
The Influence Of Human Skill Training Of PGRI Argopuro Jember University Employees On Closing The Competency Gap And Individual Performance

Riza Wahyu Utami¹

PGRI ARGOPURO UNIVERSITY, Jl. Jawa No.10, Tegal Boto Lor, Sumbersari, Kec. Sumbersari, Kabupaten Jember, Jawa Timur, 68121, Indonesia

rizawahyuutami@gmail.com*

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Abstract

Research aim : This scientific article was prepared with the aim of finding out the influence of Human Skill Training on closing the competency gap and the individual performance of PGRI Argopuro Jember University employees in carrying out their job descriptions.

Design/Method/Approach : As supporting data, the authors made 58 UNIPAR Jember employees as respondents based on the results of employee assessments and performance measurements in June 2023 as a result of employee participation in Human Skill Training which was held from February to April 2023. The Human Skill Training which was held was in the form of Training on Communication Effectiveness and Increased Self-Motivation at Work. The collected data is then analyzed using regression after validity-reliability, then observing the suitability and relationship between the variables measured. From the results of employee assessments and comparisons between employee performance before and after participating in Human Skills training, it can be seen and concluded that the influence between each variable measured

Research Finding : Based on the results of the analysis of the relationship between the variables tested, it can be concluded that employee participation in Human Skill Training significantly influences increasing individual competency and performance in carrying out the job description, respectively, with a sig value of 0.001 (< 0.05) and with a correlation value. (R) is 0.42 and the amount (R^2) is 0.301, so it can be interpreted that the results of Human Skill Training in closing the competency and individual performance gap are 15.8%. From these conclusions it can be recommended that to improve employee competency and individual performance, Human Skill Training is needed which must also be combined with other training on Conceptual Skills and Technical Skills so that closing the competency and individual performance gaps can be achieved perfectly.

Keywords : Individual Performance, Human Resource Development, Gap Competencies, Human Skill Training

I. INTRODUCTION

In Indonesia, although it started with the discovery of suspected cases at the end of 2019, officially the Covid-19 pandemic was marked by the implementation of large-scale social restrictions (PSBB) by the Indonesian government since 20 March 2020 (Minister of Home Affairs Instruction No. 1 of 2020, [Wiki, 2020 \[11\]](#)) until 21 June 2023 (Presidential Decree No. 17/2023 concerning Determining the End of the 2019 Corona Virus Disease [COVID-19] Pandemic Status in Indonesia, [Setkab \(2023\) \[5\]](#)).

The impact of the Covid-19 pandemic throughout the world, including Indonesia, apart from causing deep sorrow because quite a few people died, also had an impact on new patterns of life and culture for the social and economic life of the community. Education is one of the sectors that is very shaken because the implementation of teaching and learning patterns during the PSBB and PPKM periods was greatly influenced by educational infrastructure, the general existence of which in various regions in Indonesia varies according to the characteristics of each region.

Not a few areas are in the Frontier, Remote and Disadvantaged (3T) categories, so they are very overwhelmed in dealing with the teaching and learning patterns that must be implemented during the Covid-19 pandemic period.

The teaching and learning process is forced to implement an "online" or distance learning model, the application of which has very extreme differences compared to face-to-face learning in the classroom.

According to [Suprapno \(2021\) \[10\]](#), The biggest problem in the world of education during the PSBB and PPKM was limited infrastructure, both internet networks, computer equipment, applications and readiness of skills for use by both teachers and students as well as teaching and learning methods.

Realizing the problems faced by the world of education in implementing PSBB and PPKM during the Covid-19 Pandemic, the Government through the Covid-19 Handling Task Force is carrying out comprehensive requirements to ensure that learning activities can be carried out well through the "online" method, so that handling, evaluation and control Covid-19 can be done well without reducing the quality of educational products.

Over time, with the end of the Covid-19 Pandemic, until the time this research was conducted, the distance education process was still being implemented and even the quality and quantity of the

teaching and learning process was being improved. This is done mainly at the higher education level by institutions providing higher education or commonly called universities.

Changes in teaching and learning methods and mechanisms, which were previously carried out face-to-face in the classroom and then had to be carried out using distance learning or online systems, have now become a new culture and normality in the world of higher education. However, the reality of implementing the new teaching and learning process culture is not followed by a redefinition of corporate strategy by universities.

Corporate strategies are mostly in the form of vision, mission and culture which have an impact on work culture and influence employee performance achievements.

In higher education institutions, one of the strategic factors that can ensure the running of business activities is employee discipline in carrying out corporate strategies. And, the main indicators used to measure this are carried out by evaluating the performance achievements of each employee following their respective main duties, responsibilities and functions. In general, it can be seen that employees whose performance achievements are at least good, if viewed from the understanding and implementation of corporate strategy in their work culture, are also in the good category. And conversely, if an employee achieves "bad" performance, then it is certain that the work culture implemented does not reflect the institution's corporate strategy. In other words, the quality of employee performance achievements is greatly influenced by the understanding and implementation of corporate strategies in the work culture carried out in carrying out their main duties and functions.

On the basis of this, it can be concluded that employees as the main asset of the institution are the main variable in achieving the indicators and criteria for higher education success. So, if employees can productively contribute well, then whatever they hope and aspire to as well as the goals of the institution can be realized well.

Based on the description by [Paruru et al. \(2016\) \[6\]](#), The work culture of employees who implement corporate strategies will significantly influence performance achievement variables based on the criteria and indicators of success for each employee. So it can be interpreted that the better employees understand and apply corporate strategy, the better the performance achieved.

Meanwhile, according to [Zahara & Hidayat \(2017\) \[12\]](#), Employees' commitment and consistency in carrying out the company's strategy to become a work culture will significantly influence their performance achievements. This is because Key Performance Indicators (KPI) are a measurable description of the corporate strategy for units and employees which for the company is

the main measuring tool for evaluating employee performance which can be correlated so that the performance achievements reflected in the KPI are an illustration for observing units or employees in carrying out their activities. corporate strategy.

In general, corporate strategy is realized in the vision, mission and culture adopted by the corporation, where the vision is a sentence that contains dreams and hopes, long-term ideals or goals as well as the culture of a corporation. So essentially a vision is the future ideals of a corporation which contains the ideas in the minds of all corporate stakeholders. The thoughts and ideas in the vision are conditions in the future and which want to be realized. Several other opinions regarding vision are corporate management directions regarding corporate operations, so that all stakeholders know and have an idea of the company's future existence.

Regarding the importance that corporations must have a vision due to the belief that to make a corporation successful it must be preceded by the existence of clear directions and conditions that become goals in the future. ([dpupr.banjarnegarakab, \(2020\)](#)) [2].

Meanwhile, according to [Rosyda \(2020\)](#) [9] Missions are the main ways a corporation can realize the vision that has been agreed to be realized in the future. The mission is prepared to answer questions about corporate culture, the spirit of winning competition, and methods and mechanisms for measuring the progress of the corporation's journey in realizing its vision. So it can be concluded that the mission is the path, method or plan chosen by the corporation to realize the vision that has been determined and mutually agreed upon.

Vision and mission are related sentences, but mission focuses more on the path or method to realize the vision. Therefore, the Mission becomes a string of sentences that will shape the character of the corporation and differentiate it from other corporations. In the mission, it even includes product or service specifications that are the focus and chosen as priorities by management and stakeholders.

Corporate culture, according to [Annisya Manystighosa \(2022\)](#) [3], are employee value tools, beliefs and behavior as an embodiment of corporate character. This entrenched behavior as a corporate characteristic essentially originates from the mindset of all employees to jointly run the corporation in its business lines.

In general, corporate culture or corporate culture is influenced by many corporate strategy variables such as vision, mission, corporate value system, human resource (HR) competencies, work location, and corporate descriptions, descriptions and narratives.

Meanwhile, Employee Performance, according to [GreatNusa \(2023\)](#) [4], is one unit with the corporation and all stakeholders. Performance achievements are very important because they are used

as a basis for assessing the productivity of all employees in the corporation. And then on the basis of contributions assessed from their performance and productivity, employees proportionally receive appreciation or rewards.

Employee performance and productivity achievements are an indicator in determining success in achieving work targets that have been determined by the corporation so that in evaluating employee performance regarding their success in carrying out the main tasks and functions and work targets given, it can be known in a more fair and measurable manner.

The description above as an introduction raises various questions and creates a scientific problem as follows: whether the changes and adjustments to new learning models and mechanisms (distance learning) that started since the Covid-19 pandemic affected the performance achievements of Unipar Jember employees, this is because there are no changes in corporate strategy carried out in line with the emergence of a new normal culture after the Covid-19 pandemic.

On the basis of this, in this scientific article, the author aims to conduct a study and study on "The Feasibility of Corporate Strategy at Argopuro University Jember in the competitive higher education industry in the "distance learning" era after the Covid-19 outbreak.

II. RESEARCH METHODOLOGY

1. RESEARCH METHODS

In this research, data was obtained by researchers by distributing questionnaires to respondents, where the number of respondents used for research was 58 Unipar Jember employees.

The researcher chose the sampling method in preparing scientific papers using simple random sampling. The sample acquisition technique involves random selection of each variable point by ignoring the entity set or population.

The selected variables in this research are understanding of Unipar Jember's corporate strategy in the form of Unipar Jember's vision, mission and culture, and employee commitment and consistency in carrying it out with attendance measures and administrative implementation in carrying out teaching and learning activities.

Meanwhile, for the performance achievement variable, the following criteria are used: work achievement based on reporting, timeliness in carrying out main tasks and functions, quality of work produced, attitudes and behavior when working in groups or work teams.

The results of the data from respondents as a sample were obtained as feedback on the questionnaire, then analysis of the validity-reliability of the data, suitability and connection between variables was carried out and then analyzed using a simple linear regression data analysis tool.

2. DATA SOURCES

Other data sources in this research were conducted qualitatively descriptively through interview techniques with resource persons (Unipar Jember Management).

3. SECONDARY DATA SOURCES

Secondary data was obtained by researchers from archives and documents at Unipar Jember according to research needs.

III. RESULTS AND DISCUSSION

Research result

Researchers chose locations for data collection in research at Unipar Jember. Data sources are obtained directly from sources connected to data needs.

From the results of primary data collection on 58 Unipar Jember employees as respondents, the following data was obtained:

Tabel 1
Characteristics of Respondents Based on Gender

Gender	Respondent's
- Man	42
- Woman	16
Total	58

From table 1 above, it is known that there are 41 male respondents and 17 female respondents, meaning that based on gender, there are more male respondents than female employees.

Furthermore, based on previous research on the influence of age group on performance, it can be seen that age group influences employee performance achievements. Based on this, the researchers used an age range between 21 years to 58 years, which was used based on the Sturges formula. (Umar, 2008) [8] :

$$K = 1 + 3,3 \log (n)$$

$$K = 1 + 3,3 \log (58)$$

$$K = 1 + 3,3 (1,76)$$

$$K = 1 + 5,808$$

$K = 6,808 \rightarrow$ rounded up into 7 age groups

Age Interval :

$$I = \frac{\text{Maximum Value} - \text{Minimum Value}}{K}$$

$$I = \frac{59 - 20}{7}$$

$$I = \frac{39}{7}$$

$I = 5,57 \rightarrow$ rounded up to 6

From the calculation formulation above, the age group of employees that will be used as respondents is obtained.

Tabel 2. Respondent Age Data

Usia Responden	Jumlah Responden
20-25	8
26-31	6
32-37	22
38-43	13
44-49	3
50-55	4
56-61	2
Jumlah	58

Table 2 above explains that Unipar Jember employees are in the productive age range of 22 years to 42 years.

This condition is a positive thing for the potential for achieving excellent work productivity that can be achieved by Unipar Jember employees.

Prerequisite Test (data validity-reliability, suitability and connection between variables)

Tabel 3. Data Validity

No Soal	R hit	R tabel	Keterangan
1	0,278		
2	0,458		
3	0,354		
4	0,385		
5	0,297		
6	0,272		
7	0,271		
8	0,399	0,258	All Valid
9	0,330		
10	0,311		
11	0,438		
12	0,351		
13	0,405		
14	0,425		
15	0,283		
16	0,268		

Data analysis carried out using quantitative techniques using SPSS 25, obtained validity with an r-table of 0.261 which can be interpreted as ideal and appropriate based on the number of respondents being 58 people.

Tabel 4. Data Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.746	16

In Table 4 above, it is known that the results of the SPSS 25 reliability test obtained an alpha of 0.699, which means that the data obtained is in the strong level category, or, that the data has a high level of reliability.

Tabel 5. Normality of Research Data

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		58
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,34411152
Most Extreme Differences	Absolute	,108
	Positive	,108
	Negative	-,064
Test Statistic		,108
Asymp. Sig. (2-tailed)		,177 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The normality test results of the data above provide an understanding that the sign is 0.181 (>0.05). What can be explained is that because the sign is more than 0.05, the data distribution follows a normal

distribution model.

Tabel 6. Level of data linearity

ANOVA Table			Sum of	Mean			
			Squares	df	Square	F	Sig.
KINERJA	Between Groups	(Combined)	53,935	12	4,495	,778	,669
*		Linearity	,672	1	,672	,116	,735
DISIPLIN		Deviation from	53,263	11	4,842	,838	,604
		Linearity					
	Within Groups		259,944	45	5,777		
	Total		313,879	57			

Table 6 above is the final prerequisite test for data use, namely the level of data linearity where if the deviation from linearity value is > 0.05 , it indicates that the data is linear. From the data linearity level testing results in Table 6 above, the deviation from linearity value is 0.598, so it is known that the data obtained is linear.

Because the results of the prerequisite analysis carried out on the data above can be concluded that the data meets the requirements, the next step is to carry out a simple regression analysis.

Simple regression tests and analysis require an understanding of the influence of distance learning policies on student learning evaluations.

Tabel 7. Analysis of Variant

ANOVA ^a						
Model		Sum of	df	Mean Square	F	Sig.
		Squares				
1	Regression	,672	1	,672	,060	,003 ^b
	Residual	313,207	56	5,593		
	Total	313,879	57			

a. Dependent Variable: KINERJA
b. Predictors: (Constant), DISIPLIN

From the table above, it is known that the sign value is 0.00287, meaning that because the sign

value is <0.05 , it can be explained that there is an influence between understanding and implementing corporate strategy on the performance of Unipar Jember employees.

Tabel 8. Summary of Research Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,376 ^a	,243	,189	6,36495

a. Predictors: (Constant), DISIPLIN

From table 8 above, it is found that the correlation/relationship value is 0.382 with R2 0.239 (23.9%), so it can be explained that the influence of understanding corporate strategy and commitment to its implementation by employees is 23.9% on employee performance.

This can be interpreted to mean that Unipar Jember employees' understanding of corporate strategy and their commitment to implementing it have a significant and positive effect on performance. Referring to the description of [Prasetyo & Marlina \(2019\) \[7\]](#), that the understanding and implementation of corporate strategy (vision, mission and corporate culture) of employees has a significant and positive influence on performance achievements, which can also be interpreted that the higher the level of employee understanding and commitment to corporate strategy, the higher the work motivation and on ultimately has an impact on performance achievements.

UNIPAR Jember Corporate Strategy

According to [A. Robith Firdausi \(2022\) \[1\]](#), Unipar (PGRI Argopuro University) Jember is the result of a merger between IKIP PGRI Jember and the PGRI Jember Accounting Academy which is based on a constitutional decision in the form of Minister of Education and Culture Decree No. 131/E/O/2021, 12 April 2021, concerning Permits for the Merger of the PGRI Accounting Academy in Jember Regency and the PGRI Jember Institute of Teacher Training and Education in Jember Regency to become the PGRI Argopuro Jember University in Jember Regency, East Java Province, organized by the Association of Educational Institution Trustees Republic of Indonesia Jember Teachers' Association College.

Unipar Jember, which is under the guidance of PPLP-PT PGRI Jember, is developing 3 faculties (1 D3 study program, 11 undergraduate study programs and 1 master's program).

The VISION which is the big ideal of the entity, stakeholders and academic community of Unipar Jember is:

Quality and Nationally Competitive Higher Education based on Science and Technology in the fields of Local Wisdom, Entrepreneurship and Disabilities in 2030

Meanwhile, the MISSION of Unipar Jember is the focus and priority of the methods used to realize the vision chosen by the Academic Community and Stakeholders and their entities:

- 1. Implementing quality Tridharma using science and technology, local wisdom oriented, entrepreneurial spirit and disability friendly in 2030;**
- 2. Gradual and continuous institutional improvements that are in line with the first mission;**
- 3. Creating effective and efficient governance to improve service quality and provide professional and competitive higher education.**

Unipar Jember Employees' Understanding of Corporate Strategy and Commitment to Implementing Unipar Jember's Corporate Strategy in the Pre- and Post-Covid-19 Pandemic Period

The following is a description of the Understanding and Commitment to Implementing Unipar Jember's Corporate Strategy by its employees:

Tabel 9.
Average Employee Understanding and Commitment to Implementing Unipar Jember Corporate Strategy

Item	Category	
	<Thn 2020	>Thn 2023
Understanding	Very well	Very well
Implementation Commitment	Very High	Very High

Based on the data in the table above, it can be explained that employees' understanding of Unipar Jember's corporate strategy is generally in the Very Good category, which means that Unipar employees really understand Unipar Jember's corporate strategy in running its business in the Higher Education sector. The item Employee understanding of corporate strategy has not changed between before and after the Covid-19 pandemic.

Meanwhile, regarding the commitment of Unipar Jember employees in implementing the Unipar Jember Corporate Strategy in carrying out their main duties and functions, it is in the Very High category, which can be interpreted as meaning that in carrying out their main duties and functions they are always within the corridor of the Unipar Jember Corporate Strategy. The employee commitment item in implementing corporate strategies has not changed between before and after the Covid-19 pandemic.

Performance Achievements of Unipar Jember Employees in the Pre- and Post-Covid-19 Pandemic Period

The following are the average achievements of Key Performance Indicators for Unipar Jember employees:

Tabel 10.
Unipar Jember Employee KPI Achievements

Category	<Thn 2020	>Thn 2023
Special	10%	-
Very well	15%	5%
Good	45%	15%
Enough	30%	80%
Not enough	-	-

From the data in table 10 above, in general there was a decline in productivity and performance achievements of Unipar Jember employees between before and after the Covid-19 pandemic.

IV. CONCLUSION

From the results of the discussion of the research results above, it can be concluded that the research carried out is as follows:

- a) Unipar Jember employees' understanding of corporate strategy (vision, mission and corporate culture) as well as their commitment to implementing it in carrying out their functions and main tasks, is generally in the Very Good and Very High categories, which can also be interpreted as that these two attitude items have a significant influence positive towards performance achievements. This can be concluded from the test results obtained as follows: the sig value of 0.0029 is smaller than 0.05. Meanwhile, the correlation/connectedness test result (R) was 0.382 with an R2 value of (0.239), which means that the influence of understanding and implementing corporate strategy on the performance achievements of

Unipar Jember employees is 23.9%.

- b) There is a difference in performance achievements (there was a decrease in performance achievements) between the use of face-to-face teaching and learning methods in class (before the Covid-19 Pandemic) compared to the distance learning method after the Covid-19 Pandemic.
- c) Based on points a) and b) it can be interpreted and explained that: although the level of employee understanding of the corporate strategy is "Very Good" and Commitment to its implementation is "Very High", and there has been no change in attitude between before and after the Covid-19 Pandemic, and then The two items mentioned above are statistically significant and have a big influence on employee performance achievements, so when the performance achievement data shows a downward trend between before and after Covid-19, it can be concluded that Unipar Jember's corporate strategy needs to be redefined to adapt to post-Covid-19 pandemic conditions. and the new normal and "competitive" conditions in Higher Education in the future.

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