**Work Commitment as Mediation of the Relationship Between Competency and Work Motivation on Employee Performance in Asttatindo**

**(Indonesian Expert and Skilled Engineering Association)**

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**ABSTRACT**

***Objective:*** *The research objective was to analyze about: The influence of Employee competency s significantly on work commitment and employee performance. The influence of work Competence significantly on Work Commitment and Employee Performance. The influence of Work commitment significantly on Employee Performance. Analyze the role of work commitment as a variable mediating the relationship between competence and work motivation and employee performance.*

***Methodology:*** *This type of research uses survey research methods with a quantitative research approach. Survey research is intended to explain causal relationships and test hypotheses using the SEM-PLS model. The statistical tool using SamartPls 4 v.4.0.9.4 is a multivariate statistical technique that compares exogenous with endogenous variables. The population of the study is members of Asttatindo, namely 24,000 construction workers who have had education and training and/or are members of Asttatindo. Sampling uses incidental sampling and purposive or judgment sampling, namely sampling based on the number of respondents who fill out the instrument and must match the proportion of the sample required in the SEM-SmartPls model. So a minimum sample of 130 employee respondents. Most likely the incidental sampling can be achieved more than 130 (between 130 -1000).*

***Findings:*** *Based on the results of hypothesis testing using Smart PLS it shows that: the first hypothesis (H1) is accepted, because the t-count value is 8.483 < t table = 1.97, and the 𝝆-value significance value is 0.000 which is smaller than 0.05, and the path coefficient value (β) = 0.624. The same applies to the hypothesis test H2, H3, H4, and H5 is accepted, because the 𝝆-value of 0.000 is smaller than 0.05. In addition, the mediation hypotheses H6 and H7 are accepted because the 𝝆-value is lower than 0.05. The indirect effect of each work competence and work motivation on employee performance through work commitment is a partial mediation category because the VAF value is greater and equal to 20%, and smaller and equal to 80% (20%≤VAF ≤80%).*

***Conclusion:*** *Work competency has a significant effect on work commitment; work competency has a significant effect on employee performance; work motivation has a significant effect on work commitment and employee performance. Commitment is not only influenced by competency and motivation variables, but also affects employee performance. The effect or prediction of the structural commitment model and employee performance are at medium and strong (substantial) levels, respectively. In addition, the model in this study has an average f2 value at the medium level or the construction of this research model has medium predictive power. The mediation test for the indirect effect of work competence and work motivation on employee performance through work commitment is a partial mediation.*

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| **Keywords :** | **Work Competency, Work Motivation, Work Commitment, and Employee Performance.** |

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**INTRODUCTION**

At a seminar at the Bandung Institute of Technology (October 31, 2017) attended by the author, it was stated that some of the construction experts from 127,090 contractors in Indonesia have basically been able to work well and some of them have qualified competencies. This was conveyed by Kajima Corporation (Japanese contractor) to PT. Wijaya Karya (Indonesian state-owned contractor) that many Indonesian construction experts are better than experts from Japan, Korea, and Germany (even Indonesian construction workers are 300% more effective than Algerian workers). The effectiveness of work here is based on the criteria presented by Bangun (2012)such as the amount of work they are able to complete within a certain time limit, the quality of the work, punctuality, attentiveness, and the ability to cooperate.

Considering the spectrum of the role of the construction service community, it should be understood that the Construction Services Law made in 1999 in conjunction with Law No. 2 of 2017 has a reform spirit that hands over some government affairs to the community. For this reason, an independent institution in the field of construction services was formed to represent the interests of the construction services community, namely the Construction Services Development Institute (LPJK) (which exists today) which is a representative of company associations, professional associations, government agencies, experts in the field of construction services, and representatives from universities. Therefore, to fulfill the interests of construction service business executor data, LPJK established the National Business and Labor Certification unit. Meanwhile, the implementation of initial verification and validation of national construction labor certification is carried out by professional associations such as the Indonesian Association of Skilled and Expert Technicians (Asttatindo). The objectives of Asttatindo include a) Organizing trainings to improve the quality of members with national and international standards; b) Issuing certificates and Asttatindo member cards; c) Facilitating labor in the field of construction services; and d) Increasing the dignity and competence of construction engineering personnel (Asttatindo, 2023).

The description suggests that Asttatindo has an important role in improving the knowledge, skills, and abilities of the construction service workforce in Indonesia. Currently Asttatindo has a membership of (approximately) 24,000 construction workers who have been certified as of the end of 2021 throughout Indonesia and is the second largest professional association in Indonesia (out of 25 similar professional associations) in terms of certificate products produced and has 34 management boards at the provincial level throughout Indonesia (Asttatindo, 2023). This shows that Asttatindo has a very large human resource that requires a study in the HRM perspective. This means that the performance of the workforce that has been certified by Asttatindo is certainly influenced by various factors. Job performance is defined here as the record of outcomes produced on specified job functions or activities during a specified time period (Bernardin, 2010). Behavior and results, where behavior originating from an individual is transformed into action and besides that, behavior is also a result that produced psychologically and physically task performance(Armstrong, 2010)*.* The concept of employee performance shows that employee performance is not only determined by the quantity of work but also the quality or behavior of employee work. In addition, employee performance can be influenced by various factors including competence, motivation, and work commitment.

Personal competence can contribute effectively, when it has effective knowledge, skills, behavior, and attitudes (Slocum & Hellriegel., 2009). That is, competence as a strength that is personally owned contribute to the organization. Competence is a characteristic that individuals have and use in the right way, consistently to achieve the desired performance (Dubois & Rothwell, 2004). Meanwhile, work commitment or organizational commitment relates to feelings and beliefs about the work of the organization comprehensively(George & Jones, 2008). Employee beliefs about the work that will and has been done are related to attitudes and cognitive about a task that is charged positively and negatively, ultimately giving birth to work actions. The results showed that Competencies have a positive and significant effect on work commitment which consists of: normative, continuance, and affective commitment (Noor et al., 2020; Siri et al., 2020; Martini et al., 2020; and Gayathri & Aithal, 2023). The results showed that job competencies positively and significantly affect employee performance (Martini et al., 2018); Suriadi et al., 2018); Kwarteng & Servoh 2022); andSuharto et al., 2019). Meanwhile, the results of research by Sutaguna et al., (2023), and Gani et al., (2018) revealed that job competencies have no effect on employee performance.

According to Robbins & Judge (2013) motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals. Work motivation is a condition (energy) that moves within individuals who are directed to achieve organizational goals (Mangkunegara, 2005). So, an employee who has work motivation (has the desire or effort to achieve certain work goals), is automatically a form of employee loyalty or commitment to his job. The results of research by Gani et al., (2018), (Melati et al., 2021), (Marnisah et al., 2022), (Lutfi et al., 2022) show that work motivation has a positive and significant effect on work commitment. Apart from affecting commitment, work motivation also has a significant effect on employee performance (Langat et al., 2019; Tella & Ibinaiye, 2020; Salim et al., 2023; Sutrisna, 2023). In the end, work commitment can have a positive and significant effect on employee performance. Affective commitment and normative commitment have a significant effect on employee performance, but continuance commitment has no effect on employee performance (Metin & Asli, 2018). Work commitment has a positive and significant effect on employee performance (for example research by Khushk, 2019; Azmy, 2022; Paramita et al., 2020; and Nguyen & Ngo, 2020).

The purpose of this study is to explore the influence between competencies, work motivation, work commitment on employee performance specifically for workers who have attended training at Asttatindo. In addition, this study will also analyze the role of mediating variable commitment between competencies and work motivation on employee performance. This is important for role of Asttationdo and especially the understanding of workforce (employees) “that increasing competence after competency certification is not always influenced by knowledge or skills, only the responsibility of Asstatindo”.

**LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

**Competence**

Armstrong (2010) defines competence as a fundamental characteristic of individuals that is causally related to effectiveness or excellent performance. Meanwhile, according to scale 1975 cited by Sutrisno (2009) literally, competence comes from the word competence which means proficiency, ability and authority, and etymologically, competence is defined as the behavioral dimensions of expertise or excellence of a leader or staff who has good skills, knowledge and behavior. This is in line with the opinion of Stone (2017) that competency or competence is often used in measuring the ability of people to carry out a job. Expressly Slocum & Hellriegel., (2009) explained competency is a combination of knowledge, skill, behaviors, attitudes that contribute personal effectiveness.

Competency refers to the underlying characteristics of behavior that describe the motives, personal characteristics (characteristics), self-concept, values, knowledge or skills under someone who is a superior performer in the workplace (Palan, 2007). He describes different types of characteristics, which drive behavior, asserting that competencies are about people as such and what they can do, not what they might do. Therefore, competencies are job-related knowledge, skills, and attitudes that affect a large part of one's job (role or responsibility), which correlate with performance on the job, and can be measured against accepted standards (Bernardin, 2010)**.** Abilities are described as descriptions that describe capabilities to perform specific jobs and include specific skills or specialized knowledge with the aim of defining all competencies with specific, observable, and verifiable descriptions that are reliably and logically classified together. Spencer & Spencer (1993) emphasize physical and non-physical competencies, that a competency is an underlying characteristic of individual is causally related to criterion-referenced effective and/or superior performance in job situation”. That is, competence is an underlying characteristic of an individual's behavior that can determine superior performance and/or influence organizational goals. This opinion is similar to the opinion of the head of Construction Labor Sub-directorate Competence, Competence and Productivity of ConstructionNazir (2023)that, the competence of the construction service workforce (employees) is related to the knowledge that underlies implementation of their work which can be obtained from formal education, training or based on experience.

Spencer & Spencer (1993) describe competence as having 5 characteristics that are currently also used by the Ministry of Public Works (Nazir, 2023) namely: (1) Motive's: Everything that is consistently thought or desired to happen. Motives control, direct, and select behavior towards certain actions or goals. (2) Traits: Physical characteristics and consistent responses to situations or information. (3) Self-Concept: A person's attitudes, values, or self-image. (4) Knowledge: Information a person possesses in a specific area. (5) Skill: An employee's physical and mental ability to complete a specific job.

**Work Motivation**

The term motivation comes from the Latin word movere, which means "to move”. Motivation is a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive. Thus, the key to understanding the process of motivation lies in the meaning of, and relationship between, needs, drives, and incentives (Luthans, 2008). Robbins & Judge (2013) defines motivation as a process that contributes to the intensity, direction, and duration of individual effort towards achieving goals. Intensity is related to how hard a person tries. However, high intensity will then not result in the desired performance if the effort is not channeled in a direction that benefits the organization. In the end, motivation has a long-lasting dimension. Meanwhile, Schemerhon et al., (2002) define: "motivation refers to forces within an individual that account for the level, direction, and persistence of effort expended at work". Supporting this opinion, other authors explain, motivation is the set of processes that arouse, direct and maintain human behavior toward attaining goals (Greenberg & Baron, 2003). his shows that work motivation owned by employees can affect employee performance, as Siagian (2016) & Rajak & Soleman (2022) argues that motivation is the driving force for someone to make the greatest possible contribution to the success of the organization in achieving its goals. There are three needs from McCelland studied nee for achievement, (n Ach); need for affiliation (n Aff); and need for power (n Pow).

Motivation based on Alderfer's ERG Theory that, "Alderfer's theory agrees with the theory put forward by Maslow, that individual needs are organized in a hierarchy. However, the hierarchy he proposes only involves three sets of needs, namely: (1) existence related to needs that are satisfied by factors such as food, air, rewards and working conditions; (2) relatedness related to needs that are satisfied by meaningful social and interpersonal relationships; and (3) growth related to needs that are satisfied if individuals make productive or creative contributions". Motivation based on Alderfer's ERG Theory that, “Alderfer's theory agrees with the theory put forward by Maslow, that individual needs are organized in a hierarchy. However, the hierarchy he proposes only involves three sets of needs, namely: (1) existence related to needs that are satisfied by factors such as food, air, rewards and working conditions; (2) relatedness related to needs that are satisfied by meaningful social and interpersonal relationships; and (3) growth related to needs that are satisfied if individuals make productive or creative contributions” (Ivancevich & Konopaske, 2013). In addition, Alderfer's needs theory, namely, Existence (E), Relatedness (R), and Growth (G) which is abbreviated as ERG, relates to Maslow's theory in that Existence needs are similar to Maslow's Physiological and Safety categories; Relatedness needs are similar to the Togetherness, Social and Love categories; and Growth needs are similar to the Self-Esteem, and Self-Actualization categories.

**Work Commitment**

George & Jones, (2008) suggest that organizational commitment or work commitment relates to feelings and beliefs about the work of the organization as a whole. An individual's belief about the work that will and has been done. This belief is related to the attitude he has, where a worker will think (cognitive) about a task he is charged with positively and negatively, ultimately manifested through actions in carrying out job. Supporting the above opinion, according to McShane & Glinow (2008): Organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in a particular organization". In other words, "work commitment is the loyalty and attachment of employees to the organization" (Daft, 2010). This statement is supported by (Gibson et al., 2006) that work commitment is the sense of identification, involvement, and loyalty expressed by an employee toward the company”. Meanwhile, according to Davis & Newstrom (2002) that, "organizational commitment or employee loyalty is the extent to which employees identify with the organization and want to actively participate to continue a job related to organizational goals”. Zabri & Ghazzawi (2019) Organizational commitment (OC), is defined as “the relative strength of an individual’s identification with and involvement in a particular organization”.

According Robbins & Judge (2013) organizational commitment: “the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. In line with this, Luthans (2008) describes wok commitment as an attitude, organizational commitment is most often defined as (1) a strong desire to remain a member of a particular organization, (2) a willingness to exert a high level of effort on behalf of the organization, and (3) a definite belief in, and acceptance of, the values and goals of the organization. This is in according with the concept of attitude, which is "a cognitive and affective evaluation that initially encourages a person to take certain actions” (Daft, 2010). There are many studies that use the postulate of Meyer, Allen, and Smith, as cited by Robbins & Judge (2013), that organizational commitment can be known through "three separate dimensions, namely: (1) affective commitment, which is an emotional feeling towards the organization and belief in its values, (2) continuance commitment is the perceived economic value of staying in an organization when compared to leaving the organization, and (3) normative commitment is the obligation to stay in the organization for moral or ethical reasons".

**Employee Performance Batas Edit**

Performance is defined here as the record of outcomes produced on specified job fuctions or activities during a specified time period (Bernardin, 2010)*.* Performance is the documentation of an individual's work results in according with the specified time. This definition sees performance as work behavior, where work results have a relationship with personal characteristics (for example: dependability, integrity, perseverance, knowledge, attitude, and loyalty) even though these factors are not actual performance measurements, but contribute to determining overall performance (Bernardin, 2010). In other words, performance is not only measured based on the quality and quantity or amount of work, but it is also necessary to have an assessment related to work attitudes and behavior. Performance as a result and behavior is also stated by Campbell (1990) that: “believes that: Performance is behaviour and should be distinguished from the outcome because they can be contaminated by systems factors”. This definition not only sees performance as an outcome, but performance is also a behavior that needs to be distinguished, because work outcomes and behavior can be influenced by organizational system factors (Widodo et al., 2022; and (Asda & Nilasari, 2022).

Another opinion that supports this statement by Brumbach cited by Armstrong (2010) performance means both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action. No just the instruments for results, behaviors are also outcomes in their own right - the product of mental and physical effort is applied to the task and can be assessed separately from the outcome. Indications of behavior that originate from an individual are transformed into an action and besides that, that behavior is also a result that is produced psychologically and physically to produce performance*.* Research Jufrizen et al., (2021) also explains that, Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks assigned to him and the quantity, quality and time spent in carrying out tasks. In the research of Kumari et al., (2021) revealed that, proposed a traditional dimensional model and structure that broke down job performance into contextual and task performance. When we talk about task performance, it encompasses individual behaviors while performing their defined roles. On the other hand, contextual performance considers the interpersonal relationships that the people forge voluntarily to help perform the task, which boosts the organization's effectiveness (Imran & Abbas, 2020).

So, in principle, performance is not only seen from the perspective of results, but also the behavior of individuals or employees in the organization to carry out various activities. This is in line with the opinion (Bernardin, 2010) hat there are six performance indicators, namely: Quality: related to the process or results are close to perfect / ideal to meet the intent or purpose; Quantity: related to the amount of production, expressed in certain units or the number of activity completion cycles; Timelines related to the timeliness required in completing a job, or the level at which an activity is completed in a period faster than the set time and utilizes the time available for other activities; Cost-effectiveness is related to the level of use of organizational resources (people, money, materials, technology) in obtaining or obtaining results or reducing waste in the use of organizational resources; Need for supervision is related to the ability of individuals to complete work or job functions without the existence of leaders or supervisory intervention of leaders; Interpersonal impact is related to the ability of individuals to increase self-esteem, goodwill, and cooperation among fellow workers.

**Employee Competencies and Work Commitment**

According Spencer & Spencer (1993) competence is a basic characteristic of individual behavior that can determine superior performance and/or influence organizational goals. Supporting this opinion, (Palan, 2007) believes that employee competence (such as, knowledge and skills) can make him work superior (superior performer). Meanwhile, organizational commitment (work commitment) is defined as the relative strength of an individual's identification with and involvement in a particular organization. So, the knowledge and skills of employees who use it to work in accordance with the wishes of the company, then it is also a loyalty or attachment to the company. In other words, employee competence (for example, knowledge, skills, and self-concept) can affect the level of loyalty or work commitment. There are many authors who find that employee competence has a positive impact on loyalty which includes affective commitment, continuance commitment, normative commitment (Noor et al., 2020, Siri et al., 2020, Martini et al., 2020, Gayathri & Aithal, 2023, & Lestari et al., 2022). Based on the discussion above, the following hypothesis is proposed:

H1 : Employee competency have a significant influence on work commitment.

**Work Competencies and Employee Performance**

Draganidis and Mentzas state that employee competence is a combination of tacit and explicit knowledge, behaviors and skills that give a person the potential for effectiveness in performing tasks (Otoo, 2019). Similarly, several other authors postulate that employee competence needs to be a continuous concern of the company, because it can improve employee performance (Parman et al., 2020**).** This is consistent with several other authors who found that increasing employee competence has a positive and significant impact on employee performance (Suriadi et al., 2018; Kwarteng & Servoh, 2022; Darmavika & Ridwan, 2023; Mayastinasari, 2023).However, there is research that shows employee competencies have no influence on employee performance (Wijaya & Setyaningrum, 2023). Based on the discussion above, the following hypothesis is proposed:

H2 : Employee competency have a significant influence on employee performance.

**Work Motivation and Work Commitment**

Motivation refers to forces within an individual that account for the level, direction, and persistence of effort expended at work (Schermerhorn, 2013)**.** In line with this opinion, Sonandg (2016) suggested that work motivation is the driving force for someone to contribute to organizational goals. This indicates that, employees' efforts to work in accordance with the wishes of the company continuously, then give birth to a sense of attachment and / or loyalty to the company. This means that employees are motivated because they have a sense of need to achieve work results that are relevant to company goals. In other words, work commitment, for example normative work commitment, namely the tendency of employees to remain in the organization is the effect of encouragement (intensity) to achieve individual, group, and organizational goals. Intensity is how hard a person tries (Robbins & Judge, 2013)**.** Studies show that work motivation is able or has a direct influence on the level of work commitment (Gani et al., 2018, Melati et al., 2021, Marnisah et al., 2022; Lutfi et al., 2022, Badrianto & Permatasari, 2022; Wibowo et al., 2023). Based on the discussion above, the following hypothesis is proposed:

H3: Work Competence have a significant influence on Work Commitment.

**Work Motivation and Employee Performance**

Employee performance is not only a result, but also a behavior that needs to be distinguished, because work results and behavior can be influenced by organizational system factors (Campbell, 1990). Work results that meet company goals are the needs of every company. Therefore, all employee efforts in achieving maximum work results can contribute to company performance in the long term. The results of research conducted by (Langat et al., 2019; Salim et al., 2023; Sutrisna, 2023; Tella & Ibinaiye; 2020; Apex-Apeh et al., 2020; Eliyana et al., 2020; Al-Jedaia & Mehrez, 2020, and Syamsir, 2020) show that work motivation directly has a significant effect on employee performance. For example, the results of research (Prabowo & Yulianti, 2022) concluded that employee work motivation is a critical factor in consistently improving employee performance. Based on the discussion above, the following hypothesis is proposed:

H4 : Work Motivation have a significant influence on Employee Performance.

**Work Commitment and Employee Performance**

There are various studies that reveal that work commitment consisting of affective commitment, continuance commitment, normative commitment can improve employee performance (Abdirahman et al., 2018; Azmy, 2022; Paramita et al., 2020; Paramita et al., 2020; Nguyen & Ngo, 2020); Purkan et al., 2023; Sari et al., 2023; Fachrudi et al., 2021; Loan, 2020; and Karem et al., 2019). Although the author found there was no effect revealing that affective commitment) revealed that work commitment has no significant effect on employee performance. Similarly, other researchers, namelyMetin & Asli (2018) revealed that affective commitment has a positive and significant effect on work performance, while normative commitment and continuance commitment have no effect on work performance. But overall, the literature review of this paper indicates a significant relationship between work commitment and employee performance. Based on the discussion above, the following hypothesis is proposed:

H5 : Work Motivation have a significant influence on Employee Performance.

**Work Commitment Mediation the Effect of Work Competence on Employee Performance**

Previously explained, that previous authors revealed work commitment and work competence have a direct effect on employee performance. Work commitment can also mediate the influence of competence with employee performance. The study (Nugroho et al., 2019) using a sample of 160 employees revealed that, employee work commitment has increased, it can have a strengthening impact on individual performance. Supporting this, other researchers also reported that work commitment mediates the effect of competence with employee performance (Silaban et al., 2021, Hafid et al., 2022; Wahyuningtyasti, 2023; Sutaguna et al., 2023; Anggriawan et al., 2023). This paper is exactly the same as the previous authors(Sari et al., 2020; and Anwar & Aima, 2020), but the population and/or sample are employees in the public sector. While the research focuses on the performance of private sector employees, especially labor (employees) in Construction Companies in Indonesia and registered as Asttatindo members. Based on the discussion above, the following hypothesis is proposed:

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| H6: | Work Commitment Significantly mediates the Effect of Work Competence on Employee Performance |

**Work Commitment Mediation the Effect of Work Motivation on Employee Performance**

Work motivation has an impact on employee performance directly, and this influence can also be mediated by work commitment. Previous research explains that work motivation improves employee performance, directly or indirectly (Erawati & Wahyono., 2019). Work motivation is the driving force for someone to make the greatest contribution to achieving the goals of an organization (Siagian, 2016). Organizational goals can be achieved along with employee performance that is relevant to organizational goals. This means that, the process of employee identification (commitment) with the organization and want to actively participate to continue a job related to organizational goals (Davis & Newstrom, 2002). Supporting this, previous research revealed that work commitment significantly mediates the effect of work motivation on employee performance (Dewi et al., 2021; Mubarak et al., 2022; Kawiana, 2024; Nawangsari et al., 2023; and Sudama, 2022). Based on the discussion above, the following hypothesis is proposed:

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| --- | --- |
| H7: | Work Commitment Significantly mediates the Effect of Work Motivation on Employee Performance |

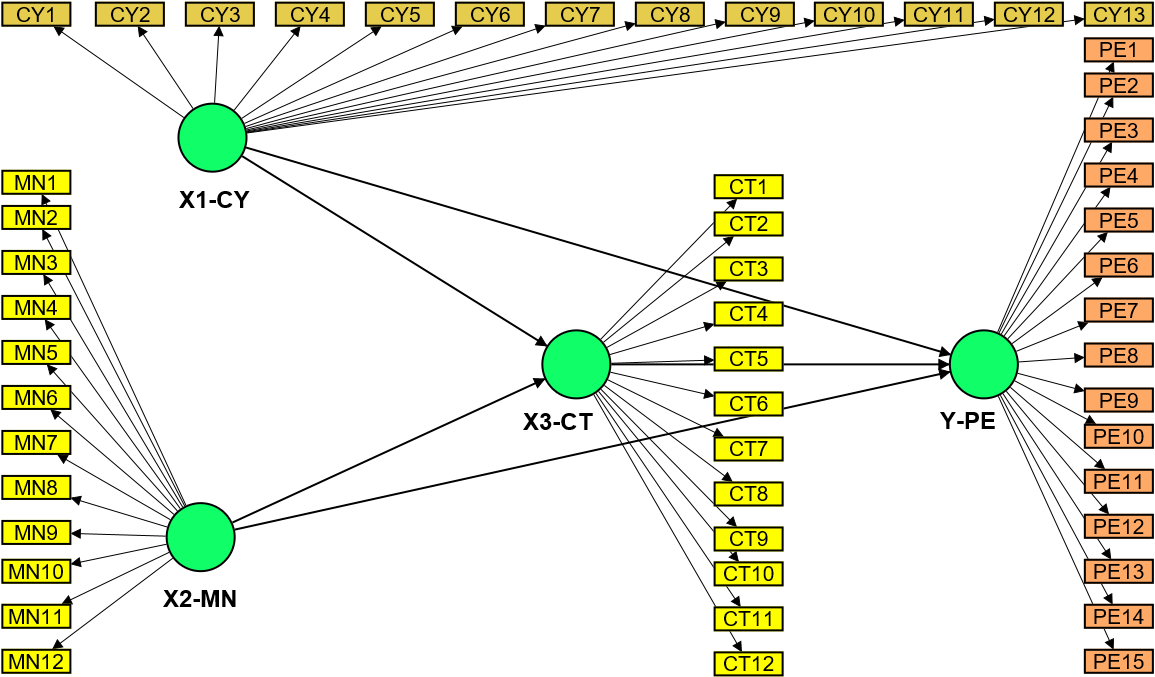
**RESEARCH METHODS**

This research is descriptive and verification which is carried out through primary data collection in the field, therefore the research method used is an explanatory survey method which aims to collect data on objects in the field by taking samples from a population and using a questionnaire as the main data collection tool. This type of research uses survey research methods with a quantitative research approach. Survey research is intended to explain causal relationships and test hypotheses using the SEM-PLS model. The test tool using SamartPls 4 v.4.0.9.4 is a multivariate statistical technique that compares exogenous variables, namely: work competence (X1-CY) = 13 items and work motivation (X2-MN) = 12 items, and mediation and endogenous variables consisting of work commitment (X3-CT) = 12 items and employee performance (Y-EP) = 15 items, respectively.

The score on each question item for variables X1, X2, X3 and Y uses a weighting approach of 1 to 5. The weighting numbers have meaning: 1 (strongly disagree); 2 (disagree); 3 (disagree); 4 (agree); and 5 (strongly agree). The sample size in this study is based on the opinion of Hair et al., (2014) that the research sample is obtained from the number of research indicators of exogenous variables (the largest number) multiplied by 10. Asttatindo has a membership of 24,000 construction workers who have been certified as of the end of 2021 throughout Indonesia. So, the population is Asttatindo members, namely construction workers who have been trained and / or as Asttatindo members. Sampling using incidental sampling and Purposive or Judgment sampling, namely sampling based on the number of respondents who filled out the instrument and must be in accordance with the sample proportions required in the SEM-SmartPls model. For example, in this study the number of indicators with the most arrows on the exogenous variable is work competence, which is 13 multiplied by 10 (13 x 10) equals 130. So, the minimum sample is 130 employee respondents. It is likely that incidental sampling can be achieved more than 130 (between 130 -1000).

According to Hair et al., (2019) PLS-SEM is carried out to evaluate the measurement model (outer model) reflective model consists of: indicator loadings ≥ 0.708; Convergent Validity (AVE ≥ 0.50); Discriminant Validity (Fornell-Larcker criterion and Heterotrait-Monotrait Ratio (HTMT< 0.90), and Composite Reliability (≥0.60 – 0.70). Evaluation model structural (inner model) consist of: Collinearity (VIF ≥ 3-5), R2value (R2 values of 0.75, 0.50 and 0.25 are considered substantial, moderate and weak), Q2value (Values higher than 0, 0.25 and 0.50 depict small, medium and large), and PLSpredict (Compare the MAE (or the RMSE) value with the LM value of each indicator ), and Goodness-of-ﬁt (acceptable = 0,08 - 0.10).

**Figure 1: Research framework**



H2

H1

H6

Competence

H5

H4

H7

Work Motivation

W. Commitment

**E. Performance**

H3

**RESULT AND DISCUSION**

**Result**

***Outer Model Evaluation***

The first step to assessing a reflective measurement model involves assessing indicator loading. The next steps are convergent validity, Discriminant Validity (Fornell-Larcker criterion and Heterotrait-Monotrait Ratio (HTMT), and Composite Reliability, respectively. A summary of the reflective measurement model can be seen in table 1.1. However, it needs to be explained that the results of the outer model test using SEM-SmartPls 4 for the first time show that there are indicators that have a loading factor smaller than 0.708, namely: CT2, CT11, MN6, MN10, MN11, MN12, PE11, PE12, PE13, PE14, PE15

Apart from these indicators, all of them have a loading factor> 0.70. This is as according to Hair et al., (2014) reflective indicator loading ≥ 0.708. Therefore, the indicators of exogenous variables and endogenous variables that have not been valid are removed and tested again.

**Table 1.1. Summary of Reflective Measurement Models**

| **Laten Variable** | **Indicators** | **Loading Factor** | **AVE** | **CR\*** | **Cronbach's alpha** | **DC\*\*** | **CV\*\*\*** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **X1-EP** | CY1 | 0,791 | 0,630 | 0,923 | 0,903 | Yes | Yes |
| CY2 | 0,796 |
| CY3 | 0,789 |
| CY4 | 0,790 |
| CY5 | 0,836 |
| CY12 | 0,797 |
| CY13 | 0,756 |
| **X2-MN** | MN1 | 0,859 | 0,641 | 0,926 | 0,906 | Yes | Yes |
| MN2 | 0,811 |
| MN3 | 0,841 |
| MN5 | 0,767 |
| MN7 | 0,741 |
| MN8 | 0,789 |
| MN9 | 0,789 |
| **X3-CT** | CT3 | 0,755 | 0,702 | 0,922 | 0,894 | Yes | Yes |
| CT4 | 0,891 |
| CT5 | 0,876 |
| CT6 | 0,856 |
| CT12 | 0,805 |
| **Y-PE** | PE1 | 0,871 | 0,624 | 0,891 | 0,845 | Yes | Yes |
| PE2 | 0,872 |
| PE3 | 0,811 |
| PE4 | 0,744 |
| PE10 | 0,727 |

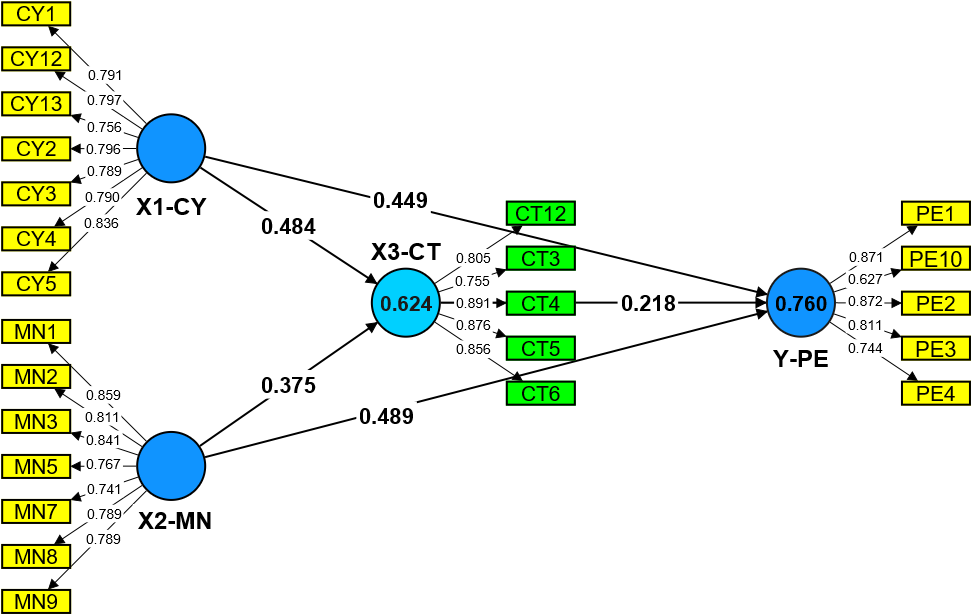
\*= Composite Reliability; \*\*=discriminant validity; \*\*\*=convergent validity

Source: Processed by the Authors, 2023.

However, based on Figure 1.2, it shows that not all valid research indicators are involved in the SEM-Smart PLS 4 estimation. In other words, there are some (partially) valid indicators that also drop out because the outer loading-algorithm output causes HTMT greater than 0.90. These indicators areCT1, CT7, CT8, CT9, CT10, CY6, CY7, CY8, CY9, CY10, CY11, MN4, PE5, PE6, PE7, PE8, PE9. Estimation of indicator loading (outer loading) after this step is carried out.

Based on the results of the 2nd outer loading evaluation, it shows that the convergent validity test with reflective indicators as a whole is significant, because the loading factor of some indicators (table 1.1) on the research variables is more than 0.708. In addition, the Average Variance Extracted (AVE) value of the Indicator Loading variable work competence (X1-CY), work motivation (X2-MN), work commitment (X3-CT) and employee performance (Y-PE) is greater than the loading factor value (rule of thumbs) which is 0.50 or the average variance extracted value has a value of more than 0.50 (AVE ≥ 0.50) (Hair et al., 2019). This also means that all indicators of exogenous and endogenous variables are suitable for use in this study.

The next step is to evaluate discriminant validity, which is the extent to which a construct is empirically different from other constructs in the structural model. Based on the Fornell-Larcker value in SmartPls 4 output, it shows that the AVE of the average variance is higher than the correlation involving latent variables (indicators). For example: the X1-CY reflective construction has a value of 0.794 higher than the correlation value in column X1. Thus, all items on this research instrument are valid or can be used in research. However, according to Henseler et al., 2015 cited by Hair et al., (2019) that the Fornell Larcker criterion does not work well, especially when the indicator load on the construct is only slightly different (e.g. all indicator loads are between 0.65 and 0.85). Instead, proposed the heterotrait-monotrait ratio (HTMT) of correlations (Voorhees et al., 2016 cited by Hair et al., 2019) average value of item correlations across constructs relative to the (geometric) average of correlations for items measuring the same construct. The procedure for assessing discriminant validity uses the Heterotrait-Monotrait Ratio (HTMT) method as discussed by Henseler et al., (2015) which uses the standard measurement value of 0.85 as the upper limit of the ratio, and states that the distribution of ratio values below 0.85 and / or <0.90 is declared discriminant valid. The entire distribution of values shows that it is still below 0.90 (0.720; 0.794; 0.770; 0.888; 0.893, and 0.857) so that it is stated that the overall construct is discriminant valid (Henseler et al., 2015). This means that the average value of the items of all constructs relative to the (geometric) average of the average correlation of indicators measuring the same construct is in the good category (good discriminant validity). In addition, all measurement items have discriminant validity because, each item is correlated greater than all loading on other constructs (cross loading). For example, digital marketing indicator loading (MN1 - MN9) of 0.612; 0.648; 0.601; 0.506; 0.422; 0.478; and 0.514 are greater than all other variable indicator loading (cross loading), respectively.



**Gambar 1.2. Measurement Model SmartPls**

Source: Output SmartPLS 4, v.4.0.9.4, 2023

Finally, composite reliability is assessed. Assessing internal consistency reliability, most often using Jöreskog (1971) composite reliability, For example, reliability values between 0.60 and 0.70 are considered “acceptable in exploratory research," values between 0.70 and 0.90 range from "satisfactory to good” (Hair et al., 2019). Based on the SmartPLS output results in table 1.1, it shows that all constructs have a composite reliability value above 0.60 to 0.70. In addition, Cronbach's alpha is above 0.60. So it can be stated that the construct has good reliability as according to Hair et al., (2019) that, Cronbach's alpha is another measure of internal consistency reliability that assumes the same threshold, but produces a lower value than composite reliability.

**Reflective Inner Model Evaluation**

Based on the results of the VIF calculation in the table, it shows that the model in this study does not have a collinearity problem because it has a VIF (inner models) value that is smaller than ≥ 3-5, as Hair et al., (2019) argue that the ideal research model does not experience multicollinearity if the VIF value is ≥ 3-5. The R2 (R-Squares) value is the coefficient of determination where this value represents the effect of the combination of exogenous latent variables on endogenous latent variables in the structural model. In addition, the R2 value is the result of a linear regression test, namely the amount of endogenous variability that can be explained by exogenous variables. The model is said to be strong if it has an R-Squares value of 0.67, the moderate model requires an R-Square value of 0.33 and an R-Squares value of 0.19 indicates a weakly predicted model (Ghozali & Latan, 2015).

**Table 1.2. Summary of Reflective Structural (Inner) Models**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Structural Model** | **Variance Inflation Factor (VIF)** | **Coefficients of Determination (R2)** | **Effect Size- f2** | **Q² predict** |
| X1-CY -> X3-CT | 1,869 | X3-CT= 0,624  Y-PE = 0,760 | 0,334 | X3-CT= 0,616 Y-PE = 0,731 |
| X1-CY -> Y-PE | 2,493 | 0,197 |
| X2-MN -> X3-CT | 1,869 | 0,200 |
| X2-MN -> Y-PE | 2,244 | 0,308 |
| X3-CT -> Y-PE | 2,657 | 0,074 |

Source: Processed by the Authors, 2023.

Based on table 1.2, the determination coefficients can be explained as follows: (1) work competence and work motivation effect on work commitment is 0.624. This means that the exogenous variables are able to predict the endogenous variable (work commitment) by 62.40% which is in the moderate category; then (2) work competence and work motivation and work commitment have an effect on employee performance of 0.760 which is in the strong (substantial) category. This means that the exogenous variables are able to predict the endogenous variable, namely employee performance by 76.00% which is in the strong category. Next is Testing f2 endogenous construct evaluation is to see the amount of exogenous substantive influence (f2 effect sizes) and total effect. The f2 value will see the substantive effect of exogenous on endogenous constructs.

Changes in the value of f2 effect sizes when certain exogenous constructs are removed from the model can be used to evaluate whether the removed construct has a substantive impact on endogenous constructs Hair et al., (2019): “Guidelines for assessing f2 are that values of 0.02, 0.15, and 0.35, respectively, represent small, medium, and large effects of the exogenous latent variable”. This means that the model in the study has an average value of f2 at the medium level or the construction of this research model has medium predictive power.

Q2 predictive relevance value on endogenous variables, namely: X3-CT (work commitment) and Y-PE (employee performance) are 0.616 and 0.731 respectively (see table 1.2). Q2 predict has the predictive power of exogenous variables on endogenous variables in the large (Q2 = 0.616 ≥ 0.50) and medium (Q2 = 0.652 <0.50) categories or large predictive accuracy of the PLS path model. This explanation is in line with the opinion of Hair et al. (2019) that the guidelines for the Q2 value are based on values higher than 0 (small); 0.25 (medium); and 0.50 (large) of the PLS path model. Next is PLSpredict's inner model evaluation of the predictive power of a model. The method is to compare the root mean squared error (RMSE) value with the linear regression model (LM). PLSpredict output is presented in the table below.

**Table 1.3. Comparing the Root Mean Squared Error (RMSE)**

**with Linear Regression Model (LM**

| **Indictors** | **Q²predict** | **PLS-SEM\_RMSE**\* | **PLS-SEM\_MAE**\*\* | **LM**\*\*\***\_RMSE** | **LM\_MAE** |
| --- | --- | --- | --- | --- | --- |
| CT19 | 0,593 | 0,547 | 0,389 | 0,487 | 0,284 |
| CT3 | 0,287 | 0,717 | 0,525 | 0,739 | 0,550 |
| CT4 | 0,405 | 0,599 | 0,424 | 0,600 | 0,424 |
| CT5 | 0,361 | 0,539 | 0,409 | 0,556 | 0,420 |
| CT6 | 0,418 | 0,507 | 0,386 | 0,506 | 0,385 |
| PE1 | 0,558 | 0,500 | 0,336 | 0,457 | 0,258 |
| PE10 | 0,316 | 0,731 | 0,534 | 0,669 | 0,510 |
| PE2 | 0,525 | 0,558 | 0,361 | 0,491 | 0,276 |
| PE3 | 0,457 | 0,616 | 0,390 | 0,604 | 0,320 |
| PE4 | 0,415 | 0,543 | 0,387 | 0,531 | 0,361 |

Source: Processed by the Authors, 2023.

*Note: mean absolute error (MAE); root mean squared error (RMSE); linear regression model (LM).*

Based on the PLSpredict evaluation (RMSE versus LM), it shows that PLS-SEM-RMSE and PLS-SEM-MAE from PLS-SEM analysis have a higher majority prediction error than the linear regression model (LM). These results indicate that the model in this study has low predictive power. This evaluation is in accordance with the opinion of Hair et al. (2019), "the majority (low predictive power), the minority or the same number (medium predictive power) or none of the indicators (high predictive power)."

The GoF index of the study also needs to be evaluated, and can only be calculated from the reflective measurement model, which is the root geometric product of the mean communality with the mean R square (Yamin, 2023). Communality is the square of loading factor. According to Wetzels et al (2009), the interpretation GoF index value is 0.1 (low), 0.25 (medium) and 0.36 (high). For example, the calculation results show that GoF index of X3-CT and Y-PE are √(0.624 x 0.621) = 0.6224 (62.24%) and 0.760 x 0.757 = 0.7583 (75.83%) respectively, including the high GoF category. In other words, the empirical data is able to explain the measurement model and measurement model with a high level of fit. In addition, you can also see the Standardized Root Mean square Residual (SRMR) based on the Saturated model value = 0.104 and Estimated model = 0.104. The recommended SRMR value is less than 0.08, but in another opinion, Karin Schermelleh et al (2003) state that SRMR between 0.08 - 0.10 is still acceptable (Yamin, 2023). The SRMR value shows that this research model is = 0.10, which means that the model built matches the empirical data.

**Hypothesis Testing**

To assess the significance of the prediction model in testing the structural model, it can be seen from the t-statistic value between the exogenous and endogenous variable in Table 1.4 Bootstrapping output of SmartPLS 4 Version 4.0.9.4 below:

**Table 1.4. Path coefficients and Specific indirect effects**

|  |  |  |  |
| --- | --- | --- | --- |
| **Construct** | **Original sample (O)** | **T statistics (|O/STDEV|)** | **P values** |
| X1-CY -> X3-CT | 0,484 | 8,483 | 0,000 |
| X1-CY -> Y-PE | 0,344 | 5,366 | 0,000 |
| X2-MN -> X3-CT | 0,375 | 6,543 | 0,000 |
| X2-MN -> Y-PE | 0,408 | 5,888 | 0,000 |
| X3-CT -> Y-PE | 0,218 | 3,635 | 0,000 |
| X1-CY -> **X3-CT -**> Y-PE | 0,106 | 3,426 | 0,001 |
| X2-MN -> **X3-CT** -> Y-PE | 0,082 | 3,022 | 0,003 |

Source: Processed by the Authors, 2023.

Based on table 1.4, it shows that, the first hypothesis (H1) is accepted, because the t-count value of 8.483 < t table = 1.97, and the significance value 𝝆-value of 0.000 is smaller than 0.05, and the path coefficient value (β) = 0.624. The same applies to hypothesis tests H2, H3, H4, and H5 are accepted, because the 𝝆-value of 0.000 is smaller than 0.05. In addition, the mediation hypotheses H6 and H7 are accepted because the 𝝆-value is lower than 0.05. Next is to determine the mediation between exogenous and endogenous variables "whether full mediation or partial mediation", it is necessary to use the formula: VAF = (𝝆12 . 𝝆23) / 𝝆12 . 𝝆23 + 𝝆13) (Hair et al., 2014). The calculation results show that the indirect effect of work competence and work motivation respectively on employee performance through work commitment is a partial mediation category because the VAF value is greater than and equal to 20%, and smaller than and equal to 80% (20%≤VAF≤80%). Based on table 1.4, it is determined that the role of X3-CT (work commitment) in mediating the indirect effect is the effect at the structural level of the low group because the value of partial mediation is 0.02. While the role of X3-CT in mediating the indirect effect of X2-MN on Y-PE has no mediating effect. The mediation level is determined based on Cohen's opinion in Ogbeibu et al (2020), namely 0.175 (high mediation effect), 0.075 (medium mediation effect) and 0.01 (low mediation effect).

**Discussion**

**The Effect of Work Competence on Work Commitment and Employee Performance**

Work competence has a positive and significant effect on work commitment, because t count is greater than t table, and p-value is smaller than 0.05. The results of this study are in accordance with the opinion expressed by Spencer & Spencer (1993) that employee competence is a basic characteristic of Individual behavior that can determine superior performance and / or influence organizational goals. This means that an employee who consistently uses knowledge and skills in carrying out his work, then this is a form of loyalty to his work, including his job. The results of this study also support previous research, employee competence has a significant effect on employee performance (Noor et al., 2020). The results of Noor et al.'s research also concluded that his research only examined public sector employees and still requires further research using other variables and / or adding certain relevant variables. This indicates that affective commitment, normative commitment, and continuance commitment from construction service employees in Indonesia can be maintained by employees, if employees understand and use their competencies at work. For example, employees who have traits tend to use physical abilities and consistently respond to situations or information directly related to their work.

The results of this study also show that, the effect of the construction of this research model has medium predictive power. Thus, work competency contributes positively and significantly to work commitment, but there is still a need for competency management in the future. Therefore, it is necessary to group competencies in the company according to the work of construction service employees, especially employees who have been certified. Competency groupings include: achievement and action, helping and human service, the impact and influence, and managerial. In addition, employees need to understand the concept of competence so that they can control themselves well, be able to evaluate work independently, be disciplined, and understand and be able to use knowledge and skills in accordance with job qualifications. For example, the qualifications of operator employees, at least, are required to understand and carry out walk around inspections, check fuel lubricants, cooling water and batteries, and others.

Competency in this study not only affects commitment, but also affects employee performance. The effect is because the t-count value is greater than the t table, and the p-value is smaller than 0.05. These results support Bernardin (2010) statement that an employee's knowledge, skills, and attitudes can affect most of a person's work or responsibilities, which correlate or have an impact on task performance. So, it is clear that competency is an important factor to be owned by construction service employees, especially competencies that are hidden, namely motive's, traits, and self-concept. According to Spencer & Spencer (1993) trait and motive competencies are like an "iceberg" related to personality and are more difficult to assess and develop. However, the results of this study support previous research that work competence has a significant effect on work commitment (Noor et al., 2020, Siri et al., 2020, Martini et al., 2020, Gayathri & Aithal, 2023, & Lestari et al., 2022). Other research results also support that competency has a significant effect on employee performance (Nguyen & Ngo, 2020), Purkan et al., 2023, Sari et al., 2023, Fachrudi et al., 2021, Loan, 2020, Karem et al., 2019).

**The Effect of Work Motivation on Work Commitment and Employee Performance**

The results of the second (H2) and third hypothesis tests (H3) show that work motivation has a significant effect on work commitment, and affects employee performance. These results are implicitly in accordance with the opinion of Schermerhorn (2013) that work motivation refers to the strength that exists in individuals which includes the level, direction and persistence of effort in doing their work. A construction service employee who has been certified is likely to have qualified knowledge and skills. However, this ability cannot be separated from intrinsic factors (employee self). This means that employee loyalty to the company needs to be supported by employee motivation. Employee motivation which includes existence, relatedness, and growth is able to change employee behavior to stay involved in the company. This is a form of employee commitment to work and/or organization. For example, mechanically qualified construction employees not only have mechanical knowledge but also need to understand the basis or hierarchy of their needs. Because work motivation is a part of personality that cannot be copied from and to another person.

In relation to the above, the company needs to pay attention to several things in the dimensions of work motivation, namely: existence, relatedness, and growth. For example, existence is related to needs that are satisfied by factors such as food, air, rewards and working conditions. This means that companies need to understand this so that they can formulate policies that benefit the company and employees. Previous research found that work motivation has a positive and significant effect on work commitment (Melati et al., 2021, Marnisah et al., 2022; Lutfi et al., 2022, Badrianto & Permatasari, 2022). In addition, the authors concluded that work motivation can improve employee performance in both the public and private sectors (Langat et al., 2019, Salim et al., 2023, Sutrisna, 2023, Tella & Ibinaiye, 2020, Apex-Apeh et al., 2020, Eliyana et al., 2020, Al-Jedaia & Mehrez, 2020, and Syamsir, 2020) In line with this, Prabowo & Yulianti (2022) concluded that employee work motivation is an important factor in consistently improving employee performance. The point is that, research provides inspiration or an overview of the importance of work motivation of construction service employees in synergizing with employee competency factors (visible and hiden competency).

**The Effect of Work Commitment on Employee Performance**

The results showed that work commitment has a significant effect on employee performance, because the p-value is smaller than 0.05. The results are relevant to the opinion of Colquitt et al., (2014) work commitment is related to the desire of employees to keep the organization in mind. It is further explained that the effect of organizational commitment is related to whether employees stay at work or leave to continue or move to a new job or another company. This means that, if employees no longer feel an attachment to the organization, they tend to look for and/or work for other companies.

Many previous relationships between variables have shown significance or positive predictions. However, the effect of work commitment on employee performance (H5 accepted) has a VIF value greater than other variables, and has a low path coefficient. Therefore, construction service companies today should not only identify the competence or knowledge and skills of their employees, but also need to identify and evaluate the level of employee commitment. For example, companies need to evaluate their employees in relation to obligation-based reasons (Colquitt et al., 2014)which formulates instruments about employee responses to company leadership at various levels (such as responses to leadership responses to various problems faced by employees). In addition, the results of this study are still consistent with previous authors that work commitment has a positive and significant effect on employee performance (Paramita et al., 2020, Paramita et al., 2020, Nguyen & Ngo, 2020), Purkan et al., 2023, Sari et al., 2023, Fachrudi et al., 2021, Loan, 2020, Karem et al., 2019).

**The Effect of Work Competence and Motivation on Employee Performance Through Work Commitment**

Work commitment is able to mediate the effect of work competency on employee performance significantly, and category of partial mediation. However, partially the mediation effect low level. While at a medium level when mediating effect of motivation on employee performance. As explained earlier that, construction service companies currently need to understand and identify employee commitment systematically. This also provides important information that, although Asttatindo has carried out certification to the construction workforce in accordance with its vision and mission, the labor owner (company) must also be responsible for maintaining employee competence on an ongoing basis. In other words, employees certified by Asttatindo are the company's assets or human resources, and therefore the company needs to manage its human resources comprehensively, especially the commitment and competence of hidden. Apart from that, the results of the study are in line with previous research, which shows that work commitment mediates the effect of competency and work motivation on job performance (Anggriawan et al., 2023; Silaban et al., 2021 Nugroho et al., 2019; Sutaguna et al., 2023; Mubarak et al., 2022; Sari et al., 2020; and Anwar & Aima, 2020).

**CONCLUSION**

Based on the discussion above, the research conclusions are: work competency has a significant effect on work commitment. This means that employees who have competencies (for example, knowledge and skills) are able to increase employee work commitment; work competency has a significant effect on employee performance, which means that employee competencies are able to be used by employees in creating work results that are relevant to company goals; work motivation has a significant effect on work commitment and employee performance. This means that employees who have intrinsic and extrinsic work motivation are able to have a significant effect on commitment and ultimately contribute positively to employee performance; finally, commitment is not only influenced by competency and motivation variables, but also affects employee performance. This means that work commitment has an important role in improving performance, because commitment is closely related to affective, normative, and continuance. However, the influence or prediction of the structural model of commitment and employee performance is at the medium and strong (substantial) levels, respectively. In addition, the model in this study has an average value of f2 at the medium level or the construction of this research model has medium predictive power. The mediation test of the indirect effect of work competence and work motivation respectively on employee performance through work commitment is a partial mediation category.

Based on these conclusions, the suggestions of this study are: Companies need to identify trait and motive competencies because they are directly related to personality. In addition, companies need to hold training, psychotherapy, and/or knowledge sharing activities to instill confidence in job success. In other words, employees who have received competency certification need to understand competencies academically and practically, and voluntarily evaluate their performance periodically.

For future researchers, can add research variables, but the population is consistent with employees in Asttatindo. Because currently there is still a lack of HRM research on construction service employees in Indonesia, especially workers who have competency certification.

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