

**THE INFLUENCE OF COMPETENCY-BASED LEARNING MEDIATION, STAFF PERFORMANCE AND EMPLOYEE ENGAGEMENT ON THE PERFORMANCE OF PT. PLN (PERSERO) ACEH REGIONAL MAIN UNIT**

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**ABSTRACT**

This study aims to test the influence of competency-based learning mediation, staff performance, and employee engagement on the performance of PT. PLN (Persero) Aceh Regional Main Unit (PLN Aceh). The population was all employees of PLN Aceh in Banda Aceh, with as many as 277 employees. Sampling was carried out using a census technique. Data were analyzed using the Structural Equation Modeling (SEM) method. The result proves that at PLN Aceh, Employee Training and Development (TrainDev) influenced Employee Engagement, Employee TrainDev influenced Competency-Based Learning, Employee TrainDev influenced Staff performance, Employee Engagement influenced Staff performance, Competency-Based Learning Influenced Staff performance, Employee TrainDev influenced PLN Aceh Performance, Employee Engagement influenced PLN Aceh Performance, Competency-Based Learning Influenced PLN Aceh Performance, Staff performance influenced PLN Aceh Performance, Employee Engagement partially mediated the Employee TrainDev effect on Staff performance, Competency-Based Learning partially mediated the Employee TrainDev effect on Staff performance, Employee Engagement partially mediated the Employee TrainDev effect on PLN Aceh Performance, and Competency-Based Learning partially mediated the Employee TrainDev effect on PLN Aceh Performance. These findings prove that the model of increasing PLN Aceh performance is a function of increasing the effectiveness and efficiency of Employee TrainDev, strengthening Competency-Based Learning, strengthening Engagement, and increasing staff performance.

**Keywords:** Staff performance, Competency-Based Learning, Employee Training and Development, Employee Engagement.

**1. INTRODUCTION**

The level of organizational execution can be seen from the extent the organization can realize the objectives, goals, vision, and mission that have been set. This articulation is additionally backed by (Mahsun, 2006) which moreover states the definition of execution as an outline of the comes about or level of accomplishment of the execution of an action, program, and policy in realizing an arrangement of plans contained within the vital arranging of an organization, specifically objectives, destinations, vision, and mission. To improve its execution, each organization must create a technique carefully where each organization contains a diverse methodology and the methodology must be able to form a competitive advantage. Within the handle of defining organizational technique, numerous things impact and empower expanded organizational execution, counting procuring information. Information may be a source of inner quality that's troublesome for competitors to adjust so that it can be utilized as an organizational

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competitive advantage. In expansion, information is diverse from other assets, which diminishes when utilized, but the information will increment when utilized and will be progressively profitable to the organization.

PT. PLN (mentioned as PLN) is the State Electricity Company which is part of a State-Owned Enterprise (BUMN) and is the only provider of electric power services for the general public in Indonesia whose purpose is regulated in Government Regulation (PP) No. 23 of 1994 namely increasing the welfare and prosperity of the people fairly and equitably as well as encouraging economic activity, seeking profits so that they can finance the development of electricity supply to serve the needs of the community, striving for electricity to be a driver of economic activity, and carrying out environmentally sound business activities. It can be said that the performance of PT. PLN (Persero) Aceh Regional Main Unit (mentioned as PLN Aceh) still needs improvement. There are many poor services provided by PLN Aceh. The performance and services of the PLN are proof that the state has not succeeded in bringing prosperity to the people. The constant blackouts are a misery for the people especially Indonesian Muslims who are fasting during the holy month of Ramadan amid the Covid-19 pandemic emergency (Aristi, 2022).

The performance of PLN Aceh in recent years has shown inconsistent figures. For the 2017-2021 period, it experienced fluctuations whereas in 2021 performance decreased by -3.42 percent from 2020. Performance in 2019 was better than in 2020. Measuring the performance of an organization has been an issue in recent years, especially after the many complaints from service users stating that organizational performance is a source of indolence, extortion, and inefficiency. The above organizational performance can be understood that the performance of an organization will be related to employee/staff performance. (Fachreza, Musnadi, & Shabri, 2018), employee performance affects organizational performance. Pre-survey of this study found PLN Aceh staff performance is perceived by respondents as still relatively low because a mean value of 3.40 is obtained where the average value is in the unfavorable category ( $3.40 < 3.41$ ). This shows that their performance has not been maximized.

The next factor is employee engagement. Employee engagement, namely the positive attitude that employees have towards organizational values and goals shows employees' awareness of business goals and their willingness to work with co-workers to show staff performance in their jobs and fulfill organizational interests (Sarangi & Vats, 2015); (Gilmore & Williams, 2013). Previous research which states the employee engagement effect on staff performance can be seen in research by (Joushan, Syamsun, & Kartika, 2015) which concluded that culture and engagement affect staff performance. (Natalia & Rosiana, 2017) conducted a study that concluded that employee engagement affects positively staff performance. (Handoyo & Setiawan, 2017) conducted research that concluded that employee engagement affects positively staff performance. So it can be said that increasing employee engagement can improve staff performance and organizational performance. Pre-survey found employee engagement is still relatively low because the mean is 3.32. This shows that the engagement of existing employees is not maximized.

The next factor is competency-based learning. Training is held to improve and develop knowledge, skills, and attitudes or behavior. Thus, in mastering employee competencies, they will be better able to practically apply for all jobs to the job descriptions that have been set in the workplace. Higher competence can be measured by increasing knowledge and skills and

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developing better attitudes. By supporting this, the government introduced competency-based training which was felt to be very influential in developing employee work abilities by establishing competency standards. The results of (Arminanti, 2020) show that competency-based learning affects staff performance. Pre-survey found competency-based learning to be relatively low because the mean is 3.39. This shows the existing competency-based learning is not maximized.

Training and development are two terms that are sometimes used interchangeably or together. Training has the intention to add and improve knowledge/skills as well as change the attitude/behavior of employees in a productive direction. Development can be associated with the future needs of employees and company organizations. Training and development (TrainDev) have benefits in the long-term career of employees, to face greater responsibilities in the future. PLN Aceh has carried out several types of training for its employees, including training for new employee selection, professional training, staging training, supporting training, and training for retirement. Pre-survey also found TrainDev to be relatively low because the mean is 3.34. This shows that the existing TrainDev has not been maximized.

## **2. LITERATURE**

### **Organizational Performance**

Organizational performance is the accomplishment that reflects the victory and is the result accomplished from the behavior of individuals of the organization. Performance is the result of agreeable exercises among individuals or organizational components in arrange to realize organizational objectives. Organizational execution is the totality of work comes about accomplished by an organization. The accomplishment of organizational objectives implies that the execution of an organization can be seen from the level to which the organization can accomplish objectives based on foreordained objectives (Surjadi, 2009). According to (Thoyibatun, 2012), organizational performance describes the achievement by taking into account the indicator elements: 1) Input indicator, 2) output indicator, 3) Yield indicator, 4) Benefit indicator, 5) Impact indicator.

### **Staff performance**

Staff performance is the ability or work performance that has been achieved by personnel or a group of people in an organization, to carry out their functions, duties, and responsibilities (Mahmudi, 2015). Meanwhile, (Ritonga, 2008) states employee/staff performance is very important for the survival of the organization. Especially organizations where employee performance is the result of the organization's work in carrying out its activities in serving the public. (DeCenzo, Robbins, & Verhulst, 2020) states there are several indicators to measure individual employee performance, namely: 1) Work Quality, 2) Working Quantity, 3) Punctuality, 4) Work Effectiveness, 5) independence, and 6) work commitment.

### **Employee Engagement**

Employee engagement or employee engagement is the level when employees are willing to work and are directly involved in their work and exert all their abilities for the job (Brunetto, Shacklock, Teo, & Farr-Wharton, 2014). Another understanding presented by (Pandey & David, 2013) regarding engagement is the intensity with which individuals who are actively involved in

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their work identify themselves psychologically towards their work and realize that work performance is very important for their self-esteem. (Pandey & David, 2013) explain that employee engagement has several indicators, including:

1. Opportunity to develop in terms of skills and techniques in a company.
2. Balance at work.
3. The relationship between superiors and subordinates.
4. Physical resources capable of supporting employees while working in a company.
5. Awards and recognition.
6. Clear policies and open communication between lines.
7. Policies regarding fair wages or compensation.
8. Job training that can support capacity building.
9. Clarity regarding the work of each available position.
10. Pride while working in a company

### **Competency-Based Learning**

According to McAshan (Windiarni, 2008), based learning competence can be interpreted as: "A learning program in which learning outcomes or competencies expected to be achieved by students, storage systems and indicators of achievement of learning outcomes are formulated in writing since planning begins". Competency-based learning indicators according to (Soetrisno, 2016) are: 1) Knowledge, 2) Skills, 3) attitude.

### **Employee Training and Development (TrainDev)**

According to (Rivai & Mukti, 2018), training is a systematic process of changing employee behavior to achieve organizational goals, which are related to the skills and abilities of employees to carry out current work. Training has a current orientation and helps employees to achieve certain skills and abilities to succeed in carrying out their work. The TrainDev indicators used are taken from (Saydam, 2000), which states that TrainDev indicators are:

1. Length of training time.
2. Requirements for trainees.
3. Quality of teaching staff.
4. Total costs incurred.

### **Hypothesis**

This study determined the hypothesis to be tested as follows.

- H1 : Employee TrainDev influenced Employee Engagement,
- H2 : Employee TrainDev influenced Competency-Based Learning,
- H3 : Employee TrainDev influenced Staff performance,
- H4 : Employee Engagement influenced Staff performance,
- H5 : Competency-Based Learning Influenced Staff Performance,
- H6 : Employee TrainDev influenced PLN Aceh performance,
- H7 : Employee Engagement Influenced PLN Aceh Performance,
- H8 : Competency-Based Learning Influenced PLN Aceh Performance,
- H9 : Staff performance influenced PLN Aceh performance,
- H10 : Employee Engagement partially mediated the Employee TrainDev effect on Staff

performance,

H11 : Competency-Based Learning partially mediated the Employee TrainDev effect on Staff performance,

H12 : Employee Engagement partially mediated the Employee TrainDev effect on PLN Aceh performance, and

H13 : Competency-Based Learning partially mediated the Employee TrainDev effect on PLN Aceh performance.

**3. METHOD**

The population in this study was all employees of PLN Aceh in Banda Aceh city, which was 277 employees. All population members were taken as a sample (census technique). Data were processed using the Structural Equation Modeling (SEM) test through the AMOS software. A structural test was carried out after analyzing the one-dimensional level of the indicators, tested by confirmatory factor analysis. The SEM model complete stage was carried out by carrying out conformity tests and statistical tests. Testing reveals the result in Table 1 below.

**Table 1. Regression**

			Estimate s	SE	CR	P
Engagement_Employee	<---	Training_Development	0.838	0.075	9,57 7	0.00 0
Learning_Compentence	<---	Training_Development	0.797	0.093	10.0 53	0.00 0
Performance_Staff	<---	Training_Development	0.293	0.071	2,80 4	0.00 1
Performance_Staff	<---	Learning_Compentence	0.438	0.056	4,18 7	0.00 0
Performance_Staff	<---	Engagement_Employee	0.282	0.083	2,48 7	0.01 3
Performance_Organization	<---	Training_Development	0.297	0.187	2,64 6	0.00 4
Performance_Organization	<---	Learning_Compentence	0.208	0.102	2,45 1	0.01 4
Performance_Organization	<---	Engagement_Employee	0.275	0.107	2,84 3	0.00 1
Performance_Organization	<---	Performance_Staff	0.939	0.069	2,87 1	0.00 4

Source: Primary Data Processed, (2023)

**Employee TrainDev Impact on Employee Engagement (H1)**

TrainDev effect test on Employee Engagement resulted in a significance of 0.000. Thus it concludes TrainDev affected increasing Engagement. The Employee TrainDev influence size on

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Employee Engagement is 0.838, which means a 1 unit increase in Employee TrainDev, will increase to 0.838 engagement units. This explains the better the Employee TrainDev of Employees will influence increasing Engagement.

### **Employee TrainDev Impact on Competency-Based Learning (H2)**

Employee TrainDev effect test on Competency-Based Learning resulted in a significance of 0.00. It concludes Employee TrainDev affected Competency-Based Learning. The Employee TrainDev influence size on Competency-Based Learning is 0.797, which means a 1 unit increase in Employee TrainDev, will increase to 0,797 Competency-Based Learning units. This explains the better the Employee TrainDev will affect increasing Competency-Based Learning.

### **Employee TrainDev Impact on Staff Performance (H3)**

Employee TrainDev effect test on Staff performance resulted in a significance of 0.001. Thus it concludes Employee TrainDev affected Staff performance. The Employee Traindev influence size on Competency-Based Learning is 0.293, which means a 1 unit increase in Employee TrainDev, will increase to 0.293 engagement units. So the better Employee TrainDev will lead to better staff performance.

### **Employee Engagement Impact on Staff Performance (H4)**

The employee Engagement effect test on Staff performance resulted in a significance of 0.013. It explains Employee Engagement influenced the increase in Staff performance. The Employee Engagement influence size on Staff performance is 0.282, which means a 1 unit increase in Employee TrainDev, will increase to 0.282 staff performance units. This indicates that the stronger employee engagement, the higher staff performance.

### **Competency-Based Learning Impact on Staff Performance (H5)**

The competency-Based Learning effect test on Staff performance resulted in a significance of 0.000. It reveals that Competency-Based Learning influenced Staff performance. The Competency-Based Learning influence size on Staff performance is 0.438, which means a 1-unit increase in Competency-Based Learning, will increase to 0.438 staff performance units. This reveals that higher Competency-Based Learning will have a direct influence on Staff performance.

### **Employee TrainDev Impact on PLN Aceh Performance (H6)**

Employee TrainDev effect test on PLN Aceh performance resulted in a significance of 0.004. It describes that Employee TrainDev significantly affected PLN Aceh performance. The Employee Traindev influence size on PLN Aceh performance is 0.297, which means a 1 unit increase in Employee TrainDev, will increase to 0.297 PLN Aceh performance units. So the better Employee TrainDev will lead to better PLN Aceh performance.

### **Employee Engagement Impact on PLN Aceh Performance (H7)**

Employee Engagement effect test on PLN Aceh performance resulted in a significance of 0.001. It explains Employee Engagement influenced the increase in PLN Aceh performance. The Employee Engagement influence size on PLN Aceh Peformance is 0.275, which means a 1 unit

increase in Engagement, will increase to 0.275 PLN Aceh Performance units. This describes that stronger Employee Engagement will further improve PLN Aceh performance.

**Competency-Based Learning Impact on PLN Aceh Performance (H8)**

The competency-Based Learning effect test on PLN Aceh Performance resulted in a significance of 0.014. Thus it concludes that Competency-Based Learning influenced PLN Aceh performance. The Competency-Based Learning influence size on PLN Aceh performance is 0.208, which means a 1 unit increase in Competency-Based Learning, will increase to 0.208 PLN Aceh performance units. This indicates that the higher Competency-Based Learning will have a direct influence on PLN Aceh performance.

**Staff Performance Impact on PLN Aceh Performance (H9)**

Staff performance effect test on PLN Aceh Performance resulted in a significance of 0.000. It concludes Staff performance influenced PLN Aceh performance. The Competency-Based Learning influence size on PLN Aceh performance is 0.939, which means a 1 unit increase in staff performance, will increase to 0.939 PLN Aceh performance units. This indicates that higher Staff performance will influence PLN Aceh performance.

**Employee TrainDev Impact on Staff Performance through Employee Engagement (H10)**

Sobel test resulted in 3.250 with p 0.001. Thus, Employee Engagement is proven to act as a mediator of Employee TrainDev in affecting Staff performance. Because Employee Engagement significantly mediated, and Employee TrainDev affected Staff performance, then the Employee Engagement role in mediating the Employee TrainDev effect on Staff performance is as a partial mediator.

**Table 2. Sobel Test of Employee TrainDev Influence on Staff performance Through Engagement**

Input:		Test statistic:	Std. Error:	p-value:	
a	0.838	Sobel test:	3.25062811	0.07269857	0.0011515
b	0.282	Aroian test:	3.23877631	0.07296459	0.00120044
s <sub>a</sub>	0.075	Goodman test:	3.26261097	0.07243156	0.00110391
s <sub>b</sub>	0.083	Reset all	Calculate		

**Employee TrainDev Impact on Staff Performance through Competency-Based Learning (H11)**

Sobel test resulted in 5.777 and it is significant at  $\alpha = 0.036$ . Thus, Competency-Based Learning is proven to act as a mediator of Employee TrainDev and Staff performance. Because Competency-Based Learning significantly mediated, and Employee TrainDev affected Staff performance, then the Competency-Based Learning role in mediating the Employee TrainDev effect on Staff performance is a partial mediator.

**Table 3. Sobel Test of Employee TrainDev Influence on Staff performance Through Competency-Based Learning**

Input:		Test statistic:	Std. Error:	p-value:
a	0.797	Sobel test: 5.77710431	0.06042577	1e-8
b	0.438	Aroian test: 5.75576569	0.06064979	1e-8
s <sub>a</sub>	0.093	Goodman test: 5.79868203	0.06020092	1e-8
s <sub>b</sub>	0.056	Reset all	Calculate	

**Employee TrainDev Impact on PLN Aceh Performance through Employee Engagement (H12)**

Sobel test resulted in 2.504 and it is significant at  $\alpha = 0.012$ . Thus, Employee Engagement is proven to act as a mediator on Employee TrainDev effect on PLN Aceh performance. Because Employee Engagement is significantly mediated, and Employee TrainDev affected PLN Aceh performance, then the Employee Engagement role in mediating the Employee TrainDev effect on PLN Aceh performance is a partial mediator.

**Table 4. Sobel Test of Employee TrainDev Influence on PLN Aceh Performance Through Engagement**

Input:		Test statistic:	Std. Error:	p-value:
a	0.838	Sobel test: 2.5046868	0.09200751	0.01225599
b	0.275	Aroian test: 2.49521358	0.09235682	0.01258813
s <sub>a</sub>	0.075	Goodman test: 2.51426875	0.09165687	0.01192795
s <sub>b</sub>	0.107	Reset all	Calculate	

**Employee TrainDev Impact on PLN Aceh Performance through Competency-Based Learning (H13)**

Sobel test resulted in 1.983 and it is significant at  $\alpha = 0.047$ . Thus, Competency-Based Learning is proven to act as a mediator of Employee TrainDev and PLN Aceh performance. Because Competency-Based Learning is significantly mediated, Employee TrainDev affected PLN Aceh Performance, then the Competency-Based Learning role in mediating the Employee TrainDev effect on PLN Aceh Performance is a partial mediator.

**Table 5. Sobel Test of Employee TrainDev Influence on PLN Aceh Performance Through Competency-Based Learning**

Input:		Test statistic:	Std. Error:	p-value:
a	0.797	Sobel test: 1.98382609	0.08356378	0.04727523
b	0.208	Aroian test: 1.97116617	0.08410047	0.04870487
s <sub>a</sub>	0.093	Goodman test: 1.99673311	0.08302361	0.04585418
s <sub>b</sub>	0.102	Reset all	Calculate	

**5. CONCLUSION**

The result proves that at PLN Aceh, Employee Training and Development (TrainDev) influenced Employee Engagement, Employee TrainDev influenced Competency-Based Learning, Employee TrainDev influenced Staff performance, Employee Engagement influenced Staff performance, Competency-Based Learning Influenced Staff performance, Employee TrainDev



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influenced PLN Aceh Performance, Employee Engagement influenced PLN Aceh Performance, Competency-Based Learning Influenced PLN Aceh Performance, Staff performance influenced PLN Aceh Performance, Employee Engagement partially mediated the Employee TrainDev effect on Staff performance, Competency-Based Learning partially mediated the Employee TrainDev effect on Staff performance, Employee Engagement partially mediated the Employee TrainDev effect on PLN Aceh Performance, and Competency-Based Learning partially mediated the Employee TrainDev effect on PLN Aceh Performance. These findings prove that the model of increasing PLN Aceh performance is a function of increasing the effectiveness and efficiency of Employee TrainDev, strengthening Competency-Based Learning, strengthening Engagement, and increasing staff performance. These results map the model causally and can contribute to further research, namely by adopting, developing, and adjusting the model by involving other variables. Practically, practitioners, especially decision-makers on the subject of this study, namely PLN Aceh, can take advantage of the findings of this study to further strengthen their organizational performance improvement strategy.

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