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THE INFLUENCE OF COMPETENCE AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE WITH COMMITMENT AS A MEDIATING VARIABLE

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Abstract

This research looks into the influence of competence and career development on employee performance with commitment as a mediating variable. The study utilises a quantitative approach with descriptive analysis. It collects primary and secondary data. The target group comprises all personnel in the administrative offices of Class I Mopah Merauke, Sorong and Wamena Airports, totalling 231 individuals. The research sample includes 140 individuals. The test results demonstrated that skills positively influenced staff performance and organisational commitment, while career development affected staff productivity and organisational commitment. Commitment was found to impact staff performance positively. However, skills and career development did not directly affect staff performance when mediated by organizational commitment.

Keywords: *Competence, Career Development, Employee Performance, Employee Commitment*

1. INTRODUCTION

This research delves into the Impact of Skills and Personal Growth on Staff Productivity with Loyalty as a Mediator. The study utilises a quantitative approach with descriptive analysis. It collects primary and secondary data. The target group comprises all personnel in the administrative offices of Class I Mopah Merauke, Sorong and Wamena Airports, totalling 231 individuals. The research sample includes 140 individuals. The test results demonstrated that skills positively influenced staff performance and organisational commitment, while personal growth affected staff productivity and organisational commitment. Loyalty was found to impact staff performance positively at the mentioned airport offices. However, skills and personal growth did not directly affect staff performance when mediated by organizational commitment. Referring to Finch (2008) commitment to work is a trait that can be trusted and depended upon. It is an employee's dedication and behaviour towards wanting to remain a part of a organization, as well as actively supporting and working towards the organization's goals voluntarily. Work commitment goes beyond loyalty, and is also about the emotional connection and deep bond that employees feel towards their organization.

Moreover, the productivity of workers is influenced by both their skills and drive. (Robbins *et al.*, 2008). When studying the management of employee performance, it is crucial to consider various factors, as the performance of an individual employee can greatly impact the overall performance of the organization. The success or failure of an employee's performance within the organization is directly linked to both individual and group performance levels. Competencies possessed by employees play a significant role in achieving high performance. Looy et al (1998) explains that Competence is a trait that

is closely linked to the quality and performance of an individual. It involves skills in both action and behaviour.

The service performance greatly depends on the individual employees, and the need to enhance their performance includes influencing factors such as ability, motivation, and commitment. Improving the performance of individual employees can lead to improvements in group performance, ultimately enhancing organisational performance and aiding in the achievement of organisational goals. The demand for employees, especially Civil Servants, to work professionally, honestly, and fairly is evident, strong, and unyielding. The need to enhance employee performance includes factors like ability, motivation, and commitment.

Employee competence plays a vital role in the workplace environment as it is closely linked to the development of an organisation. The higher the competence in the workplace, the greater the organisational development, making it easier to attain organisational goals. Competence helps organisations gauge the contribution of employees in line with the organisational vision and mission. Airport services must have adequate resources to provide quality services based on the Ministry of Transportation's vision and mission. Feedback from airport users is crucial for evaluating service quality and making necessary improvements.

Several issues were identified at the Class I Airport Management Unit Office regarding employee competence and performance. Some employees lack the necessary skills, causing delays and unsatisfactory outcomes. Employee tardiness, lack of understanding of tasks, and failure to complete assignments were also noted as issues. In terms of career development, the lack of clarity regarding employee training and education hinders performance and career growth, resulting in suboptimal work output. Questionnaires distributed at the Class I Airport Management Unit Office revealed these challenges.

This research aims to build on previous studies by Kurniawan et al (2018), focusing on the influence of career development and motivation on employee performance through organisational commitment. The present study shifts the focus to competency variables and uses different indicators from those conducted by Kurniawan et al (2018) to measure independent, mediation, and dependent variables. The author's focus shifts away from the background description mentioned earlier to delve into the impact of Competence and Career Development on Employee Performance, with Commitment playing a role as a mediator.

2. LITERATURE REVIEW

2.1. Grand Theory of Management and Organizational Science

In this research, scholars make reference to various major theories in the field of management and organisational science. Below are some pertinent theories associated with each variable:

1) In terms of competence, the competency theory by McClelland (1998) focuses on the necessary skills, knowledge, and abilities required for success in a specific job. Competencies are seen as crucial for effective performance.
2) When it comes to career development, the social exchange theory by Kelley et al., (2003) suggests that career growth involves a form of give-and-take where

individuals offer their skills and efforts in exchange for recognition and opportunities for development.

3) Regarding employee performance, the goal setting theory by Locke (1968) proposes that establishing specific and challenging goals can enhance performance.
4) In relation to commitment, the Organizational Commitment Theory by Meyer and Allen (1991) outlines three forms of commitment: affective, normative, and calculative. These commitments influence how employees act and contribute to their overall performance.

2.2. Understanding Human Resource Management

Hasibuan (2017) discusses Human Resource Management, stating that it involves both scientific and artistic elements in overseeing the interaction and responsibilities of employees to enhance the effectiveness and efficiency of achieving company goals, as well as benefiting employees and society. Meanwhile, Mangkunegara and Hasibuan (2000) define human resource management as the strategic planning, coordination, organization, execution, supervision, development, recruitment, integration, and separation of employees, along with the recognition and rewards to meet organizational objectives.

2.3. Basic Concept of Employee Performance

According to Mathis and Jackson (2012), performance refers to actions carried out or neglected by employees while fulfilling their job responsibilities. Rivai and Sagala (2004) define performance as the actual behaviour exhibited by an individual in relation to their role within an organization. Bernardin & Russell (1993) suggest that performance is the outcomes generated by a specific job role within a designated timeframe.

2.4. Basic Concept of Competence and Definition of Career Development

According to Wibowo's opinion (2016), competence is defined as an individual's capability to perform a job using their skills, knowledge, and work attitudes required by the job. It implies that competence is about possessing professional skills and knowledge in a specific field, which can be advantageous in that field.

As per Handoko (2016), a career encompasses all the work a person does throughout their working life. Achmad (2003) suggests that a career is a series of work-related experiences, such as tasks, positions, decisions, and personal insights related to work, that occur during one's working life. On the other hand, Handoko (2016) defines career development as an individual's personal growth aimed at achieving their career goals.

2.5. Understanding Organizational Commitment

According to Meyer and Allen (1991), organizational commitment involves the connection between a company and its employees, influencing their decisions on whether to remain a part of the organization. Work commitment indicates an employee's support for a specific company and its objectives, showing their dedication to being a member of the organization (Robbins & Judge, 2008). Kusumaputri (2015) defines work commitment as a motivating factor that drives individuals to work towards achieving the organization's objectives. On the other hand, Robbins & Judge (2008) describe work

commitment as an employee's attitude reflecting their preference for or against the organization.

2.6. Influence Between Variables

1) **The Influence of Competence on Organizational Commitment**

   H1: There are suspicions that the level of skill among employees at Class I Mopah Merauke, Sorong, and Wamena Airports may affect their loyalty to the organisation.

2) **The Influence of Career Development on Organizational Commitment**

   H2: There is a belief that the career advancement of employees at Class I airports in Mopah Merauke, Sorong, and Wamena can impact their loyalty to the organisation.

3) **Influence Organizational Commitment to Performance**

   H3: There is a belief that the dedication of employees to the organization may impact their productivity at Class I airports in Mopah Merauke, Sorong and Wamena.

4) **The Influence of Competence on Employee Performance**

   H4: There is believed to be a correlation between employees' competence levels and their performance at Class I Mopah Merauke, Sorong and Wamena Airports.

5) **The Influence of Career Development on Employee Performance**

   H5: There is a belief that the advancement of employees' careers at Class I Mopah Merauke, Sorong, and Wamena Airports may impact their performance.

6) **The Influence of Competence on Employee Performance Mediated by Organizational Commitment**

   H6: There is a belief that competency has an impact on the effectiveness of employees, with organizational dedication playing a role as an intermediary.

7) **The Influence of Career Development on Employee Performance Mediated by Organizational Commitment**

   H7: There is a belief that the progress of one's career can have an impact on how well they perform at work, and that this connection is influenced by how committed they are to their organisation.

3. RESEARCH METHODS

Methodology is a key component in research according to scholars like Patmasari (2022) and Ohoiwutun et al. (2024). This research utilises a quantitative approach with a focus on descriptive methods. Primary and secondary data were collected for analysis. The target population consisted of 231 employees from various airport units. The research sample included 140 individuals who completed valid questionnaires. Data collection tools such as observation, interviews, and questionnaires were employed. Data analysis involved grouping and tabulating information, as well as calculating to address research questions and test hypotheses.

Additionally, Validity and Reliability Tests, as well as Classical Assumption Tests (Normality, Multicollinearity, Heteroscedasticity), were conducted. Data analysis was carried out using SPSS version 25 software, which facilitates statistical processing. Similar to Microsoft Excel, SPSS offers a user-friendly interface with menus and toolbars tailored for statistical calculations (Duwi, 2010).

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. Descriptive Analysis of Variables

This part presents findings from descriptive statistics, which illustrate the variety of theoretical, minimum, maximum, average, and standard deviation values derived from statements related to competence, organizational commitment, career growth, and job performance across different variables.

Table 1. Descriptive Statistics

Variables	Theoretical Range	Minimum	Maximum	Average	Standard Deviation
Competence	22-60	22	60	43.05	9,619
Career development	30-65	30	65	48.75	7,666
Committee	14-45	14	45	29.97	7.157
Employee Performance	28-72	28	72	49.80	10,637

Data Source: Processed 2024

4.1.2. Data analysis

In order to carry out data testing for research data description, classical assumption testing, and hypothesis testing, it is important to first conduct validity and reliability testing on the data. This step is necessary due to the primary nature of the research data being used.

1) Validity Assessment

After analysing the validity test findings, it is evident that all question items used to assess each research variable have been deemed valid. When the correlation coefficient exceeds the critical value (r count > r table) and is statistically significant at the p = 0.01 level, the instrument is considered valid. The findings from the validity test indicate that all question items measuring each indicator of the research variables have been deemed valid.

2) Assessment of Reliability

The outcomes of examining reliability for each variable are displayed through the reliability figures (ri) received, which range from 0.897 to 0.922. Within the evaluation of internal consistency reliability, all variables exhibit a Cronbach's Alpha coefficient exceeding 0.60, which is deemed satisfactory (Ghozali, 2006).

3) Assessment of Classical Assumptions

The assessment of classical assumptions is carried out to ascertain the effectiveness of the regression model as a reliable predictor. The tests for classical assumptions include tests for multicollinearity, heteroscedasticity, and normality.

4) Test for Multicollinearity

The results displayed in Table 2 from the SPSS output demonstrate the correlation matrix and statistics for collinearity among the independent variables (Competence, Career Development, and Commitment).

Table 2. Multicollinearity Test

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.741	4,728		0.157	0.876		
	KM	0.093	0.078	0.084	1,191	0.236	0.802	1.247
	PK	0.722	0.098	0.520	7,384	0,000	0.811	1.233
	KO	0.329	0.104	0.221	3,151	0.002	0.816	1.225
a. Dependent Variable: KP								

Data Source: Processed 2024

Multicollinearity is identified when there is a strong correlation between independent variables, typically exceeding 0.90 (Ghozali, 2006). The tolerance values in Table 4.8 for competency, career development, and commitment variables are 0.802, 0.811, and 0.816 respectively, indicating the absence of multicollinearity issues.

Furthermore, the tolerance calculations reveal that none of the independent variables have a tolerance below 10%, suggesting no correlation exceeding 95% between them. The Variance Inflation Factor (VIF) is determined by the equation: VIF = 1 / Tolerance. Typically, a VIF exceeding 5 signifies multicollinearity with other independent variables (Santoso, 2001). However, the VIF coefficients in our calculations show values below 5 for all independent variables, indicating no significant multicollinearity concerns in the regression model.

5) Heteroscedasticity Test

If the p-value (sig) of the relationship between the independent variable and the absolute residual exceeds 0.05, it indicates the absence of heteroscedasticity.

Table 3. Heteroscedasticity Test

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,485	2,752		2,356	0.020		
	KM	0.041	0.046	0.085	0.893	0.373	0.802	1.247
	PK	0.009	0.057	0.015	0.164	0.870	0.811	1.233
	KO	-0.078	0.061	-0.121	-1,285	0.201	0.816	1.225
a. Dependent Variable: Abs_Res								

Data Source: Processed 2024

6) Normality Test

Testing for normal distribution involves analysing a histogram that contrasts observed data with a distribution that approximates normality. Furthermore, a normal probability plot is utilised to compare the cumulative distribution of the observed data with that of a normal distribution. If the data follows a normal distribution, the line representing the observed data will align closely with the diagonal line on the graph. By interpreting the normal plot graph, one can infer that the histogram indicates a pattern of distribution close to normal. In the normal plot graph, the points are dispersed around the diagonal line, following its direction. This visual representation demonstrates that the regression model is appropriate for use as it aligns with the assumption of normality.

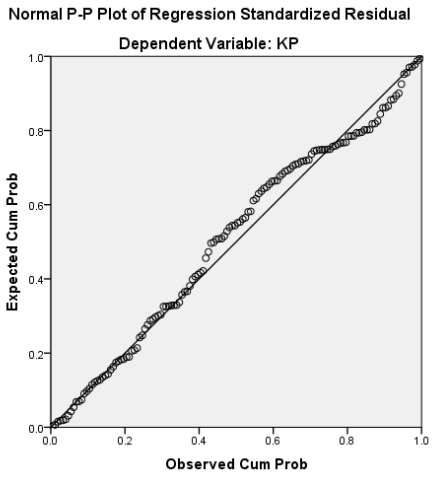

Figure 1. Normality Test Result

4.2. Discussion

This research examines seven hypotheses through the use of path analysis methods. Path analysis is a means of extending regression analysis in order to determine the causal connections between variables, specifically focusing on casual models that have been established through prior theoretical frameworks.

4.2.1. Hypothesis Testing 1

Hypothesis testing 1 was carried out in order to examine the impact of competency on dedication, as outlined in hypothesis 1. It was posited that competency has an impact on the organizational dedication of employees at Class I Mopah Merauke, Sorong, and Wamena Airports. The findings of the test indicate a positive beta value of 0.201 for the impact of competency on organizational dedication, demonstrating a significant positive effect ($p < 0.05$) where $0.001 < 0.05$, indicating the significance level is below 0.05. With an R2 of 18.4%, it shows the degree to which the variance in work discipline influences organizational dedication, while the remaining 81.6% is influenced by other factors. The F-test results show an overall significant impact of competency with a p-value of <0.05. Therefore, hypothesis 1 is validated, illustrating a positive connection between competency and organizational dedication, suggesting that higher competency in employees leads to increased dedication. Competent employees are more likely to excel in their assignments and support the organisation in achieving its objectives.

The decision regarding competency's impact on organizational dedication is positively significant, as evidenced by responses to questions 1 and 8 in the questionnaire. These responses indicate that employees collaborate effectively with colleagues and possess knowledge pertinent to their role, with these indicators carrying the most weight in this variable. The findings align with Meyer and Allen's (1991) theory of organizational dedication.

4.2.2. Hypothesis Testing 2

In order to test the impact of career development on commitment, Hypothesis 2 was tested. It was suspected that there is a link between career development and organizational commitment among employees at Class I Mopah Merauke, Sorong, and Wamena airports.

The results revealed a positive beta value of 0.231, indicating a significant effect ($p < 0.05$) of career development on organizational commitment. This suggests that as career development improves, so does employees' commitment to the organization. Other factors also influence organizational commitment, with only 18.4% of the variance attributed to career development. The overall competency was found to have a significant impact based on the F-test, supporting the acceptance of Hypothesis 2.

The positive impact of career development on organizational commitment is supported by responses to questions 12 and 13 in the questionnaire. Employees view their tenure as a sign of loyalty to the company, and aspire to remain dedicated until retirement, aligning with Edwin Locke's goal setting theory (1968).

4.2.3. Hypothesis Testing 3

Hypothesis 3 testing was performed to assess the impact of dedication on the productivity of workers at Class I Mopah Merauke, Sorong, and Wamena airports. This hypothesis suggests that the commitment to the organization influences employee performance.

The test results indicate a positive beta value of 0.643 for the impact of organizational commitment on employee performance, demonstrating a significant and positive effect ($p < 0.05$). The significant value is less than 0.05. The R2 value of 18.7% shows a considerable variation in how organizational commitment affects employee performance, with 81.3% influenced by other factors. The F-test indicates significant overall competence with a $p < 0.05$ value, leading to the acceptance of hypothesis 3. This reveals a positive correlation between organizational commitment and employee performance, where higher commitment leads to improved performance. Employees with strong organizational commitment view themselves as integral to their workplace and are content with their career there.

The positive and significant impact of organizational commitment on employee performance is evident from questionnaire results on questions 2 and 6. These responses indicate that employees take pride in being part of the organization and are not motivated solely by higher salaries when considering job opportunities elsewhere. These findings align with established theories on organizational commitment by Allen (2017).

4.2.4. Hypothesis Testing 4

The testing of Hypothesis 4 was carried out to examine the impact of competence on the performance of employees in Class I Mopah Merauke, Sorong and Wamena airports, as suggested in Hypothesis 4. It is believed that competence has an impact on

the performance of these employees. The results of the test revealed a positive beta value of 0.159, indicating a significant positive effect ($p < 0.05$) where the significant value is less than 0.05. The R2 value of 41.3% shows the extent to which competence affects employee performance, with the remaining 58.7% influenced by other factors. The overall results of the competence test were found to be statistically significant with $p < 0.05$. Therefore, Hypothesis 4 was confirmed to be true. This demonstrates a positive correlation between employee competence and performance, with higher levels of competence leading to improved performance. Employees with strong competence are motivated to meet targets, efficient in their duties, and curious about new developments. This aligns with the competence theory formulated by David C. McClelland in 1973. The positive impact of employee competency on performance was confirmed through responses to questions 1, 2, and 9 in the questionnaires. These responses indicated employees' ability to work well with colleagues, problem-solving skills, and punctuality, with these indicators scoring the highest on the variable. This also supports the social exchange theory introduced by Harold H. Kelley in 2003.

4.2.5. Hypothesis Testing 5

Testing was carried out to examine the impact of competency on employee performance, focusing on the potential influence of career development on the performance of employees at Class I airports in Mopah, Merauke, Sorong, and Wamena. The analysis revealed a positive beta value of 0.798 for the influence of career development on employee performance, indicating a significant and positive impact ($p < 0.05$). With an R2 value of 41.3%, it shows the extent to which career development affects employee performance, with the remaining 58.7% being influenced by other factors. The overall results from the F-test demonstrated a significant effect of competency, leading to the acceptance of hypothesis 5.

The results suggest a favourable connection between career development and employee performance, highlighting how enhanced career opportunities lead to improved employee performance. When employees experience positive career development, their engagement within the office increases, fostering a sense of belonging and ultimately boosting loyalty. This increased loyalty discourages thoughts of relocating to other organisations, as employees recognise the value of their skills within the current office environment and gain confidence through opportunities for growth and development. This cycle contributes to enhanced work performance, resulting in both personal and organisational achievements.

The rationale behind the positive impact of career development decisions on employee performance is gleaned from questionnaire responses, particularly questions 7, 11, 12, and 13. These responses indicate a belief among employees that educational qualifications do not guarantee high positions, a desire for multifaceted professional experiences, an inclination to demonstrate loyalty based on tenure, and a commitment to long-term service until retirement. These indicators align with Kelley's (2003) social exchange theory, reinforcing the correlation between career development decisions and improved employee performance.

4.2.6. Hypothesis Testing 6

Testing was carried out under hypothesis 6 to determine the impact of competence on employee performance through the involvement of organizational commitment.

Hypothesis 6 suggests that competence affects employee performance through organizational commitment.

The findings revealed a positive beta value of 0.201 for the impact of competence on work commitment, indicating a significant positive effect ($p<0.05$). The regression analysis demonstrated that both competence ($p<0.05$, $0.043<0.05$) and organizational commitment ($p<0.05$, $0.000<0.05$) have positive and significant impacts on employee performance, with a significant value below 0.05.

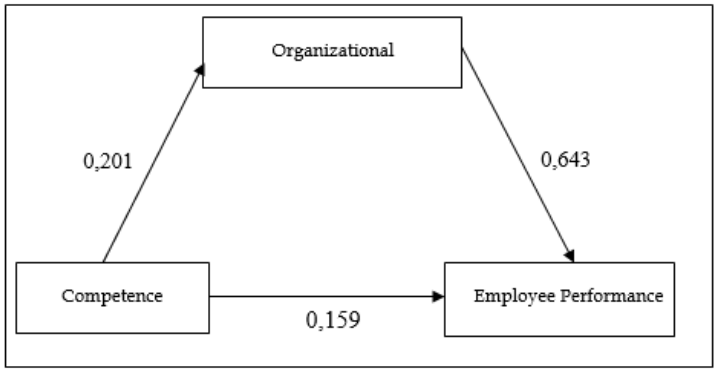

Figure 2. Direct Effect Test

Based on the results of the direct effect test above, the indirect effect test can be calculated as follows:

$$KM \longrightarrow KO \longrightarrow KP = (0{,}201 \times 0{,}643) = 0{,}129243$$

The total effect's magnitude is the combination of the direct and indirect effects, amounting to 0.288243 (0.159 + 0.129243). An examination is conducted to compare the impact of competence and organizational commitment on employee performance, focusing on both the direct and indirect effects.

Analysis of the data reveals that the direct impact (0.159) outweighs the indirect impact (0.129243), with the direct effect being greater than the indirect effect ($0.129243<0.159$). Consequently, it can be inferred that the collaboration between competence and organizational commitment does not enhance employee performance, implying that organizational commitment is unsuccessful in bridging the gap between competence and employee performance. Therefore, hypothesis 6 is dismissed.

Employees with high levels of competence not only boost their own performance but also enhance their dedication to their work. However, this study shows that commitment is not a mediator for the relationship between competence and employee performance, as an employee's emotional connection to the organization does not alter the impact of their competency on performance. For instance, a highly skilled employee may still perform well even without a strong commitment to the company, driven by factors like professionalism, personal accountability, or monetary incentives.

When organizational commitment fails to mediate the link between competence and employee performance, it signifies that capabilities and knowledge play a more significant role in determining performance than loyalty to the company. This suggests that in environments with advanced technology and precise procedures, employee

competence holds greater importance in shaping performance than organizational commitment.

4.2.7. Hypothesis Testing 7

To examine the impact of career development on employee performance, Hypothesis 7 testing was carried out with the mediation of organizational commitment. According to Hypothesis 7, the suspicion is that the relationship between career development and employee performance is influenced by organizational commitment.

The outcomes from testing the impact of career development on organizational commitment revealed a positive beta value of 0.231, indicating a significant and positive effect ($p<0.05$) as the value of 0.003 is less than 0.05.

Based on the regression results, it can be seen that career development has a noteworthy and positive impact ($p<0.05$) with a value of $0.000<0.05$. Additionally, the connection between organizational commitment and employee performance also displays a positive and significant effect ($p<0.05$) with a value of $0.000<0.05$, where the significant value is less than 0.05.

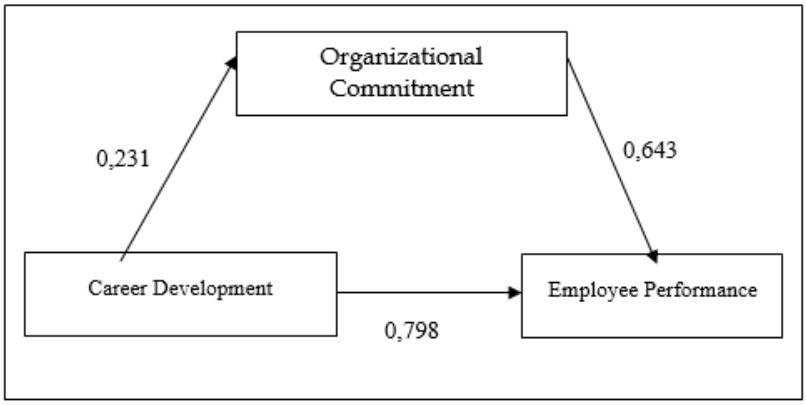

Figure 3. Direct Effect Test

Based on the results of the direct effect test above, the indirect effect test can be calculated as follows:

$$\mathbf{PK \longrightarrow KO \longrightarrow KP = (0{,}231 \times 0{,}643) = 0{,}148533}$$

The overall impact is the combination of the direct and indirect impacts, which equals 0.937533 (0.798 + 0.148533). An assessment is conducted to compare the effects of the interaction between career development and organizational commitment on employee performance.

Findings from the data analysis indicate that the direct influence coefficient (0.798) outweighs the indirect influence coefficient (0.148533), demonstrating that the relationship between career development and organizational commitment does not enhance employee performance. Consequently, hypothesis 7 is dismissed.

If organizational commitment does not play a role in enhancing the impact of career development on performance, it implies that employees' dedication to the company does not influence the effectiveness of career development on their performance. Employees

who undergo intensive training in new technology are likely to apply their new skills at work, irrespective of their loyalty to the organisation. Career development directly enhances their skills, leading to improved performance without the need for emotional attachment to the company. The absence of organizational commitment as a mediator suggests that career development directly boosts performance without relying on the employee's commitment level to the organisation. The study concludes that career development is adequate in enhancing employee performance, with no added value from organizational commitment.

5. CONCLUSION

Employee performance at Merauke, Sorong, and Wamena Class I Airports is impacted by competence. The positive influence of competence on organizational commitment of employees at these airports is significant. Employee performance at these airports is also affected by career development. Career development plays a role in influencing the organizational commitment of employees at these airports. The level of organizational commitment in employees also influences their performance at these airports. However, competence does not directly impact employee performance if it is not mediated by organizational commitment. Similarly, career development does not directly affect employee performance if it is not mediated by organizational commitment.

To ensure that competence positively influences employee performance at these airports, employees should adhere to procedures related to their duties and responsibilities. Additionally, employees should take personal responsibility for developing communication skills and knowledge related to their tasks through both formal and informal channels to enhance organizational commitment. Airport management is encouraged to provide study recommendations to employees who meet the requirements for higher positions in order to have a positive impact on career development. Each employee should also have a mentor to guide them informally and facilitate the realization of organizational commitment within themselves.

For organizational commitment to positively influence employee performance at these airports, employees should develop empathy towards the agency and feel a sense of belonging and responsibility towards solving agency-related problems. Moreover, to ensure that competence impacts employee performance mediated by organizational commitment, employees should have transparent and regular access to training information. Regarding career development and its influence on employee performance mediated by organizational commitment, employees should have transparent and regular access to information about promotions.

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