

THE INFLUENCE OF COMPETENCE AND JOB SATISFACTION ON THE PERFORMANCE OF EMPLOYEES IN INDONESIAN EDUCATIONAL AND PROFESSIONAL DEVELOPMENT INSTITUTIONS (LP3I) THROUGH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE

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Abstract:

Research was conducted to determine the effect of competence on employee performance and job satisfaction on performance. Employees, competence on organizational commitment, job satisfaction on organizational commitment, and organizational commitment mediate between competence on employee performance and organizational commitment as a mediating variable for job satisfaction on employee performance. The research method is the Structural Equations Model with the SEM-AMOS analysis tool. This research is quantitative, with a sample size of 230 using a purposive sampling method. The empirical findings are that competency is positive and significant to employee performance. Job satisfaction is positive and significant on employee performance. Competence is positive and significant towards organizational commitment. Job satisfaction is positive and significant on organizational commitment, as well as positive and significant organizational commitment on employee performance, and the influence of competency on employee performance is indirectly mediated by organizational commitment, which is positive and significant. From the results of the research that has been carried out, the statement obtained using descriptive analysis and the lowest score in this research is recommended for LP3i that communication competence between colleagues needs to be improved to have a good impact on employee performance.

Keywords: Competence, Job Satisfaction, Organizational Commitment, Employee Performance



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INTRODUCTION

The end of 2019 was the beginning of a pandemic that directly impacted the global social, educational, political, and economic climate. This phenomenon is known as the Novel coronavirus-19 (COVID-19) pandemic or what is known as the coronavirus (COVID-19). Indonesia prefers social distancing as a solution rather than locking entry and exit to anyone to prevent the spread of the virus (lockdown). Social distancing behavior is intended to distance oneself from direct social activities with other people. At the same time, lockdown means an area will be isolated, and all activities will be stopped entirely.

According to Wibowo (2016), competence is the ability to carry out a job based on skills and knowledge and is supported by the work attitude required. The skills required of employees are demonstrated by consistently providing an adequate or high level of performance in a job function. Organizations can make efforts to improve employees' abilities with work competencies in developing human resources so they can contribute to improving performance. It is stated by Rethans et al. (2002) that performance is a product of competence combined with the influence of factors related to the individual, such as health, personal relationships, and organizational systems.

Porter et al. in Darmawan (2013) define organizational commitment as an individual's relative strength towards an organization and his involvement in a particular organization, which is characterized by three psychological factors, namely a solid desire to remain a member of the organization, a desire to try for the sake of the organization, and definite trust accompanied by acceptance towards the values and goals of the organization.

Robbin in Indrasari (2017) explains that job satisfaction is a general attitude towards a person's work that shows the difference between the appreciation workers receive and the amount they believe they should receive. In line with that, job satisfaction is an individual's positive or negative attitude towards work.

Performance is a multi-dimensional concept covering three aspects: attitude, ability, and accomplishment, which are based on factors that influence individual performance, such as organizational support and the level of effort put forth. For example, the performance element is quality, quantity, timeliness of results, and presence and ability in team collaboration. So, the employee's ability to apply knowledge through their intellectual intelligence can be applied at work and will result in performance.

Thinking Framework and Hypotheses. The research conducted consisted of independent variables and dependent variables where the independent variable or independent variable (X) is competence organizational commitment at the same time, the dependent variable or the dependent variable (Y) is Employee Performance as an intervening variable (M) job satisfaction. The research hypothesis is as follows:

H1: Competence has a positive and significant effect on employee performance

H2: Job satisfaction has a positive and significant effect on employee performance

H3: Organizational commitment has a positive and significant effect on employee performance

H4: Competence has a positive and significant effect on organizational commitment

H5: Job satisfaction has a positive and significant effect on organizational commitment

H6: Competence has a positive and significant effect on employee performance through organizational commitment

H7: Job satisfaction has a positive and significant effect on employee performance through organizational commitment

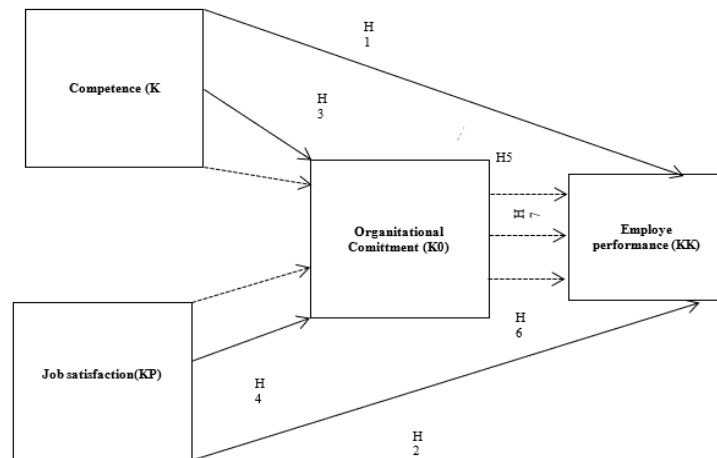


Figure 1. Conceptual Model

METHODS

The research was conducted at LP3I. In this research, the independent variables are competency and job satisfaction (X). The engagement variable is employee performance (Y). Next, the intervening variable is organizational commitment (M). The research uses quantitative and qualitative data approaches and a Likert scale to measure attitudes, opinions, influences, and perceptions of a person or group of people towards social phenomena (Sugiyono, 2016). Determination of the sample was carried out using a purposive sampling method, namely a sample selection method, to determine the model due to specific considerations. So, the sample was not taken randomly but was determined by the researcher. The sample is part of the number and characteristics of the population (Sugiyono, 2016). According to (Hair in Mwetiumo et al. 2021), the recommended minimum sample size is 5-10 observations for each estimated parameter. The method used in data analysis and hypothesis testing in this research is the Structural Equation Model - Partial Least Square Method (SEM-AMOS). According to Noor et al. (2014), SEM is a statistical technique used to build and test statistical models, usually causal models. This research uses descriptive statistical data analysis and SEM, an analysis used to develop or predict existing theories. Descriptive methods are used to obtain a complete and precise picture of the research objectives. In this case, a Likert Scale 5 is used. Data analysis uses SEM. Research is used to develop or predict an existing theory. Analysis of the measurement model (Outer Model) includes convergent validity, discriminant validity, and reliability tests. An analysis of the Structural Model (Inner Model) and a discussion of the results of hypothesis testing. Data processing uses the Structural Equation Model (SEM) model with the help of the AMOS application.

RESULT AND DISCUSSION

Descriptive Statistics. Researchers will use descriptive analysis techniques to obtain information about the characteristics of respondents. Descriptive analysis is an analytical technique used to explain how the characteristics of data originating from a research object can be described and understood well. Discussing respondents' characteristics in this research will display several aspects of the respondents, such as gender, age, and length of service. Descriptive data on the gender of the respondents in this study were primarily female, namely 230 respondents, the majority of whom were 128 or 55.6% female and 102 or 34.9% male. So, on average, those who filled out the questionnaire were female, obtaining data from 230 respondents. Shows that respondents aged 25-

30 years dominate as many as 30 or 22% of people or as many as people aged 31-40 years or as many as 55 or 27% of people aged 41-50 years, and 51 years and over as many as 25 people or 13%.

Respondents with a high school/vocational education level dominate at 1.5%, Diploma level education is 3.5%, Bachelor's level education is 11%, and Master's level education is 11%. So, on average, those who fill out the questionnaire are respondents who have a Master's level of education.

Table 1. Characteristics of Respondents

Demographic Variables	Category	Frequency	Percentage
Gender	Man	102	44,3%
	Woman	128	55,6%
Age	25-30 years	30	22%
	31-40 years	120	38%
	41-50 years	55	27%
	51 → years	25	13%
	SMA/SMK	4	1,5%
Last Education	Diploma	8	3,5%
	Strata 1	25	11%
	Strata 2	170	69%
	Strata 3	23	15%

Measurement Model. This study implemented covariance-based Structural Equation Modeling (CB-SEM) to test the proposed research model using Amos software. The measurement model of this study used validity and reliability, which could be assessed through factor loadings that values should be greater than 0.5, average variance extracted (AVE) that value should be greater than 0.5, Cronbach alpha that value should be greater than 0.7, and composite reliability that value should be greater than 0.7 (Hair et al., 2016). Table 2 shows that all the predicted values fulfill the criteria of recommended values.

Table 2. Measurement Model

Construct Name	Items	Factors Loadings	Cronbach Alpha	AVE
1	Competence	K1	0.930	0.844
		K2	0.933	
		K6	0.951	
2	Job Satisfactions	KP11	0.949	0.997
		KP10	0.947	
		KP3	0.949	
3	Commitment Organisational	KO1	0.947	0.861
		KO3	0.949	
		KO4	0.917	
4	Employee Performance	KK2	0.958	0.861
		KK5	0.980	

Source: Output AMOS 23.0. 2023

Evaluation of Goodness of Fit in Structural Models. The estimation results of the measurement model in Figure 4.1 using the Maximum Likelihood estimation method in AMOS are summarized in the table above. The calculation results show the p-value criteria. GFI. RMR. RMSEA.

TLI, NFI, RFI and CFI provide a recommended suitability index and are included in the good fit category.

Table 3. Evaluation of Goodness of Fit in Structural Models

GOF	Acceptable Match Level	Model Index	Explanation
Chi-square	chi-square $\leq 2df$ (good fit). $2df < \text{chi-square} \leq 3df$ (marginal fit). $\text{chi-square} > 3df$ (bad fit)	$65 \leq 2df$	<i>Good Fit</i>
p-value	$P \geq 0.05$ (good fit). $p < 0.05$ (bad fit)	$0.07 \geq 0.05$	<i>Good Fit</i>
GFI	$GFI \geq 0.9$ (good fit). $0.8 \leq GFI \leq 0.9$ (marginal fit)	$0.954 \geq 0.9$	<i>Good Fit</i>
RMR	$RMR \leq 0.5$ (good fit)	$0.007 \leq 0.5$	<i>Good Fit</i>
RMSEA	$0.05 < RMSEA \leq 0.08$ (good fit). $0.08 < RMSEA \leq 1$ (marginal fit)	$0.053 \leq 0.08$	<i>Good Fit</i>
TLI	$TLI \geq 0.9$ (good fit). $0.8 \leq TLI \leq 0.9$ (marginal fit)	$0.988 \geq 0.9$	<i>Good Fit</i>
NFI	$NFI \geq 0.9$ (good fit). $0.8 \leq NFI \leq 0.9$ (marginal fit)	$0.980 \geq 0.9$	<i>Good Fit</i>
AGFI	$AGFI \geq 0.9$ (good fit). $0.8 \leq AGFI \leq 0.9$ (marginal fit)	$0.921 \geq 0.9$	<i>Good Fit</i>
CFI	$CFI \geq 0.9$ (good fit). $0.8 \leq CFI \leq 0.9$ (marginal fit)	$0.992 \geq 0.9$	<i>Good Fit</i>

Source: Data that has been processed. 2023

Based on the model results on the Goodness-of-Fit output, the overall Goodness-of-Fit results of the model are stated to be good. The chi-square value is 62.521 with a probability level of 0.09, which shows a good indication or fit. The model's Goodness of Fit Index (GFI) has a GFI value of 0.954, so it has suitable model suitability. The RMSEA value of 0.053 indicates a good level of suitability. RMR got a value of 0.007, which shows the fit value. The results of the modified AGFI model value of 0.924 indicate fit. Therefore. Overall, the model developed is good with the data. The TLI shows suitable suitability with a TLI value of 0.988. The CFI value of 0.992 indicates that this model has suitable suitability. This model's CMIN/DF value is 1.645, so it can be said to have a good indication or fit.

Structure Model. After analyzing a measurement model, the next step is to test the proposed hypothesis using a structural model. This study uses the Path Coefficient as the research model within an acceptable range. Similarly, the Specific Indirect Effect Tests index implies an acceptable fit. The four predicted paths are significant. Therefore, H1, H2, H3, H4, H5, H6, and H7, were all supported in this study.

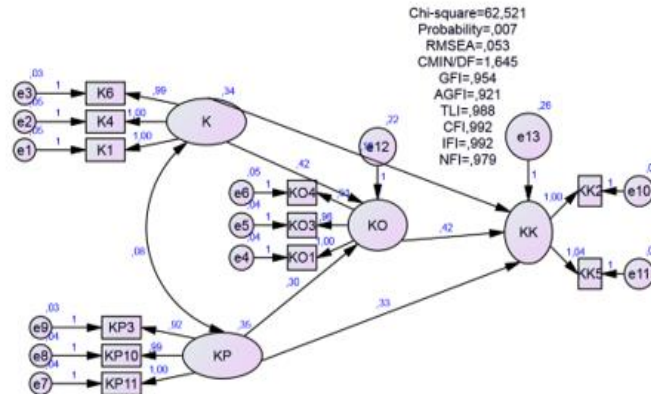


Figure 2. Structure Model

Table 4. Direct Relationship

Hypothesis	Estimate	P Value	Description
Competency ->Employee Performance	2.700	0.000	Supported
Job satisfaction->employee performance	2.880	0.000	Supported
Competence -> organizational commitment	4.270	0.000	Supported
Job satisfaction --> organizational commitment	3.080	0.000	Supported
Organizational commitment -> employee performance	3.660	0.000	Supported

Source: Output AMOS 23.0. 2023

Explained that the mediation test was conducted to determine how the mediating variable affects the relationship between endogenous and exogenous variables regarding the strength and direction of the relationship, path estimation, and t-value.

Table 5. Intervening Impacts

Hypothesis	Estimate	P Value	Description
Competence→Organizational commitment→Employee performance	2.560	0.000	Supported
Job satisfaction, organizational commitment→Employee performance	2.113	0.000	Supported

The first hypothesis tests whether competence positively and significantly affects employee performance. The test results show a t-statistic value of 2.700 and a p-value of 0.000. This result is declared significant because the t-statistic is greater than the t-table >1.96 with a p-value <0.05, so the first hypothesis is supported. It means that increasing work competency will influence employee performance in the company. So, the hypothesis formulated follows the results obtained; Ho is rejected. This research shows results that are in line with the theory put forward by Abdi and Wahid (2018), which explains that if employees have high competence, they will be able to improve the

employee's performance. Improving work competency needs to be done within the company organization. Employees with work competence tend to have good abilities in carrying out work and the skills to complete work based on work targets given by the company. It can provide work enthusiasm within employees to continue to progress in carrying out work, which can improve performance within the company. Meanwhile, employees need to be highly competent to have the ability to work. Employees need the full skills to complete the work, resulting in poor performance within the company. Even though employees know work is not balanced with the skills they have, it will be difficult for the work to achieve the specified work targets, so the results achieved will be less than optimal. It proves that competence has a positive and significant effect on employee performance. If competence increases, it will improve employee performance. Charles E Johnson in Ibrahim (2016), the submission of this first hypothesis can be seen from the research results that the results of the first hypothesis support the higher the competence, the more dependent variable will be seen from the research results that have been examined by the researcher, namely positive and significant, meaning that the more good employee competency will improve employee performance at LP3I.

The second hypothesis tests whether job satisfaction positively and significantly affects employee performance. The test results show a t-statistic value of 2,880 and a p-value of 0.000. The t-statistic is significant. The second hypothesis is supported because the t-statistic is greater than the t-table >1.96 with a p-value <0.05. organizational commitment has a positive and significant indirect effect on job satisfaction and employee performance. Research by Adhan (2020) shows that job satisfaction supports lecturer performance when mediated through organizational commitment. Higher employee satisfaction with their work can make employees more diligent in their work and produce better performance. Then, with strong organizational commitment, employees will always show better performance. So, organizational commitment can increase the relationship between job satisfaction and employee performance. If job satisfaction increases, it will improve employee performance at LP3I. Robbins and Judge (2011). In this second test, the hypothesis and research results that have been researched are supportive because if job satisfaction increases, it will improve employee performance. It can be seen from the research results that it is positive and significant. Job satisfaction is one of the factors measured so that employees perform at a higher level.

The third hypothesis tests whether competence positively and significantly affects organizational commitment. The test results show a t-statistic value of 4.270 and a p-value of 0.000. This result is declared a significant positive t-statistic. The third hypothesis is supported because the t-statistic is greater than the t-table >1.96 with a p-value <0.05. It proves that competence has a positive and significant effect on organizational commitment. If competence increases, it will increase organizational commitment. These research results are consistent with Adam et al. (2020), who state that competence affects organizational commitment. Research by Purwanto and Soliha (2017) also explains that competence positively and significantly affects organizational commitment. The relationship between competence and organizational commitment is quite robust; the implementation of competence can lead to dedication to the organization, thus triggering a manifestation of commitment in the form of loyalty. It certainly explains that the existence of competence will encourage high organizational commitment. Meanwhile, according to Luthan (2006), in testing the third hypothesis, it can be seen from the test results that it is positive and significant. It can be seen from the research results that the more the competence of LP3I increases, the more organizational commitment will increase.

The fourth hypothesis tests whether work satisfaction has a significant positive effect on organizational commitment. The test results show positive significance, so the fourth hypothesis is supported. The test results show a t-statistical value of 3.080 and a p-value of 0.000. From these

results, it is stated that the t-statistic is significantly positive. Because the t-statistic is greater than the t-table > 1.96 with a p-value < 0.05 , it can be interpreted as a direct influence, measured through mediation. Job satisfaction is in line with research by Rosita (2016), which states that job satisfaction has a direct positive and significant effect on organizational commitment. The research results are also supported by Adhan (2020), who states that job satisfaction is proven to have a significant direct influence on organizational commitment as research by Hakim and Hidayat (2018) which also states that there is a positive and significant influence of job satisfaction on organizational commitment. Job satisfaction is a supportive feeling within the employee related to the job or working conditions. The more satisfied the employee is with his job, the higher the desire to stay in the company and work well to achieve the company's goals. The direct influence can increase LP3I's organizational commitment. Wibowo (2016), in this research, the hypothesis is direct, based on the research results, which are positive and significant, meaning that job satisfaction directly affects organizational commitment.

The fifth hypothesis tests whether organizational commitment positively and significantly affects employee performance. The test results show a t-statistic value of 3.660 and a p-value of 0.000. From these results, it is stated that the t-statistic is significantly positive. Because the t-statistic is greater than the t-table > 1.96 with a p-value < 0.05 , hypothesis five is supported. This research aligns with Meutia et al. (2019), which states that organizational commitment positively and significantly affects employee performance, both partially and simultaneously. Wagiman's research results (2018) stated that organizational commitment positively affects employee performance. It is supported by the results of research by Akbar (2016) which states that organizational commitment significantly affects employee performance. Organizational commitment shows individuals' loyalty toward their organization and how organizational members can contribute to organizational success. With strong organizational commitment, employees will always show better performance. It proves that organizational commitment positively and significantly affects employee performance. If organizational commitment increases, it will improve employee performance. In testing hypothesis five, Salim et al. (2021) can be seen from the test results, namely Positive and Significant. It can be seen from the research results that the more organizational commitment in LP3I increases, the more employee performance will increase.

Hypothesis six tests whether competency positively and significantly affects employee performance through organizational commitment as a mediating variable. The test results show a t-statistic value of 2.560 and a p-value of 0.000. From these results, it is stated that the t-statistic is significant. Hypothesis six is supported because the t-statistic is greater than the t-table > 1.96 with a p-value < 0.05 . It proves that competence positively and significantly affects employee performance through organizational commitment as a mediating variable. It can be said that if competence increases indirectly through organizational commitment, it will increase employee performance in Anggraeni et al. (2020); in testing hypothesis six, this can be seen from the results of research that the sixth hypothesis and the results of the sixth hypothesis support, the higher the competence indirectly through organizational commitment, the dependent variable will be employee performance. It can be seen from the research results that researchers, namely positive and significant, have examined the higher the competence in LP3i, the higher the competence in LP3i. Employee performance will be improved through an organizational commitment to LP3i.

The seventh hypothesis tests whether job satisfaction and employee performance have a positive and significant effect through organizational commitment as a mediating variable. The test results show a t-statistic value of 2,113 and a p-value of 0.000. From these results, it is stated that the t-statistic is significant. The seventh hypothesis is supported because the t-statistic is greater than the t-table > 1.96 with a p-value < 0.05 . If job satisfaction increases through organizational

commitment, it will increase employee performance at LP3i Yuki in Suwanto and Donni (2011). Thus, organizational commitment can mediate the relationship between job satisfaction and employee performance. This research is in line with research by Rosita (2016), showing that organizational commitment has a positive and significant indirect effect on job satisfaction and employee performance. Research by Adhan (2020) shows that job satisfaction supports lecturer performance when mediated through organizational commitment. Higher employee satisfaction with their work can make employees more diligent in their work and produce better performance. Then, with strong organizational commitment, employees will always show better performance, so organizational commitment can improve the relationship between job satisfaction and employee performance. In this seventh test, the hypothesis and research results that have been researched are supportive because if job satisfaction increases through organizational commitment, it will increase employee performance. It can be seen from the research results that it is positive and indirectly significant. Job satisfaction is one factor ensuring that employees' performance will be higher.

CONCLUSION

Based on the results of the wetting that have been obtained, it can be concluded:

1. The influence of competency on employee performance is positive and significant. Getting results in line with the allegations/hypothesis proposed has a positive and significant impact on improving employee performance. at LP3i
2. The influence of job satisfaction on employee performance produces positive and significant results, which means increasing job satisfaction will improve employee performance at LP3i.
3. The influence of competence on organizational commitment has a positive and significant effect, meaning that if competence increases, it will increase organizational commitment in LP3I.
4. The positive and significant influence of job satisfaction on organizational commitment can be interpreted as increasing leadership will increase organizational commitment in LP3i.
5. The influence of organizational commitment on employee performance is positive and significant, meaning that the positive influence given by commitment has the impact of increasing employee performance.
6. The influence of competence on employee performance through organizational commitment as a mediating variable, the indirect mediated influence has a positive and significant impact on employee performance variables.
7. The influence of job satisfaction on employee performance through organizational commitment as a mediating variable indirectly impacts employee performance.

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