

The Influence of Competence on Performance Employees Mediated with Quality of Work Life

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ABSTRACT

Employee performance is one of the factors that is very influential in the work system, whether an organization or institution, and whether an agency is good or not can be seen from how well its employees perform. To avoid the bad side of employee performance, adequate competency and Quality of Work Life is needed, so that it can improve the quality and more optimal performance of an organization. This research aims to identify the effect of Competency on Employee Performance through strengthening the Quality of Work Life (for Widayagama University Malang Employees). The issue raised in this research is improving the performance of employees who are felt to have not achieved perfect grades. The population in this study were 73 permanent employees who worked at Widayagama University Malang. Data is processed using the Smart Partial Square (PLS) software application. The research results show that good competency can improve employee performance. Good competencies can improve the quality of work life. Good quality of work life can improve employee performance. Good competencies can improve employee performance through quality of work life.

1. INTRODUCTION

Every agency wants resources who have full skills and responsibility in completing the tasks given. In the ever-changing work environment and needs required by agencies, human resources are needed that are quickly adaptive and responsive to new tasks given to achieve maximum performance. Human resource development needs to be carried out in a planned manner so that companies can have employees who have good human resource qualities, which will have a positive impact on the company's performance.

Employees are an important resource in a company or agency and provide energy, ideas and abilities to improve quality beyond previous performance achievements. In an agency, it is required to be efficient and optimal in carrying out its duties and obligations, to fulfill this, the agency needs to improve the performance of its employees (Hermawati, 2020). There is a vision and mission in an agency to achieve common goals, this success

can be seen from the results of the agency's performance which are related to competence, work quality and human resources (Nofianti & Rama, 2023).

This research examines problems related to performance at Widyagama University Malang which is still not optimal. Problematic employee performance is caused by employees who do not comply with regulations, such as leaving the work space during working hours. There are employees who complain if the tasks given are too many or complicated and are already the individual's responsibility. In accordance with the employee performance assessment at Widyagama University based on the DP3 assessment procedure, Code/No:Sop/Plks/F.04/4 of 2013, namely loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative and leadership. From the assessment results, each of these aspects has not reached a perfect score and can be improved further.

Performance that has not reached the maximum value is influenced by the quality of work of Widyagama University Malang employees. From the results of the interview, the problem with the *quality of work* was that the compensation given to employees was felt to be less than expected. This means that employees do not fully provide their abilities and contributions to work. And if tasks are not completed, there are employees who are reluctant to do overtime, which results in work not being completed on time and work completed in a hurry not producing maximum results. Supported by researchers (Gunawan & Hidayatullah, 2023) stated that the better the quality of work one has, the better the employee's performance will be. Another factor causing the weak performance of Widyagama University Malang employees is the competency factor. From the results of the interviews, there were employees who had not mastered several competencies such as in the IT field, because so far the work methods carried out were still done manually.

Supported by researchers (Elvara, 2023) states that the higher the competency mastered, the higher the employee's performance will be. And mentioned by (Spencer, L.M., & Spencer, 1993) that knowledge, skills and behavior as competency characteristics cause effective performance. Study (Muslimat, 2020) states that competency has a significant effect on employee performance. Whereas (Praise Salvano et al., 2023) said competency does not have a significant effect on employee performance. Due to the problem of *quality of work life* and research gap, researchers try to use *quality of work life* as a mediation.

2. LITERATURE REVIEW

1. Competency (X)

According to (Spencer, L.M., & Spencer, 1993), competence is a basic characteristic possessed by each individual that is causally related to performance in the work carried out.

2. Employee Performance (Y)

According to (Mangkunegara, 2016), Performance is the work achievements obtained in quality and quantity by employees in completing their tasks in accordance with the responsibilities of each individual.

3. Quality of Work Life (Z)

According to (Luthans, 2011) Quality of work life is a combination of the influence of the level of success of an individual and a company with an emphasis on participation or active involvement of individual or group contributions in solving problems and making decisions.

3. RESEARCH METHODS

This research uses a type of explanatory research using a quantitative approach method which is easier to measure, easy to set research objectives, easy to determine the population and sample, and easy to compile questionnaires, and to determine whether the theory used to predict is true or not. The population used in this research was 73 permanent employees of Widyagama University Malang. In this research, a sampling technique was used using census sampling or saturated sampling techniques. This data collection technique is interviews, questionnaires and observations, the information used is primary and secondary. The data collection method is a questionnaire and data analysis techniques using path analysis (Path Coefficient) by testing the Measurement Model (Outer Model) which includes Validity Test, Reliability Test, and testing the Structural Model (Inner Model). Using SmartPLS research tool version 3.0. Model conceptual in this research, as follows:

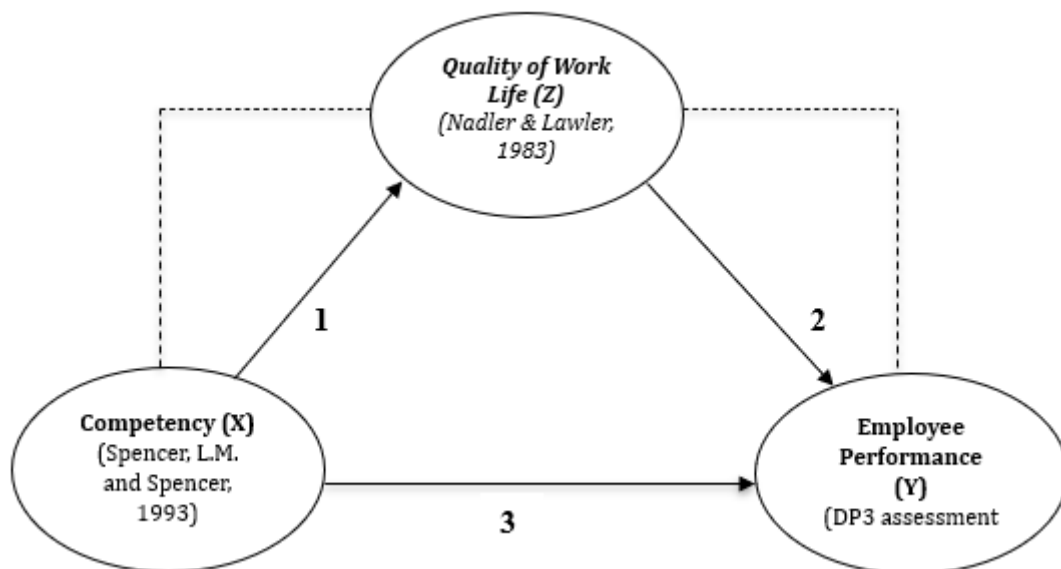


Figure 1. Research Conceptual Framework

Source : Competence (Spencer, L.M., & Spencer, 1993), Employee performance (DP3 research procedures, 2013), *Quality of Work Life* (Nadler & Lawler, 1983)

HTPOTHESIS :

HYPOTHESIS:

1. The Influence of Competency on Employee Performance at Widyagama University Malang.

2. The Influence of Competency on Quality of Work Life at Widyagama University Malang.
3. The Influence of Quality of Work Life on Employee Performance at Widyagama University Malang.
4. The Influence of Competency on Employee Performance through Quality of Work Life at Widyagama University Malang.

4. RESULTS AND DISCUSSION

Results

Data regarding the characteristics of respondents in this study include: 1) based on age; 2) by Gender; 3) based on Last Education; 4) based on length of service. The four characteristics of respondents are presented in the table below:

Table 1. Characteristics of Respondents Based on Age

No.	Age	Frequency	Percentage(%)
1	20-30 Years	19	26.02%
2	30-40 Years	9	12.32%
3	40-50 Years	19	26.02%
4	>50 Years	26	35.61%
	Total	73	100%

Source: Primary data processed (2024)

Based on table 1, it can be seen that the majority of respondents were in the age range > 50 years with a frequency of 26 respondents (35.61%), followed by an age range of 20 - 30 years and 41 - 50 years with the same frequency, namely 19 respondents (26.02%) , and age range 31 – 40 years with a frequency of 9 respondents (12.32%).

Table 2. Characteristics of Respondents Based on Gender

No.	Gender	Total	Percentage
1	Man	53	72.6%
2	Woman	20	27.4%
	Total	73	100%

Source: Primary data processed (2024)

Based on table 2, it is known that the majority of respondents were male with a frequency of 53 respondents (72.6%) and the remainder were female with a frequency of 20 respondents (27.4%).

Table 3. Characteristics of Respondents Based on Last Education

No.	Last education	Frequency	Percentage (%)
1	elementary school /Equal	3	4.11%
2	Middle School / Equivalent	4	5.47%
3	High School / Equivalent	35	47.94%
4	Diploma-I/II/III	2	2.73%
5	Bachelor degree	28	38.35%
6	Strata-2	1	1.36%
	Total	73	100%

Source: Primary data processed (2024)

Based on table 3, listed above, it is known that the majority of respondents came from employees with a high school education level or equivalent with a frequency of 35 respondents (47.94%), followed by Strata-1 (S1) education with a frequency of 28 respondents (38.35 %), then junior high school education level or equivalent with a frequency of 4 respondents (5.47%), followed by elementary school education level or equivalent with a frequency of 3 respondents (4.11%), and Strata-2 (S2) education level with a frequency of 1 respondent (1.36%).

Table 4. Characteristics of Respondents Based on Years of Work

No.	Years of Work	Frequency	Percentage
1	< 5 Years	20	27.39%
2	6 – 15 Years	21	28.76%
3	16 - 25 Years	9	12.32%
4	> 25 Years	23	31.50%
	Total	73	100%

Source: Primary data processed (2024)

Based on table 4 above, it can be seen that the majority of respondents were in the work period range ≥ 25 years with a frequency of 23 respondents (31.50%), followed by a work period range of 6-15 years with a frequency of 21 respondents (28.76%), then the period range working ≤ 5 years with a frequency of 20 respondents (27.39%), and a working period range of 16 – 25 years with a frequency of 9 respondents (12.32%).

Cronbach alphas a group of indicators that measure a variable that has good composite reliability based on an alpha coefficient value with a value greater than 0.60 (Cressweel, 2017). Composite reliability is a group of indicators that measures a variable that has good composite reliability based on a score of more than 0.70 (Cressweel, 2017). Average variance extracted describes the amount of variance or diversity of manifest variables that a latent construct can have provided the value is greater than 0.50 (Cressweel, 2017). Cronbach alpha and composite reliability coefficients were used to assess the reliability of the instruments in this research.

Based on table 5 below, it shows the results of the reliability test and the Average Variance Extracted (AVE) test. The results of the reliability test analysis using Cronbach alpha and composite reliability testing are as follows:

Table 5. Cronbach's Alpha, Composite Reliability, and Extracted Mean Variance

Variable	Cronbach's Alpha	Composite Reliability	AVE value
Competency (X)	0.972	0.976	0.752
Quality of Work Life (Z)	0.962	0.965	0.770
Employee Performance (Y)	0.989	0.990	0.826

Source: Primary data processed (2024)

Based on the test results in table 5, it shows that the three variables have a Cronbach's alpha value of more than 0.60, which means that the research instrument is reliable. Then, the composite reliability value of the three variables is greater than 0.70, which

means the research instrument is reliable. Furthermore, the average variance extracted value of the three variables is greater than 0.50, this means the research instrument is valid.

The R-Square value is to measure how far the model can explain variations in independent variables (Ghozali & Latan, 2020). Based on table 6 below, the results of the r-square and R-square tests are as follows:

Table 6. R-square value

Variable	R-square
<i>Quality of Work Life</i> (Z)	0.819
Employee Performance (Y)	0.888

Source: Primary data processed (2024)

In Table 6 it can be seen that the R-Square value of the endogenous latent variable Quality of Work Life (Z) obtained is 0.819 or 81.9%. These results show that Competency (X) has an influence of 81.9% on Quality of Work Life (Z), while the remaining (1 - R-Square) 18.1% is a large contribution of influence provided by other factors that were not studied.

Then the R-Square value for the endogenous latent variable Employee Performance (Y) obtained is 0.888 or 88.8%. These results show that Competency (X) and Quality of Work Life (Z) together have an influence of 88.8% on Employee Performance (Y), while (1 - R-Square) the remaining 11.2% is the large contribution of influence given by other factors not studied.

Based on table 7 below, it shows a structural model which aims to analyze how strong the influence of a variable is on other variables, both exogenous and endogenous, as follows:

Table 7. Structural Model Test

Variable	Original Sample (O)	T-Statistics	P-Values
Competency (X) → Employee Performance (Y)	0.477	4,316	0,000
Competency (X) → Quality of Work Life (Z)	0.905	26,865	0,000
<i>Quality of Work Life</i> (Z) → Employee Performance (Y)	0.489	4,531	0,000
Competency (X) → Quality of Work Life (Z) → Employee Performance (Y)	0.443	4,513	0,000

Source: Primary data processed (2024)

Based on the data from the path coefficient analysis test in table 7, the results show that Competency has a significant effect on Employee Performance, then Competency has a significant effect on Quality of Work Life, then Quality of Work Life has a significant effect on employee Performance, and Competency has a significant effect on Employee Performance through Quality of Work Life.

Discussion

1) The Influence of Competency on Employee Performance

From the results of hypothesis testing, it is known that competency influences employee performance at Widyagama University, Malang. This is in accordance with the results of previous research, such as (Muslimat, 2020) And (Rusnendar & Kharisma, 2018) which states that competence has a positive and significant effect on employee performance.

2) The Influence of Competency on Quality of Work Life

From the results of hypothesis testing, it is known that competence influences the quality of work life at Widyagama University, Malang. This is in accordance with the results of previous research, such as (Nofianti & Rama, 2023) and who demonstrate competence has an impact on improving the quality of employee work life.

3) The Influence of Quality of Work Life on Employee Performance

Hypothesis test results show that Quality of Work Life influences employee performance at Widyagama University, Malang. This is in accordance with the results of previous research, such as (Rusnendar & Kharisma, 2018), (Gunawan & Hidayatullah, 2023), And (Elvara, 2023) which shows that the quality of work life variable has a positive effect on employee performance.

4) The Influence of Competency on Employee Performance Mediated by Quality of Work Life

The results of hypothesis testing show that competency influences employee performance through quality of work life at Widyagama University, Malang. It is known from the SmartPLS output results, especially from Specific Indirect Effects, that the Competency (X) --> Quality of Work Life (Z) --> Employee Performance (Y) path has a T-Statistics value greater than 1.96 ($4,513 > 1.96$) and a P-Values value that is smaller than 0.05 ($0.000 < 0.05$). This shows that H1 is accepted and H0 is rejected, which means that Quality of Work Life mediates the influence of Competency on Employee Performance.

5. IMPLICATION

Theoretical Implications

In this research, the results of hypothesis testing show that there is partial mediation. This means that competence and quality of work life both have an important role in improving the performance of Widyagama University Malang employees. In order to improve the performance of Widyagama University Malang employees, there are many factors that need to be considered, including employee competency. Apart from that, quality of work life is another factor that influences the performance of Widyagama University Malang employees. Quality of work life is able to increase the role and contribution of employee members towards Widyagama University Malang. Therefore, serious attention is needed by the leaders of Widyagama University Malang in realizing quality of work life.

6. CONCLUSION

- 1) Good competencies can improve employee performance at Widyagama University Malang.
- 2) Good competency can improve quality of work life at Widyagama University Malang.
- 3) Quality of work life Good ones can improve employee performance at Widyagama University Malang.
- 4) Good competency can improve employee performance through quality of work life at Widyagama University Malang.

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