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## **Effect of Employee Competency on Employee Performance Moderated by Organizational Community**

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### **Abstract**

The purpose of this study was to ascertain how employee competence at Ramayana Mall Serang affected employee performance, which was influenced by organizational commitment. This study employs a descriptive methodology and a quantitative research design. Next, the study's population, which consists of 67 respondents, is the staff of Ramayana Mall Serang. Using non-probability sampling approaches, this study intends to examine and ascertain the impact of employee competence (X) on employee performance (Y), which is then regulated by organizational commitment (Z) at Ramayana Mall. Using the SmartPLS4.0 analysis tool, structural equation modeling, or SEM, is the data analysis method employed in this thesis study. According to the study's findings, (1) employee performance is positively and significantly impacted by employee competency. (2) Employee performance is positively and significantly impacted by organizational commitment. (3) The relationship between employee competency and performance is not moderated by organizational commitment in a positive and meaningful way.

**Keywords:** Employee competence, Employee performance, Organizational commitment, Target Sales, Skills, Loyalty, Ramayana

### **Introduction**

According to (Asraf, 2023) Human resources are important in an organization, where it will affect the organization in the future in achieving organizational goals. According to (Novitasari, 2021) human resource management is the recruitment, selection, development, maintenance and use of human resources to achieve the goals that individuals or organizations want to achieve. HR can also be interpreted as a strategies used by companies/organizations to achieve their goals by using quality human resources (Blanka et al., 2022).

Employee performance has a significant impact on a company's success. To reach its objectives, every business always looks to enhance employee performance. desired. Numerous elements can enhance worker performance (Meher et al., 2024). For example, employee competence and organizational commitment in the employees in the company. Competence is a skill to do their job and is also based on knowledge and reinforced by behavior caused by work demands (wibowo, 2017). Competence is very necessary to know how much ability or skill is possessed by each employee, especially a manager in a company (Otoo, 2019).

Then if there is high competence in each HR, then the performance of the HR will certainly be good and provide benefits for the company (Jafar et al., 2023). Because if employees in the company do not have very good competence, they will not perform well either. However, some employees in a company still do not have or lack good competence so that a moderating variable is needed that will strengthen between competence and performance such as organizational commitment that makes employees increasingly try to improve their competence (Saleem et al., 2023). With organizational commitment, employees in the company will have a strong sense of commitment (loyalty) to the company where they work and will always strive to improve their competencies (Y. Chen et al., 2018).

Competence is very necessary to know how much ability or skill is possessed by each employee, especially a manager in a company (Aljuwaiber, 2021). Then if the high competence that exists in each HR, then the performance of the HR will certainly be good and provide benefits for the company. Because if employees in the company do not have very good competence, they will also not perform well (Bootz et al., 2023). However, some employees in a company still do not have or lack good competence so that a moderating variable is needed that will strengthen between competence and performance such as organizational commitment that makes employees increasingly try to improve their competence. With organizational commitment, employees in the company will have a strong sense of commitment (loyalty) to the company where they work and always try to improve their competence (Singh et al., 2018).

One of the similar business problems or phenomena can be observed from the competence of employees or SPG ( *Sales Promotion Girl* ) which affects their performance in one of *the department stores* in Serang City, namely Ramayana Mall Serang. Based on the information obtained, it is known that Ramayana Mall Serang often experiences a decline in sales or failure to achieve sales targets due to consumers who are less interested in several brands or products offered at Ramayana. This is due to the lack of employee competence (SPG), especially their punctuality in completing work so that the SPGs cannot provide maximum performance when promoting the brands they offer. Ramayana Mall Serang employees (SPG) seem to be given less training to promote the brands or products offered and the lack of *product knowledge* they have.

In this business phenomenon, researchers see that there is poor employee competence (Y. P. Chen & Shaffer, 2017). affect the performance of employees or SPGs at Ramayana. Because the performance of SPGs will have a direct impact on a *Department Store* because SPGs are the spearhead of success in selling products in Ramayana, if the performance of SPG is good, of course the target or goal of Ramayana will be achieved. Another thing is if the performance of the SPG is not good, of course the target desired by Ramayana will not be

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achieved or in the sense that the number of products sold does not match the expected target. With poor SPG performance, it will greatly affect the losses obtained by Ramayana Mall Serang. In increasing sales, of course, good competence is needed from employees, especially SPGs, for example by carrying out marketing strategies and other strategies so that customers are interested in buying products from Ramayana. If the competence of Ramayana employees is good, then the performance they produce will also be good and provide benefits for Ramayana.

However, Ramayana employees do not yet have good competence so that it is detrimental to Ramayana, the lack of competence of employees or here namely SPGs causes the performance of SPGs to be less than optimal. The lack of competence possessed by Ramayana employees can be caused by several factors, for example, lack of training even though there is training every month but it is rarely realized every month, lack of *events held* at Ramayana and it could also be due to lack of attention to organizational commitment or loyalty of SPGs to this *department store*. Because if employees or SPGs at Ramayana have a high commitment then they will try harder to improve the competence within themselves so that the resulting performance will also be good.

Based on the results of interviews conducted with several Ramayana SPGs and also interviews with the deputy manager of Ramayana above, it is known that the cause of Ramayana's performance this year is not good because it cannot achieve the target every month due to the lack of competence possessed by the Ramayana SPGs. Because the sales target is not achieved every month, it means that Ramayana must find a way out so that Ramayana does not experience continuous losses, for example by implementing a sales strategy to provide benefits and not make Ramayana lose money and also provide more training to improve the competence of its employees, especially competence in promoting the products or brands they offer and of course provide knowledge about the products or product knowledge to employees. Based on this business phenomenon, researchers note that there is a lack of competent employee (SPG) competence in Ramayana, so that the performance produced by Ramayana employees (SPG) is bad. For this reason, researchers take factors that influence performance by placing organizational commitment variables as moderating variables that function to strengthen the relationship between competency variables and performance variables.

## **Literature Review**

The word competence is derived from the words ability, skill, and authority (M. Chen et al., 2023). Competence is a talent or ability to work that is founded on knowledge in accordance with workplace demands (wibowo, 2017). Furthermore, according to Spencer in (moehariono, 2014), competence is a fundamental quality of workers that is connected to how well they perform at work or to personal traits that are causally related to standards as a reference, effective, or have the best or highest performance in the organization. It can be concluded that competence is a skill in an employee to complete his work so that the resulting performance can also produce good performance for the company (Glińska-Neweś et al., 2022). Competence is the main thing for employees in a company, how they complete the

demands of the job so that the employee must always be able to adapt to have good competence and of course in accordance with his field of work. According to (Aisyah, 2021) there are several markers of competency, including motivation, skills, experience, beliefs and values, and personality.

Performance, according to (Mangkunegara, 2017) is the quantity and caliber of work that employee completes in compliance with their responsibilities. According to (Harsuko, 2011) performance is the extent to which workers implement organizational strategies in order to meet goals pertaining to their individual roles or by exhibiting competencies that are suitable for the business (Rina Herawati et al., 2023). Employee performance is an individual matter, this is because each staff has different levels of ability to complete their work. The management in the company can measure its employees by looking at their competencies according to the performance of the employees. In (Fadillah Rozi dan Sulastini et al., 2017), Mathis and Jackson include the following as employee performance indicators: independence, efficacy, timeliness, quantity, and quality (Lucia-Palacios et al., 2020).

Organizational commitment is defined as a pledge (agreement/contract) to carry out a certain action. promises we keep, both to ourselves and to others. Then according to (Utaminingsih, 2014) Organizational Commitment as Along with the notions of job satisfaction, job involvement, career development, current commitment, and employee turnover rates within an organization, this construct that influences individual behavior in organizations worth studying (Effendi et al., 2024). This is related to how strongly individuals identify themselves with the organization. According to (Shaleh, 2018) and (Robbins, S. P., 2015) indicators of organizational commitment are: the existence of a will employees, the existence of workforce loyalty, the existence of employee pride in the company, achieving organizational interests and accepting organizational values (Wikarek & Sitek, 2022).

## **Research Method**

This study was conducted for approximately 3 months at Ramayana Mall Serang with 67 respondents according to the calculation of the Slovin formula with an error rate of 1% to determine whether there is employee competence at Ramayana affecting employee performance and to analyze also whether organizational commitment may act as a moderating factor in the connection between performance and competence. A descriptive and causal research design was employed in this investigation.

## **Result and Discussion**

In this chapter, the researcher will present data obtained from the results of conducting research at Ramayana Mall Serang. Ramayana Mall Serang is one of the department stores in Serang City and is one of the largest department stores in the city. Ramayana Mall Serang is located in the center of Serang City, namely on Jl. Raya Veteran Alun-Alun Kota Serang. Ramayana Mall Serang was established since September 15, 2006 and has grown rapidly in Serang City and has become a department store that can be said to be popular and even a

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destination for the people of Serang City and from outside Serang City, because Ramayana in it provides a complete department store concept and at affordable prices so that it is suitable to be a family destination for shopping or recreation.

Ramayana Mall Serang is one of the branches of PT Ramayana Lestari Sentosa Tbk which has many branches in various cities in Indonesia. Ramayana was founded by Paulus Tumewu with his wife, Tan Lee Chuan, and his friend, Agus Makmur in 1974. Initially, Ramayana was just a simple fashion store until it finally became a retail company that led the market in the lower middle retail segment. Apart from that, Ramayana also has a supermarket called Robinson.

### **Vision**

We are dedicated to meeting the needs of the lower middle class as a network of retail companies. We offer a wide range of reasonably priced, high-quality products together with attentive customer care.

### **Mission**

By expanding our market, controlling costs, enhancing customer service, developing our human resources, and forming advantageous partnerships with our business partners, we continue to be the most profitable retailer in Indonesia. Maximizing shareholder value is our aim.

This data was generated from a questionnaire that was distributed to 67 respondents at Ramayana Mall Serang. The questionnaire distributed consists of three variables, namely employee competency variables (X), Employee Performance (Y) and Organizational Commitment (Z). In this study, employees at Ramayana Mall Serang who became respondents were at different age levels, different lengths of work and were around 20 to 35 years. In this study, primary data was used which was taken by distributing questionnaires filled out by respondents. Several characteristics in this study are described based on gender, age, last education and length of work of employees. And the following are the characteristics of respondents in this study:

**Table 1. Respondent Characteristics**

<b>Profile</b>	<b>Information</b>	<b>Amount</b>	<b>Percentage</b>
Number of Samples		67	100%
Gender	Woman	67	100%
Age	20 – 25 Years	26	39%
	26 – 35 Years	35	52%
	> 36 Years	6	9%
	Total	67	100%
Last education	SENIOR HIGH SCHOOL	67	100%
Length of work	1-5 Years	46	69%
	6-10 Years	13	19%
	>11 Years	8	12%
	Total	67	100%

Given that there were 67 SPGs (Sales Promotion Girls) that participated in the study, it is clear from the table that women made up the majority of the respondents. Then, 52% of respondents were between the ages of 26 and 35, making up the majority of the sample. Furthermore, the majority of responders based on the employee's ultimate degree were high school with a proportion of 100 %. Furthermore, according to length of service, 69% of those with 1–5 years of service

Descriptive variable analysis is useful for explaining the variables in the study so that the answers from respondents can be known about employee competence, employee performance and also organizational commitment. The analysis is carried out by calculating the index value where each answer from respondents between variables in this study is based on the index score value (average) using the three-box method criteria as in the table below:

**Table 2. Three-Box Method**

Score	Information
67 – 268	Low
269 – 470	Currently
471 – 670	Tall

And the following are the results of the descriptive analysis of each variable in this study:

**Table 3. Variable Index Value Analysis Employee Competence**

Indicator	Score										Amount	Index	Criteria
	1	2	3	4	5	6	7	8	9	10			
KK1	0	0	0	0	0	0	0	15	30	22	67	610	Tall
*	0	0	0	0	0	0	0	120	270	220	610		
KK2	0	0	0	0	0	0	13	15	16	23	67	585	Tall
*	0	0	0	0	0	0	91	120	144	230	585		
KK3	0	0	0	0	0	1	5	24	26	11	67	577	Tall
*	0	0	0	0	0	6	35	192	234	110	577		
KK4	0	0	0	0	0	0	2	17	21	27	67	609	Tall
*	0	0	0	0	0	0	14	136	189	270	609		
KK5	0	0	0	0	0	0	0	13	31	23	67	613	Tall
*	0	0	0	0	0	0	0	104	279	230	613		
Amount												2994	Tall
Average**												598.8	

**Information:**

\*: Accumulation of answer frequencies multiplied by each score

\* \*: Accumulation of index value of all statements divided by the number of questions

Based on table, it can be seen that the average value of respondents' statements on employee competency variables is 598.8 and is included in the high criteria. The KK5 indicator is a statement with the highest index value, which is 613 and is included in the high criteria.

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Meanwhile, the statement with the lowest index value is KK3 which has a value of 577 and is included in the high criteria.

**Table 4. Employee Performance Variable Index Values**

Indicator	Score										Amount	Index	Criteria
	1	2	3	4	5	6	7	8	9	10			
K k 1	0	0	0	0	0	0	1	9	31	26	67	570	Tall
*	0	0	0	0	0	0	70	160	180	160	570		
K k 2	0	0	0	0	0	0	0	5	41	21	67	500	Tall
*	0	0	0	0	0	0	0	168	162	170	500		
K k 3	0	0	0	0	0	0	0	11	31	25	67	467	Tall
*	0	0	0	0	0	0	0	136	171	160	467		
K k 4	0	0	0	0	0	1	11	24	16	15	67	569	Tall
*	0	0	0	0	0	6	77	192	144	150	569		
K k 5	0	0	0	0	0	1	7	17	16	26	67	595	Tall
*	0	0	0	0	0	6	49	136	144	260	595		
Amount												2701	Tall
Average**												540	

## **Information:**

\*: Accumulation of answer frequencies multiplied by each score

\* \*: Accumulation of index value of all statements divided by the number of questions

Based on table, it can be seen that the average value of respondents' statements on employee performance variables is 540 and is included in the high criteria. Indicator Kk5 is a statement with the highest index value, which is 59.5 and is included in the high criteria. While the statement with the lowest index value is Kk3 which has a value of 467 and is included in the high criteria.

**Table 5. Organizational Commitment Variable Index Values**

Indicator	Score										Amount	Index	Criteria
	1	2	3	4	5	6	7	8	9	10			
KO1	0	0	0	0	0	0	0	17	23	27	67	603	Tall
*	0	0	0	0	0	0	0	136	207	260	603		
KO2	0	0	0	0	0	0	0	21	25	21	67	558	Tall
*	0	0	0	0	0	0	0	168	225	130	523		
KO3	0	0	0	0	0	1	6	18	19	23	67	593	Tall
*	0	0	0	0	0	6	42	144	171	230	593		
KO4	0	0	0	0	1	1	6	11	24	24	67	597	Tall
*	0	0	0	0	5	6	42	88	216	240	597		
KO5	0	0	0	0	1	0	5	23	17	21	67	587	Tall
*	0	0	0	0	5	0	35	184	153	210	587		
Amount												2938	Tall
Average**												587.6	

**Information:**

\*: Accumulation of answer frequencies multiplied by each score

\* \*: Accumulation of index value of all statements divided by the number of questions

According to the table, the organizational commitment variable has an average value of 587.6 for the statements made by respondents, which falls inside the high criterion. The statement that meets the high requirements is indicator KO1, which has the highest index value at 603. In contrast, KO2, which meets the high criteria and has an index value of 558, is the statement with the lowest value.

In this study, the discriminant validity test can be seen from the AVE value and the Cross Loading Factor value.

**a. AVE Value**

The AVE value, or Average Variance Extracted (AVE), must be greater than 0.5 in order to pass the discriminant validity test. (Chin & Dibern, 2010; Bagozzi and Yi, 1988)

**Table 6. AVE Value Measurement**

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>	<b>Average variance extracted (AVE)</b>
<b>Performance_</b>	0.808	0.812	0.867	0.567
<b>Commitment_</b>	0.796	0.801	0.858	0.548
<b>Competence_</b>	0.784	0.789	0.852	0.536

**Source: SmartPLS 2025 processing results**

Based on the results of data processing as seen in the image above, each variable has an ave value greater than 0.5 so that the validity discriminant can be met.

**b. Cross Loading Factor Value**

Discriminant validity can be fulfilled if the loading value on the intended construct is greater than the loading value with other constructs.

**Table 7. Measurement of Cross Loading Factor Value**

	<b>Performance_</b>	<b>Commitment_</b>	<b>Competence_</b>
<b>Performance_1</b>	0.720	0.519	0.506
<b>Performance_2</b>	0.705	0.502	0.596
<b>Performance_3</b>	0.771	0.627	0.592
<b>Performance_4</b>	0.773	0.530	0.612
<b>Performance_5</b>	0.790	0.671	0.588
<b>Commitment_1</b>	0.643	0.733	0.582
<b>Commitment_2</b>	0.651	0.757	0.575
<b>Commitment_3</b>	0.474	0.706	0.500



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<b>Commitment_4</b>	0.525	0.740	0.610
<b>Commitment_5</b>	0.468	0.764	0.409
<b>Competence_1</b>	0.604	0.599	0.767
<b>Competence_2</b>	0.500	0.496	0.712
<b>Competence_3</b>	0.478	0.416	0.704
<b>Competence_4</b>	0.627	0.536	0.738
<b>Competence_5</b>	0.586	0.610	0.738

**Source: SmartPLS 202 5 processing results**

The loading value of each targeted indication is higher than the loading value of the indicator on other variables, as can be observed from the data processing results shown in the above image. Therefore, by satisfying the criteria of discriminant validity, it may be said that the tested indicators are valid.

### **Reliability Test**

Reliability testing aims to determine and measure the reliability of the indicators of the variables studied and aims to test the questionnaire (Ghozali & Latan, 2020). In this study there are three reliability tests, namely:

1. Cronbach Alpha:  $> 0.7$  (Vinzi, Trinchera, & Amato, 2010)
2. Rho A:  $> 0.7$  (Vinzi, Trinchera, & Amato, 2010)
3. Composite Reliability:  $> 0.6$  (Bagozzi and Yi, 1988; Chin & Dibbern, 2010)

**Table 8. Reliability Test**

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>	<b>Average variance extracted (AVE)</b>
<b>Performance_</b>	0.808	0.812	0.867	0.567
<b>Commitment_</b>	0.796	0.801	0.858	0.548
<b>Competence_</b>	0.784	0.789	0.852	0.536

**Source: SmartPLS 202 5 processing results**

It is evident from the data in the above figure that each variable's Cronbach Alpha, Composite Reliability, and rho-A values have satisfied the criteria needed to be deemed reliable.

### **Structural Model Analysis (Inner Model)**

Inner model analysis is useful to prove the accuracy of the structural model that has been created in this study. There are several testing steps carried out in this study, namely:

**R-Square** is a metric that quantifies the percentage of variance in the endogenous variable's value that can be accounted for by the exogenous influencing variable. and meets the following requirements:

If  $R^2$  is 0.75, it is significant (large/strong).

If  $R^2$  value is 0.50, then it is moderate.

If  $R^2 = 0.25$ , then the value is weak (small).

**Table 9. R Square Test ( $R^2$ )**

R-square - Overview		
	R-square	R-square adjusted
Kinerja_	0.683	0.668

**Source: SmartPLS 202 5 processing results**

Based on the image above, it can be concluded that the R-Square value is 0.683, meaning that employee competence (X) is moderated by the organizational commitment variable (Z) in explaining employee performance (Y) by 68.3% (Moderate).

**a. Goodness of Fit Model (GoF)**

Goodness of Fit (GoF) is a hypothesis test that seeks to illustrate the level of suitability and accuracy of a model as a whole which works as validation in PLS-SEM. Using the formula below, the Goodness of Fit Model (GoF) is calculated in accordance with Ghozali (2014) as described below:

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0,550 \times 0,683}$$

$$GoF = 0.612$$

Information:

: Average value of Average Variance Extracted (AVE)

$R^2$ : Average value of  $R^2$

The GoF value in this study, as determined by the aforementioned computations, is 0.612, indicating that the model developed is acceptable and viable in order for the model to describe and explain the relationship between variables. Examining the path coefficient's t-statistic value is one way to do hypothesis testing. By examining the t-table value with degrees of freedom (df) using the subsequent criteria, the t-statistic value displays the significance value of the construct:

- Alpha 5%: The t-table value is around 1.96 (for large samples)
- Alpha 10%: The t-table value is around 1.645 (for large samples)

Meanwhile, the path coefficient shows the nature of the relationship between constructs with the following criteria:

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- The effect between variables is in the same direction if the route coefficient value is positive; if the value of an exogenous variable rises or grows, the value of the endogenous variable also rises or increases.
- The effect between variables is in the opposite direction if the route coefficient value is negative. The endogenous variable's value falls when the value of an exogenous variable rises.

Additionally, by using the following criteria to examine the n value probability/significance (P-Value):

- The P-Value is significant if it is less than 0.05.
- The P-Value is not significant if it is more than 0.05.

**Table 10. Path Coefficient Test**

	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>
<b>Competence_ Performance_ -&gt;</b>	0.448	0.456	0.147	3,038	0.002
<b>Commitment_ Performance_ -&gt;</b>	0.423	0.428	0.132	3,200	0.001
<b>Commitment_ Competence_ Performance_ x -&gt;</b>	0.080	0.063	0.087	0.923	0.356

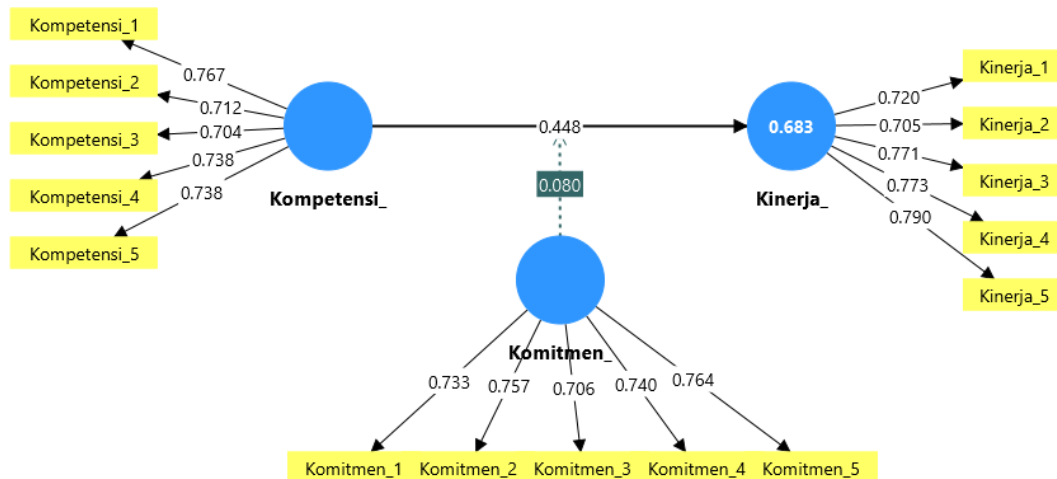
The aforementioned image shows that employee competence significantly and favorably affects employee performance, as seen by the parameter coefficient of 0.448. The first hypothesis in this study is accepted based on the data processing results (path coefficient), which showed a statistical value of 3,038 (greater than the t table at alpha 5% and greater than the t table at alpha 10%) with a P value of 0.002 (smaller than 0.05 and smaller than 0.10).

A parameter coefficient of 0.423 indicates that organizational commitment significantly and favorably affects employee performance. The second hypothesis in this study is accepted since the data processing findings (path coefficient) showed a t statistic value of 3,200 (higher than the t table at alpha 5% and 10%) with a P value of 0.001 (less than 0.05 and less than 0.10).

The hypothesis that organizational commitment cannot moderate the relationship between employee competence and employee performance cannot be accepted because the moderating variable, organizational commitment, has a negative effect on employee

performance, as indicated by a parameter coefficient of 0.080 and a t-statistic value of 0.923 (smaller than the t table at alpha 5% or 10%) with a P value of 0.356 (greater than 0.05 or 0.10) from the data processing or path coefficient results.

In addition to the path coefficient image, there are also data processing results using smartpls 4 in this study, a convergent validity test has been carried out using smartpls4 and it can be concluded that the value of the outer loading of all variables in this study is more than 0.5 and can be declared valid. and the results can be seen in the image below:



## Conclusion

Employee competence (X) has a positive and significant effect on Employee Performance (Y). This means that the higher the competence possessed by employees at Ramayana Mall Serang, the higher the performance produced by employees at Ramayana.. If employees have adequate competence, it is very easy to achieve the targets targeted by any company, especially Ramayana, which is a leading department store in Indonesia. With competences such as good public speaking, high product knowledge, having good time management skills, and the ability to work together with a team of employees or SPG Ramayana are very much needed so that every desired target can be easily met. Without good competence from Ramayana employees, it will be a little difficult for Ramayana to achieve its targets because without high competence, it is impossible to have high performance too.

Organizational commitment (Z) has a positive and significant effect on Employee Performance (Y), which means that the higher the organizational commitment of employees at Ramayana Mall Serang, the higher the performance of employees at Ramayana. This is because with a sense of commitment in the employees, Ramayana employees will feel responsible for improving Ramayana into a department store that always advances and stands tall by achieving targets every month. With organizational commitment in each employee, they will also be obliged to provide the best performance for Ramayana. High organizational commitment can provide high motivation to always contribute to Ramayana.

Since organizational commitment (Z) has a negligible and negative impact, it cannot be used as a moderating variable to improve the correlation between employee performance and

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competence. Accordingly, corporate dedication cannot improve the correlation between employee performance and competence at Ramayana in this investigation. So it means that in this study organizational commitment cannot strengthen the relationship between competence and employee performance at Ramayana. This may happen because there are still many employees at Ramayana who do not have a high organizational commitment. Employees at Ramayana tend to resign a lot due to personal factors or there are many other factors, even though Ramayana has provided many benefits, such as BPJS employment for its employees.

### **Suggestion**

Based on the conclusion of the results of this study, it is, It is recommended that Ramayana management concentrate more on enhancing staff capabilities through coaching, mentoring, and training in light of the study's findings. In addition, if organizational commitment cannot moderate the relationship between competency and performance at Ramayana, it can be done with other factors such as motivation, job satisfaction, leadership, organizational culture, or work environment.

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