

Analysis of the Effect of Competence on Customer Complaint Handling Performance with Organizational Commitment as a Moderation Variable

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Analysis of the Effect of Competence on Customer Complaint Handling Performance with Organizational Commitment as a Moderation Variable

(Study On PT. Pos Indonesia Persero Regional Office 7 East Java 60004)

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Abstracts. The business continuity of a company supported by the level of achievement of performance targets that have been set. This study aims to determine the influence of organizational commitment, employee competence, and the role of organizational commitment moderation in influencing competence on customer complaint handling (CCH) performance at Regional Office 7 East Java Surabaya 60004. The population is all customer service employees at PT Pos Indonesia (Persero) which amounts to 130 people. Sampling uses the total sample method, which is the entire population. This research uses a quantitative approach using deductive methods. The data analysis technique used is the Moderated Regression Analysis (MRA) method using the SPSS For Windows program. The results of this study found that partially the competence and commitment of the organization had a significant positive effect on CCH's performance at PT Pos Indonesia (Persero) Regional Office 7 East Java 60004. In addition, it was found that the organization's commitment was able to moderate the positive influence of competence on CCH performance at PT Pos Indonesia (Persero) Regional Office 7 East Java 60004.

Keywords: Customer Complaint Handling Performance; Competence; Organization Commitment

Abstract. Keberlangsungan usaha suatu perusahaan didukung oleh tingkat pencapaian target kinerja yang telah ditetapkan. Penelitian ini bertujuan untuk mengetahui adanya pengaruh komitmen organisasi, kompetensi karyawan, serta peran moderasi komitmen organisasi dalam mempengaruhi kompetensi terhadap kinerja Customer Complaint Handling (CCH) di Kantor Regional 7 Jawa Timur Surabaya 60004. Populasi adalah seluruh pegawai customer service pada PT Pos Indonesia (Persero) yang berjumlah 130 orang. Pengambilan sampel menggunakan metode sampel total yaitu keseluruhan populasi. Penelitian ini memakai pendekatan kuantitatif menggunakan metode deduktif. Teknik analisis data yang digunakan yaitu dengan metode Moderated Regression Analysis (MRA) dengan menggunakan program SPSS For Windows. Hasil penelitian ini

menemukan bahwa secara parsial kompetensi dan komitmen organisasi berpengaruh positif yang signifikan terhadap kinerja CCH pada PT Pos Indonesia (Persero) Kantor Regional 7 Jawa Timur 60004. Selain itu, ditemukan bahwa komitmen organisasi mampu memoderasi pengaruh positif kompetensi terhadap kinerja CCH pada PT Pos Indonesia (Persero) Kantor Regional 7 Jawa Timur 60004.

Keywords: *Kinerja Customer Complaint Handling; Komitmen Organisasi; Kompetensi*

BACKGROUND

The growth of industrial revolution 4.0 is urging businesses to be flexible enough to change over time to meet the demands of their clients and thrive in a cruel market. This requires the important role of professional human capital who runs a business and information technology as a supporter of business activities carried out by the company.

Mangkunegara explained that performance is the level of success of workers (quality and quantity) when carrying out their duties according to the main tasks and functions they have obtained (Tinggogoy & Ahlan, 2020). According to the explanation (Suharsaputra, 2010), that competence is a factor that can determine performance. If the ability of workers is superior, the performance of workers is more easily realized. Wright (1992) argues that when an individual is fully committed to his job, he will have a higher level of performance, which in turn will lead to a more positive assessment of his overall performance (Atmaja & Ratnawati, 2019).

At present, many corporate organizations have not been optimal concerning the performance of their employees. The indication can be seen from the low level of achievement of the complaint handling settlement work target of the 1x24 hour target, which reflects the performance of the employees in the customer complaint handling (CCH) department. The employee's performance will be stated in the assessment of the SMKI (Individual Performance Management System) starting from the perspective of the supervisor's work program, Key Performance Indicators (KPI), programs, and activities until determining the target for the completion of complaint handling 1x24 hours as described above. This also happened to several technical implementation units of the customer services section at the East Java Regional Division 7 Office Surabaya 60004 where the performance of the completion of Customer Complain Handling (CCH) for the 2019-2020 period was still low below 92% of the target that had been set. On the other hand, employees in the customer complaint handling (CCH) section of the

Regional Office 7 East Java 60004 is always included in training related to increasing the competence of customer complaint handling and increasing employee commitment in the form of affirmations of AKHLAK culture, corporate culture, outbound activities, and family gatherings. This phenomenon is very interesting to conduct further research related to the performance of customer complaint handling employees. The trend of 1x24-hour Customer Complaint Handling (CCH) settlement related to complaints submitted by customers to post offices -post offices within the working area of Regional 7 East Java Surabaya 60004 for the period 2019-2020 can be seen in the following chart:

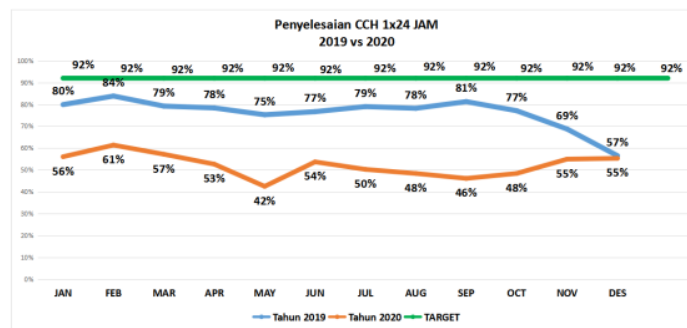


Figure 1. Trend Graph of Customer Complaint Handling

Source: Operational Report of Regional Office 7 East Java Surabaya 60004

Based on the product knowledge module training data that we obtained from the staffing of the Regional Office 7 East Java Surabaya 60004 shows that there is fewer Customer Service who immediately passed the first try compared to those who passed in the second and third trials. Customer Service who immediately passed the first trial were 42 people, the rest were dominated by passing the second trial as many as 59 people and the third experiment as many as 29 people. This shows that the level of customer service competence at the Regional Office 7 East Java Surabaya 60004 is still low.

In addition to competence, the low level of Customer Service handling was accompanied by high Customer Service turnover in the same period. In the last two years, the number of customer service officers who resigned (exited) was greater than that of incoming customer service officers. In 2019, there were 35 new officers recruited and 74 officers dismissed, in 2020 the number of officers who entered was 67 people while the number of officers who left was 63 people. The portrait of such conditions indicates that workers who enter take on the role of committed customer

service duties under the standard so that they can always be in the company's organization concerning effective, continuous, and normative.

Employee commitment is one of the keys to the company's success to realize the goals of the organization or company. Employees who are committed to the company will generally show concern for their respective tupoksi (main duties and functions), so they have the responsibility to carry out their job duties properly, carefully, thoroughly, and loyal to the company.

Likewise, customer service employees must commit to working attentively following their goals so that they can carry out work duties based on work instructions or job descriptions made and agreed upon by workers and company management. The role of superiors must exist in encouraging commitment and care for the problematics of the service and the resolution of Customer Complaint Handling because customer service officers have limitations in authority. The role of human resources, especially the management level from the lower to the top level must be able to encourage employee commitment and move employees to realize the company's mission and goals, one of which is to provide satisfaction to customers which can be seen from the performance indicators of customer service activities in handling complaints.

The business continuity of a company is supported by the level of achievement of the performance targets that have been set. The higher the level of performance achievement of the targets set, the easier it is for a company to manage the company both in financial aspects and not in other financial aspects. Employees can perform their jobs effectively if they understand the type of work required and have the necessary knowledge and skills. Employees who work in a company to run harmoniously so that the targeted performance can be achieved require organizational commitment.

There is a relationship between competence and employee performance moderated by organizational commitment. This is evidenced by research (Martono & Triastity, 2018) in which researchers concluded that as a moderating factor on employee performance, there is a relationship between competence and organizational commitment, although it is not statistically significant.

Previous studies explained the competence that affects (positive and significant) performance, as well as research (Humaeriyah, 2018) which reveals that competence, commitment, and motivation positively affect performance or performance. A

proprietary study (Suzatri, 2020) stated competence, motivation positively affects performance. According to (Wakhidah & Pramusinto, 2020) work discipline, competence, and work environment affect the quality of employee services. Yamali (2017) states that compensation, competence, and organizational commitment affect the performance of experts.

However, there are also previous studies related to competence that are positive but do not significantly affect performance, such as research (Sani, 2018) which reveals that competence, work discipline, and work environment do not significantly affect employee performance. Research (Rosmaini & Tanjung, 2019) suggests that motivation, competence, and job satisfaction do not significantly affect employee performance. Research (Cesilia et al., 2018) career planning, competence, and work discipline have no significant effect on worker performance or performance. Therefore, this study wants to clarify the relationship between competence and performance which is strengthened by commitment.

This study aims to understand the influence of organizational commitment, employee competence, and the role of organizational commitment moderation in influencing competence on Customer Complaint Handling (CCH) performance at Regional Office 7 East Java Surabaya 60004.

THEORETICAL REVIEW

Human Resources

⁸ *Human Resource management* or human resource management (HR), is an important capital in supporting the achievement of an organization's goals. Human resource management according to (Mondy, 2010, pp. ⁸ 4-5) is the utilization of individuals to achieve organizational goals. Therefore, managers from every level must pay attention to human resources. In essence, managers complete all their work by delegating tasks to employees, so effective employees are needed.

Performance

Performance is a condition related to the success of the organization in carrying out the organization's mission. measured from the level of productivity, profitability,

service level agreement (SLA), quality of services, and products. Meanwhile, according to Moeheriono (2012, p. 95) "performance is a portrait of the level of achievement of the realization of strategic planning work programs in realizing a vision, mission, targets, and goals of the organization or company. Performance indicators are tools to measure employee performance, as stated by Robbins (2016: 260) (Bintoro & Daryanto, 2017). Quality of work, timeliness, quantity, effectiveness, and independence are several indicators of an employee's performance.

Competence

Competence, according to Armstrong and Baron, is a behavioral dimension that drives performance and provides insight into how well people do work (Apriliyani et al., 2020). Competence is the capacity to carry out tasks while having the necessary knowledge, abilities, and work ethic (Wibowo, 2012).

Organizational Commitment

Continuous commitment, affective commitment, and normative commitment all form what psychologists call "organizational commitment", a psychological condition that refers to employee participation in the organization and their impact on the survival or failure of employees in the company (Sengkeh et al., 2017). Meanwhile, Griffin (2004) states that truly committed individuals in the organization will look for ways to establish their place there in the long term, branding themselves as indispensable for its success. In contrast, people who are not committed to the company describe themselves as outsiders who are not interested in staying with the company long term.

The Effect of Competence on Employee Performance

Spencer (Ernur et al., 2017) reveals that the basics of competence are closely related to the standards that a person uses to assess success or excellence in certain settings or contexts. One's personality and the ability to anticipate how one will react in various work settings are examples of the basic competencies being discussed here. The ability to predict or cause high levels of performance is referred to as a "causal relationship." Competence can be used as a predictor of success or failure when compared to a predetermined set of criteria.

A person's actions at work will be determined by his competence, which includes motivation, character, self-concept, knowledge, and skills. The extent to which a person's behavior at work is supported by his or her skills or expertise is another important factor. The assumption is that better or superior performance will be driven by the more competent person (Sudarmanto, 2014).

The existence of a relationship between employee competencies or abilities on employee performance is evidenced by the results of research (Isrofani & Chaerudin, 2021), where the research concludes that there is a relationship between competence, work discipline, and employee performance. Based on this information, the first hypothesis (H1) of this study is:

H1: There is an influence of competence on CCH performance at PT. Pos Indonesia (Persero) Regional Office 7 East Java 60004.

The Effect of Organizational Commitment on Employee Performance

Having a level of commitment is very important because it fosters an environment that is conducive to productive work. Organizational performance can be negatively affected by employees who lack the commitment to the company. This can manifest in a variety of ways, including high turnover, inaction at work, complaints, and even strikes.

Wright (1992) quoted from (Atmaja & Ratnawati, 2019) supports that when an individual is fully committed to his job, he will have a higher level of performance, which in turn will lead to a more positive assessment of his overall performance. The same thing was found by Rivai (2005), namely organizational commitment has a significant effect on performance. An employee's level of personal performance increases with their company commitment (Murty & Hudiwinarsih, 2012).

The existence of a relationship between organizational commitment to employee performance is evidenced by research (Siregar, 2020), which concludes that competence, work discipline, motivation, and organizational commitment to employee performance. The results of the study (Widodo & Wariati, 2019) also show a relationship between organizational commitment and performance. This study makes a second hypothesis (H2) based on this description, namely:

H2: There is an effect of organizational commitment on CCH performance at PT. Pos Indonesia (Persero) Regional Office 7 East Java 60004.

The Effect of Competence Moderated Organizational Commitment on Employee Performance

Factors that increase employee performance include competence and organizational commitment. Employee performance can be improved through organizational commitment activities.

There is a relationship between competence and employee performance moderated by organizational commitment. This is evidenced by research (Martono & Triastity, 2018) which his research concludes that employee performance is moderated by competence and organizational commitment, but the relationship between the two is weak or insignificant. Based on this summary, the third hypothesis (H3) of this study is:

H3: There is an influence of competence moderated by the commitment variable on CCH performance at PT. Pos Indonesia (Persero) Regional Office 7 East Java 60004.

Based on the literature review above, a research framework is formulated regarding the analysis of the influence of competence with organizational commitment as a moderating variable on CCH performance as shown in Figure 2.

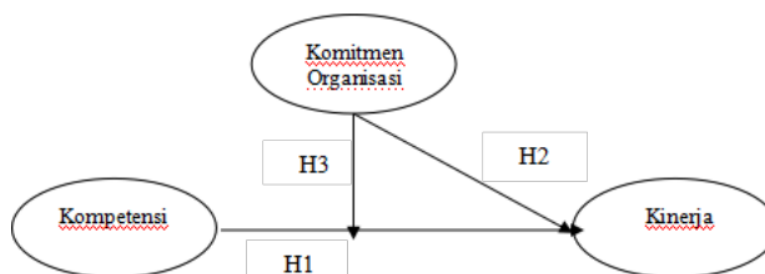


Figure 2. Research Framework

RESEARCH METHODS

This research was carried out at the Post Offices at Regional Office 7 East Java 60004. The population was all customer service employees at PT Pos Indonesia (Persero) totaling 130 people. Sampling using the total sample method, namely the

entire population. This study uses a quantitative approach using the deductive method, which is a technique to investigate broad generalizations by examining specific examples that serve as illustrative evidence for the broader claims made (Ghozali, 2018). The variables of this study consist of exogenous variables (X) namely Competence, moderating variables (M) namely Organizational Commitment, and endogenous variables (Y) namely Customer Complaint Handling (CCH) Performance. Operational definitions, indicators, and statements are outlined in Table 1.

Table 1. Definition Operational Variable

Variable	Indicator	Statement
CCH Kinerja Performance	Quality	1. Provide solutions that are acceptable to customers for postal service problems encountered 2. Work according to standard operating procedures (SOP)
	Quantity	1. Closing Customer Complaint Handling daily minimum of 97% 2. Detecting web irregularities on CCH is not missed
	Punctuality	1. Complete Customer Complaint Handling a maximum of 1x24 hours 2. Responding to Customer Complaint Handling (CCH) no later than 30 minutes after receiving the CCH complaint
	Effectiveness	1. Coordinate efforts to resolve Customer Complaint Handling with the right department/person 2. Using the right way to get support from colleagues in solving customer problems
	Independence	1. Complete Customer Complaint Handling without depending on superiors. 2. I can operate the Customer Complaint Handling (CCH) application device outside of working hours
Competence	Score	1. Make sincere efforts to resolve customer complaints 2. Understand the company's values well
	Skills	1. Skilled in handling complaints 2. Deftly operate the Customer Complaint Handling application
	Experience	1. Understanding service product knowledge post 2. Understanding postal service business processes
	Personality characteristics	1. Passionate at work 2. Obey company rules
	Intellectual ability	1. Devoting his intellectual abilities to solving this problem 2. Critical thinking at work
Organizational Commitment	Affective	1. Willing to sacrifice time to serve customers according to company needs 2. Using company identity at work
	Continuous	1. Enthusiastic in implementing changes to company policies related to customer service work 2. Work as a team to achieve unit performance

Variable	Indicator	Statement
		targets
	normative	1. Accept changes to more effective ways of working 2. Follow superior's instructions regarding improving the quality of work

This research instrument is in the form of a questionnaire, first, the validity and reliability will be tested by using the SPSS For Windows program. Variable measurement with questionnaire and scale Likert, ask respondents to convey the answer choices on the choices provided. This research questionnaire is closed, meaning that the answers are already available so that participants can choose directly.

Moderated Regression Analysis (MRA) is a methodology for analyzing the data of this study. Testing how well the model predicts the future value of the dependent variable (Y) can also be done with a statistic called the coefficient of determination (R^2 Test). The hypothesis test, which is functioned in giving a conclusion as to whether a theory should be accepted or rejected, is also carried out partially and simultaneously.

RESULTS AND DISCUSSIONS

Characteristics of Respondents

There were 130 respondents from employees of PT Pos Indonesia Persero Regional Office 7 East Java Surabaya 60004 for this study. The following is a description of the demographic characteristics of research respondents from Table 2:

Table 2. Characteristics of Respondents

Characteristics of Respondents		Amount	Percentage (%)
Gender	Man	69	53.1
	Woman	61	46.9
	Amount	130	100
Age (years)	25	16	12.3
	27	1	0.8
	30	5	3.8
	33	1	0.8
	35	1	0.8
	36	57	43.8
	37	4	3.1
	39	5	3.8
	40	5	3.8
	41	3	2.3
	42	2	1.5
	44	2	1.5
	45	11	8.5
46	6	4.6	

Characteristics of Respondents		Amount	Percentage (%)	
	47	7	5.4	
	48	2	1.5	
	50	2	1.5	
	Amount	130	100	
Status	Not married yet	6	4.6	
	Marry	124	95.4	
	Amount	130	100	
Education	SENIOR HIGH	12	9.2	
	SCHOOL	14	10.8	
	Diploma	104	80.0	
	Amount	130	100	
Working period (years)	2	1	0.8	
	3	15	11.5	
	4	17	13.1	
	5	2	1.5	
	6	4	3.1	
	7	13	10.0	
	8	18	13.8	
	9	10	7.7	
	10	15	11.5	
	12	32	24.6	
	13	1	0.8	
	15	2	1.5	
		Amount	130	100

Based on the table, it is known that male respondents were 69 people (53.1%) while female respondents were 61 people (46.9%). According to age characteristics, most of them were 36 years old, amounting to 57 people (43.8%). Based on the characteristics of the status, it can be seen that there are 6 unmarried employees (4.6%), and 124 married employees (95.4%). Based on the characteristics of education, it is known that most of the respondents have undergraduate education as many as 104 people (80%). Judging from the characteristics of the respondent's positions, most of them have customer service positions for as many as 34 people (26.2%). Finally, according to the characteristics of the tenure, it is known that most of them have served for 12 years as many as 32 people (24.6 percent).

Instrument Validity Test

The suitability of a statement can be checked with the help of validity tests. The most common way to assess the effectiveness of a measuring instrument is to look at the Pearson correlation (r) between the item (statement) score and the overall score. To qualify, r must be greater than or equal to 0.3 (significant at the 0.05 level). If the score is lower than 0.3, it is considered invalid. Table 3 shows the results of the validity test:

Table 3. Validity Test

Variable	Items	Correlation coefficient	Information
Competency (X)	X1	0.969	Valid
	X2	0.963	Valid
	X3	0.865	Valid
	X4	0.767	Valid
	X5	0.825	Valid
	X6	0.800	Valid
	X7	0.864	Valid
	X8	0.883	Valid
	X9	0.935	Valid
	X10	0.969	Valid
Organizational Commitment (M)	M1	0.922	Valid
	M2	0.808	Valid
	M3	0.690	Valid
	M4	0.729	Valid
	M5	0.790	Valid
CCH Performance (Y)	Y1	0.372	Valid
	Y2	0.595	Valid
	Y3	0.608	Valid
	Y4	0.655	Valid
	Y5	0.625	Valid
	Y6	0.670	Valid
	Y7	0.531	Valid
	Y8	0.549	Valid
	Y9	0.591	Valid
	Y10	0.561	Valid

From Table 3, the results of testing the validity of the competency variables, organizational commitment, and customer complaint handling performance explained that all statement items were valid because the value was > 0.3 and significant. This means that all indicators of each variable deserve to be used as research questionnaires because all instruments are valid.

Instrument Reliability Test

Reliability is defined as its ability to produce accurate results. This means that accurate and trustworthy measurement results can be expected from highly reliable measurements. The SPSS program makes it easy to conduct reliability tests, with measured results utilizing the help of the Cronbach's Alpha (α) statistical tool. A construct or variable is considered reliable when Cronbach's Alpha > 0.70 (Ghozali, 2018). Table 4 displays the processed data from the reliability test.

Table 4. Reliability Test

Variable	Alpha Cronbach	Formation
Competence	0.966	Reliable
Organizational commitment	0.873	Reliable
CCH Kinerja Performance	0.775	Reliable

Table 4 shows that the reliability test for each variable, namely competence, organizational commitment, and CCH performance is reliable because the Cronbachs Alpha (α) value > from 0,70.

Model Feasibility Test

1. F Uji test

The F test was conducted to test the feasibility of the model used for this analysis. The model is said to be workable if F is less than 0.05 ($\alpha = 5\%$). When a fit model is found, it means that the independent variable is quite capable of explaining or predicting the dependent variable. The F test describes how each independent variable contributes to the overall impact on the dependent variable.

Table 5. F . test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	857,243	3	285,748	688,884	,000 ^a
	Residual	52,265	126	,415		
	Total	909,508	129			

a. Predictors: (Constant), X1M, M, X1

b. Dependent Variable: Y

Table 5 shows an F count of 688,884 and its significance is valued at $0.000 < 0.05$ meaning that simultaneously competence, organizational commitment, and the interaction of organizational commitment with organizational commitment have an influence on the CCH performance variable. So this research model research is feasible (fit).

2. Coefficient of Determination Test (R^2)

The ability of independent variables in explaining the dependent variable was tested using the coefficient of determination. This can be seen from the value of R^2 :

Table 6. Coefficient of Determination Value

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,971 ^a	,943	,941	,64405

a. Predictors: (Constant), X*M, M, X

b. Dependent Variable: Y

Sourced from Table 6, R² worth 0.941, this means that 94.1% of competencies, organizational commitment, and interaction of competencies with organizational commitments affect CCH performance. Several other factors outside the scope of this study accounted for the remaining 5.9% of the variance. So the contribution of this research model is special because the range of values of the coefficient of determination is between 0.8 - 1.0.

Simple Linear Regression Analysis

Simple regression analysis is used in the study to check the first hypothesis. Table 7 below shows the test results.

Table 7. Simple Linear Regression Test

Coefficient ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25,614	,576		44,474	,000
	X	,354	,015	,903	23,716	,000

a. Dependent Variable: Y

The following is a regression equation model based on the data in Table 7:

$$Y = 25.614 + 0.354 X$$

Coefficient (b₁) is 0.354. The CCH performance of employees will increase along with the increase in competence indicated by the positive value of the coefficient.

MRA (Moderated Regression Analysis)

The moderated regression analysis (MRA) test was used for the analysis of this research. The test results are summarized in Table 8.

Table 8. Moderated Regression Analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,049	4,750		,642	,522
	X	,219	,030	,559	7,346	,000
	M	,141	,055	,155	2,547	,012
	X*M	3,708	1,035	,374	3,582	,000

a. Dependent Variable: Y

By using the data in the table, a regression equation model can be made:

$$Y = 3.049 + 0.219 X + 0.141M + 3.708 X*M$$

1. The coefficient (b1) is 0.219. If an employee is more committed to his job, their CCH performance will increase by 0.219, which is indicated by a positive coefficient value.
2. The coefficient (b2) is 0.141. A positive coefficient value indicates that Customer Complaint Handling performs better if the organizational commitment is higher.
3. The coefficient (b3) is 3.708. A positive coefficient value indicates the performance of Customer Complaint Handling will increase along with the increasing interaction of competence with organizational commitment.

T-test

⁹ The competency variable has a positive influence of 0.354 on the performance of Customer Complaint Handling. This effect is statistically significant at a rate of 0.05, with a sig of $0.000 \leq 0.05$, so we reject H0 as well as accept H1. As a result, competence plays an important role in how well Customer Complaint Handling (CCH) performs.

The organizational commitment variable affected customer complaint handling (CCH) performance by 0.141. This effect was significant with a level of 0.05 (sig = 0.012 or less), as a result of which H2 was accepted and H0 was rejected. This means that customer complaint handling (CCH) performance is significantly affected by the level of organizational commitment.

Performance Customer Complaint Handling (CCH) is positively influenced by 3.708 when competence and organizational commitment interact. Sig value is 0.000²,³ 0.05, as a result, H0 is rejected and H3 is accepted so that the effect is significant at a

significance level of 0.05. As a result, the positive influence of competence on the performance of Customer Complaint Handling (CCH) can be moderated significantly by organizational commitment.

Discussion

1. The Effect of Competence on Customer Complaint Handling (CCH) Performance

Based on the results of the study, it is known that the competency variable has a positive influence of 0.354 on the performance of Customer Complaint Handling. This effect is statistically significant at a rate of 0.05, with a sig of $0.000 \leq 0.05$, so we reject H_0 and accept H_1 . This means that competence has a positive effect on customer complaint handling (CCH) performance. Based on the research findings, employee competence has a positive relationship with Customer Complaint Handling (CCH) performance.

Competence is a factor in how well an employee does his job, and higher competence correlates with better results, as stated by Suharsaputra (2010). On the other hand, performance will not be achieved if the employee's ability is low or not following his expertise.

The findings in this study are employee competencies measured using indicators of values, skills, experience, personality characteristics, and intellectual abilities can significantly affect employee performance at PT Indonesian post. The results of this study are in agreement with (Erico et al., 2020; Hermawan et al., 2020; Humaeriyah, 2018; Suzatri, 2020) mention that competence affects employee performance significantly and positively.

2. The Effect of Organizational Commitment on Employee Performance

The research findings show that organizational commitment variables affect the performance of Customer Complaint Handling (CCH) as much as 0.141. This effect is significant with a level of 0.05 (sig = 0.012 or less), as a result, H_2 is accepted and H_0 is rejected. This means that the performance of CCH increases with increasing levels of

organizational commitment. CCH performance was found to be positively correlated with the level of employee commitment to the organization.

The term organizational commitment is used to describe attitudes that motivate employees to stay in their current job and do a good job. Highly committed workers consistently deliver honest, high-quality results. Employees will benefit from a high level of organizational commitment in several ways. These include increased job satisfaction, increased morale, increased productivity, and a stronger desire to stay with the company (Hasibuan, 2014).

This finding is that organizational commitment measured using effective, continuous, and normative indicators can affect employee performance at PT. Indonesian post. Wright (1992) supports that when an individual is fully committed to his job, he will have a higher level of performance, which in turn will lead to a more positive assessment of his overall performance (Atmaja & Ratnawati, 2019). The same thing was found by Rivai (2005), namely organizational commitment has a significant effect on performance. An employee's level of personal performance increases with their company commitment (Murty & Hudiwinarsih, 2012).

3. The Effect of Competence Moderated Organizational Commitment on Employee Performance

Based on the results of the study showed the performance variable Customer Complaint Handling (CCH) is positively influenced by 3.708 when competence and organizational commitment interact. Sig 0.000 0.05, as a result, H0 is rejected and H3 is accepted so that the effect is significant at a significance level of 0.05. As a result, the positive influence of competence on the performance of Customer Complaint Handling (CCH) can be moderated significantly by organizational commitment. Based on the findings, it is clear that employees are more motivated to unleash their full potential when they feel a strong organizational commitment, which in turn strengthens the influence of employee competence on CCH performance. As a result of the relationship between CCH competencies and performance, organizational commitment can amplify the impact of employee expertise. If an employee is highly committed to the success of the company, they will have a higher influence on how CCH operates.

Capabilities are the main resources that enable a person or group to carry out its mission and achieve its goals. The organization will speak to the right man in the right

place. The doctrine states that every department in an organization must have competent personnel to carry out the tasks assigned to them. No competence is complete without commitment. To succeed in today's business environment, it is very important to have a team of people who are competent and committed to the success of the company.

The results of this study are following Wardhana (2015), Hafiz (2017) who states that organizational commitment can strengthen the influence of competence on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

The results showed that the performance of CCH at PT Pos Indonesia (Persero) Regional Office 7 East Java 60004 was significantly and positively influenced by competence and organizational commitment partially. In addition, it was found that organizational commitment at PT Pos Indonesia (Persero) Regional Office 7 East Java 60004 was able to moderate the positive influence of competence on CCH performance.

The findings of this study suggest that PT Pos Indonesia should encourage employee organizational commitment as a means to ensure the survival and success of the company in the long term because the variable organizational commitment is the lowest continuity indicator perceived by respondents. Besides that, it can also consider other forms of coaching for employees in the form of incentives and employee rewards for the assessment (Individual Performance Management System) for each employee which is carried out every semester according to the achievement of their respective Key Performance Indicators (KPI).

Future research should be able to use alternative independent variables to determine the effect of factors such as motivation and compensation on performance Customer Complaint Handling PT Pos Indonesia (Persero) Regional Office 7 East Java 60004.

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