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IJISSET - International Journal of Innovative Science, Engineering & Technology, Vol. 8 Issue 9, September 2021 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijiset.com The Effect Of Competence And Teamwork On Organizational Performance With Organizational Commitment As A Moderating Variable (Study At The Office Of Education And Culture Of West Nusa Tenggara) Wahyu Purwo Jatmiko Magister of Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia Email: wahyu.jatmiko2003@gmail.com Lalu Suparman Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia corresponding author - Email: lalusuparman77@gmail.com Hermanto Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia Email: hermanto2307@gmail.com ABSTRACT This study aims to analyze the effect of competence and teamwork on organizational performance moderated by organizational commitment.

Respondents in this study were all officials of echelon IV, echelon III, and echelon II within the scope of the Education and Culture Office of the Province of NTB, with a total population of 54 people. The data collection tool used in this study was a questionnaire. The data analysis uses path analysis with Smart PLS 3.3 processing. The results of the research that can take are (1) Competence has a positive and significant effect on Organizational Performance, (2) Teamwork has a positive and significant effect on Organizational Performance, (3) Competence has a positive and significant effect on Organizational Performance through Organizational Commitment. Keywords: Competence, Teamwork, Organizational Commitment, Organizational Performance. INTRODUCTION Today's organizational performance has become the spotlight of public attention; this is in line with the growing climate of democratization and openness.

However, Nawawi (2013:211) states that it is difficult to measure the success or failure of an organization in carrying out its main tasks and functions objectively so far. This difficulty is because a performance measurement system has never been compiled to inform the level of success of an organization. Conceptually, performance can basically be seen from two aspects: individual employees' performance and organizational performance. Employee performance results from individual work in the organization, while organizational performance is the totality of work achieved by an organization. Employee performance and organizational performance have a close relationship.

The achievement of organizational goals cannot separate from the resources owned by the organization used or run by employees who play an active role as actors to achieve the organization's goals (Nawawi, 2013: 212). 380 IJISSET - International Journal of Innovative Science, Engineering & Technology, Vol. 8 Issue 9, September 2021 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijiset.com To get good organizational performance, the organization requires employees who have high commitment, employee competencies that follow the needs of the organization, and good cooperation between employees. Ivancevich et al. (2007: 234) explains that research evidence shows the absence of commitment can reduce organizational effectiveness. People who are committed are less likely to quit and accept another job. Therefore, there are no high employee replacement costs.

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In addition, committed and highly skilled employees require less supervision. Likewise with competence, Schuller (1990) in Sutrisno (2009: 209) explains that human resources are seen as human beings with their uniqueness that needs to be developed with competence. Humans are seen as a valuable asset, and with this trend, the role of human resources will be increasingly appreciated, especially in terms of human resource competence. Human resources valued will work wholeheartedly to provide the best for the organization (Ulrich, 1997). Good competence of employees must be managed properly by management. Therefore cooperation between employees in the form of groups or teams is needed.

Robbins (2006) describes how popular teams are today; evidence shows that team performance is usually superior to individual performance when the task to be performed requires various skills, judgments, and experiences. Management has found that teams are more responsive and responsive to changing events than traditional departments or other forms of permanent groups. Teams have the ability to assemble, disperse, refocus and disband quickly. There are also team motivational traits. For example, employee involvement as a motivator, the team facilitates employee participation in carrying out decisions. So another explanation for the popularity of teams is that teams are an effective way for management to democratize their organization and improve employee performance.

So with the involvement of these employees will lead to commitment in employees to the organization (Robbins, 2006). Many studies have been conducted to see how the relationship between competence, teamwork, and organizational commitment to organizational performance. Research conducted by Rantesalu et al. (2016), Lotunani et al. (2014), and Katawneh et al. (2014) show a positive and significant relationship between competence and organizational commitment. Likewise, research by Osei et al. (2015), Jabbouri (2014), and Mufarroah et al. (2013) shows a positive and significant relationship between competence and organizational performance. Similarly, Suparman, Nasir, and Suryatni (2015) research that commitment has a major role in improving organizational performance.

However, Srikaningsih's (2015) research found that competence did not significantly affect organizational commitment. The Education and Culture Office of West Nusa Tenggara Province is one of the Regional Apparatus Work Units (SKPD) of the West Nusa Tenggara Provincial Government, which form based on Governor Regulation Number 50 of 2016 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Nusa Tenggara Provincial Offices Southeast West. Based on the monthly report, the performance of the Education and Culture Office of the Province of NTB seen from the physical and financial realization from previous years, it found that the Education and Culture Office of the Province of NTB is included in the SKPD group, which has a slow budget absorption capacity and this will certainly affect the effectiveness of the organization in achieving the goals that have been set.

The slow absorption of the budget is allegedly due to several obstacles or problems that arise, including human resource management. Based on the researcher's observations that one of the existing problems is that there is still a relative lack of coordination between fields within the organization and between individuals both in the program planning and implementation stages so that jobs that require coordination between related organizational parts or between individuals cannot be completed properly. . At the stage of preparing the activity program, there are often difficulties in gathering the information needed to compile an activity program so that in the implementation phase of the activity program listed in the 381IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 8 Issue 9, September 2021 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijiset.com Activity Implementation Document, revisions or improvements are often made so that existing activity programs can carry out according to existing targets and plans. Another problem that arises in implementing organizational activities is the relative lack of competence of employees to the needs of existing jobs. This is indicated by the difficulty of getting competent employees to carry out the existing tasks.

As a result, few employees get multiple assignments or have an excessive workload, while other employees receive a much less workload or get fewer assignments from the leadership. This happens because the ability or competence is not evenly distributed. Therefore, there is an imbalance in terms of individual abilities to not distribute tasks evenly to his subordinates. In addition, it is no stranger to the stage of preparing personnel to be placed in parts of the organization. Thus, there is a struggle for personnel due to limited personnel or employees who have the skills or competencies needed in carrying out daily tasks. This problem is certainly a

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reflection of the competencies possessed by the employees of the Education and Culture Office of West Nusa Tenggara Province.In

addition to the problems mentioned above, there are indications of other problems in terms of human resources, namely the relative lack of awareness that some employees of the Education and Culture Office of West Nusa Tenggara Province have regarding their duties and responsibilities. This can be seen from the level of employee discipline in work. Some employees at work still have to be supervised by the leadership, or employees show their performance only in front of the leadership. If the leader is not in the office, then the employee is not working in earnest.LITERATURE REVIEW AND HYPOTHESES DEVELOPMENTPasolong (2013: 198) suggests that organizational performance is the overall organizational effectiveness for the defined needs of each relevant group through systemic efforts and continuously improving the organization's ability to achieve its needs effectively. According to Mathis and Jackson (2006:113), the main factor that can affect performance is ability.Competence comes from the word competence which means skill, ability, and authority.

Thus, etymologically, competence is defined as the behavioral dimension of expertise or excellence of a leader or staff who has good skills, knowledge, and behavior (Scale, 1975 in Sutrisno,2010:202).According to Spencer and Spencer (1993), competence is a characteristic that underlies a person and is related to the effectiveness of an individual's performance in his work. This definition implies that competence is a deep and inherent part of a person's personality and predictable behavior in various situations and work tasks. The research results from Jabbouri (2014) and Osei et al. (2015) prove a positive relationship between competence and organizational performance.H1: competence affects organizational performance.Nawawi (2013) suggests organizational performance as a function of the results of work/activities in the company, which is influenced by internal and external factors of the organization in achieving the goals set for a certain period of time.

According to Gibson, Ivancevich, and Donnelly (2008:134), one of the factors that can affect performance is teamwork. Teamwork is a group of people who work together to achieve a common goal same, and this goal will be easier to achieve by working in a team rather than doing it alone (Wayne in Poernomo,2006).Robbins and Judge (2008:466) reveal that teamwork is a group whose individual efforts produce higher performance than the number of individual inputs. This means that the performance achieved by a team is better than the performance of an individual in an organization or a company.Meanwhile, Tracy (2006) stated that teamwork is actively managed and carried out by a group of people who are members of one organization. Teamwork can improve equal performance382IJSET - International Journal of Innovative Science, Engineering & Technology, Vol.

8 Issue 9, September 2021ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72www.ijiset.comand communication within and between parts of the company. Usually, teamwork consists of people who have different skills to be used as strengths in achieving company goals. The results of research conducted by Poernomo (2006) found that Teamwork can have a significant effect on Manager Performance.H2: teamwork affects organizational performance.According to Meyer et al. in Supiyanto (2015:120-121), Organizational commitment is related to the level of employee turnover and relates to the level of employee willingness to sacrifice for the company. According to Allen and Meyer (in Supiyanto (2015:120-121), organizational commitment can be interpreted as emotional attachment, identification, and involvement of individuals with the organization and the desire to remain a member of the organization.According to Ulrich (1997), when the role of human resources is increasingly valued, especially in terms of their competence, strengthened by their commitment, the competence of human resources can be directed to work wholeheartedly to provide the best for the organization.The results of research conducted by Lotunani et al. (2014); and Katawneh et al. (2014) found a significant effect between competence on organizational commitment and strengthened by organizational commitment.H3: organizational commitment strengthens the relationship between competence and organizational performance.According to Luthans (2006:224), organizational commitment is a strong desire to remain as a member of the organization, the desire to strive according to the organization's wishes, certain beliefs, and acceptance of the values and goals of the organization.

In other words, it is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its success and continuous

progress. According to Robbins (2006), teams are an effective way for management to democratize their organizations and improve employee performance. So with the involvement of these employees will lead to commitment in employees to the organization to facilitate the achievement of organizational objectives. Previous research, namely Zincirkiran et al. (2015), found an effect of teamwork on performance reinforced by organizational commitment. H4: organizational commitment strengthens the relationship between teamwork and organizational performance. METHODS This research is associative or causal research.

According to Sugiyono (1999:11), associative research is a type of research that aims to determine the relationship between two or more variables. Research respondents were all officials of echelon IV, echelon III, and echelon II within the scope of the Education and Culture Office of NTB Province, with a population of 54 people. This study uses the census method, where the entire available population is used as a respondent. The data collection tool is in the form of a questionnaire, a set of questions for a phenomenon related to the topic under study. Organizational performance in this study refers to Steers in Suparman, Suryatni, and Nasir (2015), namely Work Quality and Productivity. Measurement of organizational commitment refers to Mowday, et al. (1979) in Suparman et al.

(2014), namely effective and normative attachment. The measurement of the competence of civil servants at the Education and Culture Office of the Province of NTB refers to Klein and Richey (2005 in Wirda & Azra (2015): Knowledge, Skills, and 383 IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 8 Issue 9, September 2021 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijiset.com Work Experience. Finally, measurement of Teamwork refers to (Fatwadi, 2015), namely Convenience, Problem Solving, and Coordination. This research uses Partial Least Squares (PLS) analysis. PLS analysis is used following the problems studied.

The condition of the number of samples is not large and does not require normality requirements and other conditions that are strict following various parametric statistical approaches (Ghozali, 2011: 18): RESULT To determine the significance level of the path coefficient, the t value (t-value) generated by running the Bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted or not. For example, at a significance level of 0.05, the hypothesis will support if the p-value is less than the critical value, which is 0.05 (5%). The results of the significance level test can be seen in Table 1. summarizes the results of hypothesis testing with the PLS approach. The path coefficient value is obtained from the SmartPLS output, which can be seen below. Table 1. Structural Model Effect Between Variables Coefficient T-Statistics P-Value

| Information | Coefficient | T-Statistics | P-Value | Significance |
|--|-------------|--------------|---------|--------------|
| Competence -> Organizational Performance | 0.215 | 3.329 | 0.001 | Significant |
| Teamwork -> Organizational Performance | 0.251 | 3.528 | 0.001 | Significant |
| Competence -> Organizational Commitment | 0.243 | 3.514 | 0.001 | Significant |
| Teamwork -> Organizational Commitment | 0.273 | 2.895 | 0.005 | Significant |

Competence has a positive and significant influence on the Organizational Performance, indicated by the path coefficient value of 0.215 with a p-value of 0.001 (lower than the error tolerance 5%/0.05) which means positive and significant, so it can state that the first hypothesis is accepted. Teamwork has a positive and significant influence on the Organizational Performance, indicated by the path coefficient value of 0.251 with a p-value of 0.001 (lower than an error tolerance of 5% (0.05), meaning positive and significant, so it can state that the second hypothesis can be accepted. Competence has a positive and significant influence on Employee Organizational Commitment, indicated by the path coefficient value of 0.243 with a p-value of 0.001 (lower than an error tolerance of 5% (0.05) which means positive and significant, so it can be stated that the third hypothesis acceptable. Teamwork has a positive and significant influence on Employee Organizational Commitment, indicated by the path coefficient value of 0.494 with test results showing that the coefficient value is 0.273 with a p-value of 0.005 (lower than an error tolerance of 5% (0.05) which means positive and significant, so it can state that the fourth hypothesis is accepted. 384 IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 8 Issue 9, September 2021 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijiset.com DISCUSSION The Effect of Competence on Organizational Performance The results of the study show that Competence has a positive and significant effect on Organizational Performance.

When the capacity of employees is increasingly competent in their positions, it will have an impact on the higher organizational performance. The work results of employees are highly dependent on their competencies. Therefore, competence that is good and following the job is very good for the organization because it can support the performance of these members, which will ultimately improve organizational

performance. Schuller (1990) in Sutrisno (2009: 209) explains that human resources are seen as human beings with their uniqueness that needs to be developed with competence. Humans are seen as a valuable asset, and with this trend, the role of human resources will be increasingly appreciated, especially in terms of human resource competence. Valued human resources will work wholeheartedly to provide the best for the organization.

(Ulrich, 1997). The results of this study are in line with research conducted by Osei et al. (2015), Jabbouri (2014), Mufarroah et al. (2013), and Rantesalu et al. (2016), showing a positive and significant relationship between competence and performance. Organization. The Effect of Teamwork on Organizational Performance. The results of the study show that Teamwork has a positive and significant effect on Employee Organizational Performance. That is, the better the implementation of Teamwork in the organization, the better the Organizational Performance. Performance results from the activities or cooperation of several people in the organization who can work together. Directions from management to members are an important part so that they are consciously and voluntarily encouraged to work together.

Cooperation can be a pillar of work because it is beneficial for members to make it easier for them to work and produce work very well. Employees must be managed properly by management. Therefore cooperation between employees in the form of groups or teams is needed. Robbins (2006) describes how popular teams are today. Evidence shows that team performance is usually superior to individual performance when the task to be performed requires various skills, judgments, and experiences. The results of this study are in line with research conducted by Hanasya (2016), Agha et al. (2012), Nzewi (2015), Zincirkiran et al. (2015), Marpaung (2014), Poernomo (2006), and Rantesalu et al.

(2016), who have found that cooperation has a positive and significant effect on organizational performance. The Effect of Competence on Organizational Performance Through Commitment. The study results show that Competence has a positive and significant effect on Organizational Performance through Organizational Commitment. The higher the employee's commitment, the greater the role of Competence in improving Organizational Performance. Spencer (in Moeheriono, 2009: 3) states that competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with criteria that are used as a reference, effective or excellent or superior performance. At work or in certain situations. Based on this definition, some of the meanings contained in it are the basic characteristics (underlying characteristics).

Competence is part of a deep and inherent personality in a person and has deep and inherent behavior in a person and has predictable behavior in various aspects task situations. Profession. Next, causal relationship (causally related) means that competence can cause or be used to predict a person's performance, meaning that you will have high performance if you have high competence (as a result). 385IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 8 Issue 9, September 2021 ISSN (Online) 2348 - 7968 | Impact Factor (2020) - 6.72 www.ijset.com Employee knowledge also determines the success or failure of the implementation of the tasks assigned to him. Employees who have sufficient knowledge will increase the efficiency of the company. However, employees who do not have enough knowledge will work haltingly.

Waste of materials, time, and energy, as well as other factors of production, will be carried out by employees with less knowledge. This waste will increase the cost of achieving organizational goals. Or it can conclude that less knowledgeable employees will reduce efficiency. The results of this study are the same as the results of research conducted by Lotunani et al. (2014), Fu and Deshpande (2014), Gelderen and Bik (2016), which explain that organizational commitment through mediation test results can mediate the effect of competence on nurse performance. In addition, Yamato and Sekiguchi (2015), Kurniasari et al. (2018) that competence has a strong role in building organizational commitment, improving employee performance in bringing the organization into the realm of global competition. Influence Teamwork on Organizational Performance through Commitment. The study results show that Teamwork has a positive and significant effect on Organizational Performance through Organizational Commitment.

The higher the organizational commitment of the employees, the greater the influence of Teamwork in improving Organizational Performance. On the other hand, the lower the organizational commitment of the

employees, the smaller the effect of Teamwork on Organizational Performance. Cooperation is different from working together. Cooperation refers more to efforts to complete tasks to achieve goals between individuals or between work units. Each has tasks that are carried out synergistically, while working together refers to working between individuals or between work units carried out simultaneously. Which is not necessarily accompanied by synergistic work on tasks (Soedarmanto, 2009:145).

Good communication between individuals within an organization is needed to get maximum results or an effective and efficient work team. The development of a work team begins with forming a team that has a combination of people with the right skills and is willing to work with others as a work team. Dufrene & Lehman (2002). According to Dufrene & Lehman (2002), forming a work team has four stages; the first stage starts with an initial agreement on why the team needs to be formed and what responsibilities and authorities the team has. The second stage creates conditions for the team to be successful, including the required resources, including equipment, equipment, capital, and quality human resources in their respective fields. Therefore, support from company management is needed.

In the third stage, the team must form with a strong foundation, namely a leader or leader, a clear vision and mission, commitment of team members to carry out what has been agreed. In the last stage, the company's management provides full support for the team to be better. Teamwork is very much needed to improve work efficiency both in the office, private and government. If the company does not have strong cooperation between one division and another, then the results of its work are not efficient or timely (Rolanna, 2008 in Syam, 2020). On the other hand, according to Edmondson (2007: in Syam, 2020), a team can achieve the highest performance if team members are actively discussing, asking many questions, and looking for solutions through an experiment. The results of this study also strengthen the results of research conducted by Dewi (2016), Putri, Eliyusnadi, and Setiawan (2020), Hatta et al.

(2017) research on organizational commitment has a strong role in mediating the effect of organizational commitment on organizational performance. CONCLUSION Competence and Teamwork have a positive and significant effect on Organizational Performance. In addition, organizational commitment can strengthen Competence, and Teamwork has a positive and significant effect on Organizational Performance. 386 IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 8 Issue 9, September 2021 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijset.com RECOMMENDATION Current work within the Department of Education and Culture of the Province of NTB is indeed more dominant concerning technology, especially computerization. Meanwhile, employees are faced with a dominant age condition in the range of more than 50 years.

This phenomenon is a separate trick for organizations to continue to improve and instill in their employees to continue learning and asking questions related to their work that has not been mastered. By continuing to learn and ask questions, of course, it is expected to minimize the level of employee ignorance in carrying out work, especially those that must be done with computers. Teamwork is an alternative to facilitate the completion of work effectively and efficiently. If the division and delegation are still weak in practice, then it is necessary to make rules for the work that must do in groups or the formation of a committee. The committee must also be able to work together, not independently or separately. It can be separated as long as it continues to divide the work of each member. Need to cultivate love the Education and Culture Office can be encouraged through the participation of employees in competitions between offices within the West Nusa Tenggara Provincial Government.

Events like this can increase the employee's love for the organization where he belongs. Organizations need to put forward new ways of solving problems that arise, and Organizations need to apply the latest concepts of office management. New ways of managing the office are closely related to the use of computers at work. Practical on-the-job training with computers is necessary but must be on-the-job or when the employee is doing their job. So at least they already have an idea to work with these new ways. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS Research respondents are limited to a sample of Civil Servants. Therefore, this research is likely to show different results if applied to all other employees, including honorary employees in other work areas. This research can be developed by adding open-ended questions for each question item on the questionnaire.

It aims to obtain more accurate information by filling honestly, which will enrich research data on Competence, Teamwork, Organizational Commitment, and Organizational Performance. REFERENCES Adnan, M., (2015), The Influence of Intellectual Intelligence, Emotional Intelligence and Spiritual Intelligence on Auditor Professionalism (Empirical Study at the Regency Inspectorate on Lombok Island), Mataram: Thesis of the Postgraduate Management Master Program at the University of Mataram Agha S., Alrubaiee L., (2012), "Effect of Core Competence on Competitive Advantage and Organizational Performance"; International Journal of Business and Management; VII(1), 192-204. Aslam, A., Ghaffar A., Talha T., Musthaq H., (2015), "Impact of Compensation and Reward System on The Performance of An Organization: An Empirical Study on Banking Sector of Pakistan"; European Journal of Business and Social Sciences; IV(8), 319-325. Arifin, A. Z.,

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