# ANALYSIS OF THE EFFECT OF COMPETENCE AND EDUCATION AND TRAINING ON EMPLOYEE PERFORMANCE THROUGH WORK COMMITMENT AS INTERVENING VARIABLE
## (Study at the East Java Provincial Forestry Service)

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| Article Info | ABSTRACT |
|---|---|
| | The purpose of this study was to determine directly or indirectly the effect of competence and education and training on employee performance through work commitment as an intervening variable at the East Java Provincial Forestry Service. This research is a quantitative research with a survey approach. By number of samples104 respondents. Testing the instrument using validity and reliability tests while the types of data used are primary and secondary data. The analysis technique used is the Structural Equation Model (SEM) using WarpPLS. The results of data analysis show that the employee competence variable is0, 927significant effect on work commitment of 0,900, Education and Training of 0, 931 significant effect on work commitment of 0,900, employee competence of 0, 927 significant effect on employee performance of 0, 934, education and training have a significant effect on employee performance, work commitment is 0,900 significant effect on employee performance of 0, 934. |

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## 1. INTRODUCTION

Human resource management views humans in the organization as assets that need to be cared for, improved skills and maintain their commitment to work, these things will have an impact on increasing superior competitiveness [1]. Human resource management is a process of planning, organizing, staffing, moving and supervising the procurement, development, compensation, integration, maintenance, and separation of the workforce to achieve organizational goals [1]. Human resource management is an effort to manage human resources in an organization starting from planning, recruiting, training and developing human resources themselves [2]. From this understanding, it can be concluded that HRM is an asset with an integrated system consisting of human resource activities in the form of utilization, development, assessment, remuneration and management effectively and efficiently to help achieve organizational goals.

Education and training are two things that have almost the same purpose, but the scope is what sets them apart. Education is a task to improve the knowledge, understanding or attitude of the workforce so that they can better adapt to their work environment. Education is concerned with increasing general knowledge and understanding of the entire work environment. Education deals with answering how and why. Education is usually more related to theory about work, while training is education in a rather narrow sense, especially with instruction, specific tasks and discipline [3].

Employee work results are seen based on the quantity and quality that have been completed, Performance can be viewed as a process or work result [1]. Performance is a process of how work takes place to achieve work results [4]. However, the results of the work itself also show performance. Performance is the answer to the statement of what results someone has achieved after doing something [5]. Performance is

the quantity and quality of the achievement of tasks, whether carried out by individuals, groups or organizations [6].

Forests are natural resources that must be managed/organized in a planned and measurable manner. Forest resource management planning needs to be done very professionally so that the forest is able to provide more equitable benefits for human life and the environment. The existence of forest areas in East Java, up to now, has not yet been able to achieve the minimum requirement for forest area as mandated in Law Number 41 of 1999 concerning Forestry, which is 30% of the land area. Until now, the forest area in East Java is still around + 1,361,146 Ha or + 28.38% % of the total area of East Java Province. To be able to achieve the function of the forest area in question, more intensive forest management, protection and security efforts are needed as well as solid and synergistic planning.

Through this strategic plan, it is hoped that the objectives and targets of East Java's forestry development are more specific, measurable, acceptable, realistic, time bound (SMART), which are consistent with the vision and mission of the elected regional head while taking into account and considering the objectives and targets of forestry development in a holistic manner. regional and national, time frame and regional capabilities so that understanding can be built from all stakeholders for the development of East Java which is more productive, efficient and effective, equitable, and sustainable.

The purpose of the preparation of the 2015-2020 OPD Strategic Plan for the East Java Provincial Forestry Service is an effort to translate the 2015-2020 East Java RPJMD Changes into a more detailed plan and in accordance with the medium-term planning at the OPD level. Based on the duties and functions of the Forestry Service of East Java Province, it is nationally handling critical lands reaching an area of ± 24,303,294 Ha, and according to Forestry Data in Figures 2015-2019 the number of critical lands in East Java Province is ± 212,999.11 Ha in 2019 or 0, 88% of the total national critical land. The acceleration of the handling of critical lands carried out by the East Java Provincial Forestry Service is supported by the acceleration of land cover activities of 4,757,173.89 Ha of the total national land cover of 187,751,90,00 Ha or 2.5% of the total national land cover. Based on the main tasks and functions as well as the aims and objectives of the East Java Provincial Forestry Service, there are strategic issues including the following: and according to Forestry Data in Figures 2015-2019 the amount of critical land in East Java Province is ± 212,999.11 Ha in 2019 or 0.88% of the total national critical land.

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Table 1 Performance Achievement of the East Java Provincial Forestry Service 2017-2019

| No | Performance Indicator | Unit | Target | Year | | |
|----|----------------------|------|--------|------|---|---|
| | | | | 2017 | 2018 | 2019 |
| 1 | People's Nursery | Unit | 100 | 57 | 73 | 175 |
| 2 | planting | Btg | 1,000,000 | 42,928,192 | 50,513,390 | 17,033,218 |
| 3 | Community Timber Production | M3 | 3,000,000 | 3,267,965 | 3,301,011 | 3,360,565 |
| 4 | Honey bee | stup | 1,000 | 552 | | 19,787 |
| 5 | Porang Production | kg | 5,000,000 | 4,840,099 | 6,097,800 | 7,513,477 |

Source: Forestry in Figures 2015-2019

Based on the problems that exist in the East Java Provincial Forestry Service, the researchers get a performance phenomenon which is a strategic issue in the East Java Provincial Forestry Service, namely: the lack of effectiveness of employee performance that has not been optimal in tackling existing problems, so in this study researchers tried to raise several factors which are assumed to be important in improving employee performance, among others, are employee competence factors and education and training which are assumed to be able to improve employee performance through work commitment as an intervening variable.

## 2. RESEARCH METHOD

### 2.1 Research design

In this study, the approach used is a management science approach which is concentrated in the field of human resource management, especially with regard to competence, and education and training as well as its implications for work commitment and employee performance. The target of this research is aimed at the performance of the employees of the East Java Provincial Forestry Service, with the aspects that will be the research material are competence, education and training, work commitment, and employee performance. Based on the consideration of research objectives, this research will be descriptive and verification where descriptive research is research that aims to obtain an overview or description of competence, education and training, work commitment, and employee performance.

### 2.2 Research variable

Departing from the problem to be studied, the research variables in this study include:

Independent variable (X): Employee Competence (X1), Education and Training (X2)

Intervening variable (Z) : Work discipline (Z)

Dependent variable (Y) : Employee Performance (Y)

### 2.3 Population and Sample

Population: This study selected employees of the East Java Provincial Forestry Service with 104 structural employment statuses. Therefore, a sample was taken for this study. Sample: the number of samples used in this study were 104 respondents. The sampling technique used in this study was saturated sampling.

### 2.4 Data analysis technique

Descriptive Analysis, Descriptive data processing is used with the help of tables in the form of numbers and percentages by determining the weights that have been determined so that the classification of the existence of each research variable can be known. This analysis is an analysis that describes the research data regarding the description of respondents can be grouped statistically based on the following criteria: Age of respondents, Gender, Education.

### 2.5 Data analysis method

Hypothesis testing is done by testing Variance-based SEM or Partial Least Square (SEM-PLS) with the warp pls 6.0 program. SEM-PLS is used for exploratory research. In other words, the PLS approach is more suitable for prediction purposes. The PLS approach is used as a measurement tool with the consideration that the measurement scale for the dependent variable and the independent variable used in the study is a nominal scale and an ordinal scale so that it is non-parametric. In contrast to SEM used in research that uses an interval scale, PLS is a measuring tool that can be used in research with ordinal and nominal measurement scales. Another consideration in using PLS as a measurement tool is that the indicators that make up the constructs in this study are reflexive. The reflexive model assumes that the latent variable affects indicators whose causal relationship is from construct to indicator or manifest [7]. The analytical steps used in the PLS approach include [7]. Testing Outer Model, b. Testing Structural Model (Inner Model) Inner model (inner relation, structural model, or substantive theory) describes the relationship between latent variables based on substantive theory.

## 3. RESEARCH RESULTS AND DISCUSSION

### 3.1 Data analysis

The outer model test is used to measure the validity and reliability of the indicators that form the latent construct.

### 3.1.1 Validity test

The results of the calculation of the validity test using Convergent Validity and Discriminant Validity can be presented as follows: Convergent validity for the variable construct Competence

Table 2 Convergent Validity Competency Variables

| Indicator | Normalized pattern loading | Description |
|---|---|---|
| X1.1 | 0.846 | Meets Convergent Validity |
| X1.2 | 0.824 | Meets Convergent Validity |
| X1.3 | 0.870 | Meets Convergent Validity |
| X1.4 | 0.834 | Meets Convergent Validity |
| X1.5 | 0.858 | Meets Convergent Validity |

Based on the data in Table 2 above, the Competency variable which consists of 5 indicators, all indicators have a normalized pattern loading factor value above 0.7 so that it meets the convergent validity criteria. Convergent validity for the variable construct Education and Training

Table 3 Convergent Validity of Education and Training

| Indicator | *Normalized pattern loading* | Description |
|---|---|---|
| X2.1 | 0.901 | Meets Convergent Validity |
| X2.2 | 0.815 | Meets Convergent Validity |
| X2.3 | 0.841 | Meets Convergent Validity |

| | | |
|---|---|---|
| X2.4 | 0.811 | Meets Convergent Validity |
| X2.5 | 0.901 | Meets Convergent Validity |

Based on the data in Table 3 above, the Education and Training variable which consists of 5 indicators, all indicators have a normalized pattern loading factor value above 0.7 so that it meets the convergent validity criteria.

Table 4 Convergent validity Commitment Variables

| Indicator | Normalized pattern loading | Description |
|---|---|---|
| Z1.1 | 0.881 | Meets Convergent Validity |
| Z1.2 | 0.854 | Meets Convergent Validity |
| Z1.3 | 0.864 | Meets Convergent Validity |

Based on the data in Table 4 above, the Commitment variable which consists of 3 indicators, all indicators have a normalized pattern loading factor value above 0.7 so that it meets the convergent validity criteria. Convergent validity for the variable construct of Employee Performance

Table 5 Convergent validity Employee Performance Variables

| Indicator | Normalized pattern loading | Description |
|---|---|---|
| Y1.1 | 0.845 | Meets Convergent Validity |
| Y1.2 | 0.867 | Meets Convergent Validity |
| Y1.3 | 0.849 | Meets Convergent Validity |
| Y1.4 | 0.836 | Meets Convergent Validity |
| Y1.5 | 0.901 | Meets Convergent Validity |

Based on the data in Table 5 above, the Employee Performance variable which consists of 5 indicators, all indicators have a normalized pattern loading factor value above 0.7 so that it meets the convergent validity criteria.

Table 6 Validity Test with Combined Loadings and Cross-Loadings

| | KMPTS | EDUCATION AND TRAINING | KMTMN | KNRJ | Type(a | SE | Pvalue | Note: |
|---|---|---|---|---|---|---|---|---|
| X1.1 | 0.846 | -0.702 | -0.212 | 0.869 | Reflect | 0.078 | <0.001 | Valid |
| X1.2 | 0.824 | 0.926 | -0.393 | -0.850 | Reflect | 0.079 | <0.001 | Valid |
| X1.3 | 0.870 | 1,148 | -0.511 | -0.454 | Reflect | 0.078 | <0.001 | Valid |
| X1.4 | 0.834 | -0.938 | 1.104 | 0.252 | Reflect | 0.079 | <0.001 | Valid |
| X1.5 | 0.858 | -0.447 | 0.030 | 0.174 | Reflect | 0.078 | <0.001 | Valid |
| X2.1 | -0.571 | 0.901 | -0.633 | 0.465 | Reflect | 0.077 | <0.001 | Valid |
| X2.2 | 0.328 | 0.815 | 0.934 | -0.957 | Reflect | 0.079 | <0.001 | Valid |
| X2.3 | -0.234 | 0.841 | 1.356 | -0.167 | Reflect | 0.078 | <0.001 | Valid |
| X2.4 | 0.904 | 0.811 | -0.970 | -0.376 | Reflect | 0.079 | <0.001 | Valid |
| X2.4 | -0.322 | 0.901 | -0.604 | 0.895 | Reflect | 0.077 | <0.001 | Valid |
| Z1.1 | -0.153 | -0.466 | 0.881 | 0525 | Reflect | 0.078 | <0.001 | Valid |
| Z1.2 | -0.331 | -0.010 | 0.854 | 0.555 | Reflect | 0.078 | <0.001 | Valid |
| Z1.3 | 0.484 | 0.485 | 0.864 | -1.084 | Reflect | 0.078 | <0.001 | Valid |
| Y1.1 | -0.500 | 0.026 | -0.635 | 0.845 | Reflect | 0.078 | <0.001 | Valid |
| Y1.2 | -0.309 | -0.158 | 0.889 | 0.867 | Reflect | 0.078 | <0.001 | Valid |
| Y1.3 | 0.372 | 1.030 | 0.189 | 0.849 | Reflect | 0.078 | <0.001 | Valid |
| Y1.4 | 0.503 | -0.209 | -0.762 | 0.836 | Reflect | 0.078 | <0.001 | Valid |
| Y1.5 | -0.051 | -0.649 | 0.270 | 0.901 | Reflect | 0.077 | <0.001 | Valid |

Based on the output results in Table: 6 above, it can be seen that the correlation of each construct and variable indicator with a cross loading value above 0.5 and a p-value less than 0.05. So it can be concluded that the constructs meet the criteria of discriminant validity, where all latent constructs predict their indicators.

### 3.1.2 Reliability Test

Table 7 Reliability Test

| Indicator | Variable | Cronbach's Reliability Coefficients >0.700 | Cronbach's Alpha Coefficients >0.600 | Description |
|---|---|---|---|---|
| X1 | Competence | 0.927 | 0.901 | Reliable |
| X2 | education and training | 0.931 | 0.907 | Reliable |
| Z | Commitment | 0.900 | 0.833 | Reliable |
| Y | Employee Performance | 0.934 | 0.912 | Reliable |

Based on Table 7 above, a significant Composite Reliability value was obtained from each variable, namely Competence (0, 927), Education and Training (0, 931), Commitment (0, 900), Employee Performance (0, 934) . The value of Cronbach's Alpha also showed significant results, namely Competence (0, 901), Education and Training (0.907), Commitment (0.833), Employee Performance (0.912). All Composite Reliability values show numbers more than 0.70 and Cronbach's Alpha shows numbers more than 0.60 so it can be concluded that each construct has high reliability.

### 3.1.3 Inner Model Test

Table 8 Model Fit And Quality Indices

| Coefficient | Index | p-value | condition | Description |
|---|---|---|---|---|
| Average Path Coefficient (APC) | 0.386 | P<0.001 | p-value<0.05 | Received |
| Average R-Squared (ARS) | 0.916 | P<0.001 | p-value<0.05 | Received |
| Average Adjusted R-Squared (AARS) | 0.914 | P<0.001 | p-value<0.05 | Received |
| Average block VIF (AVIF) | 2,232 | - | acceptable if<= 5, ideally<=3,3 | Ideal |
| Average Full collinearity VIF (AVIF) | 4,110 | - | acceptable if<= 5, ideally<=3,3 | Ideal |
| R-Squared Contribution Ratio (RSCR) | 1,000 | - | acceptable if>= 0.9, ideally=1 | Ideal |

      Based on the calculation of the fit and quality indices model in Table: 8 shows that the Average path coefficient (APC) = 0.386, P < 0.001; Average R-squared (ARS)=0.916, P<0.001; Average adjusted R-squared (AARS)=0.941, P<0.001; Average Full collinearity VIF (AFVIF) = 4.110, acceptable if <= 5, ideally <= 3.3; so it can be concluded that this research model is considered feasible and statistically acceptable because the p-value is less than 0.05. The value of R-squared contribution ratio (RSCR) = 1,000 indicates the statistically ideal regression value.

### 3.2 Discussion

#### 3.2.1 The Effect of Competence on the Commitment of the Forestry Service Employees of East Java Province.

      Competency variable has a positive effect on the Commitment of Employees of the Forest Service Office of East Java Province with Path Coefficients of 0.61, thus Ha is accepted or H0 is rejected. The acceptance of hypothesis 1, namely the Competence variable has a positive and significant effect on the Commitment of the Employees of the Forestry Service of East Java Province, this is due to the following aspects:aspects related to Competence that have a positive impact on Commitment. This is also supported by the results of descriptive analysis which states that in general the respondents agree or give a positive response to aspects of the competence of the employees of the East Java Provincial Forestry Service. The results of this study are strengthened by the results of research conducted [8] as well as [9] which states that competence has a positive and significant effect on organizational commitment with the title Analysis of the influence of leadership and discipline and competence on employee job satisfaction and organizational commitment.

#### 3.2.2 The Effect of Education and Training on Work Commitment

      The variable of Education and Training has a positive effect on the Commitment of the Employees of the Forest Service Office of East Java Province with Path Coefficients of 0.34, thus Ha is accepted or H0 is rejected. The acceptance of hypothesis 2, namely the education and training variables have a positive and significant impact on the commitment of the employees of the Forestry Service Office of East Java Province, this is due to aspects related to education and training that have a positive impact on commitment. This is also supported by the results of descriptive analysis which states that in general the respondents agree or give a positive response to aspects of education and training for employees of the East Java Provincial Forestry Service.The results of this study are strengthened by research conducted by [10], where Education and Training have a positive effect on Employee Commitment with the titlethe effect of education and training and competence on organizational commitment and employee performance.

#### 3.2.3 The Influence of Competence on Employee Performance.

      Competency variable has a positive effect on the performance of the employees of the Forestry Service Office of East Java Province with Path Coefficients 0.57, thus Ha is accepted or H0 is rejected. The acceptance of hypothesis 3, namely the Competence variable has a positive and significant effect on the Performance of the Forestry Service Employees of East Java Province, this is due to aspects related to Competence that have a positive impact on performance. This is also supported by the results of descriptive analysis which states that in general the respondents agree or give a positive response to aspects of the competence of the employees of the East Java Provincial Forestry Service.The results of this study are strengthened by research conducted [15], where competence has a positive effect on employee performance with the title Analysis of the Effect of Competence and Motivation on Employee Performance at PT. Yasulor Indonesia

### 3.2.4    The Effect of Education and Training on Employee Performance.

Competency variable has a positive effect on the commitment of employees of the Forestry Service Office of East Java Province with Path Coefficients of 0.15, thus Ha is accepted or H0 is rejected. Acceptance of hypothesis 4, namely the education and training variables have a positive and significant impact on the Commitment of the Forestry Service Employees of East Java Province, this is due to aspects related to education and training that have a positive impact on performance. This is also supported by the results of descriptive analysis which states that in general the respondents agree or give a positive response to aspects of education and training for employees of the East Java Provincial Forestry Service. The results of this study are strengthened by research conducted by [10] shows that education and training have a significant effect on organizational commitment.

### 3.2.5    The Effect of Commitment to Employee Performance.

Commitment variable has a positive effect on the performance of employees of the East Java Provincial Forestry Service with Path Coefficients 0.26, thus Ha is accepted or H0 is rejected. Acceptance of hypothesis 5, namely the Commitment variable has a positive and significant effect on the Performance of the Forestry Service Employees of East Java Province, this is due to aspects related to commitment that have a positive impacton Performance. This is also supported by the results of descriptive analysis which states that in general the respondents agree or give a positive response to aspects of the performance of the employees of the East Java Provincial Forestry Service. The results of this study are strengthened by research conducted by [11] where commitment has a positive effect on employee performance and similar research conducted by [12] as well as [13] and [14].

### 3.2.6    The Influence of Competence on Employee Performance Through Work Commitment

That the competence variable has a positive effect on the performance of the employees of the East Java Provincial Forestry Service through work commitments with Path Coefficients 0.16, thus Ha is accepted or H0 is rejected. The acceptance of hypothesis 5, namely the Competence variable has a positive and significant effect on the Performance of the Forestry Service Employees of East Java Province through Commitment, this is due to aspects related to Competence and Commitment that have a positive impact on performance. This is also supported by the results of descriptive analysis which states that in general the respondents agree or give a positive response to the aspects of competence and commitment of the employees of the East Java Provincial Forestry Service. Research strengthened [8].

### 3.2.7    The Effect of Education and Training on Employee Performance Through Work Commitment

The variable of the influence of education and training has a positive effect on the performance of the employees of the East Java Provincial Forestry Service through Work Commitment with Path Coefficients of 0.09, thus Ha is rejected or H0 is accepted. The rejection of hypothesis 7, namely the variable influence of education and training has a positive and significant effect on the performance of the employees of the East Java Provincial Forestry Service through commitment, this is due to aspects that are not relevant and need improvement to have a significant impact on performance.

## 4. CONCLUSION

a. Competence has a significant positive effect on commitment. These results succeeded in proving Hypothesis 1 which states that Competence has a significant positive effect on Commitment.

b. Education and training have a significant positive effect on commitment. These results succeeded in proving Hypothesis 2 which stated that education and training had a significant positive effect on commitment.

c. Competence has a significant positive effect on employee performance. These results succeeded in proving Hypothesis 3 which states that competence has a significant positive effect on employee performance.

d. Education and training have a significant positive effect on employee performance. These results succeeded in proving Hypothesis 4 which stated that education and training had a significant positive effect on employee performance.

e. Commitment has a significant effect on employee performance. These results succeeded in proving Hypothesis 5 which states that commitment has a significant positive effect on employee performance.

f. Competence through commitment has a significant positive effect on employee performance. These results succeeded in proving hypothesis 6 which states that competence through commitment has a significant positive effect on employee performance.

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