Research Article

The Role of Competence Mediates the Effect of Work Experience of Employee Performance in Dinas Pertanian, Ketahanan Pangan Dan Perikanan,

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Abstract: This study aims to determine the mediation role of competency on the influence of work experience toward employee performance in Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency. Primary data collected from 63 respondents. Data analysis using Structural Equation Modelling-Partial Least Square (SEM-PLS). The results of this study indicate competence mediates perfectly or completely the influence of work experience on employee performance.

Keywords: mediation role, competence, work experience, and employee performance

Introduction

Capacity building is a strategy aimed at increasing efficiency, effectiveness and responsiveness in order to improve organizational performance. Individual performance is the work of employees both in terms of quality and quantity based on work standards that have been determined. Productive employees describe the potential, perception, and creativity of someone who always wants to contribute abilities to benefit themselves and their environment. The performance of employees greatly influences the success of an institution in carrying out its vision and mission as one of the local government agencies. Likewise, Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency is one of the government institutions in Bangli Regency in carrying out its vision and mission. Many factors affect the performance of the Bangli Regency's Agriculture, Food and Fisheries Service Office. In this research, two factors that influence employee performance are chosen: work experience and competence. The assessment of the performance of the Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency is the realization of the 2018 financial data budget which has been declining from February to December 2018.

Given the importance of employee performance, it is necessary to consider the variables that influence it. In this research, work experience and competency variables are discussed. Work experience is related to the abilities and abilities of employees in carrying out the tasks assigned to them. Work experience is not only in terms of the skills, expertise, and abilities possessed, but work experience can be seen from the experience of someone who has worked or the length of work at an agency. The more experience he has the more skilled he will be in carrying out his work. With a lot of experience, the mastery of skills is increasing so that employee performance also increases.

In addition to work experience, competence also greatly affects employee performance. Performing basic tasks and functions that are quite heavy is needed employees who have adequate competence, especially those related to educational backgrounds that are appropriate to their field of work. Competence has a very important role, because in general competence involves a person's basic ability to do a job. So far many government agencies do not have employees with sufficient competence, this is evidenced by the low productivity of employees and the difficulty of measuring employee performance. To achieve maximum work results and satisfy the competency required by an employee in carrying out their work duties so that employee performance can improve.

Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency is one of the government companies that is also demanded to be able to improve performance to be able to provide the best service to the community. To be able to provide satisfactory services to the community, naturally there is a need for high employee performance. Seeing the importance of the role of work experience and competence of employees to maximize the quality of work of employees in order to realize quality work results and to achieve the goals of the agency. Seeing
the decline in performance at the Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency due to the fact that there are still many employees who have tenure under 10 years of work so that it is felt that the work experience is lacking and the lack of attention by the leadership regarding the addition of competencies outside formal education owned by employees such as the lack of education and training held to increase employee knowledge and placement of employees in positions based on competence or education are not yet on target, meaning that many employees are placed not fully in accordance with work experience and formal education competencies or education owned by employees both structural and structural positions other positions.

Work experience will increase employee competence and subsequently will have an impact on improving employee performance at the Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency. As such, competence has a role in mediating the effect of work experience on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.

**Research problem**

Based on the explanation above, the main problems can be formulated, namely:

1) How does the effect of work experience on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency?
2) How does the effect of work experience on the competence at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency?
3) How does the effect of competence on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency?
4) How does the role of competence mediate the effect of work experience on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency?

**Research purposes**

Based on the main problem, this research has a purpose, namely:

1) To determine the effect of work experience on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.
2) To determine the effect of work experience on the competence at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.
3) To determine the effect of competence on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.
4) To determine the role of competence mediation on the influence of work experience on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.

**Literature Review**

**Work Experience**

Work experience is the whole lesson learned by someone from the events that are passed in his life journey (Siagian, 2008: 60). While according to Nitisemito (2000: 86) work experience is something or ability possessed by employees in carrying out the tasks assigned to him. Manulang (2004: 15).

From the various descriptions above it can be concluded, that the understanding of work experience is the level of mastery of one's knowledge and skills in work that can be measured from the work period and from the level of knowledge and skills they have.

**Competence**

Siswanto (2003: 20) defines competency as a human ability (which can be shown by the work, knowledge, skills, behavior, attitudes, motives or talents) found to be able to clearly distinguish between those who succeed with those who are ordinary in the workplace. Wyatt in Ruky (2004: 106) argues that competence is a combination of skills, knowledge and behavior that can be critically observed and applied for the success of an organization and work performance and employee's personal contribution to the organization.

From a number of theories about competency put forward by experts, it can be concluded that competency is an ability based on skills and knowledge supported by work attitude and its application in carrying out tasks and work in the workplace that refers to specified work requirements.

**Employee Performance**

Simamora (2001: 327) suggests that performance is the level at which the employee reaches job requirements. Performance is a certain work or activity for a certain period of time. Another understanding according to Mangkunegara (2001: 13), that performance is the work of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Martini (2015), stating that performance
is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, does not violate the law and in accordance with morals and ethics. In addition, performance can also be interpreted as work results in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities that have been given to him.

From several theories of performance put forward by experts, it can be concluded that performance is the work of individuals or groups in an organization in order to achieve organizational goals within a certain period and will later be used as a basis for assessing the achievement of targets or organizational goals.

Based on a theoretical study, the research hypotheses proposed are:

H1 : Work experience has a significant positive effect on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.
H2 : Work experience has a significant positive effect on the competence at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.
H3 : Competence has a significant positive effect on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.
H4 : Competence mediates the effect of work experience on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.

Research Method

Definition of Variable Operations

The operational definitions of each variable used in this study are as follows:

1) Work experience (PK) is the level of mastery of knowledge and skills of employees at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency in their work that can be measured from the working period and from the level of knowledge and skills they have.

2) Competence (K) is an employee's response to Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency to everything around workers that can affect themselves in carrying out the tasks that are charged.

3) Employee performance (KP) is the achievements or results of employees at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency in every effort of groups of people in achieving certain goals of the group.

Data and sample

The population in this study were all employees at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency both those who have become civil servants (PNS) totaling 170 people so that the population in this study amounted to 170 employees. Taking sample size is calculated based on the formula developed by Slovin obtained sample size (n) of 62.96 rounded up to 63 employees at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency. In this study the sample was taken using the simple random sampling method, which is a simple sample taken from a random sample of the population regardless of strata in the population.

Data Analysis

Data analysis in this research uses variance-based Structural Equation Modeling technique, namely Partial Least Square (PLS).

Results and Discussion

Evaluate the Outer Model

The outer model evaluation phase is carried out to determine the validity and reliability of the indicators of each latent variable through convergent validity, discriminant validity, composite reliability and Cronbach's alpha.

1) Convergent Validity

The results of data processing indicate that there are indicators that have values below 0.50 so they must be excluded in the model namely K3, K6, and KP3 indicators. After the indicator is released in the model, the re-estimation shows that the result meets the convergent validity because there is no loading factor below 0.50.

2) Discriminant Validity

Discriminatory validity can be done by looking at cross loading which results show that indicators PK1 to PK4 gather in the work experience block (PK), indicators K1 to K5 gather in the competency block (K), and indicators KP1 through KP5 gather in the employee performance block (KP).

3) Composite Reliability

The results of the calculation of composite reliability show values above 0.70, this means that the variables of work experience, competence, and employee performance are
reliable or meet the reliability test.  

4) Cronbach’s Alpha  
Cronbach’s alpha calculation results show values above 0.70, this means that the variables of work experience, competence, and employee performance are reliable or meet the reliability test.

**Evaluation of the Inner Model**

Evaluation of structural models (Inner Model) is a measurement to evaluate the level of accuracy of the model in the overall research formed through several variables through several approaches, one of which is the feasibility test of the model through R-Square (R2).

The calculation result of R2 competency (K) has a value of 0.391 which means that the competence variability (K) can be explained by the variability of work experience (PK) of 39.10%. according to Hair et al. (2011) the value of R2 is classified as a weak model.

The calculation result of employee performance (KP) has a value of 0.538 which means that the variability of employee performance (KP) can be explained by the variability of work experience (PK) and competence (K) of 53.80%. According to Hair et al. (2011) the value of R2 is classified as a moderate model.

![Figure 1: Results of Loading Factors, Path Coefficients, and R-Squared in the Full Model](image)

**Hypothesis test**

Hair et al. (2011) and Chin (1998) argue that whether or not a hypothesis is accepted is seen from the significance (two-tailed) of 5% with a t-value of 1.96.

**Table 1 Relationship Between Work Experience, Competence and Employee Performance**

<table>
<thead>
<tr>
<th>No</th>
<th>Relationship between Variables</th>
<th>Mediation Rule</th>
<th>Full Model</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Original Sample</td>
<td>T- Stat</td>
</tr>
<tr>
<td>1.</td>
<td>Work Experience -&gt; Employee Performance</td>
<td>0.625</td>
<td>4.583</td>
</tr>
<tr>
<td>2.</td>
<td>Work Experience -&gt; Competence</td>
<td>0.653</td>
<td>8.177</td>
</tr>
<tr>
<td>3.</td>
<td>Competence -&gt; Employee Performance</td>
<td>0.723</td>
<td>8.490</td>
</tr>
</tbody>
</table>

Source: Data processed (2019)
Based on Table 1, it can be explained the results of testing the hypothesis as follows:

1) The effect of work experience on employee performance
   The results of full model testing show that the path coefficient of work experience to employee performance is 0.274 with a t-statistic value of 1.500 < t-table 1.96. The results of this test prove that hypothesis 1 (H1) proposed in this study which states that work experience has a positive and significant effect on employee performance is rejected.

2) Effect of work experience on competence
   The results of full model testing show that the coefficient of work experience path to competence is 0.625 with a t-statistic value of 5.969 > t-table 1.96. The results of this test prove that hypothesis 2 (H2) proposed in this study which states that work experience has a significant positive effect on employee competence is accepted.

3) The effect of competence on employee performance
   The results of full model testing show that the coefficient of competency path to employee performance is 0.530 with a t-statistic value of 3.443 > t-table 1.96. The results of this test prove that hypothesis 2 (H2) proposed in this study which states that competence has a significant positive effect on employee performance is accepted.

4) Effect of competence mediating work experience on employee performance
   Mediation testing must meet the rules of Baron and Kenny (1986) ie work experience to employee performance must be significant as indicated by the path coefficient of 0.625 with a t-statistic value of 4.583 > t-table 1.96. Work experience to competence must be significant as indicated by the path coefficient of 0.653 with a t-statistic value of 8.17 > t-table 1.96. Competence to employee performance must be significant as indicated by the path coefficient of 0.723 with a t-statistic value of 8.490 > t-table 1.96. After entering competence into the full model as a mediating variable the results of the path coefficient of work experience to employee performance dropped from 0.625 to 0.274 and the previously significant t-statistic value (4.583 > t-table 1.96) became insignificant (1.500 < t-table 1.96). This shows the perfect or complete mediation competence (perfect or complete mediation) the influence of work experience on employee performance.

Conclusion
Based on the results and discussion, it can be concluded that:

1) Work experience has no significant positive effect on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.
2) Work experience has a significant positive effect on the competence of employees at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.
3) Competence has a significant positive effect on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.
4) Competence has the role of mediating fully / perfectly the effect of work experience on the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.

Recommendation
Based on the above conclusions, the following recommendation can be given:

1) Not always work experience has a direct influence on performance because there must be a match between work experience that is owned by what is needed in the organization, at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency in order to harmonize work experience in accordance with the competency standards applied in the organization. Thus, work experience in accordance with competence can improve the employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency.

2) Further research should involve other variables in accordance with conditions that can affect the competence and employee performance at Dinas Pertanian, Ketahanan Pangan dan Perikanan, Bangli Regency, so that the research model is classified as strong and can fully describe phenomena in the organization.

References
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