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# Influence of Work Commitment as an Intervening Variable Relationship between Work Competency Variables, Organizational Support to the Performance of Tourism Conscious Group Managers in Padang Pariaman Regency

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**ABSTRACT:** This scientific research is to find out how the influence of one variable with another variable either directly or indirectly. This research took place at the Tourism Conscious Group Board in Padang Pariaman Regency. The sample was 51 respondents.

Data processing to test his hypothesis using Path Analysis. The results of this study indicate that (1) Work Competence affects Performance (2) Organizational Support affects Performance (3) Work Competence affects work commitment (4) Organizational Support influences Work Commitment (5) Work Commitment affects Performance (6) Work Commitment affects Performance (7) Work Commitment influences as an intervening variable between organizational support and Performance

The results showed that (1) Work Competence has a significant effect on Performance (2) Organizational Support has a significant effect on Performance (3) Work Competence has a significant effect on Work Commitment (4) Organizational Support does not have a significant influence on Work Commitment (5) Work Commitment has a significant effect on Performance (6) Work Commitment as an intervening variable gives an influence between Work Competence and Performance (7) Work Commitment as an intervening variable does not give an influence between Organizational Support and Performance of Tourism Conscious Group Managers in Padang Pariaman Regency

**Keywords:** work commitment of work competence, organizational support, performance

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## 1. INTRODUCTION

The Youth Tourism and Sports Office of Padang Pariaman Regency has been successful in implementing six programs as it should. But in the implementation of the development program partnership- human resources development and professionalism in the field of tourism (seventh field) known as the development of the Group Sadar Wisata (pokdarwis) has not been successfully implemented as it should be. From the results of the evaluation conducted by the Tourism Sector, in accordance with the results of the annual Performance Evaluation in LAKIP 2019, the number of tourist visits in Padang Pariaman regency decreased from 183,600 people to 156,445.

The achievement of realization in 2018 is categorized as "Less Successful". Many factors that affect and the most dominant is determined by the driver of tourism directly, namely the Tourist Conscious Group (Pokdarwis) growth of the expected group. According to the level of the group growth category in the form of growing categories, from growing to developing and from a developing group to being independent. As shown in table 1 below:

**Table 1. Data on the Progress of Tourism Conscious Groups in Padang Pariaman Regency 2017-2020**

Year	Tourist Conscious Group in Padang Pariaman Regency						Sum
	Grow	%	Flower	%	Self-sufficient	%	
2017	11	64,70	5	29,41	1	5,88	17
2018	10	58,82	6	35,29	1	5,88	17
2019	12	63,15	6	31,57	1	5,26	19
2020	12	63,15	6	31,57	1	5,26	19

Source: LAKIP Disarpura Padang Pariaman Regency, 2020

In 2017, the number of group growth was 11 (eleven) groups (64.70%), group growth grew by 5 (five) groups (29.11%) and group growth by 1 (one) or (5.88%). In 2018 it turned out that the addition of a new group did not exist but the growth of the group experienced little progress from growing. At first, 11 groups were reduced to 10 (ten) groups or 58.82%. The increase in group growth to 6 groups (35.29%), and no growth of new groups for the independent category is fixed 1 (one) group or 5.88%.

Furthermore, in 2019 the occurrence of 2 (two) new addition groups of categories grew by 12 groups (63.15%), the growing category remained 6 (six) groups (31.57%) and so was the case with the growth of fixed independent category groups as many as 1 (one) group or 5.26%, and in 2020 there was no addition of tourist conscious groups. Seeing from the facts and data stated above, that the slow growth of tourist conscious groups in Padang Pariaman.

This is due to the management of the group consisting of the chairman, secretary and treasurer of the group who lack competence in carrying out their duties, especially in terms of their main duties to provide understanding of the alignment for all members and the surrounding community, as well as tourist visitors to tourist attractions. Facilities and infrastructure in tourist attractions, Goro implementation is carried out regularly, has not fully supported the management of facilities and infrastructure in collaboration with CSR or third parties, let alone to help be able to manage their own finances for group development. Based on this, the author is interested in following up through more in-depth research into the human resources aspects of the tourist conscious group.

## 2. RESEARCH METHODS

The population and sample in a study have a central and decisive role. The population is the whole of the object of study that provides an accurate picture of the research. According to Ghozali (2012) population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study were all 51 orang.

Hypothesis testing in this study used (Path Analysis). According to Tabachnick etc (2007), it says that: "Path analysis is an extension of multiple linear analysis, the Path Diagram in this study is the Relationship between Free Variables (Independent Variables): Work Competence ( $X_1$ ), Organizational Support ( $X_2$ ) and Work Commitment Mediation Variable (M) To Performance (Y). With the following path diagram:

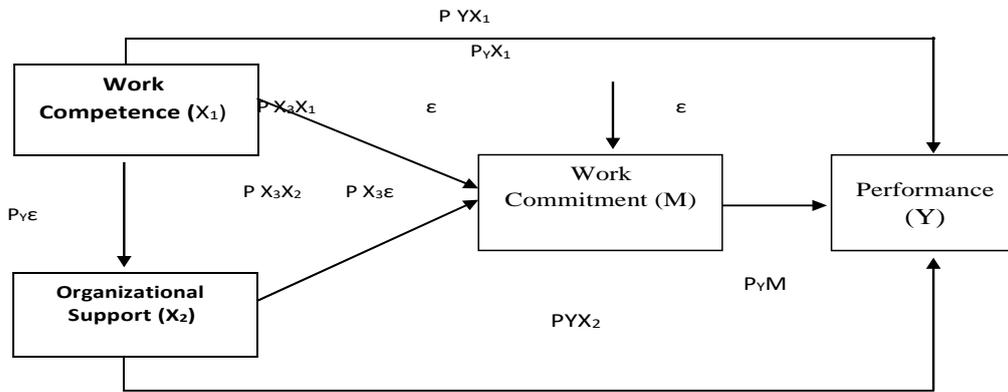


Figure 1. Conceptual Framework

### 3. RESULTS OF RESEARCH AND DISCUSSION

#### - Classic assumptions

The process of data processing uses the classical assumptions of Normality, Multicollinearity and Heteroscedasticity. The results show:

1. This normality test is used by the author to test the normality of the regression model. The test is carried out using the method *kolmogorov-smirnov* test to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than  $= 0.05$
2. Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation in the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value  $> 0.10$  and the VIF value  $< 10$  then the data is free from multicollinearity symptoms
3. The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variance from the residual of one observation to another observation is constant, then it is called homoscedasticity and if it is different it is called heteroscedasticity. Detect the presence of heteroscedasticity in this study using the Park Test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The criteria for the Park Test according to Ghozali (2013) are as follows:
  - If the probability value is  $> 5\%$  (0.05) then it is said that there is no heteroscedasticity symptom.
  - If the probability value is  $< 5\%$  (0.05) then it is said to have heteroscedasticity symptoms

#### - Hypothesis Test

##### Model I. Path Analysis

Multiple linear regression analysis is still used in subsequent research to obtain the coefficient of the two-model path, this is with the aim of knowing the absence of the influence of free variables (Work Competence and Organizational Support to bound variables (Performance)).

Table 2. Summary of Test Results analysis of the influence of work competence and Organizational Support for Performance

Bound Variable	Independent Variabel	Beta	Significance
Performance (Y)	Work Competence ( $X_1$ )	0,217	0,030
	Organizational Support ( $X_2$ )	0,762	0,000
	F	222,954	0,000
	$R^2$	0,903	

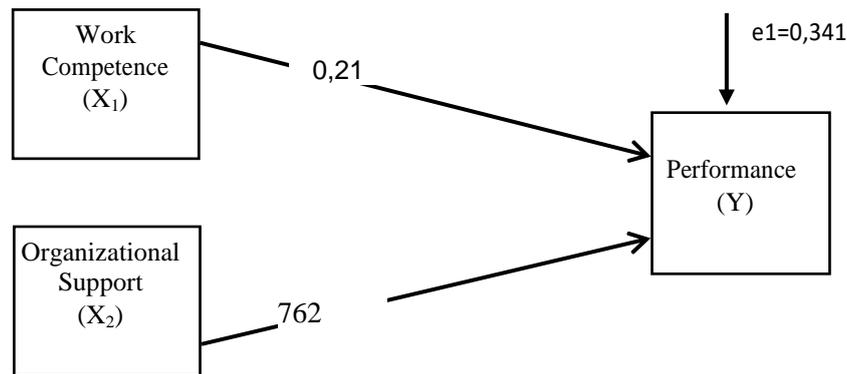
Data Source: Data Processing Results

The significance value of the Work Competence variable ( $X_1$ ) = 0.000  $<$  0.05. This means that Work Competence ( $X_1$ ) has a significant effect on Performance (Y). The Organizational Support Variable ( $X_2$ ) = 0.000  $<$  0.05 which means Organizational Support ( $X_2$ ) has a significant effect on Performance (Y). While the value of  $R^2$  (R Square) contained in the Summary Model table is 0.903 which means that the contribution of variables  $X_1$  and  $X_2$  to Y is 90.3% and the remaining 9.7% is a contribution from other variables not included in the study. And from the value of  $R^2$  (R Square), obtained  $e_1 = \sqrt{1 - 0.903} = 0.3114$ .

Based on the above results, structural equations are obtained, namely:

$$Y = 0,217 \cdot X_1 + 0,762 X_2 + 0,3411$$

From the data processing above, it can be obtained Model I Path Diagram, as follows:



**Figure 2. Model I - Path Analysis**

### Model II. Path Analysis

Multiple linear regression analysis was used in this study with the aim of knowing whether or not freevariables have an effect on bound variables. The summary is shown in the table as follows:

**Table 3. Summary of Test Results Analysis of The Influence of Work Competence and Organizational Support for Work Commitment**

Intervening Variabel	Independen Variabel	Beta	Significance
Work Commitment (M)	Work Competence (X <sub>1</sub> )	0,622	0,000
	Organizational Support (X <sub>2</sub> )	0,347	0,014
	F	97,220	0,000
	R <sup>2</sup>	0,802	

Data Source: Data Processing Results

Based on the table above it is obtained that the significance value of the Variable Work Competence (X<sub>1</sub>) = 0.000 < 0.05, this means that Work Competence (X<sub>1</sub>) has a significant effect on Work Commitment (M). While the significance value of the Organizational Support variable (X<sub>2</sub>) = 0.014 < 0.05 which means Organizational Support (X<sub>2</sub>) has a significant effect on Work Commitment (M). While the value of R<sup>2</sup> (R Square) contained in the Summary Model table is 0.802 which means that the contribution of variables X<sub>1</sub> and X<sub>2</sub> to Y is 80.2% and the remaining 19.8% is a contribution from other variables not included in the study. And from the value of R<sup>2</sup>, e<sub>2</sub> is obtained by means of e<sub>2</sub> = √(1-0.802) = 0.4451. Based on the above results, structural equations are obtained, namely:

$$Y = 0,622 X_1 + 0,347 X_2 + 0,4451$$

Furthermore, multiple linear regression analysis is still used in subsequent research to obtain the two-model path coefficient, this is with the aim of knowing whether or not the influence of the intervening variable work commitment to the dependen variable (Performance). Can be seen in the table below:

**Table 4. Summary of Test Results Analysis of The Influence of Work Competence and Organizational Support on Performance**

Dependen Variabel	Variabel Intervening	Beta	Significance
Performance (Y)	Work Commitment (M)	0.881	.000
	F	211,665	.000
	R <sup>2</sup>	0,812	

Data Source: Data Processing Results

And for the Work Commitment variable ( $M$ ) = 0.000 < 0.05 which means a significant effect on Performance ( $Y$ ). And for the  $R^2$  value contained in the Summary Model table is 0.812 which means that the contribution of the Work Commitment Intervening variable ( $M$ ) to the Performance Variable ( $Y$ ) is 81.2% and the remaining 24.5% is a contribution from other variables not included in the study. And from the value of  $R^2$  ( $R$  Square), obtained  $e_2$  by means of  $e_2 = \sqrt{(1 - 0.812)} = 0.5151$ . Based on the above results, structural equations are obtained, namely:

$$Y = 0,881 M + 0,5151$$

From the data processing above, a Model II Path Diagram can be obtained, as follows:

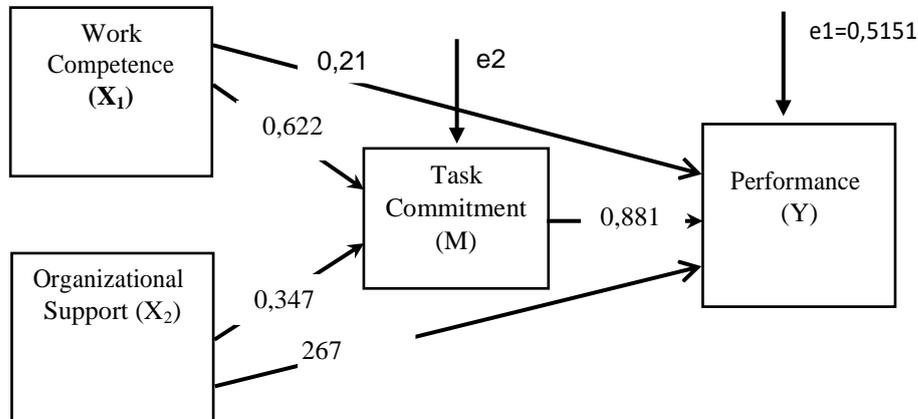


Figure 3. Model II - Path Analysis

### Coefficient of Determination

To find out the magnitude of the coefficient of determination value is indicated by the value  $R$  Square, which can be seen in the table below:

Tabel 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.950 <sup>a</sup>	0.903	0.899	0.21089

Predictors: (Constant), Work Competence, Organizational Support, Performance

The result of table 5 above obtained the efficacy value ( $R$  Square) of 0.903 is an elimination of the correlation coefficient or  $R$ , which is  $0.950 \times 0.950 = 0.903$ , where the amount of the coefficient of determination ( $R$  Square) 0.903 is equal to 90.3%. This means that work competence, organizational support affects performance by 90.3%. The rest ( $100\% - 90.3\% = 9.7\%$ ) are affected by other variables outside of this regression model. It is often referred to as error ( $e$ ).

### Test Direct and Indirect Influences

The following stage 1 track analysis is to test the direct relationship between Work Competence and Organizational Support for Performance. And variable relationships of work competence and organizational support for work commitments. Relationship between Work Commitment to Performance.

Table 6. Summary of Results of Analysis of the Influence of Work Commitment as An Intervening Variable Relationships between Work Culture, Organizational Support for Performance

Dependent Variabel	Variabel	Regression coefficient and significance			
		Stage 1		Stage 2	
	Independent Variabel	B	Sig	B	Sig
Performance (Y)	Work Competence ( $X_1$ )	0,217	0,030	0,003	0,977
	Organizational Support ( $X_2$ )	0,762	0,000	0,643	0,000
	Mediation Variables Task Commitment (M)	-	-	0,344	0,000
	$R^2$	0,903		0,927	
	Change $R^2$	-		0,024	

Data Source: Data Processing Results

Further testing the analysis of stage 2 pathways is to test the relationship and whether the Work Commitment variable serves as an intervening variable to strengthen or weaken the influence of the Relationship of Work Competence and Organizational Support on Performance. Based on table 6 it is seen that at stage 1, the dimension of Work Competence ( $X_1$ ) has a significant effect on Performance with the magnitude of the regression coefficient of Work Competence is 0.217 and the level of significance is 0.030. So is the case with the second free variable Support Organization ( $X_2$ ) with the regression coefficient being 0.762 and the significance level is 0.000. This means that Organizational Support ( $X_2$ ) has a significant effect on performance. Further explained here, that the effect of free variables on bound variables is explained by the value of  $R^2$  of 0.903 or 90.3%.

In the second stage, the dimension variable of Work Competence ( $X_1$ ) has a significant effect on performance with the magnitude of the regression coefficient of Work Competence is 0.003 and the significance level is 0.9777. Similarly, the second free variable of Organizational Support ( $X_2$ ) with the regression coefficient is 0.643 and the significance level is 0.000. This means that Organizational Support ( $X_2$ ) has a significant effect on work commitments. Furthermore, it can be explained here, that the effect of variable intervening work commitment to performance-bound variables with a regression coefficient value of 0.344 and the level of signification used is 0.000.

Based on the value of the relationship of the influence of the variables of Work Competence and Organizational Support on Performance in the first stage is explained by the value of  $R^2$  of 0.903 or 90.3%. When compared with the test of the influence of variables of Work Competence and Organizational Support on Work Commitments in the second stage by including variable intervening Work Commitments where the effect is explained by the value of  $R^2$  of 0.927 or 92.3%. From the results of these two influences it is explained here that the Work Commitment variable mediates the relationship between Work Competence and Organizational Support for Performance and there is an increase in influence by 0.024%.

#### 4. CONCLUSIONS AND SUGGESTIONS

##### **The conclusions of the results of this study are as follows:**

Kompetensi Kerja berpengaruh signifikan terhadap Kinerja; Organizational support has a significant effect on performance; Work Competence has a significant influence on Work Commitment; Organizational support has a significant effect on work commitments; Work commitments have a significant effect on performance; Work Commitment as an intervening variable exerts an influence between Work Competence and Performance; Work Commitment as variable intervening provides an influence between Organizational Support and Performance of Tourism Conscious Group Managers in Padang Pariaman Regency

##### **While Suggestions:**

- To improve work competence in the future, it is advisable to policy makers, to make policies addressed to respondents in terms of building good Work Competence so that managers can improve performance with fundamental consideration of someone to carry out competencies in accordance with their Main Tasks and Functions and create sop activities. aimed at improving performance
- To policy makers, in order to make policies aimed at respondents in terms of Organizational Support so that each Administrator who has not succeeded in carrying out extra hard work, then this becomes something that must be considered for the future to support this organization to create a spirit of maximum hard work. To increase future work commitments,
- To policy makers, in order to provide various types of assignments to keep working with this organization. This means that with a lot of work and tasks given, the manager's performance problems can be resolved in carrying out daily tasks.
- The manager of the Padang Pariaman Regency Tourism Conscious Group is looking for the easiest method in completing the work, fostered directed and guided to have knowledge with the right methods so that they can complete the job well by often following training education.

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