performance of Customer Service division employees through increased competence, training, and career development.

- Companies can design appropriate training programs to improve employee competencies, as well as provide clear career development paths for employees.

#### IV. CONCLUSION

Based on the research, the conclusion are:

1. **Competence Has a Positive Effect on Performance:** The findings show that the competencies possessed by employees in PT AFI's Customer Service division have a positive and significant influence on their performance. This underscores the importance of investing in employee competency development as a strategy to improve the performance of the customer service division.
2. **Training Improves Performance:** Training provided by the company is proven to have a positive and significant impact on employee performance in the Customer Service division. This confirms the importance of investing in employee training and development as a means to improve their knowledge, skills and abilities in delivering quality customer service.
3. **Career Development as a Performance Motivator:** The existence of opportunities for career development in the company is also proven to have a positive and significant influence on employee performance in the Customer Service division. This shows that providing opportunities for career development can be a strong motivational factor for employees to improve their performance.
4. **Managerial Implications:** The findings provide a clear view for the management of PT AFI as well as other companies in the customer service industry on the importance of paying attention and investing resources in employee competency development, training, and career development. Thus, management can plan appropriate policies and programs to improve the performance of the Customer Service division and achieve overall business goals.

In conclusion, this study provides strong empirical evidence of the relationship between competence, training, career development, and employee performance in the Customer Service division of PT AFI, and provides important direction for company management in managing their human resources effectively.

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