

EFFECT OF COMPETENCE AND EMPLOYEE COMMITMENT TO EMPLOYEE PERFORMANCE: JOB SATISFACTION AS A MEDIATOR (STUDY ON WATERING OFFICE OF ACEH PROVINCE)

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ABSTRACT

This study aims to analyze the extent to which trends in job satisfaction, employee competency, and employee commitment affect employee performance. In addition, it also analyzes the role of employee job satisfaction as a factor that mediates the relationship between competence, employee commitment to employee performance. The study was conducted at the Dinas Pengairan Provinsi Aceh (Watering Office of Aceh Province), with a sample of 149 employees. Primary data is obtained by circulating questionnaires to all samples. The questionnaire consists of two parts, namely the characteristic part of the respondent and the information part of the variable under study. Questions in the questionnaire were made on a Likert scale, ie from low to highest score (1-5). The data analysis method uses the SEM method that processes it through the AMOS program. The results showed that there was an influence of employee competency on employee performance by 0.30 at the significance level of 0.021, employee commitment had a significant effect on performance at 0.32 at the significance level of 0.007, there was an influence of competence on employee job satisfaction of 0.44 at the significance level of 0.004, and no significant effect towards job satisfaction by 0.13 with a significance level of 0.327 (≥ 0.05). In addition, it was also found that job satisfaction factors play a role as a mediating factor to improve employee competency and commitment so as to improve employee performance at the Watering Office of Aceh Province.

Keyword: Employee Performance, Job Satisfaction, Employee Competency

INTRODUCTION

Fundamental changes in the organizational environment have resulted in dramatic changes to the important characteristics of the human resource system (HR) and show the increasing importance of human resources for organizations (Ibrahim et al., 2012). Another impact is the increasing uncertainty associated with HR issues (people issue). The rapid development of technology, shifting demographics, economic fluctuations, and dynamic conditions have caused the business environment to become full of uncertainty, increasingly complex, and rapidly changing. Facing these conditions, every organization is required to immediately change and adapt to increasingly competitive environmental changes through organizational transformation (Mitrofan, & Ion, 2013).

The implementation of the company's transformation process to achieve competitive advantage

is supported by sources of competitive advantage which include physical resources, financial resources, organizational process structures and systems, and human resources (HR). However, HR is the main source of competitive advantage because the management of other sources of excellence automatically requires the handling of existing human resources (Basyir & Ibrahim, 2018).

The involvement of HR determines the success of the organizational change process because HR is an important subject that will implement the change process and the results of the planned change process (Moran & Brightman, 2000). To support the company's success, HR commitment is needed through HR practices in the organization's business strategy. The selection and implementation of the right business strategy will be largely determined by HR competencies that play an important role in the organization's operational activities, planning and implementing the organization's business strategies that have been determined (Ibrahim, Amir, & Novita, 2018).

The integration of HR functions in business strategy planning is intended to empower the human resources owned in the management of various work units within the organization so that the process of managing these resources can be carried out effectively and efficiently.

HR competencies in an organization have consequences for organizational performance, so competency is important to be a handle for HR managers. On the other hand, employee commitment is very high in carrying out organizational functions, because commitment is an agreement from the hearts of employees to advance the organization, but HR managers in an organization often ignore it. Efforts to improve organizational performance will not be carried out properly, because we know that the HR satisfaction factor in carrying out daily tasks cannot be replaced with any other object, because there are many factors that affect employee job satisfaction within an organization (Anwar et al., 2017).

LITERATURE REVIEW

Competency

Competence is related to someone who is carrying out their duties with the expected conditions in achieving the objectives of the task at hand. Competence can also be considered if someone has an inherent capacity manifested in action. According to Rychen & Salganik (2002), competence is an ability that can be fulfilled in carrying out certain tasks in the organization. The same opinion was also expressed by Weiner (2001), who stated that competence originates from demands faced in the context of work and in everyday life. According to Spencer and Spencer (1993), competency is a basic characteristic possessed by individuals that is causally related to fulfilling the criteria needed in occupying a position. So it can be concluded that competence is an ability that needs to be fulfilled if there is a demand for a job.

Commitment

Allen and Meyer (1996) define organizational commitment as a psychological relationship between employees and organizations that makes it less likely for employees to leave the organization of their own volition. Organizational commitment is a strong belief in the goals and values of the organization, the willingness to work on behalf of the organization and the desire to

maintain membership in the organization (Carmon et al., 2010).

The main motivation for organizational commitment is to become a legal member of the organization (Becker, 1992). Someone who always embraces the goals and mission of the organization through the identification process is more likely to remain committed to the organization than individuals who do not do so (vanDijk et al., 2004).

Job Satisfaction

Job satisfaction for someone is related to feeling happy, when what is desired is achieved, or someone accepts the reality is in accordance with what is expected. According to Locke (1976), job satisfaction is a pleasant or positive emotional state that results from assessing one's work or work experience, or the attitudes and feelings that people have about their work (Armstrong, 2006). If referring to Schneider and Snyder (1975), argue that job satisfaction as a personal evaluation of the conditions that exist in the work, or the results that arise as a result of a job undertaken. Spector (1997), argues that job satisfaction is the extent to which people like (satisfied) or dislike (dissatisfied) with their work. In addition, Spector stated variables related to job satisfaction including achievement, improvement, job improvement, work enrichment, and teamwork. Job satisfaction is related to one's perceptions and evaluations of their work, and this perception is influenced by one's unique circumstances such as needs, values, and expectations.

Employee Performance

In general it can be said that employee performance is an action and outcome. Therefore, employee performance is considered a multi-dimensional concept. Campbell (1990) describes job performance as an individual level variable that distinguishes employee performance from organizational performance. Therefore, when drafting employee performance, one must distinguish between aspects of action and aspects of results. The action aspect refers to what the individual does in work situations and is relevant to the organization's goals (Campbell et al., 1993), while the results aspect refers to the consequences and results of individual actions and these are influenced by environmental factors. Borman and Motowidlo (1997), distinguish between contextual tasks and performance and are called task performance as the ability of individuals with whom they carry out activities that contribute directly or indirectly to the technical field of the organization.

Research Model and Hypothesis

Based on the literature review described above, the author tries to design a research model. This research consists of 4 variables, namely competence (x1) and commitment (x2) as exogeneous variables, job satisfaction (z) as mediating endogeneous variables and this variable also as vairabel exogeneous to employee performance variable (y) as endogeneous variable. To be more clear can be seen in Figure 1 (research model).



Figure 1- Research Model

Hypothesis

- H1: Competence has a significant effect on job satisfaction
- H2: Commitment has a significant effect on job satisfaction
- H3: Competence has a significant effect on employee performance
- H4: Commitment has a significant effect on employee performance
- H5: Job satisfaction has a significant effect on employee performance
- H6: Job satisfaction mediates the effect of competency on employee performance
- H7: Job satisfaction mediates the effect of commitment to employee performance

METHODOLOGY

The research sample consisted of 149 employees at the Dinas Pengairan Provinsi Aceh (Watering Office of Aceh Province). Primary data was taken using questionnaires distributed to all research samples. Questionnaires were made in the form of a Likert scale from a score of 1 to 5 (from very negative to very positive). Questionnaires consist of 2 parts, the first part is information about the characteristics of respondents, and the second part contains questions about the variables under study. Competency variables consist of 10 questions, commitment to 6 questions, 5 job satisfaction questions, and employee performance 5 questions. Data were analyzed using the SEM method which was processed using the AMOS program. The stages of analysis consist of testing the validity and reliability of the instrument, confirmatory exogenous analysis, the last confirmatory analysis of the effect of causality of the influence between the variables and the role of the mediating variable.

RESULT AND DISCUSSION

Table 1 is the result of testing the validity of the research construct. The test uses the AMOS version 20. The test results show that almost all indicators are declared to be valid in measuring constructs. However, there are 4 indicators that do not measure the construct, namely the indicators x14, x26, z5, and y5 where the value of loading factor ≤ 0.50 , on this indicator will be omitted and not included for further analysis.

Table 1- Results of testing the validity of the instrument

No	Indicator	Variable	Estimate	Information
1	x11	Competency (x1)	0.543	Valid
2	x12		0.752	Valid
3	x13		0.597	Valid
4	x14		0.483	Unvalid
5	x15		0.549	Valid
6	x16		0.603	Valid
7	x17		0.762	Valid
8	x18		0.620	Valid
9	x19		0.530	Valid
10	x10		0.562	Valid
11	X21	Commitment (x2)	0.593	Valid
12	x22		0.891	Valid
13	x23		0.693	Valid
14	x24		0.545	Valid
15	x25		0.571	Valid
16	x26		-0.224	Unvalid
17	z1	Job Satisfaction (z)	0.846	Valid
18	z2		0.00	Valid
19	z3		0.709	Valid
20	z4		0.590	Valid
21	z5		-0.294	Unvalid
22	y1	Employee Performance (y)	0.887	Valid
23	y2		0.611	Valid
24	y3		0.597	Valid
25	y4		0.614	Valid
26	y5		0.435	Unvalid

Table 2 is the result of instrument reliability testing, where all indicators (22 indicators) with 4 variables show reliable values on Alpha Conbach ≥ 0.700 . High and low reliability, empirically indicated by a number called the value of the reliability coefficient. High reliability is indicated by the value of r approaching the number 1. The agreement in general that reliability is considered sufficient to meet if ≥ 0.700 . Instrument reliability testing using Cronbach Alpha formula because the instrument of this research is in the form of questionnaires and multilevel scale. Cronbach Alpha formula as follows:

$$r_{11} = \left(\frac{n}{n-1} \right) \left(1 - \frac{\sum \sigma_t^2}{\sigma^2} \right)$$

Table 2- Results of testing the reliability of the instrument

No	Variable	Number of Indicators	Value of Cronbach Alpha	Information
1	Comptency	9	0.750	Reliable
2	Commitment	5	0.842	Reliable
3	Job Satisfaction	4	0.771	Reliable
4	Employee Performance	4	0.824	Reliable
Total		22		

Figure 2 is the result of CFA analysis between exogeneous constructs, namely the construct of competencies and constructs of employee commitment. From the results of the CFA analysis shows the chi-squares value of 17.704 with probability 0.542. This means the model is appropriate. Other fit values also show GFI = 0.973, AGFI = 0.949, TLI = 1.005, and RMSEA = 0.000. This indicates that the model is suitable because it meets the recommended statistics.

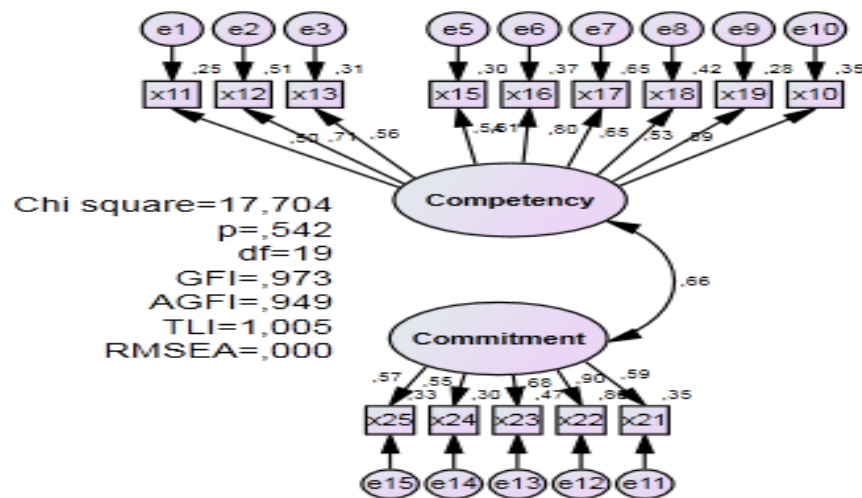


Figure 2- Conformity test results of exogeneous variable models

Table 3 is the result of CFA output which shows all indicators are significantly related to the latent constructs of competence and commitment of employees.

Table 3- CFA test results of exogenous variables

		Estimate	S.E.	C.R.	P	Label
x11	<---	Competency	1.000			

			Estimate	S.E.	C.R.	P	Label
x12	<---	Competency	1.605	0.279	5.755	***	par_1
x13	<---	Competency	1.183	0.235	5.036	***	par_2
x15	<---	Competency	1.196	0.246	4.856	***	par_3
x16	<---	Competency	1.155	0.224	5.151	***	par_4
x17	<---	Competency	1.771	0.304	5.835	***	par_5
x18	<---	Competency	1.302	0.247	5.279	***	par_6
x19	<---	Competency	0.970	0.205	4.726	***	par_7
x10	<---	Competency	1.291	0.257	5.030	***	par_8
x21	<---	Commitment	1.000				
x22	<---	Commitment	1.706	0.242	7.042	***	par_9
x23	<---	Commitment	1.208	0.185	6.526	***	par_10
x24	<---	Commitment	0.916	0.165	5.545	***	par_11
x25	<---	Commitment	1.102	0.196	5.617	***	par_12

In other words, that regression weights for Competence in predictions x12 to x10 are significantly different from zero at level 0.001 (two sides), as well as constructs of employee commitment where prediction x22 to x25 is significantly different from zero at level 0.001.

Furthermore, table 4 is the CFA result of correlation. The correlation between exogenous variables is to see whether the two exogenous constructs have a close relationship. Because the exogenous variable must have a relationship with a factor load value of above 0.50 (Singgih, 2012: 148). The results of the CFA analysis show that the load value of the two variables is above 0.50, which means that between the latent variables of competence and employee commitment have a very close relationship.

Table 4- Exogenous variable correlation test results

		Estimate
Competency	<-->	Commitment
		0.662

Figure 3 is the result of a complete CFA analysis (Full Model). From the results of the analysis show the chi-square value = 78,884 with a probability of 0.244 indicating the model is appropriate (fit). Other conformity can be seen from the magnitude of GFI = 0.900; AGFI = 0.852; TLI = 0.987; and RMSEA = 0.033. The results of the analysis indicate that the model is suitable because it meets the recommended standards.

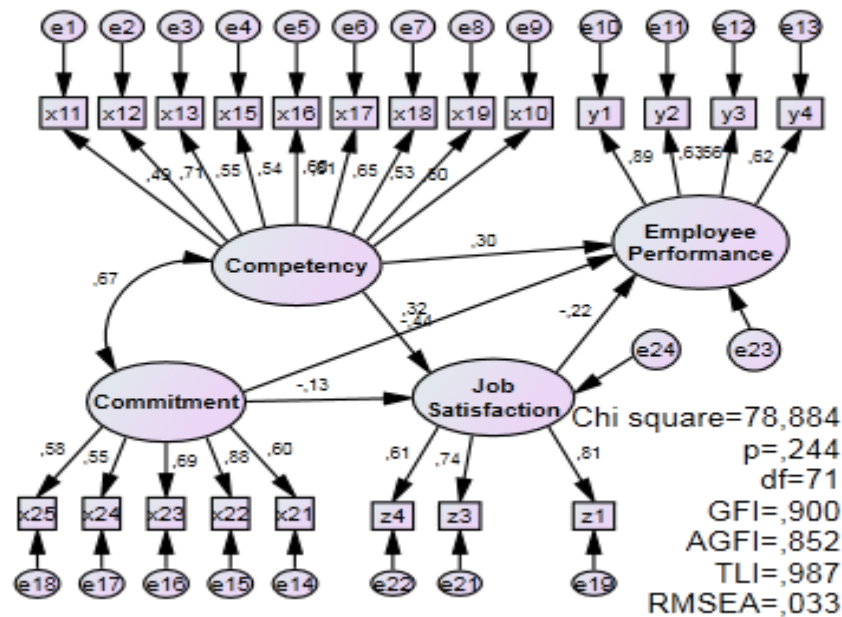


Figure 3- Complete CFA analysis model results

Effect of Employee Competence and Commitment on Job Satisfaction

Table 5 is the result of the CFA test of the influence between variables on the model studied. The employee commitment variable shows a probability value of 0.327, because the probability value is greater than 0.05, then the employee commitment variable does not significantly influence the employee job satisfaction variable. Furthermore, the competency variable where the probability of obtaining a critical ratio is 2.916, with a significance value of 0.004, because the probability value is below 0.05, it can be said that the variable influence is significantly influential on the variable job satisfaction.

Effect of Job Satisfaction on Employee Performance

From the results of the CFA analysis in table 5 where the effect of job satisfaction on employee performance has a probability value of 0.030 is ≤ 0.05 , it can be concluded that the variable job satisfaction has a significant effect on employee performance variables.

Table 5- CFA Test results between variable effects

			Estimate	S.E.	C.R.	P	Label
Job Satisfaction	<---	Commitment	0.258	0.263	-0.979	0.327	par_1
Job Satisfaction	<---	Competency	1.037	0.356	-2.916	0.004	par_2
Performance	<---	Commitment	0.559	0.207	2.697	0.007	par_3
Performance	<---	Competency	0.633	0.275	2.303	0.021	par_4
Performance	<---	Kepuasan	0.194	0.090	-2.169	0.030	par_5
x11	<---	Competency	1.000				
x12	<---	Competency	1.648	0.296	5.567	***	par_7
x13	<---	Competency	1.212	0.249	4.871	***	par_8
x15	<---	Competency	1.233	0.256	4.824	***	par_9
x16	<---	Competency	1.181	0.231	5.118	***	par_10
x17	<---	Competency	1.835	0.312	5.874	***	par_11
x18	<---	Competency	1.334	0.251	5.314	***	par_12
x19	<---	Competency	1.000	0.212	4.724	***	par_13
x10	<---	Competency	1.346	0.263	5.111	***	par_14
y1	<---	Performance	1.000				
y2	<---	Performance	0.675	0.088	7.676	***	par_15
y3	<---	Performance	0.561	0.082	6.798	***	par_16
y4	<---	Performance	0.707	0.094	7.540	***	par_17
x21	<---	Commitment	1.000				
x22	<---	Commitment	1.652	0.219	7.539	***	par_18
x23	<---	Commitment	1.191	0.181	6.589	***	par_19
x24	<---	Commitment	,908	0.163	5.578	***	par_20
x25	<---	Commitment	1,106	0.189	5.848	***	par_21
z1	<---	Job Satisfaction	1,000				
z3	<---	Job Satisfaction	0.870	0.117	7.462	***	par_22
z4	<---	Job Satisfaction	0.705	0.108	6.518	***	par_23

Table 6 is the result of AMOS output which shows the amount of convergent values on the direct, indirect, and total effects of each exogenous variable on endogeneous variables (employee performance) mediated by endogeneous variables (job satisfaction).

Table 6- Direct, Indirect, and Total Effects of Exogenous Variables on Endogeneous Variables (Employee Performance)

Variable	Direct effect
	Standardized Direct Effects (Group number 1 - Default model)

	Competency	Employee Commitment	Job Satisfaction	Employee Performance
Job Satisfaction	-0.44	-0.13	0.00	0.00
Employee Performance	0.30	0.32	-0.22	0.00
Indirect effects Standardized Indirect Effects (Group number 1 - Default model)				
Job Satisfaction	0.00	0.00	0.00	0.00
Employee Performance	0.10	0.03	0.00	0.00
Total effect Standardized Total Effects (Group number 1 - Default model)				
Job Satisfaction	-0.44	-0.13	0.00	0.00
Employee Performance	0.40	0.35	-0.22	0.00

The job satisfaction model mediates competence against employee performance

Figure 4 shows that the mediating variable of job satisfaction is to partially mediate the influence of competence on employee performance by 0.10 or 25% (Table 6).

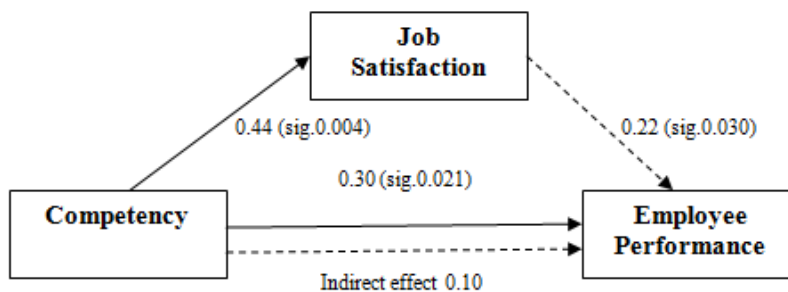


Figure 4 – Job satisfaction mediates the influence of competence on employee performance Model job satisfaction mediates commitments to employee performance

Figure 5 is the role of mediation variables (job satisfaction) on the influence of exogeneous variables (employee commitment) on endogeneous variables (employee performance) of 0.03 or 9% (Table 6).

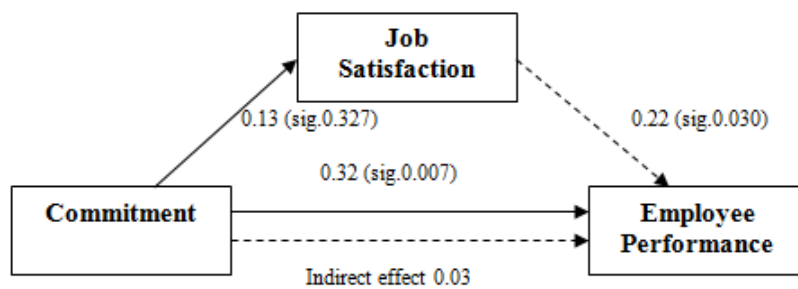


Figure 5 – Job satisfaction mediates the influence of commitments on employee performance

CONCLUSIONS AND IMPLICATIONS

1. The competency of employees working at the Watering Office of Aceh Province has a significant effect on employee performance and also has a significant effect on job satisfaction in the Aceh Irrigation Service, meaning the hypothesis (H1 and H3) is accepted. The results of this study support the theory of Mathis and Jackson (2001: 82) who say that the ability factor is a factor that can affect the performance of workers. In addition, it also supports the findings (Dharmanegara et al., 2016), that important competencies for MSME entrepreneurs in increasing job satisfaction and performance of MSMEs.

2. The results of proof of the hypothesis indicate that the commitment of employees affects the performance of employees at the Aceh Watering Office, hypothesis (H2) is accepted. The results of hypothetical evidence are providing support for findings (Memari et al., 2013; and Fahmi, et al., 2014). Next is the hypothesis statement (H4) which mentions the influence of employee commitment to job satisfaction. The results of this study have not been able to prove employee commitment has an effect on job satisfaction. This is different from the previous findings (Jack, et al., 2012), but according to opinion (Daryonoto, 2017), which says that one's commitment is not easy to implement.

3. The statement of hypothesis 5 (H5) is job satisfaction has an effect on employee performance, this statement is proven by the results of the SEM model analysis carried out in this study. It is true that if someone is satisfied with what he wants, it will certainly have an impact on the efforts made that can improve their performance.

4. The results of this study are in accordance with the opinion of Mathis and Jackson (2001: 82), that everyone will feel satisfied with the good work they are doing. The results of the study also support previous findings (Judge et al., 2001; Cook, 2008)

5. The results of this study also prove that employee job satisfaction can mediate the influence between competence, work commitment to employee performance at the Aceh Watering Office (H6 & H7). Some previous researchers also placed job satisfaction as a mediating variable (Galih, 2017; Esther & Wiarah, 2014), their findings also showed that job satisfaction can play its role as a mediating variable.

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