



Competence work culture and organizational commitment to the performance of Banten High Court employees

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ABSTRACT

Background: Modern justice is a mandate contained in the Blueprint for Judicial Reform 2010-2035, the implementation of which has started since the launch of e-court application in 2018. The Supreme Court has made various improvements to IT facilities and infrastructure and prepared reliable human resources that can support and accelerate the realization of modern justice. The contribution of this research is expected to provide information as a basis, consideration, support, and contribution of ideas to decision makers in improving employee performance at the Banten high court. Objective: This study tries to see how much influence competence, work culture, and organizational commitment have on the performance of Banten High Court employees. Methodology: the method used in this study used a quantitative approach by collecting data through distributing questionnaires to measure employee perceptions with an interval scale of 1-10 to employees of Judges, civil servants and PPNN. The sampling technique used simple random sampling and data processing using SmartPLS3.2.9. Limitation: The limitations in this study were only carried out on employees of Judges, Civil Servants and PPNN and service users at the Banten High Court. The results of the study show that competence, work culture and organizational commitment have a positive and significant effect on the performance of employees in the Banten High Court.

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INTRODUCTION

In the current and future era of globalization, human resources play an important role in developing a competitive organization. Organizations will not be able to function without highly competent human resources in their duties and fields of work. To obtain reliable human resources who can contribute to produce added value, namely the achievement of organizational goals and the success of the company's business which is an added value for the organization or company, management

must pay attention to competency-based human resource management practices. (Sedarmayanti, 2019). (Klimchak et al., 2020) assert that the main obstacle for business is determining how to evaluate employee performance and how it can be more "valid" and efficient. In other words, (Anastasios, et.al 2018). The Supreme Court in its 2021 Annual Report takes the theme "Accelerating the Realization of Modern Justice". This theme is a series of relays from the previous themes which indicate the determination, enthusiasm, and optimism of all apparatus of the Supreme Court and the judiciary under them to be able to move quickly, respond and adapt to the dynamics of social change and technological developments that are happening at this time. This

It is important for the Supreme Court to have Smart ASNs who have integrity, nationalism, professionalism, global insight, mastery of IT and foreign languages, a spirit of hospitality and entrepreneurship, and have an extensive network to create a world-class "Indonesian Supreme Judicial Body". The Supreme Court also focuses on an approach to managing HR as an asset known as human capital, namely by forming talent management in accordance with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform (Kemen PAN RB) Number 3 of 2020 concerning Management of Talents for the State Civil Apparatus (ASN) which provide HR management options, ((Banten, n.d.)MA-2021 Laptah).

Government Agencies Performance Report (Wicaksana, 2016) The LKjIP of the Banten High Court is a manifestation of accountability for performance in achieving the strategic goals of the Banten High Court in the 2020 fiscal year. This Performance Report is the first year of implementation of the Banten High Court Strategic Plan for 2020-2024. The preparation of the LKjIP of the Banten High Court refers to the Regulation of the President of the Republic of Indonesia Number 29 of 2014 concerning the Government Agency Performance Accountability System and the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 53 of 2014 concerning Technical Guidelines for Performance Agreements, Performance Reporting and Procedures for Reviewing Government Agencies Performance Report. The Banten High Court for the 2019 – 2020 period obtained scores in the category (BB) or Very Good.

However, in this study, the authors wanted to find out how much influence competence, work culture and organizational commitment have on employee performance at the Banten High Court. This research is expected to show that competence, work culture, and organizational commitment are very important in efforts to improve the performance of Banten high court employees. Competence possessed by employees in accordance with their main tasks and functions can maximize employees in showing their respective individual performance, work culture that has been owned by employees and exemplified by leaders can be implemented in carrying out work, as well as organizational commitment that must be continuously strengthened by all stakeholders at the Banten High Court so that it can be evaluated and monitored so that employee performance will always increase.

RESEARCH METHOD

This research is a quantitative study to analyze the effect of competence, work culture and organizational commitment on employee performance at the Banten High Court. The population of this study were all employees at the Banten High Court. The total number of employees at the Banten High Court is 90. The researcher determines the number of samples is 90 consisting of High Court Judges, Structural, Functional Officers, Advocates and VAT. The research took data directly through questionnaires which were distributed to all samples and there were 80 acceptable and valid samples. Measurements using ordinal data with an interval scale with a range of 1 (strongly disagree) to 10 (strongly agree). This study uses the Structural Equation Modeling (SEM) method using the Smart PLS v3.2.9 application.

RESULTS AND DISCUSSIONS

The profile of respondents in this study was mostly male with a percentage of 70%. work experience of the majority of respondents over 20 years with a percentage of 56%, the majority of respondents with an undergraduate degree with a percentage of 43.33%, and the majority Furthermore, the profile of the respondents is explained in table 1, as follows :

Table 1. Respondent profile

No	Information	Frequency	Percent
1	Gender		
a	Male	27	30
b	Female	36	70
2	Length of work		
a	< 5 years	6	7
b	11 – 20 years	34	38
c	>20 years	50	56
3	Education		
a	Junior High School Degree	3	3,3
b	Senior High School Degree	8	8,3
c	Asosiates degree	3	3,3
d	Bachelor's degree	39	43,3
e	Master's degree	35	38,8
f	Doctoral degree	2	2,2

Validity and Reliability Test

Table 2. Loading factor

Indicators	Competence (X1)	Organizational Commitment (X3)	Performance (Y)	Work Culture (X2)
X2_1				0,703
X2_2				0,748
X2_3				0,738
X2_4				0,804
X_1	0,736			
X_2	0,752			
X_3	0,663			
X_4	0,641			
X_5	0,735			
X_6	0,755			
Y_1			0,666	
Y_2			0,575	
Y_3			0,674	
Y_4			0,776	
Y_5			0,694	
Y_6			0,608	
Z_1		0,833		
Z_2		0,836		
Z_3		0,772		

In the first processing of outer weight, the value of outer loading. In the outer loading measurement, the value obtained must be > 0.6 (J. Hair et al., 2017) in table.2 (Test 1) there are still < 0.6 so there must be a variable that must be processed or deleted (Variable Y2), then the second processing is carried out to obtain the outer loading value in the table (Test 2). Therefore outer loading on each variable can have an average value above 0.7 (greater than 0.6). Competency variables are measured by 6 (six) valid items where the outer loading value lies between 0.641 – 0.755 which indicates that the six measurement items can explain work culture. Work culture variables are measured by 4 (four) valid items where the outer loading value lies between 0.703 – 0.804 which indicates that the four measurement items can explain work culture. The Organizational Commitment variable is measured

by 3 (three) valid items where the outer loading value lies between 0.772 – 0.836 which indicates that the three measurement items can explain organizational commitment.

Table 3.Discriminant validity
Fornell-Larcker Criterion

Variabel	Competence (X1)	Organizational Commitment (X3)	Performance (Y)	Work Culture (X2)
Competence (X1)	0,715			
Organizational Commitment (X3)	0,411	0,814		
Performance (Y)	0,616	0,577	0,694	
Work Culture (X2)	0,490	0,608	0,644	0,749

Table 4. Discriminant validity
Heterotrait-Monotrait Ratio (HTMT)

Variabel	Competence (X1)	Organizational Commitment (X3)	Performance (Y)	Work Culture (X2)
Competence (X1)				
Organizational Commitment (X3)	0,502			
Performance (Y)	0,780	0,753		
Work Culture (X2)	0,607	0,819	0,857	

Table 3. shows the evaluation of discriminant validity at the variable level, where the criterion is accepted if the AVE root of the construct is greater than the correlation between the constructs. Larger constructs Next in table.4 we measure discriminant validity. (Hair et al., 2020) for HTMT because this measure of discriminant validity is considered more sensitive or accurate in detecting discriminant validity. The recommended value is below 0.90. The results of the second test show that the HTMT value is below 0.90 for the pair of variables, so discriminant validity is achieved.

Table 5. Construct reliability and validity

	Average Variance Extracted (AVE)
Competence (X1)	0,511
Organizational Commitment (X3)	0,663
Performance (Y)	0,482
Work Culture (X2)	0,561

Table 6. Construct reliability and validity

	Composite Reliability
Competence (X1)	0,862
Organizational Commitment (X3)	0,855
Performance (Y)	0,822
Work Culture (X2)	0,836

Table 5. average variance extracted ($AVE \geq 0.50$) (Hair et al., 2020) there is an AVE value > 0.50 , therefore the measurement evaluation is declared valid on the Competency, Work Culture and Organizational Commitment variables, but on the Performance variable it has an AVE value < 0.5 or is invalid. Table.6 for processing Construct reliability and validity evaluates loading factor ≥ 0.70 composite reliability ≥ 0.70 so that all constructs are declared reliable.

Table 7. F. square

	Organizational Commitment (X3)	Performance (Y)	Work Culture (X2)
Competence (X1)		0,223	
Organizational Commitment (X3)		0,075	
Performance (Y)			
Work Culture (X2)		0,138	

In table.7 it can be seen that the f square value is the influence of variables at the structural level with the criteria (low f square 0.02, 0.15 moderate and 0.35 high (Hair et al., 2020). From the table it can be seen that for the competency variable it is worth 0.223 in the moderate category.

Tabel 8. R square

	R Square	R Square Adjusted
Performance (Y)	0,566	0,549

In measuring the inner model, the model was evaluated and it was found that employee performance was explained through the variables of competence, work culture and organizational commitment of 0.56 or 56 percent indicating a moderate model (Hair et al., 2020)(> 0.5 = moderate). Furthermore, to see the influence of exogenous variables and mediating effects on endogenous variables, it can be seen from testing the hypothesis as follows:

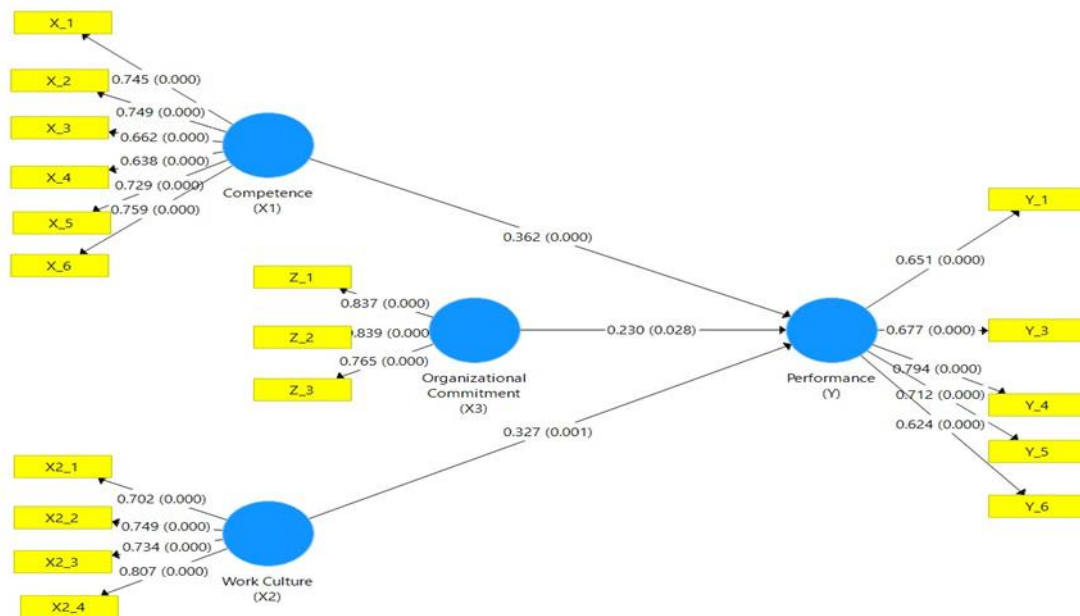


Figure 1. Model framework

Tabel 9. Hypotheses testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competence (X1) -> Performance (Y)	0,362	0,373	0,094	3,866	0,000
Organizational Commitment (X3) -> Performance (Y)	0,230	0,232	0,095	2,412	0,016
Work Culture (X2) -> Performance (Y)	0,327	0,327	0,103	3,169	0,002

Table 6. explains the hypothesis testing between variables by looking at the statistical T value or P value. T test statistic calculation results > 1.96 (t table) or P value test results <0.05, so there is a significant influence between variables.

Hypothesis Discussion

Competence has a positive and significant effect on Employee Performance

Based on the results of the competency hypothesis test, it has a positive and significant effect on employee performance. The first hypothesis in this study was accepted because the P value was 0.000

<0.05 and the T statistic was $3.904 > 1.96$. (Hair et al., 2019) Previous studies that get the same results according (Sudaryana et al., 2021) competence has a positive and significant effect on performance. According to (Darling & Venkitachalam, 2019) highlighting potential performance advantages that can be achieved through competencies, as well as new ways to work through identified strategic competencies in an environment of high trust and focus on internal assets and organizational competencies, with competency results contributing to improved performance. (Zacca, 2018), managerial competence positively enhances firm performance. (Purwanto et al., 2017), competence has a positive and significant effect on performance. (Yani & Province, 2022) employee competence has a positive impact on employee performance. (Santoso, n.d.) competence has a positive effect on hr performance. (Diana, 2018) competence has a partial effect on employee performance. (Farid et al., 2020) competence has a significant influence on improving employee performance

Work Culture has a positive and significant effect on Employee Performance

Based on the results of the work culture hypothesis test, it has a positive and significant effect on employee performance. The third hypothesis in this study was accepted because the P value was $0.001 < 0.05$ and the T statistic was $3.240 > 1.96$. (Hair et al., 2019) This research is in line with (Sembiring & Winarto, 2020) argues that work culture has a positive and significant effect on employee performance. (Raharjo et al., 2018) explainan increase in organizational culture will lead to an increase in HR performance, organizational culture has a positive and significant effect on employee performance. (Adha et al., 2019) describes that work culture has a significant effect on employee performance. (Irmayanti & Suarmanayasa, 2020) that work culture Positive and significant influence on employee performance. (Jayanti, 2020) Work Culture has a direct significant positive effect on Performance. (Haji & Utara, n.d.) partially, work culture has a positive and significant effect on performance improvement employee. (Maria et al., 2020) work culture has a positive and significant effect on employee performance.

Organizational Commitment has a positive and significant effect on Employee Performance

Based on the results of the hypothesis test, organizational commitment has a positive and significant effect on employee performance. The fifth hypothesis in this study was accepted because the P value was $0.028 < 0.05$ and the T statistic was $2.199 > 1.96$. (Hair et al., 2019) This research is in accordance with (Arisman, 2022) explains that organizational commitment partially has a positive and significant effect on performance. (Mulyani et al., 2018) in his research explained that organizational commitment partially has a positive and significant effect on employee performance. (Ratnawati & Putranti, 2018) explains that there is a significant influence between organizational commitment to performance. (Azmy, 2022) organizational commitment has a positive and significant effect and is able to present employee performance. (Chikmiyah et al., 2021) Organizational commitment has a positive and significant effect on employee performance. (Otto, 2017) there is an influence of organizational commitment on performance. (Luthfiyani, 2019) the results of the study that there is a positive influence and significant organizational commitment to employee performance.

CONCLUSION

The conclusions drawn from this study include that competence has a positive and significant effect on employee performance, therefore the High Court as the level of appeal fully supports what has been proclaimed by the Supreme Court of the Republic of Indonesia in improving HR competence as outlined in the DIPA Budget every Fiscal Year in the form of Guidance activities Technical for human resources, both judges or functional staff within the General Judiciary Agency, in this case the Registrar's Office, as well as HR in the Secretariat section. Work Culture has a positive and significant effect on Employee Performance. Therefore, Leaders have a very important role in getting used to a good work culture that can be followed by all stakeholders who are under them. The limitation of this research is that the research was only conducted on Banten High Court employees.

Therefore, for further research it can be carried out at district courts in the Banten region. Further research development is how to see organizational commitment as an intervening variable and leadership role that needs attention for further research. This research has shown that competence, work culture, and organizational commitment are very important in efforts to improve the performance of Banten high court employees. Competence possessed by employees in accordance with their main duties and functions can maximize employees in showing their respective individual performance, work culture that has been owned by employees and exemplified by leaders can be implemented in carrying out work, as well as organizational commitment that must be continuously strengthened by all stakeholders at the Banten High Court so that it can be evaluated and monitored so that employee performance will always increase.

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