Effect of Competence and Integrity to Organizational Performance through Organizational Commitment PT. Kemindo International

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Abstract:
This study aimed to "determine the effect of the competence and integrity of the organization's performance simultaneously, the effect of competence to organizational performance partially determine the effect of the integrity of the performance of an organization partially determine the effect of organizational commitment on organizational performance partially, the effect of competence on performance through commitment organization of work and determine the effect of the integrity of the organization's performance through variable organizational commitment".
The study was conducted on the organization of PT. Kemindo International by sampling using a sample saturated with the involvement of 88 employees in all parts of the organization. Analysis of data using path analysis.

Keywords: Competence, integrity, organizational commitment, organizational performance

1. Introduction

Assessment of organizational performance is an activity comparing the actual results obtained with the plan. Kaplan and Norton (1992) the parameters for measuring organizational performance should be as much non-financial as it is obtained through its financial outputs. Performance assessment can be based on quality, consistency, efficiency and many other factors. Organizational performance however, is result based and depends on nornmative behavior and overall organizational development (Richard, 2002). According to Richard et al (2009) and James (2012) organizational performance is generally determined by its financial outcomes like annual profit, return on shares, return on investments, performance in market, maximum interest return of its shareholders which also guarantee security of them in associating with the organization. In some areas of the organization's performance can also be measured by other things such as strategic planning, operations, finance, legal and organizational development. In developing the institution or organization is a necessity to survive in the competitive world climate.

To improve the performance of the organization is required competencies of employees in work. Competence according to Spencer and Spencer (2007) is the basic characteristics that are owned by an individual related causally to meet the criteria necessary to occupy a position. Competence consists of five types of characteristics, namely the motive (consistent willingness as well as a cause of action), congenital (character and consistent response), the concept of self (self-image), knowledge (information in a particular field) and skills (the ability to carry out tasks).

On the other hand, namely, competence basic properties owned or part-depth personality and inherent to the person and behavior that can be predicted in a variety of circumstances and the job duties as an encouragement for achievement and a desire to have tried to carry out tasks effectively. Discrepancies incompetencies are what distinguishes a superior perpetrator of actors who excel limited.

Competence is mastering against a set of knowledge, skills, values , and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with the profession. In research Osel and Ackah (2015) states that competence is essential for the development of organizational performance. In this research submitted that competence affects the performance of the organization. This research was conducted on the employees of a pharmaceutical factory in the state of Ghana.

Based on research Rina, Mus, Nujum, and Sukmawati (2017) concluded that the employee competence variable impact on performance. The research was conducted on a number of employees in Kopertis IX. The higher the competence, the performance is also getting bigger.

Integrity also affects the performance of the organization. Integrity is a consistent attitude and behavior to uphold work ethics and professional ethics. Integration requires the temptation or opportunity to commit misconduct. In research Duggar (2017) the integrity of the individual impact on organizational performance. This research was conducted on a number of employees and organizations working in the company.

Organizational commitment also affects the performance of the organization. The better the commitment of the organization, the organization's performance is also getting bigger. The same study involving organizational commitment variable is also done by Konya, Grubic and Matic (2015). In the study found that organizational commitment variables affect the performance of the organization. The research was conducted on a number of employees at hospitals in Europe.

2. Literature Review

2.1. Competence

Competence according to Spencer and Spencer (2007) is the basic characteristics that are owned by an individual related causally to meet the criteria necessary to occupy a position. Competence consists of five types of characteristics, namely the motive (consistent willingness as well as a cause of action), congenital (character and consistent response), the concept of self (self-image), knowledge (information in a particular field) and skills (the ability to carry out tasks).

This is in line with Becker and Ulrich (2009) that the competency Refers to an individual's knowledge, skills, abilities or personality characteristics that directly influence job performance.

In contrast to Fogg (2004: 90) that divides competencies into two (2) categories: basic competence and basic competencies that differentiate (Threshold) and distinctive competencies (differentiating) according to criteria that are used to predict the performance of a job. Basic competence (Threshold competencies) are the main characteristics, which is usually in the form of knowledge or basic skills such as the ability to read, while the differentiating competencies are competencies that make a person different from another.

In other words, competence is the mastery of a set of knowledge, skills, values , and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with the profession. Furthermore, Wibowo (2007: 86), competence is defined as the ability to execute or perform a job or task that is based on work skills and knowledge demanded by the job. Thus the competence demonstrated the skills or knowledge that is characterized by professionalism in a particular field as a paramount. Competence as a characteristic of the person associated with the effective performance in a job or situation.

From the definition of competence of the above, that the focus of competence is to utilize the knowledge and occupational skills in order to achieve optimal performance. Thus competence is everything that is owned by someone in the form of knowledge skills and internal factors other individuals to be able to do any work. In other words, competence is the ability to carry out tasks based on the knowledge and skills of each individual.

2.2. Integrity

Integration is acting consistent with the values and policies of the organization as well as the code of professional conduct, even in a state that is difficult to do so. Simply put, motivation showed firmness attitude, merging deeds and moral values embraced by someone.

People who become leaders or a really successful tend to have three qualities. The quality is according to the Cloud (2006), which have the specific ability, to build mutually beneficial relationships (more than just networking), and character. At least, the character in question here includes ethics and motivation. The success of a leader is not only seen from how much ability in a particular field, but more important is how motivated him to manage and use these capabilities in accordance with the moral values he believed.

Integration remains firm on certain values despite perceived more popular to dump him. Integration, living with confidence, rather than with what they like. Integration is the foundation of life if the motivation is good, then the good life, and vice versa. Integration was formed through customs.

According to Hendarjatno and Rahardja (2003: 118), the elements of integrity is:

- Must uphold the principles
- Behave honored
- Honesty
- Have courage
- Take action based on the belief and the scientific were not careless
- Do not act with indulgence

2.3. Organizational Commitment

According to Robbins and Judge (2008: 100) organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2005: 165) that reflects the organization's commitment to recognizing the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which a member of the organization.

The concept of organizational commitment has been defined and measured in many different ways. According to Cherington (1995) organizational commitment as a personal value, which is sometimes referred to as a gesture of loyalty to the company. Robbins (2008) suggested the organization's commitment is one attitude that reflects the feeling of like or dislike for the organization of employment.

2.4. Organizational Performance

The terms of raw performance can be interpreted as a vote to determine the final goal to be achieved by individuals, groups, and organizations. In this sense performance is a tool that can be used to measure the level of achievement or group and individual policies.

Performance is an overview of the level of achievement of the implementation of an activity/ program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization (Mahsun, 2006: 25). Performance is a set of outputs (outcomes) generated by the execution of a particular function for a certain period (Tangkilisan, 2003: 109).

Based on some opinions on the above, it can be said that the concept of performance is an overview of the accomplishments of the employees or groups within an organization in the implementation of activities, programs, policies in order to realize the vision, mission, and goals of the organization that has been designated.

According to Reitz (1999) which states that an organization is a social unit formed goals or more goals. Definition of an organization depends on the viewpoint used to see it. Two approaches to understanding the general sense of organization that is objective and subjective view.

- Objective view saying that an organization is something physical and concrete, and a structure.
- Subjective views looking at the organization as an activity carried people from the actions, interactions and transactions involving people. (Paca and Faules, 2000: 11).

3. Research Methods

3.1. Research Design

This research uses explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable.

3.2. Object of Research

The study was conducted inPT. Kemindo International

3.3. Population and Sample

The "population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions" (Sugiyono, 2008). "Samples were towing the majority of the population to represent the entire population", (Surakhmad, 2010). The sample used by the author in this study were employees of PT. Kemindo International.

The number of employees included in sample of research were 88 and individual focus was given on the characteristics of each sample.

3.4. Deviations Classical Assumption Test

Stages of processing the data in this study are the classical assumption test with such regression linearity test, heteroscedasticity test, normality test, multicollinearity and autocorrelation and the search for descriptive statistics that the average value, median mode, standard deviation, and range.

4. Results and Discussion

4.1. Classic Assumption Testing

The regression equation generated from calculations using SPSS version 21 must be tested quality by using the classical assumption that qualifies Best Linear Unbiased Estimated (BLUE). Some classic assumption test that must be met is the normality test, autocorrelation, multicollinearity, and heteroscedasticity.

4.2. Normality Test

Testing normality of the data used to draw conclusions whether the data were examined distribution normally so if described would form a normal curve. Test data normality using the Kolmogorov-Smirnov with the results shown in the following table.

One-Sample Kolmogorov-Smirnov Test					
		Competence	Integrity	Commitment	Performance
N		88	88	88	88
Normal Parameters[a,b]	Mean	21,5114	41,6023	42,4205	42.4205
	Std. Deviation	5,75954	6,22848	5,63797	5.63797
Most Extreme Differences	Absolute	,102	,123	,132	,132
	Positive	,066	,082	,083	,083
	Negative	-,102	-,123	-,132	-,132
Test Statistic		,222	,102	,123	,132
Asymp. Sig. (2-tailed)		,000[c]	,025[c]	,002[c]	,001[c]

Table 1: Results of the Calculations Kolmogorov-Smirnov
a. Test Distribution Is Normal
b. Calculated from Data
c. Significance Lilliefors Correction

Based on the above table it is known that the data meet the assumptions of normality if the value of the significance of having a number greater than 0.05. The data in the table above illustrates that the data has significant numbers above 0.05 so it can be said that the data on the results of the questionnaire have a normal distribution.
The portrayal of normality curves can also be seen based on the image below. The image obtained from the illustration on the SPSS wherein X is S resid entered and Y is Z Pred.
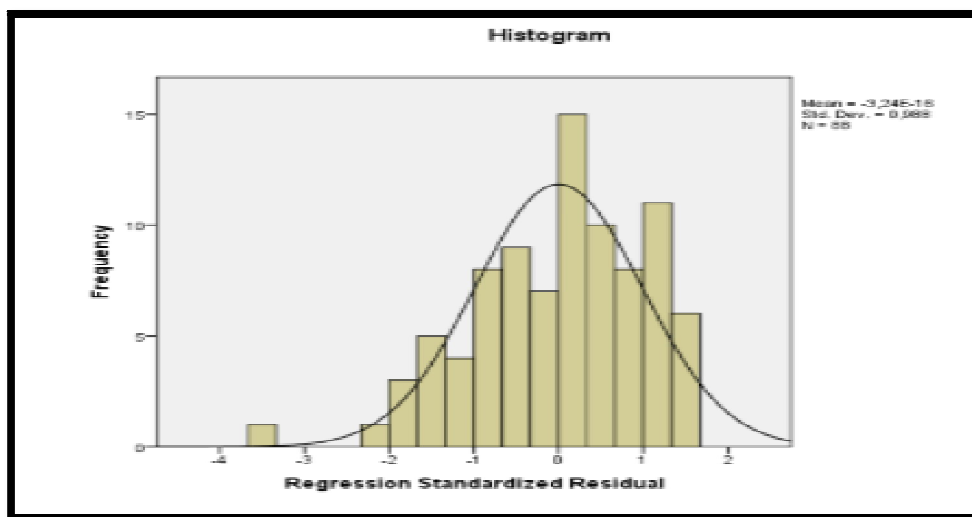

Figure 1: The Curve Normality

Based on the above image note that the data are normally distributed. This analysis supports the analysis that has been done before. The equation is formed if drawn also form a linear curve. This curve can be described as follows.
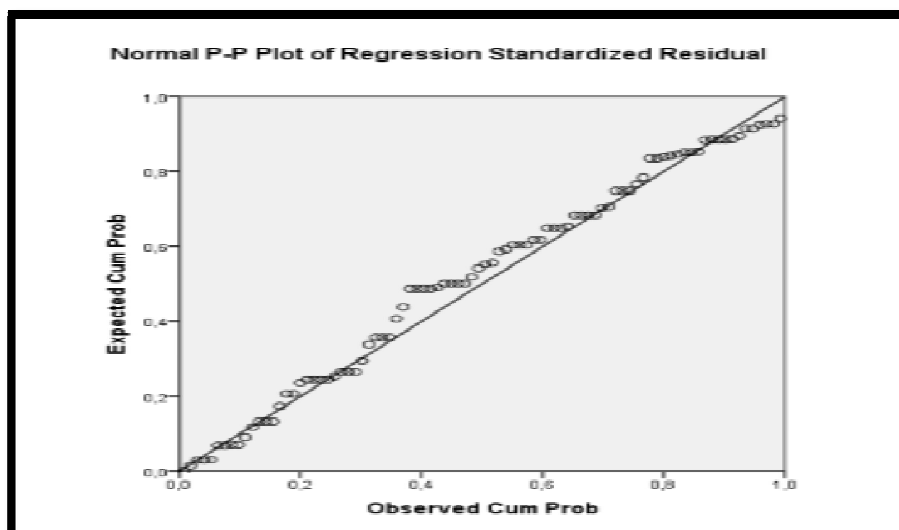

Figure 2: The Curve Linearity of Data

4.3. Autocorrelation Test Data

This test includes testing whether the data in one variable has a significant correlation or not. Testing autocorrelation can be viewed by using the value of Durbin Watson as follows.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,772[a]	,596	,586	3,62696	1,262

Table 2: Results of the Calculations Durbin Watson
a. Predictors: (Constant), Integrity, Competence
b. Dependent Variable: Performance

Based on the above table the value of Durbin Watson was at the reception did not happen autocorrelation data.

4.4. Multicollinearity Test Data

Data multicollinearity test is a test to see whether there is a high correlation between the independent variables. Assuming the testing is done using VIF. If VIF is less than 5 then does not occur between independent variables multicollinearity. VIF calculation results can be seen in the following table.

Model		Collinearity Statistics	
		tolerance	VIF
1	Competence	,981	1,019
	Integrity	,981	1,019

Table 3: Results of the Calculations VIF
a. Dependent Variable: Performance

Based on the above table it is known that VIF is less than 5 so that it can be said that the independent variables are not correlated.

4.5. Heteroscedasticity Test Data

Data heteroscedasticity test is a test to assess whether the predictive value of the data is correlated with the value of the independent variable. If it happens then the resulting equation does not behave as a good estimator. This test can use the model curve resulting from the equation between X Pred on variable Y and D Resid in the variable X in SPSS. The resulting image can be seen in the following figure.
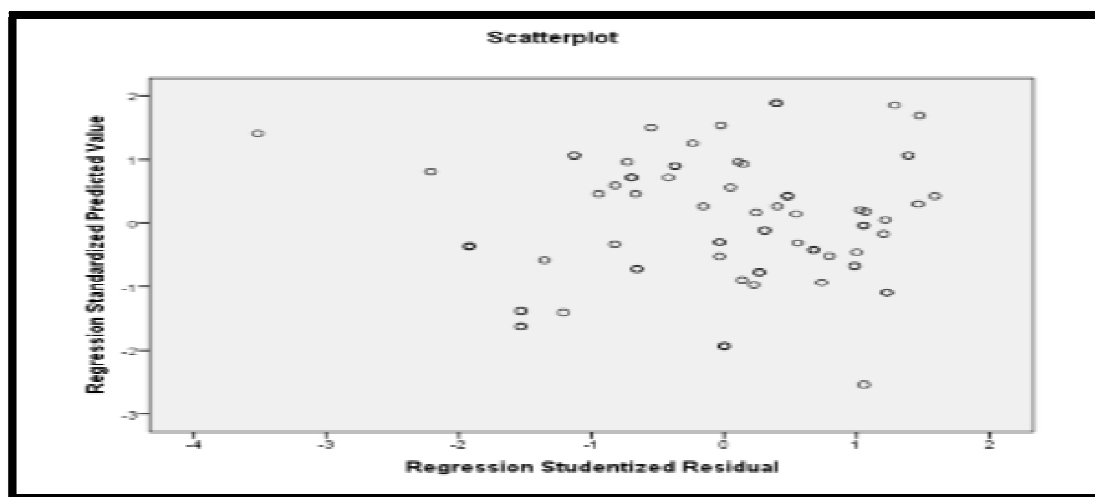

Figure 3: Testing Heteroskedasticity

Based on the picture above it can be seen that the points are spread not form a specific pattern means that no correlation between predictions densest data on variable Y with the value of the independent variable in the variable X so that the data does not occur heteroskedasticity symptoms.

4.6. Hypothesis Testing

4.6.1. Effect of Competencies and Organizational Commitment to Performance Organization

Linear analysis model can be based on calculations using SPSS program as follows.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	17,351	2,359		7,355	,000
	Competence	,684	,105	,455	6,527	,000
	Integrity	,552	,068	,564	8,100	,000

Table 4: Results of the Analysis of the First Equation
a. Dependent Variable: Performance

Based on the tables above, the simultaneous structural equations can be described as follows
$Y = 0,455X1 + 0,564X2$. F count can be obtained from the following table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1647,284	2	823,642	62,611	,000[b]
	residual	1118,159	85	13,155		
	Total	2765,443	87			

Table 5. F Calculate the Simultaneous Equations
a. Dependent Variable: Performance
b. Predictors: (Constant), Integrity, Competence

Based on the above table it is known that the calculated F value of 62.611 and significance of 0.00. This value is less than 0.05. This means that the competence and integrity of variables affect the performance of the organization simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,772[a]	,596	,586	3,62696	1,262

Table 6. Values R Squared Regression Model First
a. Predictors: (Constant), Integrity, Competence
b. Dependent Variable: Performance

Based on the above table it is known that the value of r squared by 59.6% means that the competence and integrity of variables affect the performance of the organization by 59.6% while the rest influenced by other variables that are not incorporated into the model equations.

4.6.2. Analysis of the Influence of Competence on Organizational Performance Partially
The analysis results on the performance of partial competence can be seen in the following table.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	26,965	2,698		9,995	,000
	COMPETENCE	,801	,137	,533	5,835	,000
a. Dependent Variable: PERFORMANCE						

Table 7: Results of the Analysis of the Second Regression Equation the
Structural Equation of the above Data Can be Seen as Follows
$Y = 0,533X1$

Based on the chart above analysis it is known that the coefficient of 0.533 competence. T value of 5.835. The significant value of 0.00. The significance value smaller than 0.05. This means that the competence variables affect the performance of an organization partially. The amount of influence on the performance of organizational competence can be seen in the following table.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,533[a]	,284	,275	4,79973

Table 8.: The Value R Squared Second Equation
a. Predictors: (Constant), Competence

Based on the above table it can be seen r squared value of 0.284. This means that the effect of competence variables affect the performance of the organization by 28.4% and the rest influenced by other variables not included in the model equations.

4.6.3. Analysis of Integrity Influence on Organizational Performance Partially

The analysis results on the integrity of the organization's performance can be partially seen in the following table.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	29,219	1,831		15,961	,000
	Integrity	,614	,082	,627	7,462	,000

Table 9: Results of the Analysis of the Third Regression Equation
a. Dependent Variable: Performance

The structural equation of the above data can be seen as follows
Y = 0,627X2

Based on the chart above analysis it is known that the integrity coefficient of 0.627. T value of 7.462. The significant value of 0.00. The significance value smaller than 0.05. This means that the integrity of variables affects the performance of an organization partially. The amount of influence the integrity of the organization's performance can be seen in the following table.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,627[a]	,393	,386	4,41794

Table 10: Value Quadratic Equation R Third
a.   Predictors: (Constant), Integrity

Based on the above table it can be seen r squared value of 0.393. This means that the integrity of the variables influences on organizational performance by 39.3% and the rest influenced by other variables not included in the model equations.

4.6.4. Analysis of the Influence of Organizational Commitment on Organizational Performance Partially

The analysis results of the work organization's commitment to organizational performance can be partially seen in the following table.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	10,117	2,110		4,795	,000
	COMMITMENT	,776	,050	,858	15,478	,000

Table 11: Results of the Fourth Regression Equation Analysis
a. Dependent Variable: Performance

The structural equation of the above data can be seen as follows
Y = 0,858X3

Based on the chart above analysis it is known that the coefficient of organizational commitment at 0.858. T value of 15.478. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational commitment variables affect the performance of an organization partially. The magnitude of the effect of organizational commitment on organizational performance can be seen in the following table.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,858[a]	,736	,733	2,91445

Table 12: Value R Squared Fourth Equation
a. Predictors: (Constant), Commitment

Based on the above table it can be seen r squared value of 0.736. This means that the effect of variable organizational commitment to organizational performance amounted to 73.6% and the rest influenced by other variables not included in the model equations.

4.6.5. Analysis of the Influence of Competence to Organizational Performance through Organizational Commitment Variable

The coefficient of competence influence on organizational commitment can be seen in the following table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	20,381	2,640		7,721	,000
	Competence	1,100	,134	,662	8,188	,000

Table 13: Effect of Competence to Organizational Commitment
a. Dependent Variable: Commitment

Based on the table above can be seen that the effect of competence on organizational performance is .533. Influence of competence to organizational performance through organizational commitment is 0.662 x 0.858 = 0.568. In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of organizational commitment as an intervening variable.

4.6.6. Analysis of the Integrity of the Influence on Organizational Performance through Organizational Commitment Variable

Integrity coefficient values on organizational commitment can be seen in the following table.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	23,960	1,692		14,161	,000
	Integrity	,820	,076	,758	10,790	,000

Table 14: The Coefficient of Integrity Influence on Organizational Commitment
Dependent Variable: Commitment

Based on the above table it can be seen that the direct effect on the performance of organizational integrity is 0.627. While the integrity of the influence on organizational performance through organizational commitment is 0.758 x 0.858 = 0.650. In this case smaller than the direct influence of indirect influence so we can say that the variables of organizational commitment as an intervening variable.

5. Conclusions and Recommendations

5.1. Conclusion

Competence and integrity variables affect the performance of the organization simultaneously. Calculated F value of 62.611 and significance of 0.00. This value is less than 0.05. R squared value by 59.6% means that the competence and integrity of variables affect the performance of the organization by 59.6% while the rest influenced by other variables that are not incorporated into the model equations.

Competence variables affect the performance of an organization partially. T value of 5.835. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.284. This means that the effect of competence variables affect the performance of the organization by 28.4% and the rest influenced by other variables not included in the model equations.

Integrity variables affect the performance of an organization partially. T value of 7.462. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.393. This means that the effect of variable organizational commitment to organizational performance amounted to 39.3% and the rest influenced by other variables not included in the model equations.

Organizational commitment variables affect the performance of an organization partially. T value of 15.478. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.736. This means that the effect of variable organizational commitment to organizational performance amounted to 73.6% and the rest influenced by other variables not included in the model equations.

Influence of competence to organizational performance is .533. Influence of competence to organizational performance through organizational commitment is 0.662 x 0.858 = 0.568. In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of organizational commitment as an intervening variable.

The direct effect on the integrity of the organization's performance is 0.627. While the integrity of the influence on organizational performance through organizational commitment is 0.758 x 0.858 = 0.650. In this case smaller than the direct influence of indirect influence so we can say that the variables of organizational commitment as an intervening variable.

5.2. Recommendations

Organizational performance needs to be improved by increasing the competency, employee integration and improve organizational commitment of employees. Competence as the basic characteristics possessed by an individual who is related causally to meet the criteria necessary to occupy a position. Competence can be improved by increasing the motive of employees in the work, repairing congenital factor of employees, increase employee knowledge and skills.

Integration is acting consistent with the values and policies of the organization as well as the code of professional conduct, even in a state that is difficult to do so. The elements of integrity are: should adhere to the principle, behave in a respectable, honest, have courage, act on the scientific belief that is not sloppy and did not act with indulgence.

Organizational commitment can be improved through increased employee awareness of the organization in the form of employee participation to the decision making of the company, the activities of a togetherness and personality enhancement training activities.

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