

THE INFLUENCE OF TRAINING AND WORK EXPERIENCE ON PERFORMANCE WITH COMPETENCE AS AN *INTERVENING VARIABLE* IN THE HEAD OF THE TECHNICAL IMPLEMENTING UNIT PT. INDONESIAN RAILWAYS

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Keywords

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ABSTRACT

This study aims to investigate the effect of training, work experience, and competency on the performance of the Head of the Technical Implementation Unit of PT. Indonesian Railways (Rail & Bridge Unit). The type of research carried out is quantitative descriptive research. In this research, the population is all Heads of the Technical Implementation Unit of PT. Indonesian Railways (Railway & Bridge Unit) totaling 251 people. In this research, answers from a questionnaire will be distributed by sampling to the Head of the Technical Implementation Unit of PT. Indonesian Railways (Railway & Bridge Unit) as many as 155 people. The results of the study revealed that training and work experience had a positive and significant impact on the direct performance of the Head of the Technical Implementation Unit of PT. Indonesian Railways. Apart from that, training also has a positive and significant effect on increasing their competence. Although competence influences performance in a positive direction, the effect is not proven to be significant. Furthermore, the results show that training, although having a positive effect, does not have a significant impact on performance through competence as an intervening variable. Likewise, work experience, although it has a positive effect, does not significantly influence performance through competence. These findings provide an in-depth understanding of the factors that influence performance in the PT organizational environment.

Introduction

Current developments in science and technology have caused world economic activities to progress very rapidly. The existence of transportation technology makes it easier for human mobility to carry out various activities and the economy (Ravico & Susetyo, 2021). Until now, transportation technology continues to develop in terms of its effectiveness in adapting to human needs.

In facing this competition, transportation companies must be able to manage resources appropriately in order to survive, develop and be able to compete with other companies. Among them are human resources which play a very important role in a company (Rodli, 2019).

The resources owned by the company will not provide optimal results if they are not supported by human resources that perform optimally. The quality of human resources in the current era of globalization has an important role for the progress of the company. By improving the quality of human resources, it is expected that workers can improve their performance. Employee performance is an employee's actions in carrying out the work assigned by the company (Fatimah et al., 2021).

Performance is motivation and ability to perform a task or job so that one has the will and a certain level of ability (Rodli, 2019). Employee performance is the results obtained by employees in their work according to certain criteria that apply to a job. Performance is a record of the results (results) that come from the function of a particular job or activity in a certain time to show how well the worker can complete the job. (Ichsan & Perizade, 2018).

PT. Indonesian Railways as a provider of train transportation services must be able to provide the best service if it wants to continue to develop and be popular with the public. Punctuality is one of the advantages this mode of transportation has when compared to other modes of land transportation. To be able to achieve the company's goals, good facilities and infrastructure are needed as well as superior human resources at PT. Indonesian Railways. Without the role of humans, even with all the necessary elements, business cannot run well. Because humans are the driving force and determinant of the course of an organization (Basyit & Edy, 2020).

In maintaining its services, PT. Indonesian Railways always maintains the condition of railway infrastructure in good condition throughout its operational areas. In this case, the responsible unit is the Rail & Bridge Unit. In carrying out their duties, employees of the Rail & Bridge Unit work as a *team* at each Technical Implementation Unit (UPT), according to their respective work areas (Decree of Directors KEP.U/OT.003/X/KA-2009). The length of the working area of each Technical Implementation Unit (UPT of Railroads & Bridges) is between 20-30 kilometers on the railway line. At PT. Indonesian Railways, there are 251 Technical Implementation Units led by a Head of Technical Implementation Unit (Rail Roads and Bridges) spread across the islands of Java and Sumatra.

According to the Decree of the Directors KEP.U/OT.003/X/KA-2009, a Head of the Technical Implementation Unit (Railways and Bridges) has the main task and function of carrying out maintenance and repair work, ensuring the suitability of railway lines and line intersections in the area concerned. be his responsibility. In other words, the performance of a Head of Technical Implementation Unit (Railroads and Bridges) is considered good when the level of disruption to train travel in his work area is very small or absent (Railway Maintenance Book, 2012).

At PT. Indonesian Railways, it was found that the performance of the Head of the Technical Implementation Unit (Railways and Bridges) was still low. It can be seen from the many technical problems that cause delays in train travel. This was caused by damage to railway infrastructure which required time to repair, thus disrupting train travel.

The performance of the Head of the Technical Implementation Unit (Railways and Bridges) will certainly greatly influence the company's overall performance. Because the increasing number of delays on train journeys will affect the level of consumer satisfaction which can reduce the company's *image*.

To improve employee performance, efforts that companies can make include providing training to employees. Because training is part of human resource investment *to* improve work abilities and skills so as to improve employee performance (Mandang et al., 2017). Training is an activity process aimed at teaching workers skills, knowledge and experience systematically to increase work efficiency and provide specific skills in the field of work that will be carried out by workers (Afrizal, 2021).

Job training to increase the capacity of the technical team is a requirement set by the company. Advanced training is aimed at improving skills to a higher level of expertise in their field or adapting to new technology that needs to be handled in their field or to train abilities in new areas of work (Ofori et al., 2020).

Through training, employees are expected to become more productive and efficient, especially to deal with emerging changes such as changes in technology, changes in work methods, resulting in changes in attitudes, behavior, skills and knowledge (Rifki et al., 2018). This is in line with the results of research conducted by (Wirawan et al., 2019) that the level of training has a positive and significant

effect on employee performance. This is evidenced by the results of research by (Mandang et al., 2017) that training partially has a significant effect on employee performance .

At PT. Indonesian Railways found that there were still quite a lot of Heads of Technical Implementation Units (Railway and Bridge Units) who had not taken the required training. The location of the training center which is concentrated in one place is one of the obstacles. So that the process of implementing training for employees tends to run slowly because they have to wait their turn.

Apart from training, another thing that is needed for employees to be able to improve their performance is through work experience (Rodli, 2019) . Work experience is the length of time an employee has worked at the workplace from when they were accepted at the workplace until now (Wirawan et al., 2019) . According to Hitalessy et al. (2018) shows that aspects of work experience can be seen from the length or number of years of work, the level of knowledge and skills possessed, and the type of work.

Several Heads of Technical Implementation Units (Railways and Bridges) who have just taken office tend to have low work experience. This happens because there is an open career path system based on employee class level. So employees with a high level of education do not need a long period of service to become Head of the Technical Implementation Unit (Railways and Bridges). Meanwhile, knowledge regarding railway engineering is still very limited in formal educational institutions in Indonesia. The lack of work experience is also influenced by the employee's length of service. According to Nyoman et al. (2016), there is a tendency that the longer they work, the more experience the workforce in question has. Table 3 shows the work period of the Head of the Technical Implementation Unit (Railways and Bridges) PT. Indonesian Railways.

A person's experience greatly influences that individual's abilities. The longer the work experience, the better a person's level of competence in their field (Afrizal, 2021) . According to Jasin & Suri (2021) , states that competency is a fundamental characteristic of a person that determines how he behaves or thinks in his work so that he can do what the organization needs to achieve the desired results. From these basic characteristics, it is possible to determine the expected level of performance and classify it according to competency standards.

Rifki et al. (2018) argue that competence is a very influential factor for companies in maintaining effective human resources. A person's performance cannot be separated from the competence possessed by the individual himself. This is supported by research conducted by Ofori et al. (2020) which shows that training and competency simultaneously influence employee performance.

The following is a list of competency test results carried out every quarter by the Head of the Technical Implementation Unit (Railways and Bridges) PT. Indonesian Railways which can be seen in table 1 as follows.

Table 1
Competency Test Results of Head of Technical Implementation Unit PT. Indonesian Railways in 2020 and 2022 (Rail & Bridge Unit)

Competency Test Period	Number of KUPT	Competency Test Results		
		Number of passing grades ≥ 75	Number not passed	Percentage Not Passed (%)
2020 - Q I	251	98	153	60.96
2020 - QII	251	103	148	58.96
2020 - Q3	251	102	149	59.36
2020 - Q IV	251	112	139	55.38
2020 average				58.67
2021 - QI I	251	157	94	37.45
2021 - Q2 II	251	179	72	28.69
2021 - Q3 III	251	124	127	50.60
2021 - Q4 IV	251	157	94	37.45
2021 average				38.55

2022 - Q1 I	251	198	53	21.12
2022 - Q2 II	251	147	104	41.43
2022 - Q3 III	251	116	135	53.78
2022 - Q4 IV	251	122	129	51.39
Average in 2022				41.93

Source: Railway & Bridge UnitPT. Indonesian Railways, 2022

Table 4 above shows the passing rate of the competency test for the Head of the Technical Implementation Unit (Rail Roads and Bridges) is still relatively low. In the period from 2020 to 2022, the average percentage of failure to pass the competency test is 58.67%; 38.55% and 41.93%. This could potentially reduce the performance of the Head of the Technical Implementation Unit (Railways and Bridges) which in general will reduce the company's performance. As stated by Lestari & Arnu (2021) , competency is an important factor that greatly influences work performance, because competency is skill, knowledge , the ability associated with good performance in a position, so as to maximize performance.

Previous research on employee performance has been carried out. Research conducted by Mandang et al. (2017) , Ichsan & Perizade (2018) , Rifki et al. (2018) , Hitalessy et al. (2018) , Rodli Ahmad Fathoni (2019) and Afrizal (2021) show that training has a significant effect on employee performance.

The results of research conducted by Nyoman et al. (2016) , Hendrayani (2020) , Pitriyani (2020) , Afrizal (2021) and Putri Astriyani et al. (2021) show that there is a significant influence between work experience on performance, so it can be assumed that the more The more experience an employee has, the higher their performance will be. However, the results of research conducted by Hitalessy et al. (2018) shows that work experience does not have a significant effect on employee performance, but according to Kereh et al. (2018) competence has a significant effect on employee performance.

Research regarding training, work experience, competency and performance in state-owned companies is still limited, especially research conducted on companies operating in the railway sector as research objects. The choice of PT. Indonesian Railways as a research location is because train transportation in Indonesia in recent years has experienced quite rapid development. As a *pioneer company* in the railway sector, PT. Indonesian Railways still found that employee performance was not optimal.

Based on the phenomena and *research gaps* related to several of these variables, the author will conduct further research regarding the influence of training and work experience on performance with competency as an *intervening variable* for the Head of the Technical Implementation Unit of PT. Indonesian Railways.

The aim of this research is to identify and analyze the direct influence of training and work experience on the performance of the Head of the Technical Implementation Unit of PT. Kereta Api Indonesia (Railway & Bridge Unit), as well as to evaluate the influence of training and work experience on performance through competency as an intervening variable for the Head of the Technical Implementation Unit of PT. Indonesian Railways (Rail & Bridge Unit).

This research has two main benefits, namely theoretical benefits and practical benefits. Theoretically, this research can be a valuable reference in the field of human resource management, both for academics and non-academicians, in understanding the impact of training and work experience on performance, with competence as a mediating variable. Meanwhile, practically, the results of this research will provide an important contribution to PT management. Kereta Api Indonesia as an object of research, with implications for better policy formulation in addressing and overcoming issues related to training, work experience and competencies that have the potential to affect organizational performance.

Several previous studies, namely: the first study by Abdul Basyit, Bambang Sutikno, and Joes Dwiarto showed that the level of education and work experience had a significant positive influence on employee performance. Second research by Ahmad Fathoni Rodli indicates that job training, work experience and education positively and significantly influence employee work productivity. Meanwhile, third research by Fatimah, Sylvia Sjarlis, and Andi Ririn Oktaviani revealed that the level

of education does not have a significant influence on performance, but training and work experience partially or simultaneously influence performance, with work experience being the variable with the most significant influence. These results provide useful insights into the influence of these variables on performance in various organizational contexts.

Methods

The scope of this research is to examine the effect of training and work experience on performance with competency as an *intervening variable* for the Head of the Technical Implementation Unit of PT. Indonesian Railways (Rail & Bridge Unit). The type of research carried out is quantitative descriptive research (Tampubolon et al. (2019) . Quantitative data is data in the form of numbers or qualitative data that is added up (Fauzi & Siregar, 2019) . This data is in the form of questionnaire data given to the Head of the Implementation Unit Technical (Railway & Bridge Unit). The data source used in this research is primary data, namely data obtained directly from the research object. This data was obtained directly from the main source obtained through a questionnaire (Dewangga & Rahardja, 2022) .

The data source used in this research is data obtained directly from distributing a list of statements or questionnaires filled out by the respondents selected for this study, namely the Head of the Technical Implementation Unit of PT. Indonesian Railways (Rail & Bridge Unit). According to Sugiyono (2010) population is a generalized area consisting of objects/subjects that have certain qualities and characteristics set by researchers to study and then conclusions are drawn. In this research, the population is all Heads of the Technical Implementation Unit of PT. Indonesian Railways (Railway & Bridge Unit) totaling 251 people. In this research, answers from a questionnaire will be distributed by sampling to the Head of the Technical Implementation Unit of PT. Indonesian Railways (Railway & Bridge Unit) as many as 155 people. After determining the number of samples based on the position of the Head of the Technical Implementation Unit (Railway & Bridge Unit) as shown in the table above, then the selection of respondents was carried out by *random sampling*.

Research that uses instruments in the form of questionnaires must meet the requirements for validity and reliability. The questionnaire that has been prepared must first be tested for its level of validity and reliability before conducting actual research. Validity and reliability tests can be carried out as follows.

The data analysis method in this research uses *Structural Equation Model- Partial Least Square* (SEM-PLS) in modeling and hypothesis testing. In the PLS calculation stage, 2 models are used, namely the Measurement Model (*Outer Model*) and Structural Model Testing (*Inner Model*). The outer model is the relationship between the indicators and the construct variables. If the loading factor value is more than 0.5 then the validity is good. The loading factor significance test can be carried out with t statistics or p value, if the t statistic value is more than 1.96 and p value < 0.05 then it has significant validity.

The next analysis is construct reliability by paying attention to the *Composite Reliability* (CR), *Cronbach's Alpha* (CA) and *Average Variance Extracted* (AVE) values. If the CR value is > 0.7; CA > 0.7; and AVE > 0.5, it is said that the construct is reliable. Testing *the discriminant validity* of the reflexive indicator measurement model, by comparing the AVE root value of each construct with the correlation between the construct and other constructs in the model (Ghozali, 2018).

RESULTS AND DISCUSSION

A. Pre Test

Before the questionnaire was used in this research, a trial was carried out on 30 randomly selected respondents from the Head of the Technical Implementation Unit of PT. Indonesian Railways . Then the data from the trial results were tested for validity and reliability on the instrument (questionnaire) as a measuring tool in the research.

B. Descriptive Analysis of Research Data

1. Training Variables

The results of the field data obtained showed that the majority answered "agree" to the statements about training. A summary of respondents' perceptions of statements regarding training is as follows:

Table 1
Summary of Respondents' Perceptions of Training Variables

QUESTION	SS		S		N		T.S		STS	
	5	%	4	%	3	%	2	%	1	%
P01. Training Objectives										
1	Training held by PT. KAI can improve KUPT skills and competencies									
2	Training can improve memory or retention of knowledge and skills on the job									
3	The training held can increase KUPT work loyalty									
P02. Trainer/Trainer										
4	Existing trainers have adequate and professional competencies and qualifications									
5	Trainers encourage the application of knowledge and skills that have been mastered in the world of work									
6	Trainers can motivate to continue learning on an ongoing basis.									
P03. Material										
7	The training material delivered is in accordance with the skill requirements in the field									
8	Training materials are very relevant and up to date									
9	The material is easy to understand and interesting to learn									
P04. Method										
10	Training methods according to work needs in the field									
11	Training Methods using new technology									
12	The training methods applied are easy to understand and interesting for training participants									
P05. Participant										
13	KUPT people really need this training									
14	KUPT students have high learning intentions and motivation to take part in training									
15	KUPT members are seriously committed to following the training process									

Source: Processed Primary Data, 2023

2. Work Experience Variable

The results of the field data obtained showed that the majority answered "agree" to the statements about work experience. A summary of respondents' perceptions of statements regarding Work Experience is as follows:

Table 2
Summary of Respondents' Perceptions of Work Experience Variables

QUESTION	SS		S		N		T.S		STS	
	5	%	4	%	3	%	2	%	1	%
PK01. Years of service										
1	The longer you work at the company, the greater your KUPT work experience will be									
2	The more job rotations a KUPT has gone through, the more experience they have									
3	KUPT who have worked for a long time have more abilities than those who have just worked									
4	Working for a long time can increase the relationships you have to support your work									
5	Length of work affects the skills/abilities possessed by KUPT									
6	The longer the working period, the easier it will be to master the existing work equipment									
PK02. Knowledge/Mastery of Work										
7	The knowledge and skills possessed by KUPT can improve performance									
8	Previous work experience can help in understanding work procedures that apply in the company									
9	Work experience is very helpful in completing the job									
10	The more experienced you are, the faster you can complete the job									

Source: Processed Primary Data, 2023

3. Competency Variables

The results of the field data obtained showed that the majority answered "agree" to the statements about Competency. A summary of respondents' perceptions of statements regarding Competency is as follows:

Table 3
Summary of Respondents' Perceptions of Competency Variables

QUESTION	SS		S		N		T.S		STS	
	5	%	4	%	3	%	2	%	1	%
K01. Knowledge										
1	Communication/public speaking skills really help improve KUPT performance									
2	By mastering more and more knowledge/theories at work, it									

QUESTION	SS		S		N		T.S		STS	
	5	%	4	%	3	%	2	%	1	%
will support KUPT's performance										
3 The knowledge possessed by the KUPT can improve competence at work	77	49.7	76	49.0	2	1.3	0	0.0	0	0.0
K02. Skills (Skills)										
4 The more certificates/marks of proficiency a KUPT has can improve its performance	65	41.9	75	48.4	12	7.7	3	1.9	0	0.0
5 The better the KUPT's ability to analyze work, the better its performance will be	86	55.5	67	43.2	2	1.3	0	0.0	0	0.0
6 The more innovations KUPT creates, the better its performance will be.	73	47.1	75	48.4	7	4.5	0	0.0	0	0.0
K03. attitude										
7 An honest KUPT has good performance	98	63.2	51	32.9	4	2.6	2	1.2	0	0.0
8 KUPT with integrity has good performance	98	63.2	56	36.1	1	0.6	0	0.0	0	0.0
9 KUPT who have the desire to continue learning have good performance	87	56.1	65	41.9	3	1.9	0	0.0	0	0.0

Source: Processed Primary Data, 2023

4. Performance Variables

The results of the field data obtained showed that the majority answered "agree" to statements about performance. A summary of respondents' perceptions of statements regarding Performance is as follows:

Table 4
Summary of Respondents' Perceptions of Performance Variables

QUESTION	SS		S		N		T.S		STS	
	5	%	4	%	3	%	2	%	1	%
KK01. Working result										
1 KUPT's work quality meets the standards/quality set by the company	38	24.5	95	61.3	20	12.9	1	0.6	1	0.6
2 KUPT is able to complete work exceeding the targets set	52	33.5	90	58.1	12	7.7	1	0.6	0	0.0
3 KUPT can complete work faster than the target set by the company	56	36.1	86	55.5	12	7.7	1	0.6	0	0.0
KK02. Financing										
4 KUPT controls the field of work currently being carried out	63	40.6	71	45.8	20	12.9	1	0.6	0	0.0
5 KUPT can make many contributions to this company	43	27.7	76	49.0	26	16.8	9	5.8	1	0.6
6 KUPT can complete work efficiently/minimize costs	34	21.9	77	49.7	36	23.2	7	4.5	1	0.6
7 KUPT works in accordance with the established budget work	41	26.5	82	52.9	25	16.1	7	4.5	0	0.0

QUESTION	SS		S		N		T.S		STS		
	5	%	4	%	3	%	2	%	1	%	
plan program											
KK03. Collaboration											
8	KUPT always collaborates in completing work	78	50.3	68	43.9	8	5.2	1	0.6	0	0.0
9	KUPT is able to work with a team in completing work	75	48.4	71	45.8	9	5.8	0	0.0	0	0.0
10	KUPT is able to motivate subordinates to achieve maximum performance	72	46.5	73	47.1	10	6.5	0	0.0	0	0.0

Source: Processed Primary Data, 2023

C. Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis is designed to test the unidimensionality of a theoretical construct, or often called to test the validity and reliability of a theoretical construct. The dimensional validity test of the construct in this research was carried out by looking at the standard factor loading values of each indicator in the overall model (full model). An indicator is declared valid if it has a standard factor loading value of greater than 0.5. The reliability test is carried out by looking at the Composite Reliability value in full model. An indicator is declared good if it has a value > 0.6.

D. Structural Equation Model- Partial Least Square Analysis (SEM-PLS)

Structural Equation Model- Partial Least Square (SEM-PLS) analysis in full model (without involving invalid indicators). Below in Figure 4.3 are the SEM- PLS results.

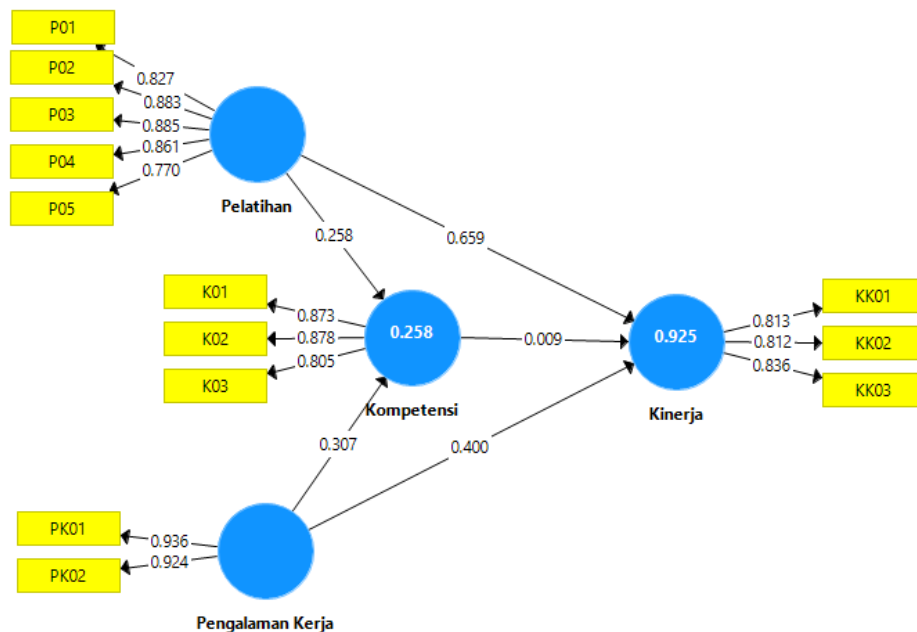


Figure 1 . SEM- PLS Result Model

E. Discussion

1. The Effect of Training on Performance

Hypothesis testing shows the Training variable has a positive and insignificant effect with t-count 21.938 > 1.96, p-value 0,000 < 0,05 on the performance of the Head of the Technical Implementation Unit of PT . Indonesian Railways .

Research (2018) states that training has an influence on performance. This view is reinforced by Rodli's (2019) research, which concludes that training has an effect on

performance. This finding is also supported by research by Mandang et al. (2017) which shows that training has a significant influence on performance.

Training is part of the educational process that involves learning to acquire and improve skills outside the formal education system in a relatively short time. Training methods focus more on practice than theory (Ichsan & Perizade, 2018). For this reason, training is considered important for both experienced and new employees, because through training, employees can learn and prepare themselves to carry out their duties well (Jalil et al., 2019).

The importance of training also applies to a Head of the Technical Implementation Unit (Railways & Bridges), especially for newly appointed employees. Knowledge about the field of railways is very limited in formal education, with railway majors only available at a few universities. Therefore, it is important to improve the provision of non-formal education, such as training and courses in the workplace, in order to improve employee skills so they can achieve maximum performance (Hitalessy et al., 2018).

2. The Effect of Work Experience on Performance

Work Experience variable has a positive and significant influence with a t-count of $11.765 > 1.96$, p-values $0.000 < 0.05$ on the Performance of the Head of the Technical Implementation Unit of PT. Indonesian Railways.

Work experience describes a person's level of knowledge and skills which can be measured based on the length of time they have worked. This means that the longer someone works, the more experience they accumulate in their work. By having more work experience, a worker will have more control over the tasks they are doing, which in turn will improve their performance (Afrizal, 2021). This finding is also supported by previous research by Bais (2022), which concluded that work experience has a significant influence on individual and company performance.

Work experience is a reflection of the level of knowledge and skills possessed by an employee in his work, which can be measured based on length of service and the type of work he carries out (Pitriyani, 2020). Astriyani et al. (2021) also stated that work experience includes work or positions that have been experienced for a certain period.

3. Competency Influence on Performance

Hypothesis testing shows that the competency variable has a positive and insignificant effect with t-count $0.335 < 1.96$, p-values $0.737 > 0.05$ on the performance of the Head of the Technical Implementation Unit of PT. Indonesian Railways.

Competence has a very important role in a company's success in maintaining effective human resources (Handoko, 2005). Competency refers to the abilities or skills possessed by an employee, supported by work attitudes that are relevant to the work tasks carried out (Wijayanto & Dotulong, 2017). Employees who have good competence have a match between the abilities they have and the tasks they carry out, so that their performance becomes more effective when the work matches the skills they have (Ofori et al., 2020).

Competence is an observable individual characteristic, including knowledge, skills, and behavior that contributes to performance and achievement. Measuring competencies, skills and knowledge is the core of the performance management process in all companies (Safri et al., 2019). This view is supported by the results of research conducted by Adriyanto & Subakti (2018), Fauzi & Siregar (2019), and Dewangga & Rahardja (2022), which show that employee competence has a significant influence on performance.

4. Effect of Training on Competence

Hypothesis testing shows that the training variable has a positive and significant effect with t-count $2.553 > 1.96$, p-values $0.011 < 0.05$ on the Competence of the Head of the Technical Implementation Unit of PT. Indonesian Railways.

Job training, according to Ofori et al. (2020), includes all activities aimed at developing work competence, productivity, discipline, attitudes and work ethic at a level of

skills and expertise that is appropriate to the level of position and job requirements. The aim of training is to improve employee competency, where employees who have deficiencies in abilities or skills can undergo training so that their performance can be improved (Lestari & Arnu, 2021).

By looking after the human resources they have, appreciating their talents and skills, and utilizing them well, organizations can grow and develop dynamically. To achieve this, the organization implements various steps to increase human resource capacity, one of which is through training. If human resources have good work skills through appropriate training, they will be motivated to perform better and achieve better performance (Adriyanto & Subakti, 2018).

5. The Influence of Work Experience on Competence

Work experience variable has a positive and significant influence with a t- count of $3.171 > 1.96$, p-values $0.002 < 0.05$ on the Competency of the Head of the PT Technical Implementation Unit. Indonesian Railways.

According to Afrizal (2021), individuals who have work experience are prospective employees who are ready to work straight away. Work experience greatly influences a person's level of competence, because the longer the work experience one has, the better the individual's expertise in their field. Astriyani et al. (2021) argue that work experience involves an employee's abilities and skills in carrying out their work responsibilities. A worker who has experience will be more capable and skilled in carrying out tasks according to their competence (Hendrayani, 2020). Work experience is very important for employees in improving their competence. By having work experience that is relevant to the position held, employees will be able to complete their tasks well (Hitalessy et al., 2018).

6. The Effect of Training on Performance through Competency as an intervening variable

Hypothesis testing shows that the Training variable has a positive and insignificant effect with a t-value of $0.301 < 1.96$, p- value $0.763 > 0.05$ on Performance through Competence of the Head of the PT Technical Implementation Unit. Indonesian Railroad as an intervening variable.

Training has long been recognized as an important component in improving overall job performance. With the right and systematic approach to training, especially in investing in human capital in general, worker productivity can be increased through increased skills (Carlisle et al., 2019). Training provides an environment in which employees can acquire or develop job-relevant attitudes, abilities, skills, knowledge and competencies (Ogi et al., 2014).

According to Tampubolon et al. (2019), competence is a fundamental characteristic possessed by a person that has a direct influence or can predict excellent performance. Definition of competency by Setiawan et al. (2020) cover the individual aspects of a worker that enable him to achieve extraordinary performance. These aspects include traits, motivation, value systems, attitudes, knowledge and skills where competence drives behavior and behavior leads to performance. Training is an activity that aims to improve current and future performance (Saluy et al., 2019).

According to Yulianti (2016), training needs analysis is one solution to improve or increase employee competency and organizational productivity. Each individual has their own abilities, but these abilities do not necessarily match the requirements needed by the company. Therefore, companies need to provide training to employees so that they master special skills or correct deficiencies in carrying out their work (Aruan, 2013). Employee performance development does not only focus on sustainable development, but also on developing employee skills. In this way, employee abilities can increase and develop, because the match between work and the employee's abilities will increase employee productivity (Adriyanto & Subakti, 2018).

An employee is considered to be the individual who best understands his needs, including the need to learn and improve his skills. The training provided to employees is

expected to improve their skills, which in turn will increase their productivity (Ofori et al., 2020).

7. The Effect of Work Experience on Performance through Competency as an intervening variable

Hypothesis testing shows that the Work Experience variable has a positive and insignificant effect with a t-value of $0.308 < 1.96$, p- value $0.758 > 0.05$ on Performance through Competence of the Head of the PT Technical Implementation Unit. Indonesian Railroad as an intervening variable.

Work experience is one of the key factors in increasing employee competency (Pitriyani, 2020). Competence itself is a fundamental characteristic that has a direct influence or can predict excellent performance (Adriyanto & Subakti, 2018). One indication of less than optimal employee performance is when they have not worked for a long time or have just served in a certain position, such as being the KUPT of the Road, Rail & Bridge Unit. A person's work experience is the result of the accumulation of successes and failures in carrying out their duties and responsibilities (Hitalessy et al., 2018).

Work experience has a significant influence on employee qualifications and work productivity, so companies continue to pay attention to employee work experience. Abundant work experience can increase work productivity and help increase labor productivity (Rodli, 2019). The importance of experience in all activities lies in the principle that experience is the best teacher (Halimah & Sudigdo, 2022). This means that someone learns from the experiences they have experienced.

CONCLUSION

Based on the research results described in the previous chapter, several things can be concluded as follows: First, training has a positive and significant influence on the performance of the Head of the Technical Implementation Unit of PT. Indonesian Railways. Second, work experience also has a positive and significant effect on the performance of the Head of the PT Technical Implementation Unit. Indonesian Railways. Third, competency shows a positive but not significant influence on the performance of the Head of the PT Technical Implementation Unit. Indonesian Railways. Fourth, training has a positive and significant effect on the competence of the Head of the PT Technical Implementation Unit. Indonesian Railways. Fifth, work experience also has a positive and significant effect on the competence of the Head of the PT Technical Implementation Unit. Indonesian Railways. Sixth, training has a positive but not significant effect on performance through competency as an intervening variable. Seventh, work experience has a positive but not significant effect on performance through competency as an intervening variable. This conclusion provides a better understanding of the relationship between training, work experience, competency and performance in the context of the Head of the PT Technical Implementation Unit. Indonesian Railways.

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