

# The Influence of Competence, Innovation, and Organizational Commitment to Employee Performance through Employee Satisfaction at Indonesian Ship Industry

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## Abstract

The purpose of this research is to test and empirically analyze the competence, innovation and organizational commitment of employee satisfaction; the influence of competence, innovation and organizational organization on employee performance; and the influence of competence, innovation and organizational commitment on employee performance through employee satisfaction. The research design used a survey method with cross-section data through questionnaires. Determination of the sample using simple random sampling with the number of respondents 165 employees at PT. Indonesian Ship Industry (perser) Makassar. The data analysis method used in testing is Structural Equation Modeling (SEM) with SPSS. The research results provide evidence that a positive and significant effect on employee satisfaction; Innovation has a positive and significant effect on employee satisfaction; organizational commitment has a positive and insignificant effect on employee satisfaction; competence has a positive and significant effect on employee performance; Innovation has a positive and insignificant effect on employee performance; organizational commitment has a positive and insignificant effect on employee performance; employees have a positive and significant effect on performance through employee satisfaction; innovation has a positive and significant effect on performance through employee satisfaction; Organizational commitment has a positive and insignificant effect on employee performance through employee satisfaction..

**Keywords:** Competence; Innovation; Commitment Employee Satisfaction; Performance

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## I. Introduction

Today, Innovation plays a very important role for organizational excellence. Innovation is achieved when we often ask: *what and how* at a high level, followed by a series of processes ranging from gathering creative ideas, processing creative ideas to innovative information, feasibility assessment for implementation, and implementation of innovation projects. Employees are the central point in organizational culture, if the organization wants to build a culture in innovating then the organization must be able to determine the behavior of employees who can effectively encourage the creation of innovation.

While, companies that are quite fast with innovation, researchers tend to choose PT Industri Kapal Indonesia (Persero) Makassar which continues to improve to always maintain the quality of human resources, provide trainings and provide programs to employees to be schooled both domestically and abroad in order to increase the potential or ability that will support performance in the company. In addition, the company is committed to implementing a work culture based on *Quality, Cost, Delivery, Services* (QCDS) is expected to compete in the international world following the implementation of the Asean Economic Community (MEA). It is also proven that PT. IKI (Persero) Makassar does not fall into the Category of state-owned enterprises that are as problematic as it is; PLN, Bank Mandiri, Pertamina, Garuda Indonesia and Krakatau Steel as seen from the Performance of SOEs as of December 31, 2018 as reported by Jawapos.com. With the improvement of performance in the company PT. The Indonesian Ship Industry (Persero) Makassar from 2013 until now is influenced by the availability of employees who have competencies, innovation behavior and organizational commitments affecting employee satisfaction and performance which in turn affects the company's overall performance.

During this time, innovation in the company is often identical with tasks and activities that only a group of people with a position and in a certain part, such as managers and staff of research and development division or R & D. Juwarsih (2016), Galih R.P (2017) and Dhermawan et al (2012), Andi Reni, Wardhani H and M. Ikhsan, (2010), Anak Agung Ngurah et al (2012), and Yudi Supiyanto (2015) stated competence has a positive and significant effect on job satisfaction. Galih R.P (2017) stated that Competence has an Influence on Performance through Satisfaction. In contrast to justisia research (2016) stated that competence has no influence

on job satisfaction but affects performance, Andi Reni, Wardhani H and M. Ikhsan, (2010) competence has no significant effect on ageng performance through job satisfaction and Dhermawan et al (2012), Anak Agung Ngurah et al (2012), Shodiqin (2017) and Yudi Supiyanto (2015) Competency have no influence on performance. Employees in other parts are not usually involved in innovation. However, today engaging broader employees in the innovation process is increasingly important. Employees at every level and part, not just in the R&D section, are increasingly expected to pioneer the birth of innovative ideas, products, processes and business models. The reason is that they often better understand the daily reality of the company, thanks to their interactions with parties such as colleagues, customers, suppliers, communities, and governments.

The next reason is the growing high-skilled knowledge-intensive labor market. Employees with high education, knowledge, and skills will not be satisfied with just getting a high salary. They also crave wide open opportunities to optimize their knowledge and skills for the advancement of the company. To accommodate these aspirations, companies provide opportunities for them to give birth and implement new ideas. Another reason is the current national economy that is increasingly integrated with regional and global economies. This in turn results in increasingly volatile environment and competition so that companies are increasingly required to diligently innovate in order to maintain life and win competition. Broad employee involvement in the innovation process is also to optimize the potential capabilities of employees so that it benefits both the employees themselves and the company.

Research by the confederation of trade unions in Denmark cited by Jakartaconsulting.com the benefits of encouraging employees to pioneer innovation. The first is the improvement of competitiveness and performance through improved productivity and work processes. Job satisfaction of employees who are actively involved in innovation is also higher. Another benefit is reduced negative pressure. Keep in mind that innovation can also have a negative impact on employees. The impact, according to Jansen, of Jakartaconsulting.com is often the draining of time and energy; discomfort from changes in work and working conditions; and emotional distress. Therefore, employee involvement in innovation must be balanced with a transparent and fair reward system to minimize the negative impact and also increase employees' enthusiasm to innovate.

In addition to innovations made by the company. This is also inseparable from the commitment of the employees in the company. Westover, *et al.* (2010); Trisnowati Josiah (2011), Yiing and Zaman (2009), Zainul A.N (2012), Lee Huey Y and Ahmad (2009) and Yudi Supiyanto (2015) concluded that: organizational commitment has a significant effect on job satisfaction. Meanwhile, the study found the opposite result that the organization's commitment has a significant influence on job satisfaction. Meanwhile, Juwarsih (2016), Yiing and Zaman (2009), stated that the organization's commitment has no significant influence on employee performance.

With regard to employee performance, it shows that if employees have a high commitment then it will be able to improve their performance which can ultimately improve the performance of the organization. There are three components of organizational commitment, namely affective commitment, sustainability commitment and normative commitment (Allen & Meyer, in Finaltri W 2020). Affective commitment is related to emotional distress, identification and employee involvement in the organization. Continuance commitment is related to the consideration of profit and loss if employees leave the organization. And, normative commitment (*normative commitment*) is related to the feeling of mandatory in employees to keep working in the organization.

This is in line with DeCotiis and Summers' research in Lie Liana (2017) which found that the organization's commitment is a strong predictor of employee performance and Jaramillo *et al.*, (2005) research that found that organizational commitment and performance have a positive relationship for sales and non sales employees. The same results were also shown by the results of Chen and Francesco (2003) and Sudiro (2008). Meanwhile Yiing and Zaman (2009) found otherwise that commitment has no effect on employee performance. Meanwhile, the research of Wiener and Vardi (1980) resulted in the conclusion that the commitment of the organization has a unclear relationship with performance.

Mowday, Porter, and Steers in Ni Luh.P.D (2016) said that employees who have a high organizational commitment will be more motivated to be present in the organization and strive to achieve organizational goals. Meanwhile, Randall, Fedor, and Longenecker in Greenberg & Baron, quoted by Riskiani (2018) state that the organization's commitment is related to the high desire to share and sacrifice for the organization. Luthans in M. Aditya (2017) where job satisfaction is generated from employees' perception of how well their work provides what is considered important. Job satisfaction variables can be intervening variables between the influence of organizational commitment on employee performance. Employees who have a high organizational commitment will certainly also improve employee performance.

## **II. Literature Review and Hypothesis**

### **2.1 Competence**

Each organization is formed to achieve a specific goal and if achieved, it can then be called a success. To achieve success, a strong foundation is needed in the form of: leadership competencies, worker competencies, and organizational culture that is able to strengthen and maximize competence, Wibowo (2016). Rivai, et.al (2018) Knowledge, skills, and skills related to work, as well as skills needed for non-permanent jobs.

Wibowo (2016) also said that Competency is an ability to carry out or perform a job or task based on skills and knowledge and supported by the attitude of work required by the work. Thus, competence shows skills or knowledge characterized by professionalism in a particular field as one of the most important, as the excellence of the field.

Spencer and Spencer in Anang riyanto (2019) stated that competence is the basic basis of people's characteristics and indicates how to behave or think, to deal with situations, and support for a long period of time. Competencies also demonstrate the characteristics of knowledge and skills possessed or required by each individual that enables them to perform their duties and responsibilities effectively and improve the quality standards of professionalism in their work. Hitt, Ireland, and Hoskisson (2005) define competence as a combination of resources and abilities. The combination of resources and capabilities in an organization can be classified as core competencies when they are valuable, rare, difficult to replicate, and difficult to replace. Thus, core competencies can be a source of strategic competitiveness.

### **2.2 Innovation**

Innovation as the life of the organization and the decisive in a company. The correct value of innovation is expressed in an outcome such as the product being traded. The company's ability to trade innovation can help dominate the current market or develop new markets, which play a role for sustainable industry leadership. Thus, success in commercializing innovation is an important strategy for the company (Datta, et al., 2013). Jihanti Dama and Imelda (2018) stated that innovation often refers to changes that are perceived as new by the community. Ellitan and Lina (2009:36) state that innovation can also be interpreted as changes that include creativity to create new products, services, ideas, or processes developed inside and outside the company.

From previous research, there are several dimensions for measurement of innovation used by researchers. Wang & Ahmed (2004:2) uses five dimensions of innovation: product, market, process, behavior, strategic. According to Trott (2005:17) there are seven types of *innovations, namely product, process, organisational, management, production, commercial/marketing and service innovation*. Damapour, et al. (2009:652) uses four dimensions of innovation, namely: *service, technological, administrative and total innovation*. The OECD (Organisationfor Economic CoOperation and Development)Oslo Manual(2005:47) uses four dimensions of innovation namely *product, process, marketing and organisational innovation*. This was reaffirmed in The OECD *Innovation strategy* (OECD, 2010:20). Dimensions of the OECD Oslo Manual are supported by Hassan, et al. (2013:252) who conducted research on the manufacturing industry in Pakistan and Gunday, et al. (2011:18) who conducted research on the manufacturing industry in Turkey. Research Gunday, et al. (2011) and Hassan, et al. (2013) results show innovation affects performance. In this study the dimension of innovation according to the OECD Oslo Manual which serves as the basis for the description and classification of types of innovation.

### **2.4 Commitment**

Robbins (2016) defines the organization's commitment: The degree to which a worker identifies an organization, its purpose and hope to remain a member. Meanwhile, according to Hatmoko in Trisnowati Josiah (2011) : "The commitment of the organization is: Loyalty of employees to the organization through the acceptance of goals, organizational values, willingness and willingness to strive to be part of the organization, as well as the desire to survive in the organization".Ivancevich, Konopaske, and Matteson (2008) stated that commitment is a feeling of identification, engagement, and loyalty expressed by workers towards the company.

According to Greenberg and Baron in Riskiani (2018), employees who have a high organizational commitment are more stable and more productive employees so that ultimately it is also more profitable for the organization. Mowday, Porter, and Steers in Ni Luh (2016) said that employees who have a high organizational commitment will be more motivated to be present in the organization and strive to achieve organizational goals. Meanwhile, Randall, Fedor, and Longenecker in Greenberg & Baron, and confirmed by Riskiani (2018) stated that the organization's commitment relates to the high desire to share and sacrifice for the organization. Steers in Ni Luh (2016) states that the commitment is related to the intention to stay in the organization, but not directly related to the performance because the performance is also related to the motivation, clarity of roles, and employees.

## 2.5 Employee Satisfaction

Assessment of job satisfaction cannot be assessed without going through the process of work activities because it assesses satisfaction depending on the results of work achieved. Assessing individual satisfaction in this case employees, certainly relatively different depending on the objective and subjective point of view in assessing satisfaction. Gibson, (2011) stated that for subjective assessments job satisfaction tends to be a personal interest assessment, whereas obyektif assessments, job satisfaction tends to be judged on the merits and objectives achieved jointly.

Robbins (2016) a positive feeling about work, resulting from an evaluation of its characteristics. Greenberg and Baron (2003) described job satisfaction as a positive or negative attitude that individuals take towards their work. Meanwhile, Veccio (1995) expressed job satisfaction as the thoughts, feelings, and tendencies of one's actions that are a person's attitude towards his work.

## III. Research Methods

The data analysis techniques used in explaining phenomena in this research are descriptive statistical analysis techniques and *Structural Equation Modeling* (SEM) analysis. population in this study, namely the entire workforce of PT employees. The Indonesian Ship Industry (Persero) does not include directors. total *employee* = 357 *person* (Makassar = 280 *person*, Bitung = 77 *person*) and the population in Makassar which is fixed as many as 280 people. With a sample of 165 respondents. responden. This study estimated Alpha Cronbach (CA), total correlation items, and analysis of confirmatorial factors to test reliability, convergent validity and discrete validity for each concept framework construct (Jöreskog. K, 2005)..

This research also tested chi-square values by showing irregularities between covariance matrix samples and covariance matrix models. The Chi-Square value will only be valid if the assumption of data normality is met and the sample size is large (Ghozali, 2005). A Chi-Square value of zero indicates that the model has a perfect fit. The model tested will be viewed as either if the Chi-Square value is low or the p-value is > 0.05. A low Chi-Square value that results in a significant level greater than 0.05 will indicate no significant difference between the data covariant matrix and the estimated covariant matrix.

## IV. Research Results

Test validity and Reliability in Tabel 1 below, it can be concluded that: (1) All indicators used in this study are valid, because it has a correlation coefficient meets the requirements of a pre-defined value  $r_{\text{calculate}} > 0.30$ . (2) Variables and Indicators used in this study are reliable because they have Alpha Cronbach ( $\alpha$ ) values that meet predefined requirements ( $\alpha > 0.60$ ). Therefore all the statement items on the questionnaire are valid or able to reveal something measured by the questionnaire so that it can be used for further analysis.

**Table 1.** Validity and Reliability Test

Variable	Question Item	Validity Test		Test Eligibility	
		Correlation Coefficient	Status	Alpha Cronbach( $\alpha$ )	Status
	X3. P7	0.655	Valid		
	X3. P8	0.625	Valid		
Employee Satisfaction I'm not going to say that.	Z.P1	0.331	Valid	0.799	Reliabel
	Z.P2	0.631	Valid		
	Z.P3	0.429	Valid		
	Z.P4	0.350	Valid		
	Z.P5	0.412	Valid		
	Z.P6	0,474	Valid		
	Z.P7	0.480	Valid		
	Z.P8	0,632	Valid		
	Z.P9	0,514	Valid		
	Z.P10	0,539	Valid		
Employee Performance (Y)	Y.P1	0,434	Valid	0.817	Reliabel
	Y.P2	0,637	Valid		
	Y.P3	0,494	Valid		
	Y.P4	0,602	Valid		

	Y.P5	0,561	Valid		
	Y.P6	0,606	Valid		
	Y.P7	0,596	Valid		

Source : Data processed 2020

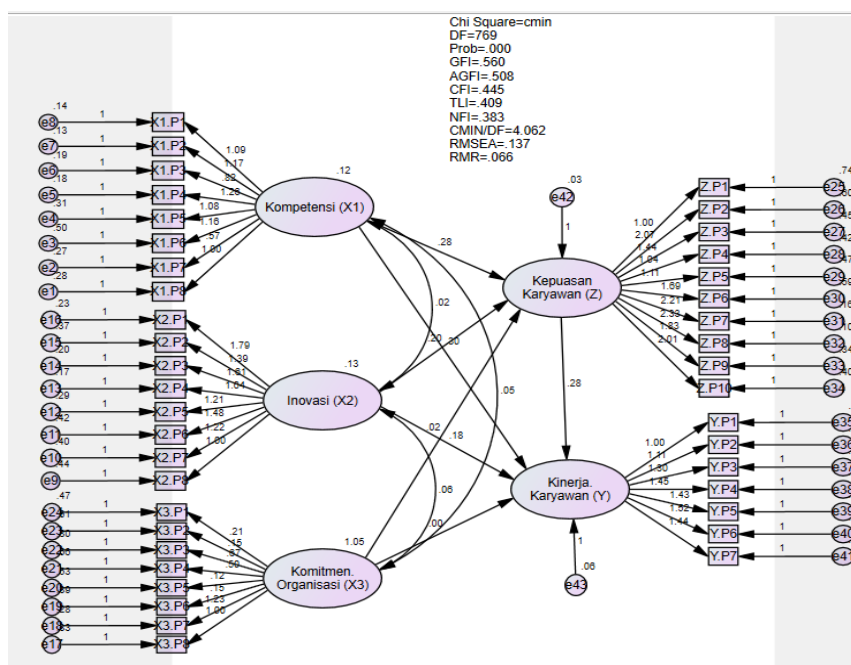
In this cases, Evaluation of data normality was conducted using *critical ratio skewness value* of  $\pm 2.58$  at a significance of 0.01 (1%). The data is said to be normally distributed if the *critical ratio skewness value* is below  $\pm 2.58$  (Ghozali, 2005). The test results of normality data are shown in the following table:

**Table 2.** Test Normality

Variable	Min	Max	skew	C.r.	kurtosis	C.r.
Y.P5	2.000	5.000	-.536	-2.811	-.260	-.683
X1. P2	3.000	5.000	-.019	-.100	-.896	-2.348
X1. P4	3.000	5.000	-.123	-.644	-.475	-1.245
Y.P7	3.000	5.000	-.542	-2.840	-.640	-1.679
Y.P6	2.000	5.000	-1.100	-5.768	2.299	6.029
Y.P4	2.000	5.000	-.533	-2.794	.967	2.535

Source : Data processed 2020

The result of analysis of this confirmatory factor is the measurement of the dimensions that make up the latent variables in the research model. Latent variables or exogenous constructs consist of 3 latent variables with 8 *observed variables*. In this study tested whether the eight existing items were unidimensional in their measurements. From the CFA results, the one-factor model was not fit, with Chi-Square = 832,124, prob value = 0.000 and RMSEA = 0.119. However, after modification to the model where measurement errors are freed to correlate with each other, the fit model is obtained as follows::



The results of data processing analysis in Table 3 above.it appears that all the constructs used to form a research model, in the process of analysis of the full SEM model has not met the criteria of *goodness of fit* that has been set. The probability value in this analysis shows a value below the significance limit of 0.000 or below 0.05, this value indicates the difference between the sample covariant matrix and the estimated covariant matrix of the population. Another measure of goodness of fit also shows poor conditions where GFI and AGFI have not reached a value of 0.90.

For statistical test of the relationship between variables that will be used as the basis for answering the research hypothesis that has been submitted. Statistical test of processing results with SEM is done by looking at the significance of the relationship between variables displayed through probability (p) and Critical Ratio (CR) of each relationship between variables. Nevertheless to get a good model, will first be tested the problem of deviations against sem assumptions.

Model test results in the Table above. Indicates that of the ten *criteria of Goodness Of Fit Index* structural model built to estimate parameters in accordance with the observation data, there are 3 (tigathree) criteria that have been *qualified (cut off point)* required, namely the value of RMSEA, RMR and CMIN / DF,

Referring to the principle of parsimony (Arbuckle and Wothke, 1999: in Solimun, 2004) that if there are one or two criteria goodness of fit has met the expected value, then the model can already be said either or the development of hypothetical models conceptually and theoretically can be said to be supported by *emperis data*. Referring to the table above it is shown that the value of Chi-Square = 883.759 with the value degree of freedom (df) = 597 and probability of 0.000. These Chi-Square results show that the zero hypothesis stating the model is the same as the received *emperis data* which means model 2 (end) is fit or already in accordance with the observassi results making it possible to perform structural relationship analysis and hypothesis testing.

## V. Discussion

### 5. 1. Effect of Competence on Employee Satisfaction on Indonesian Ship Industry

Based on the results of the analysis, obtained *significance value* or p value of (0.001), with a value of C.R of 3.243 marked positive. Because the significance is less than 0.05 or (0.000 < 0.05) and the C.R value is positively marked and greater than 1.96 (3,243 > 1.96). It shows that competence has a positive and significant effect on employee satisfaction in PT. Indonesian Ship Industry (persero) Makassar.

Each organization is formed to achieve a specific goal and if achieved, it can then be called a success. To achieve success, a strong foundation is needed in the form of: leadership competencies, worker competencies, and organizational culture that is able to strengthen and maximize competencies. Competence is the ability of employees in actualizing their potential to carry out their work activities..

Galih R.P. (2017). Forward or not a company one of them is determined by the competence of employees who work in it. Competencies owned by PT employees. Makassar Ship Industry (persero) seen in terms of knowledge where 162 respondents from a total of 165 respondents or 98% stated that respondents understand the basic theory of their own work both obtained from employee competency training held both internally and externally the company or from experience while working in their field. In terms of **the skills** of PT employees. Iki. There are 147 respondents or 89% of employees have good decision making that can be seen from the many work problems that can be solved in new ways so that it can be solved properly. For **the experience** of the employees at PT IKI has been very good where there are 52.7% of respondents have a working period of 21-30 years which means that with the experience of the employees will also improve their competence and when problems or constraints occur in their work, the workers are able to resolve quickly. Moreover, the age characteristics of respondents are at the age of 41-50 years as many as 38.18% of people who are still in productive condition and rich in work experience. For **the attitude** of the workers, it seems that 97% of employees are able to adapt well between fellow employees and superiors and are not limited to age, so that if anyone is constrained about their work, the employees do not feel bad to ask for help to complete the job. In addition, the suitability of the work can be improved by matching the level of competence of a person in various fields of work and knowledge with certain job requirements. When individuals and groups are assigned to work on tasks that each member can perform, tasks can be focused and simplified to make goals easier to achieve. These assignments foster collaborative relationships and result in disciplined exchange of information and knowledge. As a result, overall efficiency (doing the right thing), effectiveness (doing the right thing), and job satisfaction will be positively affected. Collaboration of competency indicators is seen in terms of knowledge, skills, experience and attitudes reflected by most PT employees. The Indonesian Ship Industry (persero) Makassar has been very good so that the level of pride or satisfaction of employees is attached to employees. Although that does not mean that the workers quickly feel satisfied, but must be improved again, moreover the current business conditions are very competitive so that competencies are needed that are able to keep up with the current business conditions that are more to the use of technology in work activities. Jisun Junga (2012) Heru Riyadi et.al (2017) competency has a significant influence on job satisfaction in the long term and is useful to improve the performance of employees themselves so as to have an impact on organizational performance.

### 5.2. The Effect of Innovation on Employee Satisfaction on Indonesian Ship Industry

Based on the results of research where Innovation (X2) has a positive and significant effect on Employee Satisfaction (Z) obtained a *significance value* or p value of (0.000), with a C.R value of 3,378 marked positive. Because the significance is less than 0.05 or (0.000 < 0.05) and the C.R value is positively marked and greater than 1.96 (3,378 > 1.96), innovation has a positive and significant effect on employee satisfaction.

Innovation plays a very important role for organizational excellence. Innovation is achieved when we often *ask: what* and how *at* a high level, followed by a series of processes ranging from gathering creative ideas, processing creative ideas to innovative information, feasibility assessment for implementation, and implementation of innovation projects. Adity and Hermansyur (2017) stated that innovation has a real influence in increasing satisfaction. Innovations reflected in the Company Of Indonesian Ship Industry (persero) Makassar

as seen from several indicators including: **Product Innovation** offered by PT. IKI is the first to build new ships with various types such as Ro-Ro, Tugboat, Barge, Fishery Vessel, Cargo and weights from 250 to 1,500 DWT. Secondly caring, repairing, rehabilitating and converting (changing the shape and function) of all kinds of vessels, offshore equipment and other buoyancy tools. The third is working on steel construction such as workshop frame, pipe bending, pipe scaffolding and plate bending and the latter provide other services such as renting out American Crane and Crane Grove heavy equipment. It shows that out of 165 respondents there were 136 people or 82.4% gave a good response where the company always adopted new ideas in the product development of the Indonesian Ship Industry Company (persero) Makassar. **Process Innovation** conducted by PT. The Indonesian Ship Industry where 146 people or 88.5% of respondents stated that the development of the latest process is still maintained in order to maintain the quality of the products produced and maintain client trust in the company. For **Marketing Innovation** PT. Indonesian Ship Industry (persero) Makassar where 136 respondents or 82.4% of the total 165 respondents stated that PT. The Indonesian Ship Industry always promotes products and includes PT. IKI in national and international events in order to introduce products and disseminate the company name. In addition, it offers prices with various strategies that make it easier for customers to transact. For **Organizational Innovation** PT. IKI always maintains external relationships between companies by always creating activities that include clients as business partners. This was responded well by employees as many as 144 people or 87.3% of the total 165 respondents. In addition, organizational innovation in PT. IKI is always updated and adapted to the current business conditions and at the same time become the main concern of the company.

### **5.3. Effect of Organizational Commitment to Employee Satisfaction on Indonesian Ship Industry**

Based on the results of the study where the influence of Organizational Commitment (X3) on Employee Satisfaction (Z) obtained *significance value* or p value of (0.223), with a C.R value of 1.204 marked positive. Because the significance is greater than 0.05 or (0.223 > 0.05) and the C.R. is positively marked and less than 1.96 (1,204 < 1.96), the organization's commitment has a positive and insignificant effect on employee satisfaction.

Commitment is understood as the intention of employees to continue working in the organization (Meyer in Finaltri W (2020)). The results of lee and Mowday's study in I Nyoman Purna (2013) stated that job satisfaction and organizational commitment are interconnected. The association of organizational commitment with job satisfaction, shows that organizational commitment can have a reciprocal effect with job satisfaction. That is, if employees are satisfied in working, then they will have a high commitment to the organization. Conversely, employees who have a high commitment to the organization then they can increase their job satisfaction (Sudiro, 2008); Westover *et al.*, (2010).

Organizational commitment reflected in PT. Makassar Indonesian Ship Industry (persero) as seen from the indicators include: **Affective** commitment attached to employees where they all do their best to help the organization become more successful it responded well as many as 147 respondents or 89% of the total 165 respondents while the remaining 11% were not fully willing to do their best to progress the organization to be better and there were also 14.5% of respondents who stated that the problem that occurred in the company is not an employee problem. **Continuity commitment** is reflected in some employees of PT. IKI where there are 94 respondents or 57% of the total 165 respondents declared themselves difficult to leave the company for fear of not getting employment opportunities elsewhere. This indicates that the respondent works because if he leaves PT. IKI then they were worried about not getting a better job while 43% of respondents did not find it difficult to leave the company. **Normative commitment** is reflected from the majority of respondents, namely 137 people or 83% stated that the company is very meritorious for the welfare of current employees in addition to the many experiences gained during work that make employees feel comfortable in the normative zone. Moreover, most respondents aged 41-50 years as many as 63 respondents dominated so that they did not dare to take risks that caused themselves harm when leaving this job. Because if they leave the company of such an age, many companies may refuse to recruit him unless the strategic position requires a lot of experience in his field. **Antara's** commitment is also reflected in part of PT's work. Iki. A total of 84 respondents or 51% who declared themselves to work in this company only as a stepping stone to become a better member of the organization. In addition, working in this company only to gain work experience to be used to build your own business in the future. It is seen at a young age and very productive age of 20-40 years as many as 81 respondents or 49%.

The commitment of members of the organization becomes important for an organization in creating the survival of an organization regardless of the form of the organization. Commitment shows the desire of employees of an organization to stay and work and devote themselves to the organization. However, if the employee's commitment to the organization is not maximal, the satisfaction of employees is not reflected properly. Westover *et.al* (2010) in Fathorrahman (2015) The association of organizational commitment with performance satisfaction, shows that organizational commitment can have a reciprocal effect with job satisfaction. That is, if employees are satisfied in working then they will have a high commitment to the

organization. Conversely, employees who have a high commitment to the organization then they can increase their job satisfaction.

#### **5.4. Effect of Competence on Employee Performance on Indonesian Ship Industry**

Based on the results of the study, where the influence of Competence (X1) on Employee Performance (Y) obtained *significance value* or p value of (0.016), with a C.R value of 2,419 marked positive. Because the significance is less than 0.05 or ( $0.016 < 0.05$ ) and the C.R value is positively marked and greater than 1.96 ( $2,419 > 1.96$ ), competencies have a positive and significant effect on employee performance. Thus.

Darsono (2011) in Heru Riyadi et.al (2017) stated that competence is a combination of skills, knowledge, creativity and positive attitude towards certain jobs manifested in performance. One of the strategies that can support success in the organization is that employees must have the skills or skills in this case the competence of an employee must be good so that in his work is able to provide effective and efficient work results and also impact the performance of the company with the results of work that is displayed to them, but if the competence of an employee does not meet the job charged to the employee then, the results of employee performance does not close the possibility of quantity, quality, timeliness in the work will not run effectively and efficiently and will have an impact on the decrease in the company's performance.

In this study, competencies have a positive and significant effect on employee performance at PT. Indonesian Ship Industry (persero) Makassar. This indicates that the competencies owned by employees have been able to give significant results to their work. In the results of the study also known that items pernyataan skill indicators of the highest competency variables is statement 4 (I was able to find alternatives in dealing with my work problems), with nilai average 4,64. Sedkan indikator experience with statement 6 (The number of tasks given to me does not make me feel depressed because of something I usually do) has an average score of respondents with the lowest score of 3,89.

The average value of competency variables is 3,74. This shows that overall competency implementation is seen from indicators of knowledge, skills, experience and attitude of respondents to employee performance at PT. Makassar's Indonesian Ship Industry (persero) fall into the category of near-good which means that the better the competence of employees will have a significant influence on employee performance.

The results of this study are in line with previous research that examines how the role of competence in improving performance such as research conducted by Juwarsih (2016); Iriani Justisia (2016), Galih R.P (2017), Andi Reni, Wardhani H and M. Ikhsan (2019) but different research conducted by Dhermawan et al (2012), Anak Agung N. dkk (2012), and Yudi Supiyanto (2015), Shodiqin (2017) stated that competence has no significant effect on employee performance.

#### **5.5. The Effect of Innovation on Employee Performance on Indonesian Ship Industry**

Based on the results of the study, where the influence of Innovation (X2) on Employee Performance (Y) obtained *significance value* or p value of (0.453), with a C.R value of 0.750 marked positive. Because the significance is greater than 0.05 or ( $0.453 > 0.05$ ) and the C.R value is positively marked and less than 1.96 ( $0.750 > 1.96$ ), innovation has a positive and insignificant effect on employee performance. Thus, the Hypothesis is not acceptable **or rejected**. That is, the better the innovation, then the employee performance will not increase, and vice versa.

Ika D.A and Edriana P. (2018) through Incremental Innovation and Radical Innovation where Innovation is able to have an impact on competitive excellence so that a company's performance will be better. Variable Innovation is a creative process that requires a scientific discovery and then developed into a product or service of economic value of a product or service. Makassar Ship Industry Company (persero) needs an innovation strategy as one of the policies used by companies to face business competition. Innovation strategies lead companies to prioritize improving product and process innovations rather than defeating them by destroying their competitors.

Makassar Ship Industry Company (persero) needs to use all its resources to find more easily in finding existing innovations, both product innovation, process, marketing and organizational innovation. With the company's ability to implement organizational learning will provide encouragement for the company to create efforts in utilizing all existing resources based on learning done (Jiménez-Jiménez & Sanz-Valle, 2011). These efforts will have an impact on the easier for the company to be able to create an appropriate innovation strategy. The step to find the right innovation strategy will have an impact on the better use of resources to produce optimal output. The ability to absorb the learning of all knowledge owned by the company will be useful for improving the company's performance (Taherparvar, Esmailpour, & Dostar, 2014).

In this study, innovations have a positive and insignificant effect on employee performance at PT. Indonesian Ship Industry (persero) Makassar. This indicates that innovations with indicators of product innovation, process, marketing and organizational innovation have not been able to have an impact on employee performance. While seen in terms of education level and age, where the level of education of employees at PT.



IKI is dominant at the high school level of 94 people or (57%) for the age of employees at PT. IKI dominant is at the age of 41 - 50 years as many as 63 people or (38.18%). This indicates that with the level of education only high school and the age of old employees are not able to provide more innovation so that performance will not increase. Yefta A. K. Nugrahga (2007) states that the higher the age and education, the higher the degree of innovation in performance measurement.

Based on items pernyataan organizational innovation of the highest innovation variable indicator is statement 8 (PT. IKI always maintains external relationships between companies by always making activities that include clients as business partners of the company), with nilai average of 4,22. Sissued statement 1 (PT. IKI (Persero) introduced product innovation with completely new attributes to the market) has an average value of responden answers with the lowest value of 3,88. This needs to be an innovation strategy taught to all employees so that creative ideas can be felt and can become a culture of innovation within PT. IKI itself. The average value of innovation variables is 4,08. This shows that the overall implementation of innovation in PT. Makassar's Indonesian Ship Industry (persero) is in a good category. Although all indicators have been good but have not had a significant impact on employee performance.

### **5.6. Effect of Organizational Commitment to Employee Performance on Indonesian Ship Industry**

Based on the results of the study where the influence of Organizational Commitment (X3) on Employee Performance (Y) obtained *significance value* or p value of (0.766), with a C.R value of 0.297 marked positive. Because the significance is greater than 0.05 or ( $0.766 > 0.05$ ) and the C.R value is positively marked and less than 1.96 ( $0.297 < 1.96$ ), the organization's commitment has a positive and insignificant effect on employee performance.

With a strong organizational commitment, it will encourage subordinate managers to strive to achieve the objectives of the organization. A high commitment makes individuals more concerned with organization than self-interest and strives to make the organization better. A low organizational commitment will get an individual to do it for his or her personal benefit. Steers (in Oktoita, Rosyid and Lestrari (2001) states that strong commitments can have positive impacts, among others; improved work performance, work motivation, working life, work productivity, and employees are more diligent in entering work thereby reducing attendance and decreasing turn over.

Looking at the organizational commitment of the four dimensions of the construct in which each has a relationship with each other. As well as affective commitment and continuity commitment that shows the relationship between employees and organizations that reduce turnover, but from both dimensions have different traits. Employees with strong affective commitments will remain in the organization as they wish, while employees will continue to commit to continuity because of need. Qureshi et.al (2019) in Didit Darmawan et.al (2020) stated that the organization's commitment with high intensity will be able to contribute positively to the work behavior of its employees.

### **5.7. The Effect of Satisfaction on Employee Performance on Indonesian Ship Industry**

Based on the results of the study where Employee Satisfaction (Z) to Employee Performance (Y) obtained a *significance value* or p value of (0.000), with a C.R value of 3,310 marked positive. Because the significance is less than 0.05 or ( $0.000 < 0.05$ ) and the C.R value is positively marked and greater than 1.96 ( $3,310 > 1.96$ ), job satisfaction has a positive and significant effect on employee performance.

Everyone who works expects to get satisfaction from where he/she works. Job satisfaction will affect the productivity that managers are expected to expect. Therefore, managers need to understand what needs to be done to create job satisfaction for their employees. Understanding the concept of job satisfaction, means understanding complacency or not after undergoing work activities. Assessment of job satisfaction cannot be assessed without going through the process of work activities because it assesses satisfaction depending on the results of work achieved.

Wibowo (2016) explained the theory of *Two factor theory and Value Theory*. Where *Two factor theory* recommends that *satisfaction* and dissatisfaction are part of different variable groups, namely *motivators* and *hygiene factors*. While in *Value Theory* where job satisfaction occurs at the level where the work is received by the individual as expected. The more people who receive results, the more satisfied they will be. The less they receive results, the less satisfied.

In this study, the age of respondents was at the age of 41-50 years as many as 63 people (88.18%) and working period of 21 - 30 years as many as 87 people (52.72%) who are still in productive condition and rich in work experience. This indicates that employees with older age tend to be more satisfied and longer work experience will provide adjustments to the office situation at PT. Iki. Handoko (2010), there are several reasons that make older people tend to be more satisfied, namely the presence of lower expectations and longer experience that makes employees have better adjustments to the work situation. Robbins and Judge (2012) stated that the longer an employee is in a job, the less likely it is for the employee to resign.

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Badaruddin, et. al. "The Influence of Competence, Innovation, and Organizational Commitment to Employee Performance through Employee Satisfaction at Indonesian Ship Industry." *IOSR Journal of Business and Management (IOSR-JBM)*, 22(12), 2020, pp. 27-38.