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The Effect of Competency and Organizational Commitment on Employee Performance Through Job Satisfaction as an Intervening Variable on Employees of Diskoperindag-Ukm in Mojokerto City

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Abstract: This study aims to determine the effect of competence and organizational commitment on employee performance through job satisfaction as an intervening variable on employees of Diskoperindag-UKM Mojokerto City. This study was conducted using a quantitative approach. The population used in this study were all employees at the Education Office in Sumba, East Nusa Tenggara Province, totaling 92 people. The sampling technique used in this study was simple random sampling using the Slovin Formula and a sample of 75 respondents was obtained. From the results of the research that has been done, it can be concluded that the results of the validity test are valid and the reliability test is reliable. Based on the path analysis test, the results show that Competence has a direct and significant effect on Job Satisfaction, Organizational Commitment has a direct and significant effect on Job Satisfaction, Job Satisfaction has a direct and significant effect on Employee Performance, Competence has a direct and significant effect on Employee Performance, Organizational Commitment has a direct and significant effect on Employee Performance, Competence has an indirect effect on Employee Performance, and Organizational Commitment has an indirect effect on Employee Performance at Diskoperindag-UKM Mojokerto City.

Keyword: Competence, Organizational Commitment, Job Satisfaction, Performance

INTRODUCTION

Changes that occur in the field of Human Resources are followed by changes in the competence and abilities of someone who concentrates on Human Resource Management. The increasingly broad development of competence from Human Resource practitioners ensures that Human Resource Management plays an important role in the success of the organization. Salsabila and Hermana (2021:44) state that competence is the ability to carry out or do a job that is based on skills and knowledge and supported by the work attitude required by the job.

Increasing employee competence will create positive work attitudes and behaviors, especially at the Diskoperindag-UKM of Mojokerto City. Work attitudes and behaviors are one indication of organizational commitment that determines the success of organizational goals. Employees who have loyal behavior will carry out their work well and have a strong desire to stay in the organization. (Salsabila and Hermana, 2021:42). Indarti and Gogi Kurniawan (2020:115) state that commitment is a condition where an individual sides with the organization and its goals and desires to maintain membership in the organization.

Handoko (2020) explains that employees who have good performance are related to job satisfaction issues. Job satisfaction usually performs better than employees who do not get job satisfaction. Employees will feel satisfied with the work that has been or is being done, if what is done is considered to have met their expectations, in accordance with the purpose of their work.

Employee performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, goals and criteria. An employee's performance will be good if they have higher skills, are willing to work because they are paid or paid according to the agreement, have hopes (expectations) for a better future. regarding salary and the existence of hopes (expectations) are things that create work motivation for an employee to be willing to carry out work activities with good employee performance (Robbins, 2018).

The problem that occurred at Diskoperindag-UKM, Mojokerto City is related to the declining employee performance. This is because there are still many human resources (HR), namely employees at the Mojokerto City Trade and Industry Office who do not understand the rules of service at the Mojokerto City Trade and Industry Office.

METHOD

Population and Sample

The population in this study were all employees of Diskoperindag-UKM Mojokerto City, while the population used in this study were all employees of Diskoperindag-UKM Mojokerto City totaling 92 people. The sampling technique used the Slovin Formula so that the number of samples in this study was 75 employees of Diskoperindag-UKM Mojokerto City.

Analysis Method

The data analysis method used is path analysis which is used to explain the direct and indirect effects of a set of variables, as causal variables, on a set of other variables which are the effect variables. Path analysis is used to determine the direct and indirect effects between the independent variables (X), namely Competence (X₁) and Organizational Commitment (X₂) on the intervening variable (Z), namely Job Satisfaction and the dependent variable (Y), namely Employee Performance (Y) on Employees of Diskoperindag-UKM, Mojokerto City

RESULTS AND DISCUSSION

Direct Effect Testing using the t-Test

Each path has a probability error value (p) therefore hypothesis testing uses the t-test with its error probability. To find out whether the results of the path analysis are significant or not can be seen through the following chart:

Analisis Jalur (Path Analysis) Untuk Pengaruh Langsung (Direct effect)

No	Jalur	Standardized Coefficients (Koefisien Jalur)	t _{hitung}	Probabilitas Error (prob)	Ket
1	Kompetensi (X1) --> Kepuasan Kerja (Z)	0,555	5,675	0,000	Ada Pengaruh Signifikan
2	Komitmen Organisasi (X2) --> Kepuasan Kerja (Z)	0,314	4.659	0,000	Ada Pengaruh Signifikan
3	Kepuasan Kerja (Z) --> Kinerja Pegawai (Y)	0,438	4.161	0,000	Ada Pengaruh Signifikan
4	Kompetensi (X1) --> Kinerja Pegawai (Y)	0.804	11,446	0,000	Ada Pengaruh Signifikan
5	Komitmen Organisasi (X2) --> Kinerja Pegawai (Y)	0.329	6.215	0,000	Ada Pengaruh Signifikan

Indirect Effect Testing using Sobel Analysis (Sobel Test)

Sobel analysis is used to determine the indirect effect between job satisfaction variables (X₁) and Job Satisfaction (X₂) on employee performance (Y) through OCB as an intervening variable. Path analysis for indirect effects can be seen in the following table:

Analisis Jalur (Path Analysis) Untuk Pengaruh Tidak Langsung (Indirect effect)

No	Jalur	Standardized Coefficients
1	Kompetensi (X1) --> Kepuasan Kerja (Z) --> Kinerja (Y)	$0.555 \times 0.438 = 0,243$
2	Komitmen Organisasi (X2) --> Kepuasan Kerja (Z) --> Kinerja (Y)	$0,314 \times 0.438 = 0.138$

Discussion

The Influence of Competence on Employee Performance

The results of this study prove that Competence has a direct influence on employee performance, this can be seen from the t-value of 11.446 with a significance level of $0.000 < 0.05$. This statement is supported by the results of research conducted by Salsabila and Hermana (2021:50) that Competence partially has a real, positive and significant effect on Performance, with a sig. value less than 0.05 and t count (3.015) greater than t table (1.971).

The Influence of Organizational Commitment on Employee Performance

The results of this study prove that Organizational Commitment has a direct influence on employee performance, this can be seen from the t-value of 6.215 with a significance level of $0.000 < 0.05$. This statement is supported by the results of research conducted by Salsabila and Hermana (2021:50) that organizational commitment partially has a real, positive and significant effect on Performance, with a sig. value less than 0.05 and t count (4.882) greater than t table (1.971).

The Influence of Job Satisfaction on Employee Performance

The results of this study prove that Job Satisfaction has a direct influence on employee performance, this can be seen from the t_{count} of 4.161 with a significance level of $0.000 < 0.05$. This statement is supported by the results of research conducted by Tanjung, et al. (2020: 140) that Job Satisfaction is known to have a t_{count} of $12.685 > t_{\text{table}} 1.1627$ and Sig. $0.000 < 0.05$. This means that the job satisfaction variable has a significant positive effect on employee performance.

The Influence of Competence on Employee Performance through Job Satisfaction

Based on the calculation, it is known that Job Satisfaction is an intervening variable of the influence of Competence on Employee Performance, with a calculated t_{count} ($3.723 > t_{\text{table}} 1.6654$). This statement is supported by the results of research conducted by Kartini (2015:45) that the results of the calculation of the direct and indirect influence of the role of competence, organizational commitment and organizational culture on performance through Job Satisfaction show a comparison that leads to a higher indirect influence of the role of competence on performance through employee Job Satisfaction.

The Influence of Organizational Commitment on Employee Performance through Job Satisfaction

Based on the calculation, it is known that Job Satisfaction is an intervening variable of the influence of Organizational Commitment on Employee Performance, with a calculated t_{count} ($2.839 > t_{\text{table}} 1.6654$). This statement is supported by the results of research conducted by KArtini (2015:45) that the results of the calculation of the direct and indirect influence of the role of competence, organizational commitment and organizational culture on performance through Job Satisfaction show a comparison that leads to a higher indirect influence of the role of competence on performance through employee Job Satisfaction.

CONCLUSION

After conducting research, based on the collection and analysis of data obtained from respondents, the conclusions in this study are as follows:

1. Competence has a direct effect on Job Satisfaction.
2. Organizational Commitment has a direct effect on Job Satisfaction.
3. Job Satisfaction has a direct effect on Employee Performance.
4. Competence has a direct effect on Employee Performance.
5. Organizational Commitment has a direct effect on Employee Performance.
6. Competence has an indirect effect on Employee Performance through Job Satisfaction as an intervening variable.
7. Organizational Commitment has an indirect effect on Employee Performance through Job Satisfaction as an intervening variable.

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