

# The Role of Career Development and Commitment to Mediate the Effect of Competence on the Employees Performance in Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo

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**Abstract:** This study aims to determine and analyze the influence of the effect (1) competence on employee performance, (2) competence mediate career development on employee performance, and (3) competence mediate commitment on employee performance at Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo. This is quantitative research of the associative variety. All civil servants at the Dinas Kependudukan & Pencatatan Sipil in Kabupaten Sidoarjo were included in the sample with saturation sampling approach. Forty-four civil servants were surveyed using questionnaires to collect the data. The quantitative data analysis technique uses PLS (Partial Least Square) with smartPLS 3.0 software. This research at the Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo as a government agency in the field of public services in improving the performance of its employees by providing competency, career development and commitment to civil servants of

Dinas Kependudukan & Pencatatan Sipil in Kabupaten Sidoarjo. The results indicated that competence has a significant positive effect on employee performance, career development has a non-significant effect in mediating competence's effect on employee performance, and commitment has a significant positive effect in mediating competence's effect on employee performance.

## INTRODUCTION

Various factors influence the success of an agency/institution, one of which is employees because they play an essential role in having great potential to carry out agency/institution activities. In this case, employees are expected to provide maximum results in increasing the success of the agency/institution (Soemarsono, 2018). Therefore, to support the goals and achievements of the agency/institution to the fullest, it is necessary to pay attention to employee performance.

According to Mangkunegara (2020), performance management cannot be separated from human resource planning, which includes the effectiveness of staffing programs, job analysis programs, employee withdrawals, employee selection, management training and development, promotions, knowledge transfer, employee estimates, work relations, employee services, morale and attitudes at

work, employee counselling, wage administration, determination of labour quality, list of skills, job turnover, internal changes and employee research.

Table 1. Evaluation of Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo Performance

| Year | Result |
|------|--------|
| 2017 | 82,03  |
| 2018 | 77,50  |
| 2019 | 80,20  |
| 2020 | 79,21  |
| 2021 | 87,39  |

Source: Badan Perencanaan Pembangunan Daerah (2022)

Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo received an award from the Ministry of Bureaucratic Reform as a Role Model for Public Service Delivery in 2019-2020 in the good category. However, data from Badan Perencanaan Pembangunan Daerah (2022) evaluates the performance of regional apparatus organizations in the Kabupaten Sidoarjo. Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo in 2017-2022 experienced fluctuating developments over the last five years, namely 2017 (82.03); 2018 (77.50); 2019 (80.20); 2020 (79.21); and 2021 (87.39). This shows that the performance of Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo experienced the largest decline from 2017 to 2018 and experienced the largest increase from 2020 to 2021. Hence, it experienced an increasing trend because it had only experienced a decline twice in the last five years. Then from the 3 Main Performance indicators of Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo (Percentage of residents with electronic KTPs who have not met the target in 2017, 2020 and 2021; residents with Family Cards (KK) who have not met the target in 2019 while the percentage of the population aged 0 to 18 years with birth certificates which have not completed the target, namely in 2019 and 2021). From both of these data, it can be concluded that there is performance instability, so it requires the consistency of agency efforts so that it matches the goals of the agency to be achieved, which has been awarded as a role model for public service.

Career development is a process of developing formally planned resources by individuals or organizations to increase individual abilities according to individual or organizational needs for job fulfillment and conformity with organizational goals (Akim, 2017). Career development of civil servant is a vertical movement from the position, namely the rise/fall of an employee in rank and position (Kadarisman, 2018). At Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo, employees have career development, such as promotions (appointments to other higher positions), job transfers (transfers between fields and agencies), and promotions. During 2019-2022, the Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo carried out career development with mutations, upgrades, and promotions, where in 2019, the most career development was 15 people.

Career development has a broader scope to improve and improve knowledge, abilities, attitudes and personality traits to enhance career (Wotulo et al., 2018). Research that is consistent with this statement is the results of research

conducted by Muringo Muthumbi & Kamau (2021); Wau & Purwanto (2021) state that career development influences employee performance. Meanwhile, controversial research that is not following the allegations of this research, namely the results of research conducted by Wayan Nerowati et al. (2018).

According to Akbar (2019), employee commitment is a behaviour used to evaluate workers' strength to stay in a company. Based on a TINYpulse survey conducted by more than 1,000 organizations around the world, with more than one million responses from employees, it was found that employee happiness is the key that distinguishes an employee who is happy with his job and an employee who does what is needed (*Survey Reveals 5 Trends What Affects Employee Happiness*, 2022). The Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo, in carrying out their duties and achieving job targets, experienced several obstacles, such as delays in submitting honorariums for non-civil servants due to differences with BPJS Ketenagakerjaan in the calculations so that honorariums were late, even though honorariums should be given every month every 5th. Still, there is an empty pause so that the next month is double the honorarium. It is necessary to submit the honorarium on time by preparing before the deadline or at the end of the current month.

Commitment is related to the loyalty that a person has towards the organization, which means that an employee with high commitment will make every effort so that organizational goals can be achieved so that if organizational goals can be achieved, then organizational performance will be more optimal (Yuliantini et al., 2017). Research that is consistent with this statement, namely the results of research conducted by Hidayah & Tobing (2018) states that commitment influences employee performance. Meanwhile, controversial research that is not by the allegations of this research, namely the results of research conducted by Alam (2020) and Diansyah et al. (2020).

Competence is the knowledge a worker possesses, which is a prerequisite for a worker to do a good and productive job (Ajabar, 2020). Data from the Central Statistics Agency (BPS) in February 2019, Indonesian workers are still dominated by graduates with an education equivalent to elementary school and below, numbering 52.4 million people or equivalent to 40.51% of the total workforce. Another burdensome factor is the discrepancy between employment and educational background, which is still relatively high at around 60.52%.

According to Sunarti et al. (2017) stated that competence is an aspect of a person's ability regarding knowledge, skills, attitudes, values, or personal characteristics to achieve success in completing responsibilities or duties. The appropriate research is the results of research conducted by Elizar & Tanjung (2018) and Adam et al. (2020) stated that competence influences employee performance. Meanwhile, controversial research does not match the expectations of this research, namely the results of research conducted by Hidayat (2021).

Based on the background described, this study aims to determine and analyze the effect of competence on employee performance, and career development mediates competence on employee performance, and the influence of commitment to mediate competence on employee performance at Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo.

## METHOD

This research is in the quantitative category. The research uses the Competence Variable (X), Career Development (Z1), Commitment (Z2), and Employee Performance (Y) at Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo. The population includes all civil servants, which includes the head office and the public service mall, with a total of 44 employees. The sampling technique uses saturated sampling so that all civil servants, with 44 employees as samples. The measurement scale set is an ordinal scale through a Likert scale where the score of respondents' answer choices is 1 to 5. The acquisition of primary data is obtained from a questionnaire that contains competence indicators (X) adapted from Martini et al. (2020); Yuliantini et al.(2017); Putri & Adi (2017) from namely knowledge, skills, and attitudes; Career Development Indicators (Z1) adapted from Noor (2018) dan Setyabudi et al., (2018) namely exposure, mentors and sponsors, organizational loyalty, opportunities to grow and support leadership; Commitment indicators (Z2) adapted from Kaswan (2019) dan Martini et al.(2020) namely affective commitment, normative commitment, and sustainable commitment as well as performance indicators (Y) of work quality, work quantity, responsibility, and workability. Secondary data were obtained from study literature and documents, which include performance reports. Partial Least Square (PLS) is used as an analysis technique in this study. The stages in analyzing include validity tests, reliability tests, structural models and hypothesis tests.

## RESULT AND DISCUSSION

After the distribution of questionnaires to respondents, then data processing will be carried out related to the description of respondents that can be presented in Figure 1 which explains the sex of respondents, respondents' age, respondents' years of work and respondents' education.

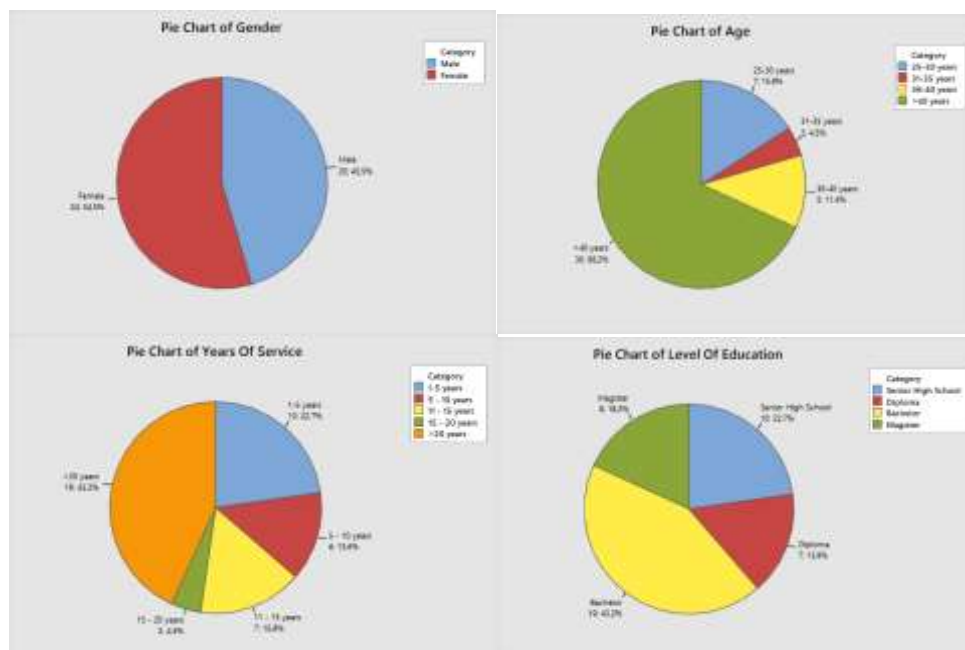


Figure 1. Respondent Description

Based on the results of data processing obtained from Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo, the study is said to meet its validity. Loading factors of each indicator  $> 0.5$  and  $p\text{-values} > 0.05$ . The following is presented in Table 2, and the results of the PLS model are related to testing the results of the loading factor.

Table 2. The Results of The Loading Factor Test

| Indicator | Competence (X) | Career Development (Z1) | Commitment (Z2) | Employee Performance (Y) |
|-----------|----------------|-------------------------|-----------------|--------------------------|
| X1        | 0.786          |                         |                 |                          |
| X2        | <b>0.922</b>   |                         |                 |                          |
| X3        | 0.886          |                         |                 |                          |
| Z1.1      |                | 0.748                   |                 |                          |
| Z1.2      |                | 0.773                   |                 |                          |
| Z1.3      |                | 0.781                   |                 |                          |
| Z1.4      |                | 0.880                   |                 |                          |
| Z1.5      |                | <b>0.934</b>            |                 |                          |
| Z2.1      |                |                         | <b>0.920</b>    |                          |
| Z2.2      |                |                         | 0.884           |                          |
| Z2.3      |                |                         | 0.869           |                          |
| Y1        |                |                         |                 | 0.795                    |
| Y2        |                |                         |                 | 0.745                    |
| Y3        |                |                         |                 | <b>0.880</b>             |
| Y4        |                |                         |                 | 0.871                    |

Source: Data Processing Results

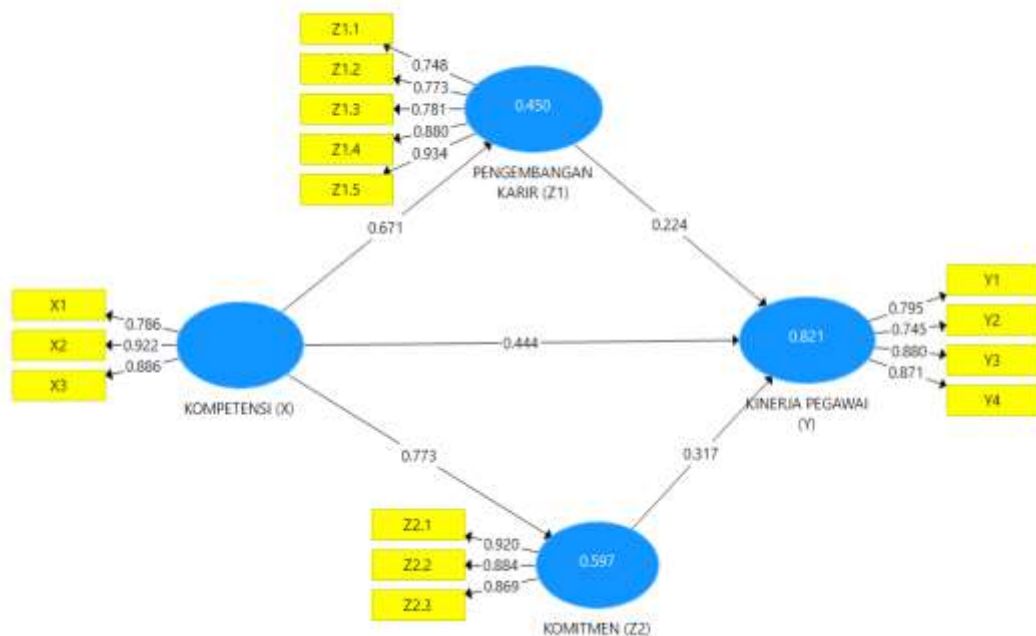


Figure 2. Partial Least Square Model

Based on the proposed model, all reflective Competence indicators (X), Career Development (Z1), Commitment (Z2) and Employee Performance Variables (Y) indicate that all Loading Factors Results  $> 0.50$ , therefore all indicators have

passed the convergent test, this shows that all indicators can already measure construct accurately.

Table 3. Validity and Reliability Test Results

|                          | <i>AVE</i> | <i>Composite Reliability</i> | <i>Cronbach's Alpha</i> |
|--------------------------|------------|------------------------------|-------------------------|
| Competence (X)           | 0.751      | 0.900                        | 0.831                   |
| Career Development (Z1)  | 0.683      | 0.914                        | 0.882                   |
| Commitment (Z2)          | 0.794      | 0.920                        | 0.870                   |
| Employee Performance (Y) | 0.680      | 0.894                        | 0.841                   |

Source: Data Processing Results

Next in the measurement model list is the extraction of the average variance (AVE) which can be seen in Table 3. The latent variable has a strong validity if the Ave > 0.5 value. Overall the variables in this study can be declared valid based on AVE testing for the competence variable (X) is 0.751, career development (Z1) is 0.683, commitment (Z2) is 0.794 and employee performance (Y) is 0.680 which is all shown > 0.5.

The value of composite reliability is a way to measure the dependence of a construct presented in Table 3. Indicators will be relied upon if it has a value exceeding 0.70. The results of the composite reliability test showed the competence variable (X) of 0.900, career development (Z1) 0.914, commitment (Z2) 0.920 and employee performance (Y) 0.894. All of these variables have a composite reliability value > 0.70.

Table 4. R-Square

|                          | <i>R Square</i> |
|--------------------------|-----------------|
| Career Development (Z1)  | 0.450           |
| Commitment (Z2)          | 0.597           |
| Employee Performance (Y) | 0.821           |

Source: Data Processing Results

The average correlation value can be determined by calculating the correlation between the average one variable and the other variable. The R<sup>2</sup> value is presented in Table 4, for the R<sup>2</sup> value produces 0.821 which shows that this model is able to explain the phenomenon of employee performance that is influenced by independent variables, such as competence, career development and commitment with the 82.1% variant, and ordering this study (other than competence, career development and commitment).

Table 5. Path Coefficients (Mean, STDEV, P-Values)

| <b>Hypothesis</b>                                                        | <i>Original Sample (O)</i> | <i>Sample Mean (M)</i> | <i>Standard Deviation (STDEV)</i> | <i>P Values</i> |
|--------------------------------------------------------------------------|----------------------------|------------------------|-----------------------------------|-----------------|
| H1 Competence (X) -> Employee Performance (Y)                            | 0.444                      | 0.337                  | 0.185                             | 0.007           |
| H2 Competence (X) -> Career Development (Z1) -> Employee Performance (Y) | 0.150                      | 0.260                  | 0.146                             | 0.170           |



|    |                          |    |       |       |       |       |
|----|--------------------------|----|-------|-------|-------|-------|
| H3 | Competence (X)           | -> |       |       |       |       |
|    | Commitment (Z2)          | -> | 0.245 | 0.152 | 0.109 | 0.043 |
|    | Employee Performance (Y) |    |       |       |       |       |

Source: Data Processing Results

Presented in Table 5 is the result of the hypothesis test, in the first hypothesis, competencies have a significant positive effect on employee performance acceptable, the path coefficient is obtained 0.444 with a p-values of  $0.007 < 0.05$  which shows significant (positive) results. In the second hypothesis, career development has a significant positive effect on competence mediation on employee performance rejected because the path coefficient is 0.150, and the P-values is  $0.170 > 0.05$ , with insignificant results. Then the third hypothesis, commitment has a significant positive effect mediating competencies on employee performance can be accepted because the path coefficient is 0.245, and the P-values is  $0.043 < 0.05$ .

### The Effect of Competence on Employee Performance

An employee is required to demonstrate that he possesses the necessary level of competence when performing his job duties. This is necessary so that the employee's level of competence can assist other employees in completing their work in accordance with predetermined targets, which can then be rated as high or good depending on whether or not the employee has performed the job adequately. On the other hand, if an employee demonstrates a low level of competence, it is likely that he or she will also demonstrate a low level of performance (Elizar & Tanjung, 2018). With the competence possessed, the employee concerned can increasingly carry out the tasks assigned to him, improving employee performance (Yuliantini et al., 2017). Therefore, competence will influence employee performance in achieving their duties and responsibilities.

Hypothesis testing shows that competence has a significant effect on employee performance. This means competence at Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo is needed to improve employee performance. This study's results accept the hypothesis that competence has a significant positive effect on employee performance.

The results of this study follow the results of research by Anggraini (2020), Choirunnisa & Koestiono (2022), Distyawaty (2019), Kurniasari et al. (2018), Randa et al. (2018), Wotulo et al. (2018) who concluded that the direct contribution of competence variables to employee performance where competence is an essential supporting factor needed by an employee in working in a company, the better the competence possessed by the employee, the better the performance that the employee will produce to support activities work in the company. The results of this study are also in line with the results of Distyawaty's research (2019) Supervisory Apparatuses of the Regional Inspectorate of Central Sulawesi Province which found that it was partially proven that competence variables have a significant effect on employee performance.

Competence affects the performance of employees at Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo. That is, the employee's perception of employee competence has skills/skills and attitude/attitude as a basis for carrying

out the main tasks and functions of Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo's employees. From the perspective of good employees, the institution can run optimally because employees comply with the regulations or policies that the service has set, local government and central government; even though these regulations are deemed disliked, they must be carried out for the good of the agency, supported by good skills. Owned by employees of Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo where the increase in skills is facilitated by technical guidance (guidance) to support skills the employees in their fields which is usually held two times a year and funded by the BKD or the Department itself. Competence is one of the factors that supports and contributes to its influence on employee performance because competence is the basis of the qualities possessed by employees of Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo to complete their work assignments.

### **The Effect of Competence Mediate Career Development on Employee Performance**

Competence is an essential component of achieving personal and corporate performance (Choirunnisa & Koestiono, 2022). Appropriate career development can improve employee performance and productivity, reduce labour turnover, and increase employee promotion opportunities. Employees are responsible for continuously improving their skills to maintain competence according to company needs by acting proactively to see existing options (Wau & Purwanto, 2021). Career development for its employees will provide internal and external employee morale so that career development can improve employee performance (Indra Prayoga & Diah Siregar, 2021). Therefore, career development as a mediator can influence competence in employee performance in achieving agency goals.

According to hypothesis testing, career development has a non-significant effect on employee performance as a mediator between competence and employee performance. This indicates that career development is not required to increase employee performance at Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo. This study's findings refute the idea that career development has a strong positive effect on competence in employee performance.

The results of this study are consistent with the results of Wayan Nerowati et al. (2018) ), who concluded that from the correlation analysis between career development and employee performance, it has a non-significant effect, which means that higher career development does not affect employee performance. The results of this study also contradict the research by Adittyia et al. (2021) entitled *The Influence of Competence and Motivation on Performance with Career Development as a Mediation Variable* which shows competence has a significant positive effect on performance through career development as an intervening variable.

At Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo, employees can improve their competence or education/career aside from the support of the leadership. There is also the employee's role in obtaining information regarding opportunities or offers. Suppose the employee is apathetic, or it can be said that he does not join or participate in the community according to his field of work. In that case, the employee does not get information quickly because the



community group informs regarding promotion opportunities, continuing education, and training according to the field of work, so the employee misses the opportunities. The support of the leadership in helping to allow participation in the selection and recommending it can also be one of the determining factors for career development.

However, at Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo, leaders/superiors have not optimally informed or provided time for discussions with employees as a whole regarding promotion and rank opportunities so that career development variables do not contribute to employee performance because career development is only intended adding or increasing insight to complete work tasks without affecting employee performance.

### **The Effect of Commitment to Mediate Competence on Employee Performance**

Competence is the primary capital that individuals must own in an organization that is expected to be able to place an employee based on the competencies possessed following their duties and responsibilities. Knowledge, skills and a good attitude towards the main tasks and functions as an employee will foster idealism towards duties and responsibilities, which will later be committed to assisting the organization in carrying out its duties optimally. Besides having competence, an employee is also required to execute the organization in achieving its goals and targets that have been set so that, in the end, it will affect performance (Yuliantini et al., 2017). Therefore, commitment as a mediator can influence competence in employee performance in achieving agency goals.

Hypothesis testing shows that commitment has a significant positive effect on competence mediation on employee performance. This means that commitment is needed at the Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo to improve employee performance. The results of this study accept the hypothesis that commitment has a significant effect on competence on employee performance. The results of this study follow the results of Kurniasari et al. (2018) dan Martini et al. (2020) it can be concluded that competence indirectly through commitment has a positive and significant effect on performance, which means that if competence increases, then this will increase commitment which will then improve employee performance and conversely a decrease in competence will reduce commitment which will then reduce employee performance.

This commitment becomes stronger because employees feel supported by the organization and procedural, distributive and interpersonal justice in the workplace. At Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo, employee commitment can increase because the competence possessed by employees increases which is indicated by how long the employee has worked and obtains many facilities that have been provided by institutions related to training that the higher competence possessed indirectly contributes to the higher employee commitment so that it will improve employee performance. The commitment variable contributes to employee performance because of commitment, and employees will be fully dedicated and feel safe and happy when working in an agency.

The result of this study is a depiction of an employee performance study at Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo through competence,

career development and commitment possessed by civil servants. The results of this study can provide information and sources of input, especially to the head of the Office as well as to all employees of Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo in maintaining employee performance by paying more attention to competency provision through increasing independent certification and training, providing free time to discuss leadership with employees regarding information opportunities for promotion or promotion and to realize more comfort for employees regarding the facilities provided, such as repairs to infrastructure or financial well-being so that employees will further improve their performance. When the performance of civil servants run optimally so that they can meet the targets desired by the local government and the central government in carrying out their duties as public agencies, this will also affect the increase in agency performance.

## **CONCLUSION**

Based on the results of the test referring to the study objectives, it can be concluded that the hypothesis 1 states that competencies contribute to employee performance at Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo (accepted); for hypothesis 2 states that career development cannot mediate the effect of commitment on employee performance in Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo (rejected); Whereas Hypothesis 3 states that commitment can mediate the effect of competence on employee performance in Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo (accepted).

## **SUGGESTION**

Based on the results of research conducted, there are several suggestions that must be considered, namely 1) Dinas Kependudukan & Pencatatan Sipil Kabupaten Sidoarjo must conduct more independent training or expertise certification in accordance with the field of employee work; 2) socializing to leaders or superiors so that they spend time discussing the problem of providing information about open promotional opportunities without distinguishing between employee performance; 3) Must maintain a more comfortable environmental condition and facilities by maintaining the program that has been applied, namely giving prizes to employees who perform well every year; 4) Then for further research, researchers must take more samples to get better data accuracy such as adding samples of non-civil servants/government employees with work agreements or expanding research objects such as various regional equipment organizations in Sidoarjo. Things that are the limitations of the research are 1) The selection of respondents (respondents only to civil servants who cause limitations in the consciousness of career development); 2) This research examines problems related to the effect of employee performance so that open opportunities for further research using other variables such as organizational culture, individual characteristics, work environment, compensation, workload and work stress.

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