

THE EFFECT OF COMPETITION, EDUCATION AND TRAINING, JOB ROTATION, AND JOB PLACEMENT ON WORK QUALITY WITH INTERVENING COMMITMENT ORGANIZATION VARIABLES AT OFFICER THE REGIONAL SECRETARIAT KARIMUN DISTRICT

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Abstract

The purpose of this study was to determine and analyze the effect of competition, education and training, job rotation, and job placement on work quality with intervening organizational commitment variables at officer Karimun Regency Regional Secretariat. The method used is a questionnaire and distributed to 125 respondents. Analysis of statistical data using SEM PLS (Structural Equation Modeling Partial Least Square) and using path analysis to examine the pattern of the relationship between the influence of the dependent variable on the independent, both direct and indirect effects with SMART PLS 3.0 software. The results in the study indicate that competition has a positive and significant effect on organizational commitment with a p-value of $0.009 < 0.05$, education and training have a positive and significant effect on organizational commitment with a p-value of $0.022 < 0.05$, job rotation has a positive and significant effect on organizational commitment with a p-value of $0.016 < 0.05$, work placement has a positive and significant effect on organizational commitment with a p-value of 0.

Keywords: *Competition, education and training, job rotation, job placement, work quality, and organizational commitment.*

1. INTRODUCTION

The demand for managing human resources is increasingly strengthened by the publication Law Number 5 of 2014 concerning the State Civil Apparatus, to guarantee the protection of civil servants as a profession that is responsible for carrying out government policies effectively and efficiently and providing quality services to the community based on the principles of good governance. Human resources as one of the organizational tools but must be used as the most important asset. As an asset, human resources need to be properly selected, maintained and developed.

The Regional Secretariat of Karimun Regency together creates professional and qualified employees, faced with problems in the placement of officials according to job competency standards, the pattern of work rotation is not optimal, and the implementation of education and training is not as intended. Employees are required to coordinate the implementation of the tasks of regional apparatuses, provide administrative services and foster the state civil apparatus in regional agencies, also coordinate the preparation of regional policies as well as monitor and evaluate the implementation of regional policies. To realize this, Karimun Regency organizations must be supported by employees who have high quality.

In government organizations, employees who work in it are required to have high quality work. Quality of work is reliability in carrying out tasks so that high quality is carried out, at the right time, carefully and with procedures that are easily understood by employees who have great responsibility for the tasks and obligations given, both personal, social, intellectual and moral responsibilities. spiritual (Hao, 2013;4). To be able to give birth to quality human resources, not only reliable workers are needed, but also a process that supports the realization of productive

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workers as expected, such as setting job guarantees according to employee expectations will also increase employee morale so that the quality of employee work according to organizational expectations (Larasati, 2018;14). Employees who have high quality in an organization, must have competence in accordance with the field they are engaged in. Competence is an ability to perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. From the description above it can be concluded that competence can show skills and knowledge characterized by professionalism in a particular field as something that is most important or as superior in that field.

Human resources can be said to be qualified when they have the ability to carry out the authority and responsibility given to them. This ability can only be achieved if they have the provision of education and training, sufficient experience to carry out the duties and responsibilities given. Every employee is encouraged to be able to have a professional attitude at work so that they can optimize their skills, time, energy, knowledge and resources according to the field they are working in, so that it will affect the quality of work performed by employees (Eclipse, et. al, 2019;2).

One thing that can have an impact on changes in the quality of work is job rotation. Job rotation is defined as the activity of moving employees from one job to a different job, either to new places or new responsibilities (Adilla, 2022;2). Job rotation intends to develop the status and position of employees in the agency. Job rotation through the use of job transfers may provide benefits to revive enthusiasm and carry out employee career development so that it can have an impact on the quality of individual employees.

2. PROBLEM FORMULATION

The formulation of the problems that can be identified based on the background arrangement above are:

1. How does Competence affect Work Commitment?
2. How does Education and Training affect Work Commitment?
3. How does work rotation affect work commitment?
4. How Does Work Placement Affect Work Commitment?
5. How Does Work Commitment Affect Work Quality?
6. How does competence affect the quality of work?
7. How does Education and Training affect the Quality of Work?
8. How does job rotation affect work quality?
9. How Does Work Placement Affect Work Quality?
10. How does Competence affect Work Quality through Work Commitment?
11. How does Education and Training affect the Quality of Work through Work Commitment?
12. How does Job Rotation affect Work Quality through Work Commitment?
13. How does Job Placement affect Work Quality through Work Commitment?

3. METHODOLOGY

In this study, using respondent data, such as gender, age, education, length of work, having attended training, job rotation, and respondent's work placement in order to provide information about the characteristics of respondents. 125 questionnaires were distributed. The discussion in this chapter is the result of a field study to obtain data on answers to questionnaires that measure the six main research variables, namely competency, education and training, job rotation, job placement, quality of work, and work commitment. Analysis of data with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, validity and reliability as well as discussion of the results of hypothesis testing. This study uses path analysis (path analysis) to examine the relationship pattern of the influence of a variable or set of variables on other variables, both direct and indirect effects. Calculation of the path coefficient in this study was assisted by Smart PLS Ver 3.0. To find out the direct and indirect

effects between variables, it can be seen from the calculation of the path coefficient to find out the significance.

The population in this study were the employees of the Regional Secretariat of Karimun Regency, amounting to 125 people. PThis research uses the census method by giving questionnaires to the entire population. All members of the population used as a sample is called saturated sampling or another term is a census.

4. RESULTS AND DISCUSSION

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses a composite reliability value with the criteria of a variable being said to be reliable if the value is reliabilitycomposite > 0.600 (Hair, 2014).

Table 1. Internal Constellation Analysis

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work commitment (Z)	0.799	0.770	0.566
Competence (X1)	0.820	0.859	0.513
Quality of work (Y)	0.747	0.815	0.613
Education and Training (X2)	0.844	0.877	0.522
Work Placement (X4)	0.724	0.769	0.573
Work rotation (X3)	0.744	0.796	0.608

Source: Data Processing, 2022

Based on the internal consistency analysis data in the table above, the results show that the X1 variable has a composite reliability value of $0.859 > 0.600$ then the X1 variable is reliable, then the X2 variable has a composite reliability value of $0.877 > 0.600$ then the X2 variable is reliable, the X3 variable has a reliability value. composite value of $0.796 > 0.600$ then the X3 variable is reliable, the X4 variable has a composite reliability value of $0.769 > 0.600$ then the X4 variable is reliable, the Y variable has a composite reliability value of $0.815 > 0.600$ then the Y variable is reliable, and the Z variable has a composite reliability value. of $0.770 > 0.600$ then the variable Z is reliable.

4.1. Convergent Validity

Convergent validity is used to see the extent to which a measurement is positively correlated with alternative measures of the same construct. To see whether an indicator of a construct variable is valid or not, it can be seen from its outer loading value. If the outer loading value is greater than (0.4) then an indicator is valid. (Hair, 2014).

Table 2. Outer Loading

Variable	Indicator	Outer Loading
X1	kom1	0.701
	com2	0.773
	com3	0.789
	com5	0.799
	kom6	0.706
	com7	0.774
	kom8	0.777
	kom9	0.773
	com10	0.769
X2	pp1	0.754
	pp2	0.740
	pp3	0.730

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	pp4	0.711
	pp5	0.755
	pp6	0.738
	pp7	0.812
	pp8	0.785
	pp9	0.745
	pp10	0.740
X3	rk1	0.738
	rk2	0.705
	rk3	0.780
	rk4	0.783
	rk5	0.802
	rk6	0.784
	rk7	0.737
	rk8	0.770
	rk9	0.781
	rk10	0.758
	rk11	0.772
X4	pk1	0.747
	pk2	0.735
	pk3	0.787
	pk4	0.804
	pk5	0.726
	pk6	0.705
	pk7	0.815
	pk8	0.731
	pk9	0.771
	pk10	0.768
Y	y1	0.722
	y2	0.736
	y3	0.773
	y4	0.781
	y5	0.778
	y6	0.877
	y7	0.749
	y8	0.867
	y9	0.835
	y10	0.785
Z	z1	0.863
	z2	0.798
	z3	0.779
	z4	0.811
	z5	0.718
	z6	0.816
	z7	0.754
	z8	0.778
	z9	0.794
	z10	0.743

Source; Primary data processing, 2022

Based on the table above, it can be seen that the outer loading values for variables X1, X2, X3, X4, Y and Z, where the value of all statement items after being eliminated on the 6 variables tested is greater than 0.5, then all indicators on the 6 variables are stated valid.

4.2. Discriminant Validity

Discriminant validity aims to assess whether an indicator of a construct variable is valid or not, namely by looking at the value of Heterotrait - Monotrait Ratio of Correlation (HTMT) <0.90, then the variable has good discriminant validity (valid) (Hair, 2014).

Table 3. Discriminant Validity

	(Z)	(X1)	(Y)	(X2)	(X4)	(X3)
Work commitment (Z)	0.515					
Competence (X1)	0.530	0.642				
Quality of work (Y)	0.569	0.595	0.559			
Education and Training (X2)	0.565	0.533	0.616	0.650		
Work Placement (X4)	0.626	0.532	0.730	0.539	0.522	
Work rotation (X3)	0.636	0.592	0.775	0.594	0.522	0.555

Source; Primary data processing, 2022

Based on the table above, the results of the correlation of the X1 and X2 variables are 0.533, the correlation of the X1 and X3 variables is 0.592, the correlation of the X1 and X4 variables is 0.532, the correlation of the X1 and Y variables is 0.595. All variables have a correlation value <0.900, thus the correlation value of all variables is stated to be valid. Based on the table above, the results of the correlation of the variables X3 and X2 were 0.594, the correlation between the variables X4 and X2 was 0.539, the correlation between Y and X2 was 0.616. All variables have a correlation value <0.900, thus the correlation value of all variables is stated to be valid. It can also be seen from the table above that the results also show a correlation between the variables X4 and X3 of 0.522, the correlation between the variables Y and X3 of 0.775. All variables have a correlation value <0.900, thus the correlation value of all variables is declared valid. Finally, from the table above, the results also show that the correlation of the Y variable with X4 is 0.730. All variables have a correlation value < 0.900 thus the correlation value of all variables is declared valid.

4.3. Collinearity

The value used to analyze it is by looking at the Variance Inflation Factor (VIF) value. (Hair, Hult, Ringle, & Sarstedt, 2014; Garson, 2016). If the VIF value is greater than 5.00, it means that there is a collinearity problem, and conversely there is no collinearity problem if the VIF value is <5.00 (Hair, Hult, Ringle, & Sarstedt, 2014).

The collinearity test is to prove whether the correlation between latent/construct variables is strong or not. If there is a strong correlation, it means that the model contains problems from a methodological point of view, because it has an impact on the estimated statistical significance. This problem is called collinearity (collinearity).

Table 4. Collinearity

Variable	X1	X2	X3	X4	Z	Y
Competence (X1)					1.311	1.475
Education and Training (X2)					1,573	1,592
Work rotation (X3)					1,911	1,912
Work Placement (X4)						1,898
Work commitment (Z)						1,924
Quality of work (Y)						

Source; Primary data processing, 2022

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From the data above it can be described as follows:

- VIF for correlation X1 with Y is $1.475 < 5.00$ (no collinearity problem)
- VIF for correlation X2 with Y is $1.592 < 5.00$ (no collinearity problem)
- VIF for the correlation X3 with Y Customers is $1.912 < 5.00$ (no collinearity problem)
- VIF for correlation X4 with Y is $1.898 < 5.00$ (no collinearity problem)
- VIF for correlation Z with Y is $1.924 < 5.00$ (no collinearity problem)

Thus, from the data above, the structural model in this case does not contain collinearity problems.

4.4. TEST HYPOTHESES

Structural model analysis aims to test the research hypothesis. The parts that need to be analyzed in the structural model are R Square and hypothesis testing.

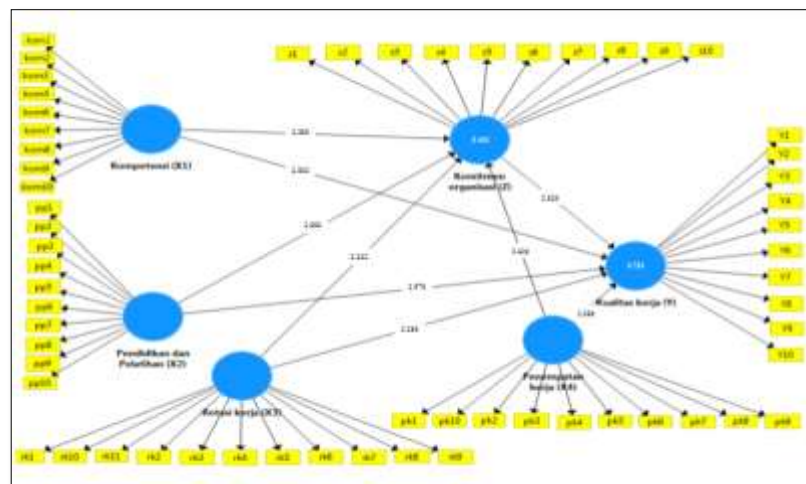


Figure 1. Hypothesis Testing

Testing the direct influence hypothesis aims to prove the hypotheses of the influence of one variable on other variables directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of other variables. If the path coefficient value is negative, it indicates that an increase in the value of a variable is followed by a decrease in the value of other variables. If the probability value of P value < 0.05 then H_0 is rejected (the influence of a variable with other variables is significant). If the probability value (P-value) > 0.05 , then H_0 is rejected (the influence of a variable with other variables is not significant).

Table 5 Direct Effect

	T Statistics	P Values
(Z) -> (Y)	2,826	0.009
(X1) -> (Z)	2,390	0.017
(X1) -> (Y)	2,802	0.023
(X2) -> (Z)	2,999	0.022
(X2) -> (Y)	2,976	0.036
(X4) -> (Z)	3,426	0.001
(X4) -> (Y)	2.896	0.038
(X3) -> (Z)	2.232	0.016

(X3) -> (Y)	3.284	0.001
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Source; Primary data processing, 2022

Based on table 5, it is concluded that.

H1 is accepted, competence has a significant positive effect on work commitment, it is proven that the t-statistic value is $2.390 > 1.96$, with a P value of $0.017 < 0.05$.

H2 is accepted, education and training have a significant positive effect on work commitment, as evidenced by the t-statistic value of $2.999 > 1.96$, with a P value of $0.022 < 0.05$.

H3 is accepted, job rotation has a significant positive effect on work commitment, it is proven that the t-statistic value is $2.232 > 1.96$, with a P value of $0.016 < 0.05$.

H4 is accepted, work placement has a significant positive effect on work commitment, it is proven that the t-statistic value is $3.426 > 1.96$, with a P value of $0.001 < 0.05$.

H5 is accepted, organizational commitment has a significant positive effect on work quality, it is proven that the t-statistic value is $2.826 > 1.96$, with a P value of $0.009 < 0.05$.

H6 is accepted, competence has a significant positive effect on work quality, it is proven that the t-statistic value is $2.802 > 1.96$, with a P value of $0.023 < 0.05$.

H7 is accepted, education and training have a significant positive effect on work quality, it is proven that the t-statistic value is $1.976 > 1.96$, with a P value of $0.036 < 0.05$.

H8 is accepted, job rotation has a significant positive effect on work quality, it is proven that the t-statistic value is $3.284 > 1.96$, with a P value of $0.001 < 0.05$.

H9 is accepted, work placement has a significant positive effect on work quality, the t-statistic value is $1.896 > 1.96$, with a P value of $0.038 < 0.05$.

Table 6. Indirect Influence Test Results

	Z	X1	Y	X2	X4	X3
Work Commitment (Z)			0.383			
Competence (X1)	0.291		0.040			
Quality of Work (Y)						
Education and Training (X2)	0.198		0.026			
Work Placement (X4)	0.453		0.150			
Work Rotation (X3)	0.127		0.021			

Source; Primary data processing, 2022

The results of the indirect effect analysis test can be broken down, as follows.

1) Model 1 path analysis (answering hypothesis 10)

Figure 2 shows the direct effect of competency on employee work quality of 0.040. While the indirect effect through competence is $0.291 \times 0.383 = 0.111$. From the calculation results obtained, it shows that the value of the indirect effect through work commitment is greater than the value of the direct effect of competence on work quality ($0.111 > 0.040$), so work commitment mediates between competence and work quality.

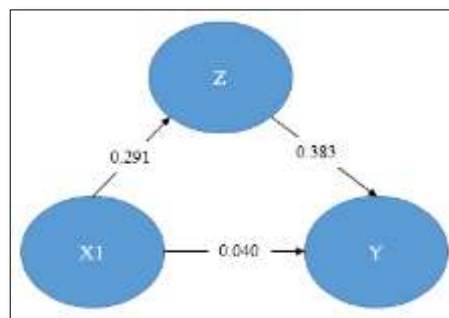


Figure 2. Display of Indirect Effect Test Results

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2) Path analysis model 2 (answering hypothesis 11)

Figure 3 shows the direct effect of education and training on employee work quality of 0.026. While the indirect effect through education and training is $0.198 \times 0.383 = 0.075$. From the calculation results obtained, it shows that the value of the indirect effect through work commitment is greater than the value of the direct effect of education and training on work quality ($0.075 > 0.026$), so it mediates between education and training on work quality.

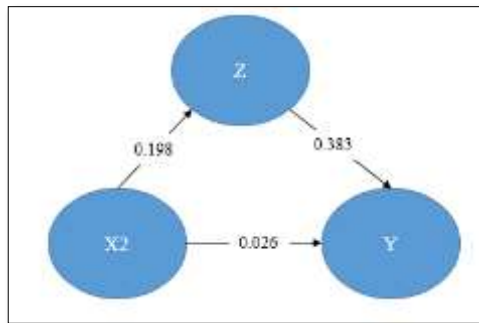


Figure 3. Display of Indirect Effect Test Results

3) Path analysis model 3 (answering hypothesis 12)

Figure 4 shows the direct effect of job rotation on employee work quality of 0.021. While the indirect effect through job rotation is $0.127 \times 0.383 = 0.048$. From the calculation results obtained, it shows that the value of the indirect effect through work commitment is greater than the value of the direct effect of work rotation on work quality ($0.048 > 0.021$), so it can be concluded that work commitment mediates between job rotation and work quality.

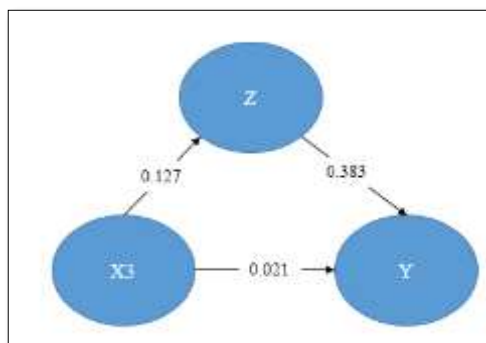


Figure 4. Display of Indirect Effect Test Results

4) Model 1 path analysis (answering hypothesis 13)

Figure 5 shows the direct effect of work placement on employee work quality of 0.150. While the indirect effect through work placement is $0.453 \times 0.383 = 0.173$. From the calculation results obtained, it shows that the value of the indirect effect through work commitment is greater than the value of the direct effect of work placement on work quality ($0.173 > 0.150$), so work commitment mediates the effect of work placement on work quality.

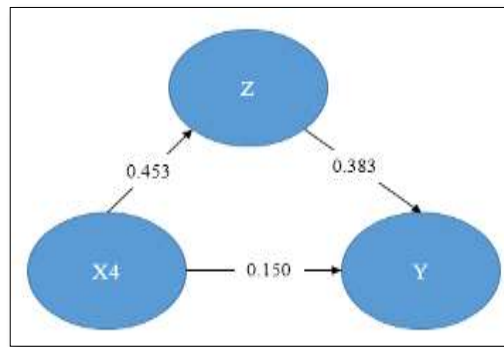


Figure 5. Display of Indirect Effect Test Results

In the measurement of the R square test, there is a significant path coefficient through the SEM PLS approach which is explained for endogenous latent variables so that the R square measurement value still obtains high results. This is because the value of R square is influenced by certain research disciplines (Hair et.al, 2011). The results of the R square test in this study indicate that organizational commitment is worth 0.485 or 48.5% due to the influence of competence, education and training, job rotation, and job placement. Meanwhile, the quality of work is worth 0.783 or 78.3% due to the influence of work commitment.

Table 7. Value R Square

	<i>R Square</i>	<i>Adjusted R Square</i>	Percent
Work commitment (Z)	0.485	0.468	48.5%
Quality of work (Y)	0.783	0.773	78.3%

Source; Primary data processing, 2022

5. CONCLUSIONS AND SUGGESTIONS

5.1. CONCLUSION

1. Competence has a significant positive effect on work commitment, as evidenced by the t-statistic value of $2.390 > 1.96$, with a P value of $0.017 < 0.05$.
2. Education and training have a significant positive effect on work commitment, as evidenced by the t-statistic value of $2.999 > 1.96$, with a P value of $0.022 < 0.05$.
3. Job rotation has a significant positive effect on work commitment, as evidenced by the t-statistic value of $2.232 > 1.96$, with a P value of $0.016 < 0.05$.
4. Work placement has a significant positive effect on work commitment, as evidenced by the t-statistic value of $3.426 > 1.96$, with a P value of $0.001 < 0.05$.
5. Organizational commitment has a significant positive effect on work quality, as evidenced by the t-statistic value of $2.826 > 1.96$, with a P value of $0.009 < 0.05$.

5.2. SUGGESTION

1. It is expected that competence has a major influence on improving the quality of employee work, increasing employee competence in mastering knowledge, skills, values and attitudes that lead to performance and is reflected in the habits of thinking and acting in accordance with their profession, the quality of employees will be better in the future.
2. Education and training still need to be developed, so that more attention is paid to employees continuing to improve their abilities, knowledge and attitudes so that through education and training they can carry out their duties and positions in a professional manner based on the ethical personality of civil servants adapted to the needs of an agency, such as technical guidance and training civil servants who have been determined by the central government.
3. It is hoped that the Regional Secretariat of Karimun Regency will carry out work rotations according to education and competencies possessed by employees so that the knowledge possessed is not wasted. Measurement of work rotation is based on the level of employee needs in the organization, and employees should know the basis for changing positions at work.

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4. It is expected that work placement can make employees improve their ability to work, be able to take responsibility for all risks and possibilities that occur for tasks and work, authority, and responsibility.
5. It is necessary to increase work commitment so that employees are more responsible for the field of work occupied, and comply with organizational rules, prioritizing organizational interests rather than personal interests. Increasing this commitment is carried out by means of which employees must be able to understand the vision, mission, goals, values, and goals of the agency's organization.

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