



Effect of competence and organizational commitment to organizational performance through job satisfaction Halla Corporation

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Abstract

This study aimed to determine the effect of organizational competence and commitment to organizational performance through job satisfaction. The study was conducted at the company Halla Corporation by sampling using a sample saturated with the involvement of 90 employees in all parts of the organization. Analysis of data using path analysis.

The results showed that the competence and organizational commitment effect of the organizational performance through job satisfaction.

Keywords: competence, organizational commitment, job satisfaction, organizational performance

Introduction

Performance is an overview of the level of achievement of the implementation of an activity, program, the wisdom in realizing the goals, objectives, mission, and vision of the organization. Performance is the result of work that can be achieved by an employee or group of employees in an organization, in accordance with the authority and responsibilities of each in order to achieve organizational goals in question legally, do not break the law and in accordance with moral and ethical.

Factors that affect organizational performance including competence, organizational commitment, and job satisfaction levels. Competence according to Spencer and Spencer (2007) is the basic characteristics that are owned by an individual related causally to meet the criteria necessary to occupy a position. Competence consists of five types of characteristics, namely the motive (consistent willingness as well as a cause of action), congenital (character and consistent response), the concept of self (self-image), knowledge (information in a particular field) and skills (the ability to carry out tasks). Osei and Ackah (2015) ^[8] state that competence variables affect organizational performance. Another study conducted by Zaim, Yasar and Unai (2013) ^[14] shows that the competence of employees affects organizational performance.

Other factors that affect the organizational performance is the commitment of the organization. Robbins (2007) suggested the organization's commitment is one attitude that reflects the feeling of like or dislike for the organization of employment. Organizational commitment is the attitude of the employees who are interested in goals, values and objectives of the organization shown by their acceptance of individuals on the values and goals of the organization and have a desire to affiliate with the organization and a willingness to work hard for the organization to make people feel at home and still want to stay in the organization for the sake of achievement of

objectives and survival of the organization. The research that was done by Andrew (2017) ^[1]. Shows that organizational commitment also affects organizational performance. In this research, organizational commitment is measured using indicators of affective commitment, normative and sustainable.

Research of Ireffin and Mechanic (2014) ^[4] states that organizational commitment affects organizational performance. The commitment of the positive influence means a higher commitment to the organization's performance is also compounded by the attitude of employees toward his own work, the work situation, cooperation between leaders and employees. While As'ad (1995: 104) ^[2] suggests that job satisfaction is the general attitude is the result of some special attitude towards factors - factors work, adjustment and individual social relationships outside of work.

Job satisfaction is a person's feelings toward his work. This means that the concept of job satisfaction to see it as the result of human interaction to their work environment. In the opinion of Robbins (2007: 91) of job satisfaction is the general attitude of an individual in their work. A person with a high level of job satisfaction showed a positive attitude towards the work; someone who is not satisfied with his work showed negative attitudes toward the job, because in general, when people talk about the attitude of the employees, more often they mean job satisfaction.

Literature Review

Competence

Competence according to Spencer and Spencer (2007) is the basic characteristics that are owned by an individual related causally to meet the criteria necessary to occupy a position. Competence consists of five types of characteristics, namely the motive (consistent willingness as well as a cause of action), congenital (character and consistent response), the

concept of self (self-image), knowledge (information in a particular field) and skills (the ability to carry out task).

This is in line with the opinion of the Suparno Becker and Ulrich (2005: 24) that the competency Refers to an individual's knowledge, skills, abilities or personality characteristics that directly influence job performance. In contrast to Fogg (2004: 90) that divides competencies into two (2) categories: basic competence and basic competencies that differentiate (Threshold) and distinctive competencies (differentiating) according to criteria that are used to predict the performance of a job. Basic competence (Threshold competencies) are the main characteristics, which is usually in the form of knowledge or basic skills such as the ability to read, while the differentiating competencies are competencies that make a person different from another.

From the description above understanding can be concluded that the competence that is the nature of being owned or part-depth personality and inherent to the person and behavior that can be predicted in a variety of circumstances and the job duties as an encouragement for achievement and a desire to have tried to carry out tasks effectively. Discrepancies incompetencies is what distinguishes superior perpetrators of actors who excel limited. Limited competence and special competence for a particular job is a pattern or guidance in the selection of employees, planning the transfer of tasks, assessment and development work.

Organizational Commitment

Moorhead and Griffin (2013: 73) ^[7] organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014: 165) that reflects the organization's commitment to recognizing the degree to which someone tied to an organization and its goals. Robbins and Judge (2008: 100) ^[11] the commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals. Organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

Robbins and Judge (2008: 101) ^[11] states that there are three separate dimensions of organizational commitment are:

1. Affective commitment to the organization is an emotional feeling and belief in its values.
2. Ongoing commitment is the perceived the economic value of surviving in an organization when compared to leaving the organization.
3. Normative commitment is an obligation to stay in an organization for reasons of moral and ethical.

Job Satisfaction

Martoyo (1992: 115) ^[13] satisfaction is one of the psychological aspects that reflect one's feelings toward his

work, he will be satisfied with the fit between the capabilities, skills, and expectations with the job he faced. Satisfaction is actually a condition that is subjective is the result of conclusions based on a comparison of what is received by employees from their jobs compared with the expected, desired, and thinking as being inappropriate or entitled to it. While every employee/employee subjectively determine how the work was satisfactory.

Job satisfaction is a person's feelings toward his work. This means that the concept of job satisfaction to see it as the result of human interaction to their work environment. In the opinion of Robbins (2007: 91) ^[11] of job satisfaction refers to an individual's general attitude towards the work he does. A person with a high level of job satisfaction showed a positive attitude towards the work; someone who is not satisfied with his work showed a negative attitude to work it. Because in general, when people talk regarding attitude employees, more often they mean job satisfaction.

Hasibuan (2006: 202) ^[3] job satisfaction is a pleasant emotional attitude and loves his job. This attitude mirrored by morale, discipline, and work performance. Kerjadinikmati satisfaction in the job, off the job, and a combination of both. Factors that influence job satisfaction can basically into two parts: intrinsic factor or factors that would come from within the employees themselves as the expectations and needs of individuals and the second are factors extrinsic, extrinsic factors: factors derived from outside employees include corporate policies, physical condition work environment, interaction with other employees, the payroll system, and etc. Secara theoretical factors that can affect satisfaction numerous, such as leadership styles, behavior, the locus of control fulfillment expectations payroll and work effectiveness.

Organizational Performance

Performance is a tool that can be used to measure the level of achievement or group and individual policies. Some opinions about the performance were also expressed by some experts as follows:

Keban (2004) ^[5] stated that the performance is a translation of performance that is often interpreted as "appearance", "protest" or "achievement". It also agreed with the said Mangkunegara (2008: 67) ^[6] that the term is derived from the performance of job performance or the actual performance of the job performance or achievements to be achieved.

According to Keban (2004: 183) ^[5], the achievement of results (performance) can be judged by the actors, namely:

1. Individual performance that illustrates how far a person has been carrying out a duty that can give results that have been set by the group or agency.
2. Performance groups, which illustrates how far someone carrying out a duty that can give results that have been set by the group or agency.
3. Organizational performance, which illustrates how far the group has carried out all the basic activities so as to achieve the vision and mission of the institution.
4. Program performance, namely with regard to how far the activities in the program that has been implemented so as to achieve the objectives of the program.

Based on some opinions on the above, it can be said that the organizational performance is an overview of the work of the organization in achieving its goals will, of course, be affected by resources owned by the organization. The resources in question can be physical such as human resources and nonphysical such as regulation, information, and policies, to better understand the factors that can affect an organization's performance. The concept of organizational performance also illustrates that any public organization providing services to the public and can be a measured performance by using performance indicators there is to see whether the organization has conducted its duties well and to identify its purpose has been achieved or not.

Based on Table 2, it is known that the calculated F value of

Research Methods

This research uses explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable.

Object of Research

The study was conducted in Halla Corporation headquartered employees in Singapore.

Research Samples

The researchers used samples were all employees Halla Corporation as many as 90 people. This sampling includes the sampling using purposive sampling method. This sampling is sampling in an analytical unit by taking into account the same characteristics in the samples. Overall samples were taken at the organization's use of sampling saturated.

Results and Discussion

1. Influence of Organizational Commitment and Competence on Organizational Performance

Linear analysis model can be based on calculations using SPSS program as follows.

Table 1: Results of the analysis of the first equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
(Constant)	17,508	2.328		7.521	,000
1 Competence	,677	,103	,453	6.555	,000
Commitment	,549	,067	,562	8.133	,000

a. Dependent Variable: Performance

Based on Tables 1, the simultaneous structural equations can be described as follows

$Y = 0,453X_1 + 0,562X_2$. F count can be obtained from the following table

Table 2: Calculate the F value equations simultaneously

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1646.353	2	823.177	63.604	,000b
Residual	1125.969	87	12.942		
Total	2772.322	89			

a. Dependent Variable: Performance

b. Predictors: (Constant), Commitment, Competence

63.604 and significance of 0.00. This value is less than 0.05. This means competence and commitment variables affect the organizational performance simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.

Table 3: Values r squared regression model first

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,771a	,594	,585	3.59752	1,253

a. Predictors: (Constant), Commitment, Competence
 b. Dependent Variable: Performance

Based on Table 3, it is known that the value of r squared of 59.4% means competence and organizational commitment variables affect the organizational performance of 59.4% while the rest influenced by other variables that are not incorporated into the model equations.

2. Analysis of Effect Competence on Organizational Performance Partial

The analysis results on the competence of organizational performance can be seen in the following table

Table 4: Results of the analysis of the second regression equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	beta			
1	(Constant)	26.994	2,658	10.158	,000	
	Competence	,799	,135	,534	5.924	,000

a. Dependent Variable: Performance

The structural equation of the above data can be seen as follows

$$Y = 0,534X1$$

Based on Table 4, analysis it is known that the coefficient of 0.534 competence. T value of 5.924. The significant value of 0.00. The significance value smaller than 0.05. This means that the competence variables affect the performance of an organization partially. The amount of influence on the performance of organizational competence can be seen in the following table.

Table 5: Values r squared second equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,534a	,285	,277	4.74577

a. Predictors: (Constant), Competence

Based on Table 5, it can be seen r squared value of 0.285. This means that the effect of variable competence on the performance of 28.5% and the rest influenced by other variables not included in the model equations.

3. Influence Analysis of Organizational Commitment on Organizational Performance Partial

The results of the analysis of the effect of organizational commitment on performance can be partially seen in the following table.

Table 6: Results of the analysis of the third regression equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	beta			
1	(Constant)	29.234	1,810	16.149	,000	
	Commitment	,613	,081	,627	7.552	,000

a. Dependent Variable: Performance

The structural equation of the above data can be seen as follows

$$Y = 0,627X2$$

Based on Table 6, the results of the above analysis it is known that the coefficient of organizational commitment at 0.627. T value of 7.552. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational commitment variables affect the performance of an organization partially. The magnitude of the effect of organizational commitment on organizational performance can be seen in the following table.

Table 7: The third equation r squared

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,627a	,393	,386	4.37205

a. Predictors: (Constant), Commitment

Based on Table 7, it can be seen r squared value of 0.393. This means that the effect of variable organizational commitment to organizational performance amounted to 39.3% and the rest influenced by other variables not included in the model equations.

4. Analysis of Effect of Job Satisfaction on Organizational Performance Partial

The results of the analysis of the effect of job satisfaction on organizational performance can be partially seen in the following table.

Table 8: Results of the fourth regression equation analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std Error	beta			
1	(Constant)	10.154	2,084	4.874	,000	
	Satisfaction	,775	,049	,858	15.670	,000

a. Dependent Variable: Performance

The structural equation of the above data can be seen as follows

$$Y = 0,858X3$$

Based on Table 8, the results of the above analysis it is known that job satisfaction coefficient of 0.858. T value of 15.670. The significant value of 0.00. The significance value smaller than 0.05. This means that job satisfaction variables affect the performance of an organization partially. The magnitude of the effect of job satisfaction on organizational performance can be seen in the following table.

Table 9: Values r squared fourth equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,858a	,736	,733	2.88297

a. Predictors: (Constant), Satisfaction

Based on Table 9, it can be seen r squared value of 0.736. This means the effect of job satisfaction variables on organizational performance by 73.6% and the rest influenced by other variables not included in the model equations.

5. Analysis of Effect Competence on Organizational Performance Through Job Satisfaction

Coefficient influence of competence on organizational performance through job satisfaction can be seen in the following table

Table 10: The effect of competence on organizational performance through job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	20.373	2,600		7.836	,000
1 Competence	1,100	,132	,664	8.340	,000

a. Dependent Variable: Satisfaction

Based on Table 4, it can be seen that the effect of competence on organizational performance is 0.534. Influence of competence on performance through job satisfaction is $0.664 \times 0.858 = 0.569$. In this case, the indirect effect is greater than the direct effect so that it can be said that the variable competence as an intervening variable.

6. Influence analysis of organizational commitment to organizational performance through job satisfaction

The coefficient of organizational commitment on organizational performance through job satisfaction can be seen in the following table.

Table 11: The coefficient of organizational commitment on organizational performance through job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	23.965	1,676		14.300	,000
1 Commitment	,820	,075	,759	10.923	,000

a. Dependent Variable: Satisfaction

Based on Table 6, it can be seen that the direct effect of commitment to organizational performance is 0.627. While the influence of organizational commitment on organizational performance through job satisfaction is $0.759 \times 0.858 = 0.651$. In this case smaller than the direct influence of indirect influence so that it can be said that the commitment variable as an intervening variable.

Conclusions and Recommendations

Conclusion

Competencies and organizational commitment variables affect the organizational performance simultaneously. Calculated F value of 63.604 and significance of 0.00. This value is less than 0.05. R squared value of 59.4% means competence and organizational commitment variables affect the organizational performance of 59.4% while the rest influenced by other variables that are not incorporated into the model equations.

Competence variables affect the performance of an organization partially. T value of 6.320. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.285. This means that the effect of variable competence on the performance of 28.5% and the rest influenced by other variables not included in the model equations.

Organizational commitment variables affect the performance of an organization partially. T value of 7.552. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.393. This means that the effect of variable organizational commitment to organizational performance amounted to 39.3% and the rest influenced by other variables not included in the model equations.

Job satisfaction variables affect the performance of an organization partially. T value of 15.670. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.736. This means the effect of job satisfaction variables on organizational performance by 73.6% and the rest influenced by other variables not included in the model equations.

Influence of competence to organizational performance is 0.534. Influence of competence on performance through job satisfaction is $0.664 \times 0.858 = 0.569$. In this case, the indirect effect is greater than the direct effect so that it can be said that the variable competence as an intervening variable.

The direct effect of organizational commitment to organizational performance is 0.627. While the influence of organizational commitment on organizational performance through job satisfaction is $0.759 \times 0.858 = 0.651$. In this case smaller than the direct influence of indirect influence so that it can be said that the commitment variable as an intervening variable.

Recommendations

Organizational performance needs to be improved by increasing competence, organizational commitment, and job satisfaction. competence as the basic characteristics possessed by an individual who is related causally to meet the criteria necessary to occupy a position should be improved. This is done by taking into account characteristics that make up the competence that is 1). Factors include the knowledge of technical problems, administrative, human processes, and systems. 2). skills; refers to a person's ability to perform an activity. 3). The concept of self and values; refers to the attitudes, values, and self-image, such as a person's belief that he could succeed in a situation. 4). Personal characteristics; refers to the physical characteristics and consistency of responses to situations or information, such as self-control and ability to remain calm under pressure. 5). motif; the emotions, desires, needs psychological or impulses that triggered the

action. Organizational commitment can be improved through increased employee awareness of the organization in the form of employee participation to the decision making of the company, the activities of a togetherness and personality enhancement training activities.

Job satisfaction refers to an individual's general attitude towards the work he does. Job satisfaction can be improved by presenting work who are mentally challenged, improving on reasonable terms, improve work environment that supports employees and support colleagues who sportsmanship.

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