

# The Effect of Competence on Employee Performance and Organizational Commitment as a Mediation Variable (Empirical Study at the Office of PT PLN (Persero) Parent Unit for Papua and West Papua)

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## Abstract

*The purpose of this study was to determine the effect of Competence Against Employee Performance and Organizational Commitment as Mediation Variables (Empirical Study at the Office of PT PLN (Persero) Parent Unit for Papua and West Papua). In this study the method used is the type of research used in this study is a type of quantitative research with a causal method or approach. Data collection techniques were carried out using questionnaires, using sources from previous research and the method of observation or direct observation. The analysis that will be used by the author is quantitative, using a sample of 200 people from 1266 people at the Office of PT PLN (Persero) the Main Unit for Papua and West Papua. Data analysis using IBM SPSS AMOS 22 and Sobel. The results of this study indicate that employee competence has a positive and significant impact on organizational commitment at the PT PLN (Persero) UIW Papua and West Papua Offices. And employee competence indirectly affects employee performance through organizational commitment at the PT PLN (Persero) Office of UIW Papua and West Papua.*

## Keywords

competence; performance; commitment



## I. Introduction

Human resources are one of the resources that must exist and are the most important in an organization, because humans are the basic element that can carry out work and organizations. Human resources have a very important role in the organization, because it is only natural if the management gives more attention through the policies taken. If the human resources in the company can achieve the goals, it can be said that the company has the power to compete with competing companies. The company will continue to develop the potential of employees who have competence. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

In Robotham and Jubb (1996), competence can also be defined as the behavior of a person, in reacting and responding to his work within the scope of the organization. A shorter opinion is expressed by Armstrong (1998), that competence is the knowledge, skills and qualities of individuals to achieve work success (in Suharti 2005). Competencies possessed by an employee must always be developed in order to achieve the vision and mission of the organization. Every organization expects success, to achieve this success requires quality employees.

Competencies consist of several different types of characteristics, which drive behavior. Therefore, it is necessary for employees who have high competence because competence will be able to support the improvement of employee performance and support the organization in achieving its goals, as expressed in Sudarmanto (2009: 3) that human resources are one of the determining factors for the success or failure of an organization in achieving goals.

The company hopes to achieve maximum performance from each of its employees, but some facts show that the company is getting less than optimal performance results. This is because the lack of competence possessed by each employee still does not meet the standard workload. This condition has an impact on reducing the performance of employees and the company, in other words, the better the competencies possessed by employees, the higher the employee's organizational commitment so as to improve company performance.

Differences of opinion on the results of the research findings above were carried out by researchers who stated that competence had no effect on employee performance. This research was conducted by Septiyani and Lim Sanny (2013) who examined the effect of individual competence and motivation on the performance of PT Beta Setia Mega employees. From the results of the study, it was

found that competence had no significant effect on the performance of PT Beta Setia Mega employees.

Research conducted by Sekar Laelani (2016) which examines the effect of competence on employee performance with organizational commitment as an intervening variable shows that competence has a positive and significant effect on employee performance. These results imply that employee performance will increase if the competencies possessed are further improved. While the results of the analysis of organizational commitment show that organizational commitment has a positive and significant effect on employee performance.

Based on the description above, the objectives of this study are to:

1. Provide empirical evidence regarding the effect of competence on organizational commitment.
2. Provide empirical evidence regarding the effect of organizational commitment on employee performance.
3. Provide empirical evidence regarding the effect of competence on employee performance.
4. Provide empirical evidence regarding the effect of competence on employee performance with organizational commitment as a mediating variable.

## II. Review of Literature

### 2.1 Human Resource

Management Human resource management is a process consisting of planning, organizing, leading and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion, and termination of employment in order to achieve the goals set (Panggabean, 2007:15). Human resource management is the potential which is an asset and functions as capital (non-material/non-financial) in a business organization, which can be realized into a real potential (real) physically and non-physically in realizing the existence of the organization (Sulistiyani and Rosidah, 2009: 11).

In Robert L. Mathis and John H. Jackson (2011) Human resource management is the collective value of the abilities, knowledge, skills, life experience, and motivation of the organization's workforce. Human resource management in Robert L. Mathis and John H. Jackson (2011) is designing a management system to ensure that human talent is used effectively and efficiently to achieve organizational goals. Human resource management in Dessler (2011) is policies and practices in mobilizing human resources or aspects related to management positions in human resources which include recruitment, screening, training, awarding and appraisal activities.

### 2.2 Motivation

In Hasibuan (2001:219), motivation is the provision of a driving force that creates one's work enthusiasm, so that they want to work together, work effectively and are integrated with all their efforts to achieve satisfaction. Meanwhile, in Martin Handoko (1992: 9), motivation is a force or factor contained in humans, which causes, directs and organizes behavior.

Various things contained in the definition in Siagian (2002:142) have three main components of motivation, namely:

1. Needs

Needs arise in a person when the person feels there is a deficiency from within him. According to the homeostatic sense, the need arises or is created when an imbalance is felt between what is owned, both in a physiological and psychological sense.

2. Drive

Attempts to overcome imbalance usually generate encouragement. This is an effort to fulfill deficiencies in a directed manner that is oriented to certain actions that are consciously carried out by someone who can be sourced from within or from outside the person.

3. Goals

Goals are anything that eliminates need and reduces drive. Achieving goals means restoring balance in a person, both physiological and psychological. Achieving goals will reduce or even eliminate certain urges to do something.

From the understanding of motivation as stated above, it can be stated that work motivation is formed from the needs, attitudes that encourage employees to be more enthusiastic and enthusiastic in dealing with work situations in the company. Work motivation is a condition or energy that moves employees who are directed or aimed at achieving the company's organizational goals.

The purpose of the company or organization in emphasizing the importance of the quality of human resources is as a standard or benchmark so that the human resources or workforce obtained can actually work in accordance with what the company wants. The

purpose of most employees in working is not only limited to physical and biological needs, but also has psychological and social needs that will stimulate employee morale. According to Maslow translated by T. Hani Handoko (2011: 256), humans will be encouraged to fulfill the strongest needs according to the time, circumstances and experience concerned following a hierarchy. Maslow's theory of the hierarchy of needs.

### 2.3 Competence

In Wibowo (2007:112), competence is an ability to carry out or perform a job or task based on knowledge and skills and supported by the work attitude required by the job.

Competence shows skills or knowledge that are characterized by professionalism in a particular field as the most important and superior thing in that field. Meanwhile, according to Armstrong (in Dharma, 2004:86) competence refers to the behavioral dimension of a role or behavior that is needed by a person to be able to carry out his work satisfactorily. Competence is a person's ability to produce at a satisfactory level in the workplace, including one's ability to transfer and apply these skills and knowledge in new situations and increase agreed benefits. Competence describes what people do in the workplace at various levels and details the standards of each level, identifying the characteristics, knowledge and skills required by individuals who carry out their duties and responsibilities effectively so as to achieve professional quality standards in work. A superior implementer is one who demonstrates competence at a higher-level scale and with better results than ordinary or average implementers.

In Mangkunegara (2007:88) human resource competencies are competencies related to knowledge, skills, abilities, and personality characteristics that directly affect their performance. Thus, it can be concluded that competence can also be interpreted as the ability and willingness to carry out work with effective and efficient performance to achieve company goals.

In Hutapea and Thoha (2008:99) the competence of human resources in organizations or companies is generally useful for:

#### 1. Job Designing

Technical competence can be used to describe the functions, roles, and responsibilities of work in an organization. The size of the functions, roles and responsibilities depends on the company's goals, the size of the company, the level or level of work in the organization and the type of business. Meanwhile, non-technical/behavioral competencies are used to describe job demands on the behavior of incumbents in order to carry out the work with extraordinary achievements.

2. Job Evaluation Competence can be used as one of the job weighting factors used to evaluate jobs. The knowledge, skills, and attitudes needed to carry out the work and challenges are the components that provide the largest portion in determining the weight of a job. These knowledge, skills, and attitudes are the basic components of forming competence.

#### 3. Recruitment and Selection (Recruitment and Selection)

The formation of the organization is usually followed by the formation of jobs and the determination of the requirements or qualifications of people who are eligible to carry out the work. Competence can be used as one of the components in the job requirements, which is then used as a guide for selecting prospective employees who will occupy the position or carry out the job.

4. (Organization Designing and Development). A strong organization is an organization that has a strong foundation framework. The strength of the framework and foundation

is determined by the technical capabilities, values or culture of the organization as well as the morale or motivation of the people working in the organization. Competence can be a strong foundation for the formation and development of an organization to become a productive and creative organization if it has superior competent employees.

5. Forming and strengthening corporate values and culture (Company Culture)  
The role of behavioral competence is needed to establish and develop the values of corporate culture (culture). The formation of the company's productive culture values will be easily achieved if the selection of corporate cultural values is in accordance with the company's core competencies.
6. The Organizational Learning role of competence is not only to increase knowledge and skills, but also to shape the character of learning that will support a continuous learning process.
7. Employee potential assessment (Employee's Assessment)  
Competency frameworks and measures can be used to help companies or organizations create career development spaces for employees to achieve career paths that match their potential. Through the assessment center (employee potential assessment center), the use of competencies can encourage career development that is more patterned and in line with company needs.
8. Reward system  
The reward system will strengthen and be strengthened by a competency-based framework. This means that the provision of service fees associated with the achievement of individual competencies will support the implementation of the competency system used by the company as a whole. On the other hand, good competence will help make the compensation system effective in the company.

As for the characteristics of an employee who has superior competence in Hutapea and Thoha (2008:101), namely:

1. Knowledge  
Knowledge is information that has been processed and organized to gain understanding, learning, and accumulated experience so that it can be applied to carry out tasks and responsibilities according to the particular field they are involved in. Employee knowledge also determines the success or failure of carrying out the tasks assigned to him. Employees who have sufficient knowledge will increase the efficiency of the company.
2. Skill  
is a person's ability to use his mind, mind, and creativity in doing, changing, completing or making something more meaningful so as to produce a value from the work?
3. Attitude of work (attitude)  
Work attitude is a pattern of behavioral tendencies in responding to something consistently to support or not support their duties and responsibilities in accordance with company regulations. If the employee has the nature of supporting the achievement of the organization, then automatically all the tasks assigned to him will be carried out as well as possible.

## 2.4 Employee Performance

Mangkunegara (2000:67) states that the term performance comes from the word job performance or actual performance (actual work achievement achieved by someone), namely the quality and quantity of work (output) achieved by an employee in carrying out his duties in accordance with his responsibilities. which are given. Then, in Rivai

(2005:91) performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. In Gibson in Gorda (2006:190), performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness of time measured by considering quantity, quality and timeliness.

Another definition states that performance is the embodiment of work carried out by employees or organizations. Performance can be measured through certain measurements (standards) where quality is the quality of the work produced, quantity is the amount of work produced within a certain time, and timeliness is the suitability of the planned time (Hersey and Blanchard, 2003:114). Performance (performance) refers to the level of achievement of the tasks that make up an employee's job (Simamora, 2004:339).

In Mangkunegara (2000:74) states, performance can be measured by considering several factors as follows:

1. Quality, namely the quality of work as the resulting output.
2. Quantity, which includes the amount of work that must be completed within a specified time.
3. Timeliness, concerning the suitability of the planned time to complete a job.

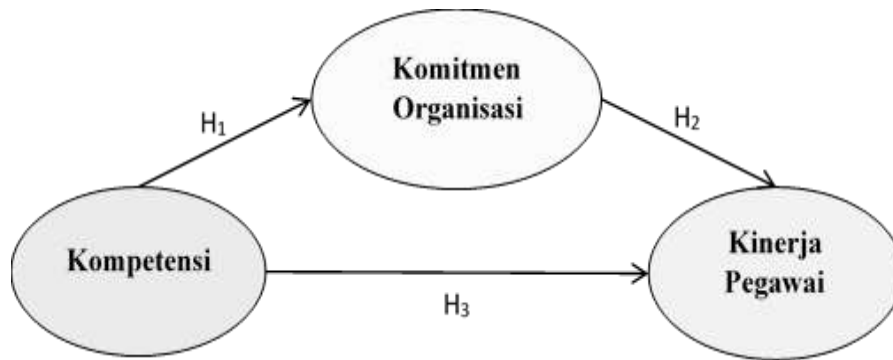
Meanwhile, in Bernadine (1998:129) states that there are 6 important criteria in performance, namely:

1. Quality (Quality), is something that shows the process or result of completing an activity that is close to perfect and fulfills the objectives of the activity.
2. Quantity is a number of results or outputs expressed in unit values, number of units or number of activities.
3. Timeliness, is how long it takes to complete a job or an output can be produced at the beginning of the desired time, and maximize time for other activities.
4. Cost-effectiveness is the thing that shows the maximum use of organizational resources such as human, funds, technology and materials to get the maximum benefit.
5. The need for supervision is an activity to supervise employees how they can carry out their job functions.
6. The influence of personal relationships (Interpersonal Impact), by developing a sense of self-esteem, doing good and collaborating with fellow workers and superiors.

Employee performance is the result of a complex process, both from the employee's self (internal factors), such as motivation, goals, expectations, etc. as well as the company's environmental conditions (external factors) including; company's physical and non-physical environment. If the employee's performance is good, the company's performance will be good too, and vice versa if the employee's performance is bad, the company's performance will also be bad (Darufitri, 2002).

Bernardine and Russell (1998:89) state that performance appraisal is carried out to manage employee performance, make appropriate and accurate decisions and improve the quality of production and services of the company as a whole. Meanwhile, in Gomes (2003:201) performance appraisal aims to provide performance rewards and motivate performance improvements in the future, as well as as a basis for information on salaries, salary increases, promotions, training and placement of certain tasks.





**Figure 1.** *Empirical Research Model*

## **2.4 Development of Research Hypotheses.**

1. The effect of competence on organizational commitment  
Hypothesis 1: Organizational commitment affects employee commitment at the PT PLN (Persero) UIW Papua and West Papua offices.
2. The effect of organizational commitment on employee performance  
Hypothesis 2: Organizational commitment affects employee performance at the PT PLN (Persero) UIW Papua and West Papua Offices.
3. The Effect of Organizational Commitment on Employee Performance.  
Hypothesis 3: Competence has an effect on employee performance at the PT PLN (Persero) UIW Papua and West Papua Offices.
4. The influence of competence on employee performance with organizational commitment as a mediating variable.  
Hypothesis 4: Competence affects employee performance through organizational commitment as a mediating variable at the PT PLN (Persero) UIW Papua and West Papua Offices.

## **III. Research Methods**

Type of research used in this research is quantitative research with causality method or approach. In Ferdinand (2011:7), causality research is research that wants to find an explanation in the form of a cause-effect relationship between several concepts or several variables or several strategies developed in management. This research is directed to describe the existence of a cause-and-effect relationship between several situations described in the variables, and on that basis a general conclusion is drawn. This type of research was chosen considering the purpose of the researcher is to explain the relationship and influence that occurs between variables as a primary data collection tool where this study was conducted to determine the effect of compensation on employee performance with employee commitment as a mediating variable (intervening).

This research was conducted at the PT PLN (Persero) UIW Papua and West Papua Offices, the object of the research were employees at the PT PLN (Persero) UIW Papua and West Papua offices in Jayapura.

In this study, the population taken were all employees of the PT PLN (Persero) Regional Main Unit for Papua and West Papua with a total of 1266 (one thousand two hundred and sixty-six) people. Samples were taken as many as 200 respondents. This number is in accordance with a good sample benchmark with SEM analysis techniques. According to Ferdinand, the appropriate sample size is between 100-200. If the sample size

is too large, for example 400, then the method becomes very sensitive, making it difficult to obtain good goodness-of-fit measures.

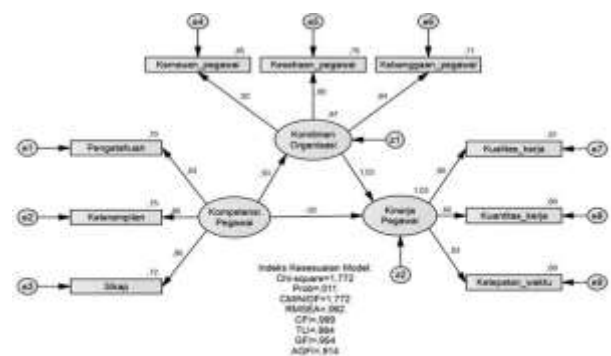


Figure 2. Structural Equation Model (SEM) Analysis

Table 2. Goodness of Fit Index Model Results

Goodness of Fit Index	Cut off Value	Result	Evaluation Model
Chi-Square	Expected small	1,772	Good
Probability level (p)	$\geq 0,05$	0,011	Good
CMIN/DF	$\leq 2,0$	1,772	Good
RMSEA	$\leq 0,08$	0,062	Good
GFI	$\geq 0,90$	0,954	Good
AGFI	$\geq 0,90$	0,914	Good
CFI	$\geq 0,95$	0,989	Good
TLI	$\geq 0,95$	0,984	Good

Table 2. Operational Definition

Variab les	Indicator	No.Statemen t Questionnai re	Scale
Employ ee Compet ency(X <sub>1</sub> )	1. Knowledge	1	Inte rv al 1- 10
	2. Skills	2	
	3. Attitude	3	
Organiz ational Commit ment (Z <sub>1</sub> )	1. Willingness of Employees	1	Inte rv al 1- 10
	2. Employee Loyalty	2	
	3. Employee pride	3	
Emp loyee Perf ormance (Y <sub>1</sub> )	1. Work Quality	1	Inte rv al 1- 10
	2. Work Quantity	2	
	3. Timeliness	3	



## IV. Result and Discussion

### 4.1 Population Policy During Turki Utsmani 1512-1566 M

Hypothesis testing techniques are used to test hypotheses and produce a good model. To test it, Structural Equation Modeling (SEM) was used with the help of the AMOS 25.0 program.

Hypothesis testing is done by looking at the significance of the estimated value, critical ratio, and probability based on the results of the AMOS 25 analysis which can be seen in the regression weight structural equation modeling in the following table:

**Table 3. Regression Weight**

			<u>Estimate</u>	S.E.	C.R.	P
Commitment_Organizational	<--	Competence_Employee	1,083	,070	15,369	***
Employee_Performance	<--	Commitment_Organizational	,949	,140	6,778	***
Employee_Performance	<--	Kompetensi_Pegawai	-,020	,157	-,127	,899

*Source: data processed using AMOS 25 of 2019*

Discussion of each casual relationship from the hypothesis that has been formulated in the previous chapter is explained as follows:

#### 1. Hypothesis Testing 1

##### H1: Employee Competence Affects Employee Commitment

The statistical test results of the first hypothesis shown in table 5.6 show that the parameter values estimation is 1.083, the standard error value is 0.070 and the critical ratio value is 15.396 with a probability value of 0.000 using will alpha level ( $\alpha$ ) = 0.05. This value indicates that the CR value is above 1.96 and the P value is below 0.05. Based on this explanation, it can be concluded that the first hypothesis which states that employee competence has an effect on employee commitment can be accepted with a positive and significant effect.

#### 2. Testing Hypothesis 2

##### H3: Employee Commitment Affects Employee Performance

The statistical test results of the second hypothesis shown in table 4.10 show that the estimated parameter value is 0.949, the standard error value is 0.140 and the critical ratio value is 6.778 with a probability value of 0.000. By using the alpha level ( $\alpha$ ) = 0.05. This value indicates that the CR value is above 1.96 and the P value is below 0.05. Based on this explanation, it can be concluded that the second hypothesis which states that employee commitment affects employee performance can be accepted with positive and significant results.

#### 3. Hypothesis Testing 3

##### H3: Employee Competence Affects Employee Performance

The statistical test results of the third hypothesis shown in table 5.6 show that the estimated parameter value is -0.020, the standard error value is 0.157 and the critical ratio value is -0.127 with a probability value of 0.899 with using alpha level ( $\alpha$ ) = 0.05. This

value indicates that the CR value is below 1.96 and the P value is above 0.05. Based on this explanation, it can be concluded that the third hypothesis which states that employee competence has no effect on employee performance is accepted with a negative and insignificant effect.

It can be seen from Table 4 that the direct influence between the independent and dependent variables is large. The biggest direct effect on Employee Performance (Y) is Organizational Commitment (Z) of 1.031 which means that employees are more dominant in their work enthusiasm to improve their performance compared to other variables, then the direct influence of Employee Competence (X) on Employee Performance (Y) is 0.932.

**Table 4.** Analysis of the Direct Effect of

	_Employee's Competence	Commitment_ Organization	Performance_ Employee
Commitment_ Organization	,932	,000	,000
Employee Performance	-,019	1,031	,000

Source: data processed using AMOS 25.0 in 2019

#### 4. Hypothesis Testing 4

H4: Employee Competence Indirectly Affects Employees Through Organizational Commitment as Mediation.

Indirect influence of employee competence on employee performance. In this fourth hypothesis, the researcher draws conclusions from the relationship that occurs between each variable and it can be concluded that the relationship between Employee Competence (X) and Organizational Commitment (Z) has a positive and significant effect. The relationship between Organizational Commitment (Z) on Employee Performance (Y) also has a positive and significant effect. Meanwhile, if viewed directly the effect of Employee Competence (X) on Employee Performance (Y) has a negative and insignificant effect with a CR value of -0.127 and a probability of 0.899.

**Table 5.** Analysis of Indirect Effects

	_Employ ee's Compete nce	Commit ment_ Organizati on	Performanc e_ Employee
Commitm ent_  Organizati on	,000	,000	,000
Employee Performan ce	,961	,000	,000

Source: data processed using AMOS 25.0 in 2019

Based on table 5, it can be explained that the magnitude of the indirect effect from the independent variable to the dependent variable, namely Employee Competence (X) on Employee Performance (Y) through the intervening variable Organizational Commitment (Z) of 0.961, therefore in this study it can be concluded that Employee Competence (X) indirectly affects Performance Employees

(Y) through Organizational Commitment (Z) so that the fourth hypothesis is accepted. This is evidenced by the value of the indirect effect rather than the direct effect of the Employee Competence variable (X) on Employee Performance (Y). The results of the Sobel test calculation above get a z value of 6.2087, because the z value obtained is  $6.2087 > t\text{-table of } 3.13212$  ( $df = nk$  where n is the number of samples and k is the number of variables studied), with a significant level of 0.05, it proves that Organizational Commitment (Z) is able to mediate the relationship between Employee Competence (X) and Employee Performance (Y).

## **4.2 Discussion**

### **a. Effect of Employee Competence on Organizational Commitment**

From the results of the research analysis, it is known that the variable of employee competence has a positive and significant effect on organizational commitment. This is evidenced by the significant level value in the regression weights table which shows an estimated value of 1.083, a standard error value of 0.070 and a critical ratio value of 15.396 with a probability value of 0.000 using an alpha level ( $\alpha$ ) = 0.05. This value indicates that the CR value is above 1.96 and the P value is below 0.05. This means showing that the better the competence of an employee's employee, the effect on the growth of organizational commitment.

This result at the same time proves the truth of the hypothesis in this study which is suspected that employee competence directly affects the organizational commitment of the employees of PT PLN (Persero) UIW Papua and West Papua Offices.

### **b. Effect of Organizational Commitment on Employee Performance**

From the results of the research analysis, it is known that the organizational commitment variable has a positive and significant effect on employee performance. This is evidenced by the significant level value in the regression weights table which shows an estimated value of 0.949, a standard error value of 0.140 and a critical ratio value of 6.778 with a probability value of 0.000. By using the alpha level ( $\alpha$ ) = 0.05. This shows that good organizational commitment will improve employee performance.

This result also proves the truth of the hypothesis in this study which is alleged that organizational commitment directly affects the performance of the employees of PT PLN (Persero) UIW Papua and West Papua Offices.

### **c. The Effect of Employee Competence on Employee Performance**

From the results of the research analysis, it is known that the motivation variable has a positive and insignificant effect on the performance of the Port Authority Office and Port Authority Class II Jayapura. This is evidenced by the significant level in the regression weights table which shows an estimated value of -0.020, a standard error value of 0.157 and a critical ratio value of -0.127 with a probability value of 0.899 using an alpha level ( $\alpha$ ) = 0.05. This value indicates that the CR value is below 1.96 and the P value is above 0.05. This means that the lower the employee's competence, the lower the employee's performance.

This result at the same time proves the truth of the hypothesis in this study which is alleged that employee competence directly has a negative and insignificant effect on the performance of the employees of PT PLN (Persero) UIW Papua and West Papua Offices.

#### **d. The Influence of Employee Competence on Employee Performance Through Organizational Commitment as Mediation**

From the results of the study, it is known that the work spirit variable plays a significant role in mediating the influence of place. This can be seen from the Sobel test value of  $6.2087 > t\text{-table of } 3.13212$  with a significant level of 0.05. Then the magnitude of the indirect effect that is equal to 0.961 is greater than the direct effect of -0.019 so it can be said that the variable Organizational Commitment

(Z) acts as a full mediation on the relationship between Employee Competence (X) and Employee Performance (Y).

Based on these results, employee competence indirectly affects employee performance through organizational commitment.

### **V. Conclusion**

Based on the results of the analysis that has been described in Chapter IV using the structural equation modeling (SEM) analysis method, it can be concluded that;

1. Employee competence has a positive and significant impact on organizational commitment at the PT PLN (Persero) UIW Papua and West Papua Offices.
2. Organizational Commitment has a positive and significant effect on the performance of the employees of PT PLN (Persero) UIW Papua and West Papua Offices.
3. Employee competence has a negative and insignificant effect on the performance of the employees of the PT PLN (Persero) UIW Papua and West Papua Offices.
4. Employee competence indirectly affects employee performance through organizational commitment at the PT PLN (Persero) Office of UIW Papua and West Papua.

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