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THE EFFECT OF COMPETENCE: INTELLECTUAL, EMOTIONAL, AND SOCIAL ON EMPLOYEE PERFORMANCE WITH ADAPTABILITY AS A MEDIATION VARIABLE

Rahmat Sabuhari^{1*}; Mukhtar A. Adam²; Marwan Man Soleman³; Abdullah W. Jabid⁴
^{1,2,3,4}Fakultas Ekonomi dan Bisnis Universitas Khairun Ternate, Indonesia

rahmat.sabuhari@unkhair.ac.id^{1*},

mukhtaradam88@gmail.com²,

marwan.s@unkhair.ac.id³,

abdullah.jabid@unkhair.ac.id⁴

*) Corresponding Author

ABSTRACT

During the Covid-19 outbreak, the courier service industry played a critical role. In the face of this pandemic, businesses require personnel who are capable of surviving.

Objectives: *The goal of this study is to look at the direct impact of intellectual, emotional, social, and adaptability on employee performance, as well as the indirect impact of intellectual, emotional, and social competence on employee performance via adaptability.*

Methodology: *This study adopts a quantitative methodology, data collection through a questionnaire, and obtained responses respondents (n = 98) from 113 respondents who have work experience in their field. The measurement model and hypothesis testing were carried out using the SmartPLS software.*

Finding: *The results revealed that social competence and job satisfaction had a favorable and significant influence on employee performance, but intellectual and emotional competence had no such effect.*

Conclusion: *The effect of social competence on employee performance might be mitigated through adaptability. Social competence and adaptability are important factors in boosting employee effectiveness. Further research can improve the research model and produce a broader research object so that it can assess intellectual and emotional competency so it is significant to employee performance.*

Keywords: *Intellectual Competence; Emotional Competence; Social Competence; Adaptability; Employee Performance.*

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INTRODUCTION

The enactment of the Law of the Republic of Indonesia No. 38 of 2009 concerning Post provides courier service business opportunities to private operators to manage logistics business regionally, nationally, and globally previously monopolized by PT. Pos Indonesia which is the only operator owned by the Government. Therefore PT. Pos Indonesia is expected to be able to develop human resources to compete with other companies engaged in the courier service business. This requires PT. Pos Indonesia to improve the competence of its current human resources so that its customers are not abandoned. The opening of this business opportunity has also encouraged the emergence of many business actors engaged in community logistics services in various places to meet the needs of courier services nationally and globally.

Indonesia as one of the countries that participate in world trade, especially in the courier service business, is also not spared from global competition. The World Bank Group which released the 2020 Logistic Performance Index (LPI) ranking placed Indonesia at number 46 out of 160 countries surveyed, meaning that Indonesia did not experience any changes from the previous year as well as at rank 46 in 2018, and was ranked 5 in the ASEAN countries. This shows that the competitiveness of the logistics sector is relatively lagging behind that of neighboring countries. Based on the Logistics Performance Index (LPI) 2020 released by the World Bank, Indonesia is ranked 46, Malaysia is 41, Vietnam 39, Thailand is 32, and Singapore is ranked 7. To increase competitiveness, human capital is needed that has competence that is able to adapt to technological changes, strive to achieve planned targets, and create a conducive business environment (Sabuhari et al, 2020).

Courier service business opportunities in Indonesia have become brighter in recent years, which is marked by the operation of companies operating in the same line of business, such as; PT. Titipan Kilat, PT. JNE, PT. Federal Express, and other online delivery services. The presence of delivery services from private operators is now important to meet the needs of people in Indonesia in general and in the Eastern Region in particular which has been dominated by PT. Pos Indonesia.

Eastern Indonesia has a characteristic area consisting of small islands and is surrounded by oceans. This requires the presence of a professional courier service company such as PT. Pos Indonesia has already supported infrastructure to reach sub-districts in remote areas. Therefore, various efforts are needed from the leadership and employees of PT Pos Indonesia to improve employee performance through increasing competence and adaptability so that the service needs expected by the community can be achieved.

Employee performance can increase if they have a desire to have a long career in an organization. Career competence and proactive personality have been shown to be important for adaptability (Bocciardi et., 2017; Pan et al., 2018; Zhu et al., 2019). Employees who have competence and adaptability tend to be better able to adjust to changes in the environment and fast work patterns (Ployhart & Bliese, 2006). Employee Performance can also be said as a result (output) of a certain process carried out by all components of the organization against certain sources used (input) to achieve certain organizational goals. (Arief, H., Soelton, M., Rohman, F., & Ritonga, R., 2019). Career resources (competence and adaptability) are becoming more relevant for successful career development (Savickas, 2013). Syahputri (2019) underlined the importance of the service quality of PT. Pos Indonesia in influencing consumer satisfaction, if

it is associated with increasing competence and adaptability, then PT. Pos Indonesia is expected to be able to adapt and take advantage of the rapid development of information technology so that the quality of service and employee performance increases. However, the research results of Sabuhari et al. (2020) show that organizational culture adaptation has no effect on the performance of PT. Pos Indonesia in North Maluku Province.

This requires strategic human resource management to formulate policies that produce superior employee competencies and performance in the face of increasingly rapid environmental changes (Sabuhari & Irawanto, 2020). One of the main aspects of PT. Pos Indonesia touched on its competitive advantage that supports the achievement of performance, but they need to find solutions to this aspect that departs from research on specific factors in shaping performance (Hafid, 2013).

Denison & Mishra (1995) explain that adaptability refers to the ability of employees to understand what customers want, learn new skills, and respond to market demands. However, if employees want to improve their ability to work, it will encourage them to realize human resource development by increasing their competence (Sabuhari et al., 2020). This causes employee performance to be influenced by their competence (Winarno & Perdana, 2015; Rantesalu, Mus, & Arifin, 2016). Furthermore, research by Budhiningtias (2011) shows that intellectual competence, emotional competence, and social competence are proven to have a significant role in influencing employee performance. To improve employee performance, human resources are needed who have intellectual, emotional, and social competence in order to create organizational goals, so that they can make a positive contribution to the development of the company in the future. In addition, companies must pay attention to various factors that can affect employee performance. Therefore, this research is very important to review the effect of employee competence and adaptability on employee performance and also to explore and integrate the relations on a comprehensive research model and concept that has not been reviewed by some previous researchers.

This study aims to directly investigate the effect of employee's competence on performance and also investigate the role of adaptability on employee performance directly. This paper also attempts to provide scientific logic on how the role of adaptability in mediating competence on employee performance at PT. Pos Indonesia in North Maluku Province.

LITERATURE REVIEW

The Effect of Competence on Employee Performance

Employee performance is valued highly in order to promote organizational growth. Employee performance is a decisive factor and a driver of increased growth, particularly for service firms (Fong & Snape, 2015). Employee performance that focuses on customer service is crucial to meeting corporate objectives and retaining a competitive advantage (Karatepe & Sokmen, 2006; Chiang & Hsieh, 2012; Suprianto, Montundu, & Alidin, 2021). Several human resource managers have taken an approach by identifying different ideas, works, and achievements achieved by several employees in each department within an organization, this is intended to assist organizations in measuring input and output efficiency indicators that lead to transactional relationships between employees and organization (Stannack, 1994).

Employee performance is determined by three key factors: (i) the individual's ability to perform the job, (ii) the level of effort expended, and (iii) support (Mathis & Jackson, 2004). In addition to documenting the outcomes of certain job tasks or activities across time (Bernardin & Russel, 1998). The fluctuations in employee performance can be influenced by competence in an organization (Winarno & Perdana, 2015; Rantesalu et al., 2016; Sabuhari et al., 2020).

Competence can be categorized based on the human dimension of personal and interpersonal relationships because humans are social beings who need each other. According to Marshall & Zohar (2002), humans have three aspects, namely physical (body); emotional (mind); and spiritual (soul); They then divided competencies into three aspects based on their perspectives: (a) intellectual competence, (b) emotional competence, and (c) spiritual competence. In the meanwhile, Spencer & Spencer (1993) divide individual competency into three dimensions: (1) intellectual competence, (2) emotional competence, and (3) social competence. Spencer & Spencer studied the components of individual skills in terms of the human dimension and interpersonal connections in the workplace.

The research model on the influence of competence on performance was carried out by Budhiningtias (2011) and Sabuhari et al. (2020) shows that intellectual competence, emotional competence, and social competence are proven to have a significant role in influencing employee performance. Furthermore, research conducted by Ismail and Abidin (2010), shows that employee competence has a significant effect on employee performance. In addition, the characteristics of human resources also determine the performance of employees in the service sector. A good work ethic shown by employees will ultimately have a positive impact on employee-employer relations. However, different research results were expressed by (Yazdanfar, Saeid, & Hellgren, 2014). This study examines the relationship between performance and competency development, the results show that there is no relationship between competency development and other performance variables. Based on theoretical reviews and empirical research, this study can propose the following hypothesis:

- H1. Intellectual competence has a positive and significant effect on employee performance
- H2. Emotional competence has a positive and significant effect on employee performance
- H3. Social competence has a positive and significant effect on employee performance

The Effect of Adaptability on Employee Performance

Competence flexibility and competent career have a significant relationship with adaptability (AlKhemeiri, Khalid, & Musa, 2020; Leung, Mo, & Cheng, 2021). Adaptation implies the ability of a community group or individual to work and change. Thus the process of adaptation or adjustment refers to a person's ability to adapt to changes in his environment (Handayani, 2014). Ployhart & Bliese (2006) say that everyone's adaptability is always different and relatively stable which can affect the way a person interprets and responds to an external environmental condition. Adaptability shows the level of effectiveness in dealing with various challenges and in responding to various changes that need to be undertaken. Thus the indicators that can be measured on adaptability are: work flexibility, information disclosure, responsiveness, creativity, and innovation (Denison & Mishra, 1995; Ben Roy et al., 2016; Sabuhari et al., 2020). This study provides the following hypothesis based on theoretical descriptions and past empirical investigations showing that flexibility has an effect on employee performance:

- H4: Employee performance is significantly improved through adaptability.

H5: Adaptability has a favorable and considerable impact on employee performance due to intellectual competence.

H6: Adaptability has a favorable and considerable impact on employee performance due to emotional competence.

H7: Adaptability has a favorable and considerable impact on employee performance due to social competence.

This research can construct the following conceptual model and hypothesis development seen in the following Figure 1:

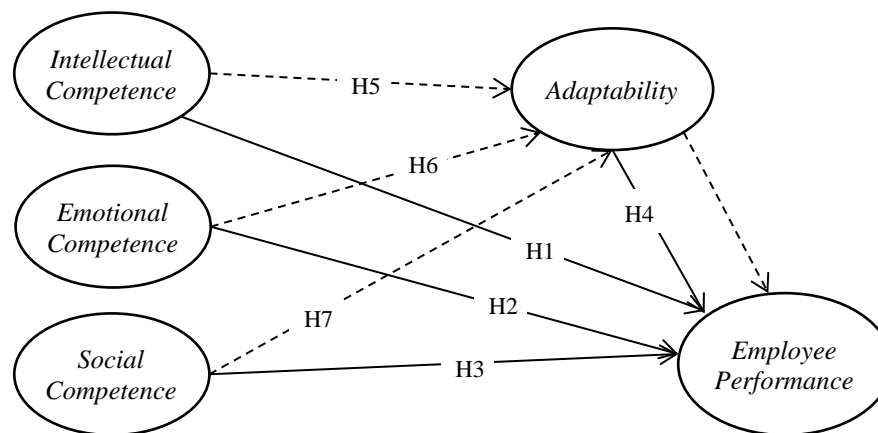


Figure 1. Conceptual Framework Model

Where:

- > Direct effect
- > Indirect effect

METHOD

The survey method was used in this study, and the questionnaire was designed to obtain information in accordance with the research objectives. Employees are used as respondents and research analysis units, researchers believe these personnel are knowledgeable about the issues addressed in the study and dedicated to the company where they work. The number of employees of PT. Pos Indonesia spread across the Province of North Maluku is 113 people, therefore, 113 questionnaires were also prepared and delivered directly by researchers at their respective branch offices by observing strict health protocols during the COVID-19 pandemic. There were 98 questionnaires that were declared valid, with an 86.73 percent response rate, placing them in the very good category.

Males accounted for 58.9% of the effective sample, while females accounted for 41.1 percent. The majority of responders (47.8%) were between the ages of 21 and 30, followed by employees between the ages of 31 and 40 (36.6%), and those over 40 (15.6%). Furthermore, when it comes to education, the bulk of respondents (45.5%) are high school graduates, followed by 32.4 percent undergraduate graduates and 22.1 percent diploma graduates. The average respondent has secondary and undergraduate education.

A five-point Likert scale was used to measure the variables that respondents replied to (1 = strongly disagree to 5 = strongly agree). Intellectual competency, emotional competence, social

competence, adaptability, and employee performance are the five primary variables in this study. Questionnaires are used to assess respondents' responses, which are based on direct quotations from the literature as references. The outer model test with convergent and discriminant validity tests was used to determine the questionnaire's validity. In the first stage, invalid item values were deleted from the data, and items with valid and reliable values were retrieved in the second stage, ensuring that there were no issues in this study for future analysis.

The study of employee competencies developed by Gerrit, Bianca, & Peter (2015); Budhiningtias, 2011); Ismail & Abidin (2010) are characteristics that underlie the behavior of employees who excel in their workplace. To facilitate understanding of the components of competence, it is classified into three components, namely: (1). Intellectual competence, (2). Emotional competence, (3). Social competence.

Evaluation of the characteristics of adaptability in accordance with the capabilities possessed, as well as the determinants of adaptability (Ngo & Loi, 2008; Ben-Roy, Yeh, & Madsen, 2016). The scale was used to measure the adaptability variable as in previous research, namely; work flexibility, information disclosure, responsiveness, creativity, and innovation (Denison & Mishra, 1995; Ben-Roy et al., 2016; Sabuhari et al., 2020).

Employee performance is evaluated from the standpoint of a work achievement in line with organizational provisions, based on the implementation of tasks assigned to him on the basis of experience, skills, and seriousness within the company to meet the specified goals (Mathis & Jackson, 2006; Bernardin & Russel, 1998; Bagia, 2015). To measure employee performance variables indicators are used; Quantity, Quality, Work efficiency, Interpersonal impact, Timeliness, and output.

The data was analyzed using structural equation modeling (SEM) with partial least squares (PLS) alternatives, and hypotheses are tested using SmartPLS 3.0 software. In PLS, the model is evaluated by assessing the reflective indicators of validity and reflective reliability, as well as the measurement model (outer model). Convergent validity is used to determine how accurate the value produced is by examining factor loading > 0.60 and average variance extracted (AVE) > 0.5 (Chin, 1995). Composite reliability and Cronbach's alpha values demonstrate the reliability test. If composite reliability and Cronbach's alpha are both more than 0.7 a construct is said to be trustworthy (Hair et al., 2014).

The magnitude of the contribution of endogenous variables to exogenous variables can be known based on the inner model evaluation using the Goodness of Fit (GoF) model. The R-Square (R^2) endogenous variable is used to assess the GoF model. Q-Square predictive relevance (Q^2) was also utilized to determine the variety of exogenous variables that might be described in the model (Hair et al., 2014). The R^2 for all endogenous constructs was used to calculate the GoF index (Tenenhaus et al., 2005). The formula used to compute the Q^2 value was:

$$Q^2 = 1 - [(1 - R1^2) \dots (1 - Rn^2)]$$

The GoF model obtained the values for the inner model presented in Table 1. below.

Table 1. Test Result Goodness of Fit Model

Variable	R^2
Adaptability	0,375

Employee Performance	0,639
$Q^2 = 1 - [(1 - 0,375)(1 - 0,639)]$	
$Q^2 = 1 - [(0,625)(0,361)]$	
$Q^2 = 0,774$ or 77,4%	

Source: Primary data is processed 2021

Table 1 reveals that the Q^2 of employee performance variables is 77.4 percent, indicating that all measured variables are eligible for testing hypotheses, with the remaining 22.6 percent coming from variables not mentioned in this study model.

RESULTS AND DISCUSSION

Results

The results of the validity and reliability test of the data show the convergent validity value of the reflective indicator in the smartPLS 3.0 calculation in terms of the outer loading score, it is found that an indicator that has a value > 0.60 means that the indicator can be declared valid and able to measure variables. Each variable has an AVE value greater than 0.5, indicating that the model is good and fits the standards of convergent and discriminant validity in a larger construct with a probability greater than 50%. (Chin, 1995).

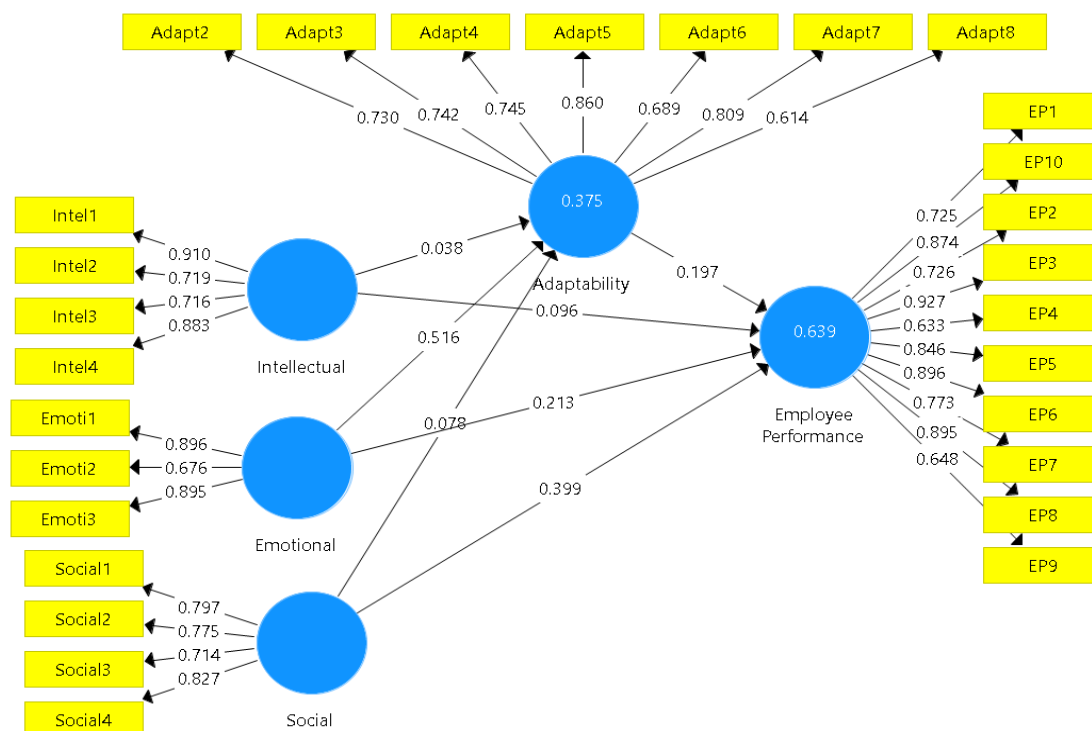


Figure 2. Calculation Results Using SmartPLS 3.0

The calculation results show that all indicators used have met the validity and reliability requirements which are presented in Table 2. The calculation results show that the variables of intellectual competence, emotional competence, social competence, adaptability, and employee performance meet the validity and reliability criteria, namely Composite values and Cronbach's alpha higher than 0.7 dependability Table 2 provides further information.

Table 2. Validity and Reliability Test

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Information
Intellectual	.823	.884	.659	Valid & Reliable
Emotional	.764	.867	.687	
Social	.784	.860	.607	
Adaptability	.864	.896	.555	
Employee Performance	.935	.946	.642	

Source: SmartPLS 3.0 calculation result is processed 2021

Hypothesis testing tries to determine if a suggested hypothesis is accepted or rejected using a critical point; p-value 0.05 (= 0.05), which means that the significance level of hypothesis testing is set at a = 0.05 in each of the direct and indirect influence paths. The outcomes of each hypothesis testing can be found in Table 3 below.

Table 3. Hypothesis test

Hypothesis	Exogenous	Mediation	Endogenous	Path Coefficient	t-stat	p-value	Results
H1	Intellectual Competence	-	Employee Performance	0.096	0.619	0.536	Unsupported
H2	Emotional Competence	-	Employee Performance	0.213	1.308	0.191	Unsupported
H3	Social Competence	-	Employee Performance	0.399	4.044	0.000	Support
H4	Adaptability	-	Employee Performance	0.197	2.558	0.011	Support
H5	Intellectual Competence	Adaptability	Employee Performance	0.008	0.158	0.875	Unsupported
H6	Emotional Competence	Adaptability	Employee Performance	0.102	2.005	0.045	Support
H7	Social Competence	Adaptability	Employee Performance	0.015	0.417	0.677	Unsupported

Source: SmartPLS 3.0 calculation result is processed 2021

Table 3 demonstrates that intellectual capacity has little bearing on employee performance. At the critical point, p-value = 0.536 > 0.05, this result is seen as t-statistics = 0.619. As a result, H1 does not support the hypothesis that intellectual capacity has a major impact on employee performance. The value of t-statistics = 1.308 at the critical point p-value = 0.191 > 0.05 indicates that emotional competence has no significant effect on employee performance. This suggests that H2, stating that emotional competence has a major impact on employee performance, is unproven. The value of statistics = 4.044 at the crucial point p-value = 0.000 < 0.05 indicates that social competence has a significant effect on employee performance. As a result, H3 has demonstrated that social competence has a favorable and significant impact on employee performance. If t-statistics = 2,558 at the critical point p-value = 0.011 < 0.05 indicates that there is a substantial effect on the ability to adapt to employee performance, then H4 is accepted. As a result, H4 has demonstrated that adaptability has a considerable impact on employee performance.

To explain H5, H6, and H7, the role of mediating variables was investigated. The test conditions are a t-statistic value > 1.96 at the critical point and a p-value of 0.05. To determine the

magnitude of the contribution of the mediation variable, the VAF formula is used. The indirect influence of exogenous variables on endogenous variables through mediating variables must be significant for the VAF test to be valid. If VAF is more than 80% called full mediation. If 20% of the VAF is 80 percent, it is considered partial mediation. If VAF is less than 20%, no mediating impact may be assumed (Hair et al., 2014).

The path coefficient value is 0.008, with a t-statistic of 0.158 and a p-value of 0.875 0.05, indicating that it is negligible. This indicates that there is insufficient empirical data to support H5. Through adaptation, emotional competence has a substantial impact on employee performance. This is based on calculations showing that the path coefficient value is 0.102 with a t-statistic of 2.005 and a p-value of 0.045 which is less than = 0.05, indicating that there is enough empirical evidence to accept H6. The path coefficient value of 0.015 with a t-statistic value of 0.417 and a p-value of 0.677 indicates that there is no significant effect of social competence on employee performance through adaptability, indicating that there is insufficient empirical evidence to adopt H7. Only the supporting hypothesis, H6, may be tested for the VAF value, as shown in Table 4.

Table 4. Mediation Role Test Results

Exogenous	Mediation	Endogenous	Direct	Indirect	Total	VAF
Emotional Competence	Adaptability	Employee Performance	0.213	0.102	0.315	0.324

Source: Primary data is processed in 2021

Table 4. shows the results of the VAF calculation obtained a value of 0.324 which is a partial mediation requirement, then the adaptability of employees has a role as a partial mediator in the relationship of emotional competence to employee performance.

Discussion

According to the findings of the model test, intellectual capacity has no substantial impact on employee performance. Intellectual competence is positively associated with employee job performance and organizational job performance in numerous firms, notably in the service sector, according to a prior study by Sabuhari et al. (2020), Budhiningtias (2011), and Ismail & Abidin (2010). Factors that cause intellectual competence to have no effect on performance are the limited human resources with higher education who work in remote areas and the lack of supporting facilities. Emotional competence is not empirically proven to affect employee performance, meaning that the ability to control oneself, self-confidence, and mutual understanding is not able to improve the performance of PT. Pos Indonesia in North Maluku Province. Therefore, efforts are needed from company leaders to continue to motivate employees in building their emotional competence. Character attitudes, willingness, and behavior to control oneself are needed to develop emotional competence in an organization.

Empirically social competence is able to improve the performance of employees of PT. Pos Indonesia, North Maluku Province, which has good communication skills, awareness of the importance of being organized, and the spirit of working as a team is included in the good category and is able to improve employee performance. This is in accordance with research conducted by Sabuhari et al. (2020); Budhiningtias (2011); and Ismail and Abidin (2010); that competence is able to improve the performance of human resources and strengthens the theory put forward by Spencer & Spencer (1993) that social competence as part of the deepest

personality in a person can predict or affect the effectiveness of individual performance. Empirical facts show that adaptability has a significant effect on employee performance. The results of this study are in accordance with research conducted by (Ngo & Loi, 2006) which showed a positive and significant relationship between the variables of adaptability and employee performance. Higher performance will be shown by people's adaptability to their work. This is in accordance with the opinion (Robbins & Judge, 2015) that higher adaptability can reflect workers' acceptance of the implementation of a job that can be done with various breakthroughs.

Only emotional competence has a substantial impact on employee job performance through adaptability, according to the findings. As a result, adaptability plays a role as a partial mediator towards the impact of competence on employee performance. If it is associated with the results of this study, it is in line with the theory of adaptability from Robbins and Judge (2015) and the theory of competence from Spencer & Spencer (1993). The findings of this study show that improving adaptability does not boost employee performance. The objectives and goals of the organization to ensure that employees have intellectual and social competence have not been met.

CONCLUSION

This study's main issue is employee competency, which is linked to employee performance. Then examine the mediating effect of adaptability. Increased emotional competence has an impact on improving employee performance, while intellectual competence and social competence are not able to have an impact on increasing employee performance directly. It is envisaged that the corporation will utilize a human resource strategy geared to emotional competence and agility to respond to environmental changes and consumer needs for postal services in order to survive. In this regard, emotional intelligence and adaptability play a critical role in increasing employee performance. Adaptability was found to mediate a portion of the impact of social competence on employee job performance. Some employees who have high social competence can improve their performance if they can adapt to changes in the pattern of work they are doing. The implementation of social competence and adaptability has a significant influence on employee job performance. This gives a practical contribution that strong social competence makes the company's human resources have a good influence on the organization, are able to communicate well to build positive working relationships, have an awareness of the importance of organizing to complete work together, and build teamwork to achieve organizational goals.

If the leadership of the company knows the competencies possessed by employees and is able to apply them well, then the company has the ability to meet organizational goals. Future researchers may be able to utilize other analytical approaches and change a broader conceptual model to create more precise predictions, particularly on the variables of intellectual and social competence. Using a broader scope so that the findings can be applied to a larger number of samples.

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0081

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