RELATIONSHIP BETWEEN COMPETENCE, TRAINING, AND GROUP DYNAMIC AND FIRM PERFORMANCE: HIGH PERFORMANCE CULTURE PERSPECTIVE

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ABSTRACT

In order to improve the employee's competence, a company needs to provide trainings, create group dynamics, and high-performance culture. This research aims to find out the influence caused by employee competency, effectiveness of training, and group dynamics on performance of a company through a high-performance culture. The method used in this study is associative quantitative, whereas data was collected by distributing questioners to 150 respondents. The analysis method used is Structural Equation Model analysis technique (SEM). The results of this study indicated that the competence of employees has no direct effect on performance of the company through a High Performance Culture, the effectiveness of the training indirectly affects company performance through High-Performance Culture and group dynamics indirectly affects company performance through High-Performance Culture.

INTRODUCTION

Performance of a company becomes a determining factor whether a company can maximize human resources i to achieve "High-Performance Culture". High-Performance Culture is a corporate culture that can encourage companies to show good or high performance (Sullivan, 2004). To achieve this performance, a company must be able to improve and stimulate its human resources by fitting all employees' competence with their jobs. The effectiveness of the training provided needs to be reviewed in accordance with the competence matching on hiring process. In addition, at the end, a company should reflect on group dynamics running on daily activities of its company.

Based on Global Competitiveness Report 2015-2016 (GCI, 2017) for national labor competencies, Indonesia's position declined from 34th rank to 37th rank among 144 countries in the world. While in Asia, Indonesia still has an improving national labor competence, but there is no significant change from the previous year. This report indicates that Indonesia labor competitiveness is still low, compared to other countries in the world.

In addition, based on pre-interview result of multiple mining industry in Indonesia, it can be seen that there are many problem derived from employee competencies, such as lack of skilled mining workers with technological knowledge, although the performance is not declining over time as show in figure 1. The same problem arises with measurement of training effectiveness, as most companies do not measure its training effectiveness or do gap analysis. Employee training is merely annual routine or held by its employee request. In a mining industry, group dynamics means to collaborate within a team of specific project to achieve effectiveness, optimize company's target. Common cases on group dynamic are miscommunication and missing collaboration within the group. This is usually because the culture that was built does not support high performance activities or company performance, as discussed in Chan, Shaffer & Snape (2004).

Mining Industry Performance 2012-2016
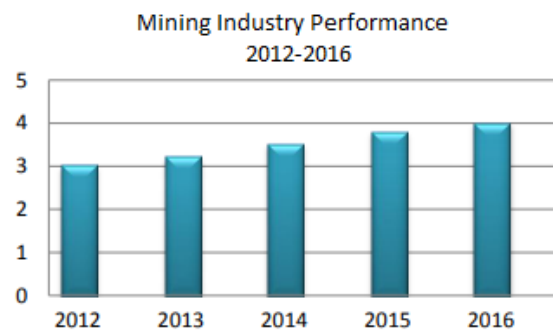
Figure 2. Company Employee Performance

Effective leadership uses employee performance management as a key activity. Research has shown that managers who do not engage in performance management effectively produce less business results compared to those who do engage effectively. A study by Ken Blanchard Companies (2009) cited in Pulakos, Mueller-Hanson, O'Leary & Meyrowtz (2012) demonstrated 40 percent higher employee commitment ratings were contributed to 10 to 30 percent higher customer satisfaction ratings, 50 percent decrease of staff turnover, and double of the net profits. (The Ken Blanchard Companies)

Many organizations struggle to realize these benefits. When asked what purpose performance management should serve in organizations, employees, managers and HR professionals alike cite important outcomes, such as improving performance, effectiveness and results, developing employees, and facilitating communication and information exchange between employees and managers. However, when a slightly different question is asked—what is the purpose of performance management— the responses are quite different. Most people say that in reality, performance management serves primarily as administrative purposes. These purposes include helping managers to make pay decisions, providing documentation for the organization to defend itself in court and enabling the organization to deal with poor performers.

Scholars have identified a variety of dimensions that capture variability in organizational culture, to such an extent that cultures are bureaucratic, supportive, and innovative (e.g. Chan et al., 2004; Chow and Liu, 2009; Den Hartog and Verburg, 2004). A limited number of studies have investigated the relationship between Human Resource Management (HRM) systems and organizational culture, despite the notion that organizational culture is important as related to HRM practices (Budhwar and Sparrow, 2002). The few studies that have investigated relationships

between High Performance Work System (HPWS), organizational culture, and key outcomes such as turnover or performance, have found mixed results. For instance, Chow and Liu (2009) found that high-involvement work practices and a supportive organizational culture specifically were s related to turnover in a sample of Chinese firms. In a related study, Chan et al. (2004) found that a high-involvement work culture was predictive of performance, whereas HPWS were not. Different cultural criteria may account for these different findings. However, these studies suggest that both organizational culture and high-performance work practice may be related to important ways to turnover and that both should be considered. Although supportive and high-involvement cultures share similarities with a High Performance Culture (HPC), there are important differences. HPC (Varma et al., 1999) is characterized by a focus on business strategy, innovation, and customer service.

The purpose of this study is to investigate and analyze relationship between direct effect of employee competence and firm performance, its indirect effect through High Performance Culture, direct effect of training effectiveness on firm performance and its indirect effect through High Performance Culture. This study also aims to find out direct effect of group dynamics towards firm performance and its indirect, effect through High Performance Culture.

LITERATURE REVIEW

High Performance Culture

High performance culture is an integrated system for management processes that focuses on exceptional performance (Sullivan, 2004). High Performance Culture (HPC) is also a corporate culture that enables companies to demonstrate great, maximum, and high performance. Cultural factors are not only as bonding (glue) in organizational development but also it acts as competitiveness (competitive-edge) that will improve the achievement and progress of all elements of the company. Murphy (2008) studies and separates high performance culture into five dimensions. The first is pressure to meet goals and objectives or the ability to meet work deadlines so employees can meet the target. Second dimension is relationships with managers in which managers should be able to support employees and their decision-making. Third is organizational culture where the organization's work environment and organizational culture fits in with the company. Fourth is quality of work-life balance that indicates the ability to create balance. The last is career development opportunities.

Employee Competence

A Study by Wibowo (2013) explains that competence is the ability to perform a job or task, which is based on skills and knowledge that supported by work ethic demanded by workers. While Palan (2007) explained that competence shows the underlying characteristics of that behavior describing motives, personal characteristics (characteristics), self-concept, values, knowledge or expertise that a superior person (superior performer) performs at work. There are five characteristics establish employee competence in a firm: 1) knowledge factors, including technical, administrative, process issues, humanity, and system. 2) Skills, that refers to one's ability to do an activity. 3) Self - concept and values,that refer to attitudes, values and images of one's self, like one's beliefs that he can succeed in a situation. 4) Personal characteristics, that refer to physical characteristics and consistency of responses to situations or information, such as self-control and ability to stay calm down from pressure. 5) Motive, that includes emotions, desires, psychological needs or other incentives that trigger such actions.

Hutapea and Thoha (2008) explain there are two definitions of competence that grow rapidly. The first type is known by the name of technical competencies or functional competency, or can also be referred to as hard skills or hard competency. This type of competence was established and develops in the UK and widely used in European countries and in Commonwealth countries. Technical competence is on the job, i.e. to describe responsibilities, challenges, and goals that have to be done or achieved by the stakeholders so that the stakeholder can perform well. The second type is competence that describes how a person is expected to behave in order to carry out their work well. This type of competence is known by name behavioral competencies or in other term soft skills or soft competency. Behavioral competency emphasizes on behavior and action, so behavioral competence will be identified if a person demonstrates it in doing the job. Based on two types of competence above, it can be concluded that human ability that is derived from real world practice, and can be used as a comparison to categorize them in two groups: the superior (high) and the mediocre (average). Their performance results or works combined with knowledge, skills, behavior, character, attitudes and values can demonstrate a person's competencies.

Sudarmanto (2009) study elaborates more competencies characteristic from Palan (2007). The competence possessed by an individual is a character of attitude and behavior, or in other term, individual ability that is relatively stable in dealing with a situation in a workplace. It is a merger from the unity of character, self-concept, internal motivation, and the

capacity of contextual knowledge. The characteristics of competencies that he elaborated are affecting employee performance. They are motives that are personal or desire that cause an action. Motive can move, direct, and select behavior toward activities or goals. In addition, the motive is regarded as emotions, desires, psychological needs, or other inciting triggers an action. Character is a physical characteristic and response to stimulation and pressure on various situations. Self-concept is the concept of one's self that can be said as attitude, values, and image of their self-reflection. The concept of self is a description that is owned by someone about themselves and things that reflect their identity.

Training Effectiveness

The effectiveness of employee training is very important especially for developing human resources (Mangkunegara, 2013). Training and development of human resources in companies, organizations, educational institutions, or other institutions are conducted to improve employee performance. Training is required for all employees in order to be able to follow the development of work and business world in accordance with their position. Training is conducted to improve productivity, work ethic, discipline, attitude, skills, and certain skills in order to work better, especially within the scope of human resources, it is not directly look like other fields that can be measured quantitatively, but this can still be conducted briefly.

The effectiveness of employee training can be seen from the increasing of employees' skills and knowledge. Effective and successful training will shape employees views and ways of thinking in accordance to the company vision and mission. Additionally, effective and successful training are able to create and increase competencies such as knowledge, attitudes, behaviors, and knowledge of employees. By doing an evaluation, it can identify the accuracy and effectiveness of employee training that has been conducted.

Group Dynamics

There are different studies on group dynamic. Johnson (2012) states that group dynamics is a sphere of social knowledge that concentrates more on the knowledge of the nature of group life. Meanwhile, (Santoso, 2009) explains that group dynamics is more to a regular group whose members have a psychological relationship. Johnson, (2012) describes the seven dimensions of group dynamics. First is group objective, defined as knowing goals and interests of a group. Second is group cohesiveness, defined as knowing how big the group's level of cohesiveness. Third is the group structure, defined as knowing the position, status and role of a

person in a group. Fourth is the function of the group task, or in other words, knowing exactly the task of each individual in a group so that it can run efficiently. Fifth is group development and maintenance, defined as how to develop and maintain a group in order to produce maximum performance. Sixth is group atmosphere, defined as how to create a conducive group atmosphere. Seventh is group effectiveness, defined as knowing the effectiveness of a group by means of two-way communication and also in making decisions effectively. The last one is group pressure, defined as knowing what pressure occurs within the group as well as initiating problem solving and identifying external factors that trigger the problem.

Company Performance

Company performance is the result of a series of business processes, with the sacrifice of various resources, such as human resources and corporate finance. When the performance of the company increases, it can be seen from the incessant activities of the company in order to gain profits as big as possible. The profit generated will certainly differ depending on the size of the moving company. Based on the process of increasing profits, company performance information, especially profitability, is necessary to assess potential changes in the company's potential economic resources that may be controlled in the future. In addition, the information is also useful in the formulation of considerations regarding the effectiveness and efficiency of the company in managing its resources (Moerdiyanti, 2010).

Based on previous research, power distance has significant effect on job satisfaction (Sadeghi, Amani & Mahmudi, 2013) and on employee performance (Reddy, 2011). According to the research by Andreassi, Lawter, Brockerhoff & Rutigliano (2014), collectivism also has a significant effect on job satisfaction and employee performance.

Figure 2. illustrates conceptual model that is developed in this research using 7 hypotheses of mediating role of job satisfaction in relationship between power distance and collectivism to employee performance.

According to a research conducted by Owen, Mundy, Guild & Guild (2001), there is influence of employee competencies over high performance culture. Therefore, the following hypotheses were developed:
Hypothesis 1: Employee competencies has an effect to high performance culture
Hypothesis 5: Employee competencies has an effect to employee performance through high performance culture

Other research by Tahilramani (2013) states that there is influence of training effectiveness over high performance culture. Therefore, the following hypotheses were developed:

Hypothesis 2: Training effectiveness have an effect to high performance culture

Hypothesis 6: Training effectiveness has an effect to employee performance through high performance culture

Based on research done by Colleen Lucas, Theresa Kline states that group dynamics has a positive relationship with high performance culture because the organizational culture has an influence on group dynamics

Hypothesis 3: Group dynamics has an effect to high performance culture

Hypothesis 7: Group dynamics has an effect to employee performance through high performance culture

MATERIALS AND METHODS
Data Collection and Research Method

The type of research used by the authors is associative research using quantitative approach. Research method used in this research is survey method. Survey method is used to get data from certain place that is natural, but researchers also collect data through distribution of questionnaire, interview and so on Sugiyono (2013). The data was collected through face-to-face survey with employee from a mining company in Indonesia. The sampling frame consists of 120 employees with three different job positions; manager, supervisor and staff. There are five respondents (4%) from manager position, 13 respondents (11%) who are supervisor, and 102 (85%) respondents who are staff. Every employee from each company was first contacted via email and then via phone in order to solicit their co-operation for the study. After contacting them, questionnaires were distributed and total of 120 respondents' valid responses were received. The demographic characteristics of responding firms are shown in Table 1.Tests for non-response bias were conducted by comparing the respondents who agreed to participate after the first contact attempt with those who participated after the second contact attempt. No significant differences were found in the construct means of the two groups, suggesting that non-response bias may not be a major problem in sampling process.

Measures and Analysis

The scales in this study were adopted from items used for high performance cultural in prior studies. On multi-item scales measurement, employee competencies, training effectiveness and group dynamics were

measured as independent variables, while high performance culture was measured as as intervening variable and firm performance measured as dependent variables. All variables constructs were measured using five-point Likert scales with anchors strongly disagree (=1) and strongly agree (= 5). Items for measuring Employee Competencies were adopted from Wibowo (2013). This scale consists of items that measure personal effectiveness capability (2 items), managerial capability (2 items), achievement and action orientation (1 item) for employee competence. Training objectives (2 items), trainer qualification(2 items), training material (2 items) and training methods(1 item) were used to measure training effectiveness. These items were adopted from Mangkunegara (2013). For Group Dynamics, measurements are adopted from Johnson (2012); group objectives (2 item), group structure (1 item), group effectiveness (2 items) and group pressure (2 items). On high performance culture variables, items for measurement are adopted from (Mathis and Jackson, 2006); pressure to meet goals and objectives (2 items), relation between manager and staff (1 item), organization culture (1 item) and work-life balance (1item). In this study, firm performance is measured as multidimensional, and four different dimensions of performance are measured. These dimensions are quantity, quality of work and effectiveness.

In this study, convergent, discriminant validity and construct reliability techniques (i.e., P value, loading factor, Correlation table, and Cronbach's alpha) were used to assess the psychometric properties of this measurement scale. On convergent validity test, p value < 0.05 and loading factor > 0.5 are used to measure all indicators, while discriminant validity requires each variable value to be greater than correlation value between variable. All items in all variables obtained p value above 0.05, loading factor > 0.50, and item value > than correlation value between variable. It concludes validity of items in employee competencies, training effectiveness, group dynamics, high performance culture and performance. On reliability test, Construct Realibility value > 0.70, where in sequence are 0.87, 0.89, 0.87, 0.87 and 0.89. It can be concluded that the variable data of employee competencies, training effectiveness, group dynamics, high performance culture and performance is reliable.

RESULTS AND DISCUSSIONS

Mediation was tested using the result of indirect effect from Structural Equation Modeling on AMOS software. The findings show a partial effect of employee competencies and Training effectiveness on high performance culture, while group dynamics has no partial effect on high

performance culture, as well as no partial effect of high performance culture on performance. Mediating effect of high performance culture is shown to enhance training effectiveness to performance, while no mediating effect seems to enhance employee competencies and Group dynamic does not enhance performance either. In other words, only training effectiveness affects performance, both directly and through high performance culture, while group dynamics have no direct and indirect effect on performance. Thus, Hypothesis 1, 2 with its partial effect and 6 for its mediating effect are supported by this result. The results are highly provocative for future research such that, in addition to the employee competencies, training effectiveness' direct and indirect effect was found to explain a significant level of additional variance (6.4 percent and 22 percent) of employee performance. Thus, the primary finding of this research is that high performance culture is likely to enhance the effect of training effectiveness on performance.

The direct influence explains the influence of each variable to the high performance culture, whereas the indirect influence explains the influence of each variable to the company performance. Based on the output of the direct and indirect effect table, direct influence of employee competence on high performance culture is 0.161 and the percentage is 16%, where the rest are in other variables that are not examined. Direct influence of the effectiveness of Training on high performance culture is 0.223 and the percentage is 22%, where the rest are in other variables that are not examined. Direct influence of group dynamics to high performance culture is 0.094 and the percentage is 9%, where the rest are in other variables that are not examined. Direct influence of high performance culture to company performance is 0.286 and the percentage of it is 29%, where the rest contained in other variables that are not examined. Indirect influence of employee competence to company performance is 0.331 and the percentage of that is 33%, where the rest are in other variables that are not examined. Indirect influence of the training effectiveness on corporate performance is 0.064 and the percentage of it is 6%, where the rest are in other variables that are not examined. Indirect influence of group dynamics on company performance is 0.027 and the percentage is 3%, where the rest are in other variables that are not examined.

The results of regression analysis revealed that both employee competencies and training effectiveness help us to understand variation in performance based on those two variables. When employee competencies and training effectiveness on high performance culture or on firm performance were compared, training effectiveness related to high

performance culture has 6% aggregation value lower than employee competencies, but it is not as large as the value of training effectiveness which has 13% difference value, lower than high performance culture. However, when it is compared to its mediating effect of high performance culture, employee competencies have the biggest value than training effectiveness and group dynamic. The value comparison is 31 % compared to 27 %.

Goodness of Fit Test

The purpose of test of model fit or commonly called goodness of fit is to find out how exactly the manifest variables (indicator variable) can explain the latent variables that exist. Decsiom criteria are if the value probability level is above 0.05, then the model is said fit (Ghozali, 2014). In addition, to view the probability level on the Chi Square test, to measure whether the model fit or not, we should also look at other measurement values, for example fit model measurement. To assess fit model, it can be taken four sizes namely the value of GFI, AGFI, TLI, RMSEA. The model is said to be fit if the GFI, AGFI, and TLI values are above 0.900, and the RMSEA value is below 0.08. Ghozali (2014). It is as shown on table 3 below .

Based on the results of the output above, it can be seen that the model has been fit because it is in accordance with the acceptance limit that has been determined and for model feasibility test, it can be seen that the model has met the model feasibility indicators, so no model modification is necessary.

CONCLUSIONS

Based on the results of research that has been done to see and analyze the influence of employee competence, training effectiveness and group dynamics on company performance through high performance culture, it can be concluded as follows:

There is a significant direct and positive influence of the employee competence on high performance culture at mining company in Indonesia by 16%, so it can be seen that the employee competence variable through its indicators is sufficient to achieve high performance culture variables.

There is a significant direct and positive influence of the training effectiveness on high performance culture at mining company in Indonesia by 22%, so it can be seen that the effectiveness of the training variables through the indicators is enough to achieve the high performance culture variables.

There is no direct influence of group dynamics on high performance culture in mining company in Indonesia, so it can be said that the group

dynamics variable through its indicators is not enough to achieve high performance culture.

There is no direct influence of high performance culture on company performance in mining company in Indonesia, so it can be seen that high performance culture variables through its indicators have not been enough to achieve the company's performance variables.

There is no indirect influence of employee competence to company performance through high performance culture in mining company in Indonesia, so it can be seen that the variables of employee competence through its indicators are not enough to achieve the company performance variable through high performance culture.

There is an indirect influence of the training effectiveness on corporate performance through high performance culture in mining company in Indonesia of - 6%, so it can be seen that the effectiveness of the training variables through its indicators are sufficient to achieve the company performance variable through high performance culture.

There is no indirect influence of group dynamics on company performance through high performance culture at mining company in Indonesia, so it can be seen that the group dynamics variable through its indicators is not enough to achieve the company performance variable through high performance culture.

Based on the conclusions drawn from the results of data analysis, the researchers provide recommendations that may be used as input for the company in overcoming and anticipating all the shortcomings that exist for the progress of the company as follows.

To improve employee competency, mining company in Indonesia should provide training in accordance with the needs and job desk of employees on a regular basis. The aim is to improve the competence of employees because there are still some competencies that have not been achieved. Some of these things should be done so that the competence of employees can be improved and thus, can provide maximum results.

To improve the effectiveness of the training, mining company in Indonesia should organize or provide a training that raises the topic of "Creativity Training", where the training focuses more on the creativity of the employees. It is because to do a job, not only focuses on the skills needed, but also a high level of creativity in doing the job, such as in decision-making, problem solving etc.. By giving the training, the ability of employees will be balanced and able to implement the knowledge in daily routine at work so that the training will be delivered and effectively accepted.

To achieve high performance culture, mining company in Indonesia should give explanation about vision and mission and company objectives in detail, so that employees can understand clearly about the company. By understanding it, that employees will be able to work best so that they can give good performance.

To improve employee performance, mining company in Indonesia should conduct an overall evaluation of the company's performance over the last few years, to see certain factors that determine the company's performance condition. By understanding these factors, the company will be able to improve and develop in order to obtain maximum company performance and continue to monitor it regularly.

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