

Role of Employee Career as Mediation Relationship between Competency and Performance Employee

La Ode Abdul Natsir¹, Samdin², Nurwati³, La Ode Bahana Adam⁴

^{1, 2, 3, 4}Department of Management, Faculty of Economics and Business, Hal Oleo University, Indonesia

Abstract: *The research objective is to explore the effect of competence on employee performance. In addition it aims to examine and explain the role of an employee's career in mediating the relationship between competences on employee performance. The research Design is explanatory, with data collection using survey methods. Sampling technique using proportional stratified random sampling. Because the number of respondents as many as 158 employees of Southeast Sulawesi Election Commission. Data analysis method used is the Generalized Structured Component Analysis (GSCA). The results showed significant effect on the competence of an employee's career, career further significant effect on employee performance. But competence is not significant influence on employee performance. Eventually, an employee's career proved to act as a perfectly mediating effect between competencies with employee's performance. The practical implications can provide knowledge and understanding of the importance of behavioral aspects in the management of the organization through skill indicators, advancement carrier and work efficiency. Originality of this study demonstrates a conceptual model the role integrated of an employee's career as a perfect mediation between the competences on employee performance effect.*

Keywords: Competency, Career, Employee Performance

1. Introduction

In effort to provide the best service to the society, human resources role and functions that exist KPU secretariat Southeast Sulawesi. We need to realize, that the driving force in the organization of elections and the head of the region is its human resources. From a theoretical opinion of the experts and the findings of researchers who have stated previously, human resources is an asset that can be a source of sustainable competitive advantage because human assets that have the knowledge and social complexity that is difficult to imitate.

Human resources management practices are expected to be a source of sustainable competitive advantage is certainty job, selectivity in recruitment, high wages, incentive pay, employee ownership, information sharing, involvement and empowerment, training and development. Traditionally the function of human resource management only perform administrative tasks, beginning from recruitment which includes human resources planning, job analysis will produce a job description and specification position selection process, training and development, performance, compensation, and renewal related with retirement and layoffs.

Paradigm of thought on changes in the human resources management function has undergone a transfer that underlies the conceptual framework of this study and further a basis for developing the conceptual framework of this study. Based on the theory of human resource management and organizational behavior, Werther and Davis (1998) stated Human Resources Management is a system that consists of various activities of mutual dependency between one another, where such activities were never separated, each interplay between activities HR. Malthis and Jackson (2001), suggests HRM associated with formal design system of the organization to determine the effectiveness and efficiency of talent seen a

person to realize the organization's objectives. Furthermore Dressler (2004) describes the Human Resources Management is the acquiring process, train, assess, and provide compensation to employees, pay attention to his employment, health, and safety, as well as the issue of justice.

The research is also based on behavioral theory developed by Triandis (1971) that the behavior is determined by the attitudes, social rules and customs. Work behavior regarding activities of individuals in the organization in achieving organizational goals. Robbins (2003) describes how to determine the cause or motive of the person's behavior both internally is behavior that is believed to be under the personal control of the individual concerned, and the behavior of externally seen as the result of external causes is forced to behave because of the situation. Referring to the theory of human resources management and behavior, it can be concluded that the increase in employee performance both from the universal perspective and contingency effected by various factors, among others: (1) the employees competence (Spencer, 1993; Mathis & Jackson, 2001; Prayitno, 2003); and (2) employees career by Armstrong (2003) and Bernardin (2003).

Based on the theoretical study and research result, the relationship between the variables studied most researchers have proved that the competence and employees good career can improve employee performance. Although empirically turns competence and career relationships to employee performance varies both as universal and contingency perspective. Therefore, researchers interested in conducting re-examination of the relationship of these variables in an integrated manner. This study conducted in Southeast Sulawesi KPU secretariat referring to the Commission Regulation No. 02 In 2012 the employees performance is the final assessment of the staffing system, in which the appointment of a person to occupy the position based on skills and achievements of employees who are appointed.

Empirical studies that form the basis of testing the influence of employee competence variables and significant positive effect on employee career by Ainhoa and Imanol (2012), Frédéric Guay et al. (2013); and Zijada Rahimića et al. (2012). Finally, competence and significant positive effect on employee performance by Patricia et al. (2013); Ashly (2011); and Rabaayah David, et al., (2010). There are gaps Wahjuningsih findings (2003) that the competence (skills and knowledge) no significant effect on the employees performance. In addition Ainhoa and Imanol (2012) decision competence not significant effect on the employee's career. Furthermore Bernd Carette & Frederik (2013), Jessica and Roland (2011) and Janet et al. (2009) found the career development and significant positive effect on employee performance. Instead of high employee performance can improve employee career by Shanthi et al. (2012).

Finally, examining the relationship between the constructs of this study carried out both universal and as a contingency that is through the mediating role of career employees. Research has proven that a career as a mediating the relationship between the competence to employee performance by Al-Karim & Parbudyal (2014); Patricia et al. (2013); Alicia Leung et al. (2012). Based on the above, there are still contradictions of the research results on the effect of competence on career and employees performance. Thus the key issue of this study is competence significant effect on career and employees performance. Then, if the employee's career serves as a mediating influence of competence and performance of employees in the Southeast Sulawesi KPU secretariat. Further objectives are to test and explain the competence effect on career and employees performance. In addition to test and explain the role of an employee's career as a mediating influence between competence with employee performance.

This research is expected to contribute in the development of theories and concepts for particular academic competence, career and employee's performance, generally human resources management and organizational behavior. For the secretariat management of the commission, in particular the employees management in formulating strategies, policies and competence programs, career patterns and employees performance. Finally this research is expected to contribute as material information, reference and comparison, the concept of which integrated between competence, career and employees performance.

2. Literature Review

2.1 Relationship competence on career and performance

Theoretical study that became the basis for measuring and assessing the relationship between the variables of this study refers to the theory of human resources and organizational behavior. SDM is a key factor for the survival and development organization in the future with regard to decision-making in the planning, implementation and control of human resources, which includes strategies, tips and actions, as well as the implementation of decisions directly related and affect human resources working in the

organization. Flippo (1984) defines HRM is planning, organizing, directing and controlling of labor, development, compensation, integration, maintenance, and termination of employment with HR to target individuals, organizations and communities.

Dressler (2004) suggested human resources management is acquiring process, train, assess, and provide compensation to employees, pay attention to their employment, health, and safety, as well as a matter of justice. Based on behavioral theory developed by Triandis (1971) stated behavior is determined by the attitudes, social rules and customs. Work behavior regarding activities of individuals in the organization in achieving organizational goals. Robbins (2003) explains how to determine the motive of the person's behavior, both internally is behavior that is believed to be the personal control of the individual concerned, and the external behavior is seen as the result of external causes is forced to behave as the situation.

Spencer et al. (1993) found knowledge factors, skills and abilities necessary to support career development and employee performance. Drejer (2001) explains that not all personal aspects of one's employees are competence, only personal aspects that encourage him to achieve the superior performance which is competence. Competence is the basic characteristics that may increase the commitment and performance of Mathis & Jackson (2001). Furthermore, referring to Commission Regulation No. 02 of 2012, competence is the ability and characteristics possessed by a civil servant who covers aspects of knowledge, skills and attitudes necessary behavior in the execution of his duties. Competence is what people bring to the job in the form and the type of behavior that is different, competence determines aspects of the process of employee performance by Armstrong (2003)

Research results into test reference relationship between work competence positive effect and significant on the commitment by Mindy Bergman et al. (2013); Ainhoa and Imanol (2012); Alexandra and Christian (2012). Further work competency positive effect and significant on the employees careers Ainhoa and Imanol (2012), Frédéric Guay et al. (2013); and Zijada Rahimića et al. (2012). Finally work competence significant and positive effect on employee performance by Patricia et al. (2013); Ashly (2011); and Rabaayah David, et al., (2010). There are gaps of research results Wahjuningsih (2003) that the competence (skills and knowledge) had no significant effect on the performance of employees. In addition Ainhoa and Imanol (2012) decision competence no significant affect on the employees career prospects. From the study of theory and research, the hypotheses proposed in this research are:

- H1. Competency significant effect on employee career
- H2. Competency significant effect on employee performance

2.2 Career effect on employee performance

Career is very important for employees and organizations as employees are considered more important than the work itself (Armstrong, 2003). Bernardin (2003) explain that the development of a good career can support increased

employee performance. Commission Regulation No. 02 of 2012 described the pattern of employee career is the development patterns of civil servants that describes the flow of career development that indicates the harmony and the relationship between the position, rank, education and training, competency and tenure to provide legal certainty for career civil servants from the first rank certain positions until retirement.

Empirical studies on which to base a career testing a significant effect on the performance of employees by Bernd Carette & Frederik (2013), Jessica and Roland (2011) and Janet et al. (2009). Instead of high employee performance can improve employee career by Shanthi Nadarajaha et al. (2012). From the study of theory and research, the hypotheses proposed in this research are:

H3. Career significant effect on employee performance

Employee performance is the final assessment of the staffing system, in which the appointment of a person to occupy the position based on skills and achievements of employees. Based on the theory of human resources and organizational behavior can be concluded that human capabilities are potential resources for sustainability for the organization that includes three perspectives: universalistic, contingency and configuration. Mindy Bergman et al. (2013); Ainhoa and Imanol (2012) and Alexander et al. (2013) that the best practices of HRM contributes to organizational performance fit its strategic objectives. Arguments are built is the existence of "best practices" in the human resources management approach by Fernando et al. (2013) and Bernd Carette & Frederik (2013), Jessica and Roland (2011). The next view of adopting a contingency perspective and configuration Patricia et al. (2013); Chong & Martin-Sardesai (2012); Alicia Leung et al. (2012). The perspective of the relationship between independent and dependent variables which are relevant will be different to the level of critical contingency different variables. This study was conducted in Southeast Sulawesi KPU secretariat referring to the Commission Regulation No. 02 In 2012 the employees performance is the final assessment of the staffing system, in which the appointment of a person to occupy the position based on skills and achievements of employees who are appointed.

Testing the relationship between the constructs of this research is carried out both universal and contingency namely through the mediating role of employees career. Therefore testing mediating role refers to contingency theory (Thompson, 1967) that the existing theories and methods that can be applied in all conditions, but there is no best way to design an organization, so it can be both universal and contingency. The best approach to improve the organization's performance can be explained either universally, contingency and configuration of elements independent. This condition shows the organization must conform structures and processes that occur in the environment, in order to maximize performance (Donaldson, 2001). Structural contingency theory that the success of the organization activities depending on the strategy used (Galbraith, 1973). Results of studies have proven that the employee's career as mediating the relationship between the competence to employee

performance by Al-Karim & Parbudyal (2014); Patricia et al. (2013); Chong & Ann Martin-Sardesai (2012); Alicia Leung et al. (2012). From the description of the theory and support the research results, the hypothesis is:

H4. Role of high career mediating between the competences to effect employee performance.

Therefore, conceptual framework and hypothesis of this research is presented in Figure 1.

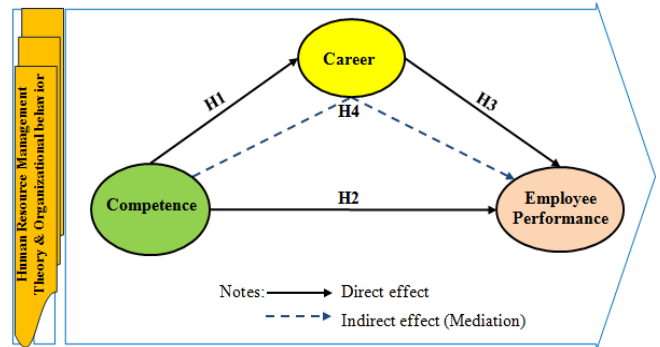


Figure 1: Conceptual Framework and Hypotheses Research

3. Research Methods

The design of this study using the positivist paradigm that kind of explanatory research data collection is done in cross-section. Explanatory research intended to explain causal relationships between variables through hypothesis purpose for obtain the right testing to draw conclusions that are causalities between variables and then choose an alternative action (Cooper & Schindler, 2003). The reasons underlying the use of explanatory research because the purpose of the study is to examine and explain the competency effect to improving career and employee's performance. In addition to prove and explain empirically the effect of employee career as mediating the relationship between the competences on the employee's performance. This research was conducted on the entire Southeast Sulawesi KPU secretariat with unit employee's analysis.

3.1 Population and Sample Research

The study population was all Civil Servants (PNS) in Southeast Sulawesi KPU Secretariat and the Secretariat of the Commission on 12 County and City numbering as many as 260 people are employee's seconded region (PNS PNS Regions 150 and 110 centers). The amount of sample is quantified using the formula Slovin of Sekaran (2003):

$$n = \frac{N}{1 + N(e)^2} \dots\dots\dots (1)$$

$$n = \frac{260}{1 + 260 (0.05)^2} = 158 \text{ people}$$

The samples of this study uses probability sampling technique, with proportional stratified random sampling method is first to classify the population into sub-populations according to employment status. 5% at the level of precision, of the total population amounted to 260 employees, the obtained sample size of 158 people.

3.2 Measurement and Data Collection Methods

Measurement of the indicator variable is obtained by reviewing the literature, namely conduct a study and review of relevant theories in the measurement variable competence, career and performance of employees. Therefore the measurement of employee competency variable is adopted from the theory of Spencer (1993: 87); Mathis & Jackson (2001); Armstrong (2003), Prayitno (2003); KPU No. 02 of 2012 and the results Patricia et al. (2013); Ashly Pinnington, (2011); and Rabaayah et al., (2010), include: (1) knowledge, (2) skill, and (3) attitude. Furthermore, the measurement indicator employee's career, namely: (1) advancement carrier, (2) carrier Counseling and (3) the opportunity carriers adopted from the theory of Armstrong (2003); Bernardin (2003); Commission Regulation No. 02 of 2012 and the results Bernd & Frederik (2013), Shanthi Nadarajaha et al. (2012), and Janet et al. (2009). Finally the measurement of employee performance variables using five indicators of variables: (1) work quantity, (2) the work quality, (3) the work efficiency, (4) labor standards and (5) the work accuracy the that was adopted from Flippo theory (1984); Robbins (2003) and the KPU No. 02 of 2012 as well as the results of research Pınar Güngör (2011); Azin & Reihane (2013); and Patricia et al. (2013).

Methods of data collection are done in a way that is spread out questionnaires to survey respondents, the KPU secretariat employees in Southeast Sulawesi province. Questionnaire done by visiting the respondents and explained the questionnaire and waiting when the questionnaire can be taken. Data measurement in this study using a 5-point Likert scale, where if there is an answer to the low weight it is given a score of 1 and so on so that higher weighted answers were scored 5. Category of each answer with the following criteria: Excellent (5); good (4); Neutral (3); No Good (2); Very Not Good (1) by Malhotra (2010); Cooper & Schindler (2003). Data analysis method used this research that GSCA developed by Heungsun Hwang et al. (2004). The goal is to replace the factor by a linear combination of variables manifest in the SEM. Tenenhaus (2008) says GSCA is a method of SEM-based components, it is very important and can be used for the calculation of the score (not to scale) and also be applied to a small sample. Singularity and multicollinearity problems often become serious obstacles in structural model analysis using of SEM covariance-based. Hwang et al. (2010) stated GSCA allow the occurrence of multicollinearity, which occurred a strong correlation between the exogenous variables. Besides, GSCA can be used in the structural model involving variable indicator either reflective or formative.

4. Analysis and Results

Respondents were civil servants in Southeast Sulawesi KPU Secretariat and the Secretariat of the Commission on 12 County and City totaling 158 employees. Respondent's characteristics description intended to explain the characteristics of the employees sampled according to gender, age, education, tenure, number of family, and position. Respondent's characteristics description is

presented in Table 1. The results are to be obtained that shows the mean value of the empirical condition of each indicator variable according to respondents' perceptions. Additionally in order to determine the importance of each indicator in reflecting the construct of this study can be known through the estimated value of the loading factors are presented Table 2. Based on assessment of competency variable respondent majority is good with a mean = 4.16; career employee most of the states are already well on its implementation with mean = 3.86. But the respondents majority said employee performance has not been good with a mean = 3.46. Furthermore, based on the measurement model in mind all indicators competence, career and employee performance are valid for use in the measurement reflect the construct.

Table 1: Sample's demographic characteristics

Sample profile	Frequency (people)	Percentage (%)	Percent Cumulative
Gender:			
Male	103	65.19	65.19
Female	55	34.81	100
Age (years):			
26 - 30	26	16.46	16.47
31 - 40	80	50.63	67.1
41 - 50	33	20.89	87.99
51 - 56	19	12.03	100
Education:			
High School	53	33.54	33.54
Diploma	11	6.96	40.5
University first degree	86	54.43	94.93
Magister	8	5.06	100
Work Period:			
5-Jan	37	23.42	23.42
10-Jun	59	37.34	60.76
20-Nov	43	27.22	87.98
21 - 35	19	12.03	100
Position:			
Staff	123	77.85	77.85
Subsection	27	17.09	94.94
secretary	7	4.43	99.37
Head	1	0.63	100

Notes: n=158

Table 2: Mean, Factor Loading, AVE and Alpha

Constructs/Indicators	Mean	Loading		
		Estimate	SE	CR
Competence (Com):	4.16	AVE= 0.753, Alpha= 0.836		
Com1. Knowledge	4.16	0.839	0.038	22.08*
Com2. Skills	4.09	0.902	0.019	48.48*
Com3. Attitude	4.22	0.86	0.035	24.47*
Career (Car):	3.86	AVE= 0.708, Alpha= 0.791		
Car1. Advancement carrier	3.93	0.849	0.041	20.89*
Car2. Carrere counseling	3.82	0.837	0.03	28.38*
Car3. Opportunity carriers	3.81	0.838	0.045	18.82*
Performance (Per):	3.46	AVE= 0.700, Alpha= 0.892		
Per1. Quantity of work	3.4	0.863	0.027	32.27*
Per2. Work quality	3.32	0.878	0.02	43.47*
Per3. Working efficiency	3.37	0.903	0.014	63.48*
Per4. Standard work	3.35	0.829	0.027	30.75*
Per5. Accuracy of work	3.84	0.693	0.054	12.85*

Notes: n = 158; CR* = significant at .05 level

The results can be evidenced from the estimated value of the overall loading indicator variable measurement competence, career and employees performance has a value of $\geq 70\%$ and CR significant value on $\alpha = 0.05$. These results reflect that the variables measuring the correlation is positive and significant in reflect of all variable indicators. Furthermore, the test results in Table 2 obtained AVE value competence variable, career and employee performance ≥ 0.50 constructs can be said to have good discriminant validity. \geq Alpha value of 0.70 means that all the competence variables, career and employee performance composites have good reliability. It can be concluded that the research instrument used for the measurement meets the criteria of discriminant validity and have compatibility and reliability.

GSCA provides a measure of *goodness-of-fit* that consists of *fit model structural* and the *overall models* that can be seen from the FIT, AFIT, GFI and SRMR (*Standardized root mean square residual*). GSCA of output results in Table 3 shows the value of FIT = 0.630 means that the model established in this study can explain all the variables were analyzed by 63%. That is the diversity of variable competencies, career and employee performance can be explained by the model by 63% and the remaining 37% is explained by other variables outside the research model. Furthermore AFIT value = 0.624 is *adjusted* from FIT almost equal to the value of FIT. However, because the variables that affect the performance of employees in this study is not only one but two variables: the competence and employee career so it is better if the interpretation of the accuracy of the model using Adjusted FIT. Because there are two variables that affect the value of FIT greater diversity because the proportion increased, so as to adjust the existing variables can be used Adjusted FIT. If viewed from the value AFIT, variable diversity competency, career, and employee performance can be explained by models = 62.40% and the remaining 37.60% explained by other variables. That is, the value obtained AFIT can be said that the model is formed to have the accuracy or precision of a good model.

GFI values and SRMR, both comparable to the difference between the sample covariance and covariance estimation parameters produced at GSCA. Results of the data analysis GFI = 0.994 value \geq *cut-off points* to 0.90 then the model can be said to be the appropriate form / good. Then the value SRMR = 0.06 < 0.1 can be said *Good fit*. Based on the *goodness-of-fit* of the structural model and the overall model (overall model) with the FIT test, AFIT, GFI and SRMS can be concluded that the complexity of the models specified in this study could explain 62.40% variance data that has been corrected. Similarly, the value of GFI = 0.994 and SRMR = 0.061 showed a good model fit GFI ≥ 0.90 , but the value SRMR not appropriate, but it can be done further analysis because of the value of FIT, AFIT, GFI and SRMR have met the criteria.

Table 3: Path Coefficients, Hypothesis Testing and

		<i>goodness-of-fit</i>				
<i>Direct Influence</i>		Path	C.R	P-	<i>Empirical Evidence</i>	
		Coef		value		
H1	Competence -> Career	0.602	9.96*	0.000	Significant	Accepted
H2	Competence -> Performance	0.110	1.71	0.089	Non-significant	Rejected
H3	Career -> Performance	0.684	12.54*	0.000	Significant	Accepted
Test for the impact of mediating variable:						
		Exogenous	Mediation	Endogenous	Path	Type of
					Coef	mediation
H4	Competence -> Career -> Performance				0.101	Complete Mediation

Model Fit: FIT= 0.630; AFIT= 0.624; GFI = 0.994; SRMR = 0.061

Notes: * significant at .05 level

Examination of the structural model by looking at the value of the relationship between variables path coefficient. Research results in Table 3, the hypothesis testing showed that competence positive and significant effect on the employee's career can be proved by the estimate value of the path coefficient = 0.602. These results can also be proved by value CR = 9.96" and *p-value* = 0,000 < $\alpha = 0.05$. Results of testing the hypothesis (H1, accepted) proves the competence of employees significantly influence employee career. Furthermore, the results of testing the competence to employee performance estimation values obtained by the path coefficient = 0.110 value CR = 1.71 and *p-value* = 0089 which means no significant effect ($p > \alpha = 0.05$). The results show there is no empirical evidence to accept the hypothesis (H2, rejected) stated that competency significantly influence employee performance.

Career test results and significant positive effect on employee performance is evidenced by the estimated value of the path coefficient = 0684 by CR = 12:54 * and *p-value* = 0,000 < $\alpha = 0.05$). The test results can prove (H3, accepted) that career employees have a significant effect on employee performance. Finally testing the effect of mediation aimed at detecting the position of *Intervening* variables in the model. Mediation testing was conducted to determine the nature of the relationship between both variables as variable *complete mediation, partial mediation* and not partial mediating variables. GSCA approach mediating variable testing can be done through difference coefficients. Approach coefficient differences using methods of inspection to perform analysis without involving the mediating variables.

Competency test results influence on employee performance on a model involving career mediating variables, it is known that the competence of a significant effect on an employee's career, and employee career significantly affect employee performance. But employee's competence not significant effect on the employee's performance, the career path variable in the model is said to be *complete mediation*. That is the relationship between the competences of employees directly affected does not significantly affect the performance of employees, but through mediation capable employee career significantly affect employee performance. Thus there is sufficient evidence to accept (H4) that the employee career

high real influence mediating role between the competences of the employee's performance. It can be concluded that the implementation of the competence of employees that either directly affect unreal to increase employee performance, but through career employees have a significant effect.

5. Discussion

These results indicate that employee competence and a significant positive effect on the employee's career, but the effect is not significant employee performance. Competences of employees in this study are described by the basic characteristics of individual behavior related to the reference criteria effective or superior performance in a job or situation. The importance of employee competence as defined in this study is the quality of the attitude or behavior of the professional organization, the degree of knowledge and expertise to perform their duties as reflected through knowledge, *skills* and attitude. The research is also based on behavioral theory developed by Triandis (1971). Work behavior regarding activities of individuals in the organization in achieving organizational goals.

Results of analysis of employee competency measurement model variables, namely *knowledge*, *skills* and *attitude* valid in reflecting the latent variable measuring employee competence. Evidenced by the estimated value of the third loading indicator variable has a value of ≥ 0.70 and CR* significant value. These results reflect that the correlation between the three indicators of positive and significant variables in the variable reflects the competence of the employees. In addition the test results proved the construct has *discriminant validity* and reliability of the composite was good. The test results of employee competence measurement model consists of three indicators, namely: *knowledge*, *skill* and *attitude* can prove the truth of the theory of Spencer (1993); Mathis & Jackson (2001); Armstrong (2003), Prayitno (2003); and supports measurement researcher Patricia et al. (2013); Ashly Pinnington, (2011); and Rabaayah David, et al., (2010).

Facts on the field based on the assessment of the respondents indicate employee competence on the KPU in Southeast Sulawesi are focused on quality indicators of *attitudes* and behavior with the knowledge, skills and attitudes of the majority of respondents stated already good. Assessment respondents indicated that the attitude indicator had the highest average, meaning that the *attitude* indicator is deemed a priority or precedence in implementation because it is a basic competency that all employees must have the KPU in carrying out its duties and functions. Results of this study are not supported by the estimated value of *loading* factor which the indicator has a dominant contribution or considered the most important in reflecting the competence of employees is an indicator of *skill*.

Results of the analysis demonstrate that the competence of employees and significant positive effect on the employee's career. Results of this study showed that the measurement of employee competency variables more reflected by indicators of *skill*, while the employee's career is an indicator

advancement carrier. The findings of this study demonstrate competence technical that reflect the skills required for specific areas are described through response of employees on the accumulation of what is known, understood, and felt about the expertise, skills in determining ways, size, and procedures for implementation of the tasks is a reflection of variables competence of employees have a real and crucial contribution advancement increase carrier as measured through career advancement in the KPU are based on considerations of the career system, the leadership tried to encourage employees to continue a career, and to think about the strategic plan in the achievement of career employees at the KPU which is a reflection of an employee's career.

Results of this study prove the truth of the theory of Mathis & Jackson (2001) that the competence is a fundamental characteristic that can be linked to career advancement and performance. Besides the theory of behavior by Robbins (2003) and strengthen the research findings and Imanol Ainhoa (2012), Frédéric Guay et al. (2013); and Zijada Rahimića et al. (2012). Although the findings of this study is different or does not support research and Imanol Ainhoa (2012) *decision competence* no significant effect on the career prospects of employees. The reasons underlying the differences in results due to the characteristics of the study sample, in which previous investigators took samples internal auditors and public accountants in industry or company while the study on the KPU civil servants or public sector. Besides the difference in basic theory and diversity in the measurement of the variables studied.

The findings of this study were obtained competence of employees but not significant positive effect on employee performance. One contributing factor in the judgment of respondents prioritized in the implementation of employee competence is *attitude* indicators which are basic competencies that must be owned by all employees of the KPU in carrying out its duties and functions, but it is based on the measurement of employee competency variables more reflected by the indicator *skill*. It means reflecting technical competence has been implemented with good skills as required for specific areas. In addition the majority of respondents rate the performance of employees is still low due to management employees who work at the Secretariat of the Commission has a dual loyalty and creates uncertainty in the competence, career, and employee performance. These results support the phenomenon into the public spotlight that the competence and performance employees KPU is still low.

The results show there is no empirical evidence that competence significantly influence employee performance. This result is due to the lack of consideration of compatibility between competences with the duties of employees, career employees who are unclear, complicated and limited by the available positions; it is difficult to get a promotion in the context of career development because it tends to be forgotten "Baperjagat". The absence of provisions governing promotions and transfers. Results of this study showed that the measurement variables much more competence reflected by indicators of *skill*, while the performance of employees is an indicator of the efficiency of the work. Results of this study demonstrate technical competence that reflects the

skills required for specific areas is crucial improvement of work efficiency that exceeds the average of other employees, but has not been able to make a real contribution.

The results support the research Wahjuningsih (2003) that the competencies (skills and knowledge) no significant effect on the performance of employees. However, the findings of this study cannot prove the truth of the theory put forward by Spencer et al. (1993), Mathis & Jackson (2001) and Drejer (2001) that the factor of knowledge, skills and abilities are needed to support increased employee performance. Besides competence determines aspects of the process of employee performance by Armstrong (2003). Results of this study differs from previous research conducted by Patricia et al. (2013); Ashly (2011); Rabaayah David, et al., (2010); and Fitri (2008), that the competence of positive and significant effect on employee performance.

The research findings show an employee's career and significant positive effect on employee performance. Results of this study can prove that the higher an employee's career, the performance of employees is increasing. Career employees in this study reflected through development patterns PNS commission consisting of three indicators, namely: *advancement carrier*, *carrier Counseling* and *opportunity carriers* described through groove career development which shows the harmony and the relationship between the position, rank, education and training, competency and tenure to provide legal certainty for career civil servants since the first rank in a particular occupation until retirement.

Facts obtained in the field based on the description of the variables showed the respondents' assessment of the variables in the employee's career in totality KPU already performing well. Assessment respondents indicated that the indicator *advancement carrier* that career advancement that has been set in carrying out the work has the highest average value followed *carrier counseling* and indicators that assessed respondents still felt less *opportunity carriers*. When examined from the actual empirical conditions, variable employee career based on an assessment of the respondents are already good at the interval. These results are supported by data analysis *carrier advancement* indicator is an indicator of the most dominant in the variable reflects the employee's career. These findings confirm that the indicator *advancement carrier* as measured through career advancement in the KPU are based on considerations of the career system, the leadership of the KPU seeks to encourage employees to continue a career, and thinking about the achievement of the strategic plan working career at the KPU.

Evaluation test on the measurement model derived indicators *advancement carrier*, *carriers counseling* and *opportunity carrier* valid for use in the variable reflects the employee's career. These results evidenced from the estimated value of the third *loading* indicator measurement values $\geq 70\%$. That is the correlation between the three indicators measuring positive and significant variable in the variable reflects the employee's career. Besides the results of the latent variable employee career has *discriminant validity* and reliability of the composite were good. Therefore this research instrument

can be used to measure the employee's career or fulfill the criteria of discriminant validity and have high compatibility and reliability. The results support the measurement of employee career that was adopted from the theory proposed Armstrong (2003); Bernardin (2003 and researcher Bernd & Frederik (2013), Shanthi Nadarajaha et al. (2012), and Janet et al. (2009).

Based on research findings that high employee career that can significantly improve employee performance. Measurement variable employee career more reflected by the indicator *advancement carrier*, while the performance of employees is an indicator of the efficiency of the work. That is an indicator *advancement carrier* as measured through career advancement in the KPU are based on considerations of career system, the leadership of the KPU seeks to encourage employees to continue a career, and to think about strategic plans in achieving working career at the KPU has contributed significant and decisive improvement of work efficiency that exceeds the average other employees are a reflection of the performance.

The findings of this study can prove the truth of the theory of career and performance expressed by (Bernardin, 2003) that the development of a good career can support increased employee performance. Furthermore, the results of this study sharpen the findings of previous studies that career and significant positive effect on employee performance by Bernd & Frederik (2013), Jessica and Roland (2011) and Janet et al. (2009). Instead of high employee performance is able to increase employee career by Shanthi Nadarajaha et al. (2012).

Testing the role of an employee's career as a mediating influence between the competences of employees to do a good employee performance based approach to differences in the coefficients using a method to perform the examination without involving the analysis done through the mediating variables. Testing the effect of competence on employee performance on a model involving employee career mediating variables, it is known that the competence of employees not significant effect on employee performance and competency significantly affect employee performance. Then competency significantly influences employee performance. Thus, variable employee career as a variable in the model is said to be *complete mediation*.

The relationship between the competences of employees directly affected does not significantly affect the performance of employees, but through mediation capable employee career significantly affect employee performance. Thus there is ample empirical evidence that high employee career mediating role between competences with real influence employee performance. Therefore the implementation of employee competence that either directly affect not significant to increase employee performance, but with significant influence employee career mediation. It can be concluded that the implementation of the competence of employees either directly not significant effect on employee performance improvement, but with the mediation of career have a significant effect on performance employee

The findings of this study that career employees can act as a perfect mediating variables influence the competence of employees with employee performance can prove contingency theory (Thompson, 1967). The best approach to improve the organization's performance can be explained either universally, contingency and configuration of elements of the independent (Donaldson, 2001). The results also support the structural contingency theory that the success of the organization conducts its activities depending on the strategy used (Galbraith, 1973: 98). Furthermore, this research could prove the opinions expressed by Mindy Bergman et al. (2013); Ainhoa and Imanol (2012); Alexander et al. (2013) and Fernando et al. (2013) explains that the best practices of HRM contributes to organizational performance fit its strategic objectives.

The findings of this study support research Al-Karim (2014); Patricia et al. (2013); Chong and Ann Martin-Sardesai (2012); Alicia Leung et al. (2012) have proved the role of an employee's career as mediation competence relationship with employee performance. Moreover, it can be built confirmation argument that the existence of the "*best practices*" in the HRM approach by Fernando et al. (2013) and Bernd Carette & Frederik (2013). Strengthen the view from the perspective of contingency and configuration Patricia et al. (2013); Alicia Leung et al. (2012). The perspective of the relationship between independent and dependent variables which are relevant will be different to the level of critical contingency different variables.

6. Research Implications

This study provides theoretical implications for the development of the science of human resource management and organizational behavior, in particular the competency theory, career and performance theory. The research results prove the theory behavior developed by Triandis (1971) that the behavior has a philosophy in addressing and implementing its work against the social implications of a career is practiced. The results were obtained competence and career positive and significant impact on employee performance. The study's findings may prove competence theory by Spencer et al. (1993) and Drejer (2001) that the factor of knowledge, skills and abilities necessary to support career development and employee performance. Results of this study careers significant effect on employee performance career by developing the theory (Armstrong, 2003 and Bernardin, 2003) explains that the development of a good career can support increased employee performance. In addition the results of this study extend research Bernd & Frederik (2013), Jessica and Roland (2011) and Janet et al. (2009) that the employee's career and significant positive effect on employee performance. Instead of high employee performance is able to increase employee career by Shanthi Nadarajaha et al. (2012).

This research has implications on the development of conceptual and theoretical insights both as universal and contingency regarding competence and placement in an effort to improve employee performance, both directly and in mediated by commitment and employee career. These results

can prove the truth of the theory of human resources and organization behavior that the human capability is a potential resource for sustainability for the organization that includes three perspectives: universalistic, contingency and configuration (Thompson, 1967 and Donaldson, 2001). Results of this study are confirmed argument is the existence of "*best practices*" in the human resources management approach by Fernando et al. (2013) and Alexander et al. (2013); Bernd Carette & Frederik (2013), Jessica and Roland (2011). Strengthen the view from the perspective of *contingency* and configuration Patricia et al. (2013); Alicia Leung et al. (2012). Furthermore, the results of this study support and extend the findings of research Al-Karim & Parbudyal (2014); Patricia et al. (2013); Chong & Ann Martin-Sardesai (2012); Alicia Leung et al. (2012) which has proved a career as a mediating role competency relationship with employee performance.

The practical implications of this research, is expected to provide managerial understanding in human resource management in the scope of government, especially at the KPU in Southeast Sulawesi in improving competency, career, and employee performance. Results of this research are global implications for the knowledge and understanding of the conceptual integration and the importance of behavioral aspects in the management of the organization include: competence, career and employee performance are reflected through indicators *skill* that competence Technical reflect the skills required for specific areas described through expertise, proficiency in determining how, size, and procedures for the implementation of tasks. *Carrier advancement* indicators that have been set career advancement and improvement of work efficiency that exceeds the average of other employees which is a reflection of performance. From a theoretical perspective, the findings of this study indicate that the theory of human resources and organizational behavior are examined from the perspective of universalistic, and contingency is a key factor in improving competencies, career and employees performance. Moreover, it can play an important role in the formation of interactive scope of the effectiveness of the management of the organization which is a major consideration for any organization in an effort to expand to national and international companies.

7. Conclusion

Increased employees competence has a real contribution to an employee's career, but the employee's performance does not give a significant contribution. The study's findings may prove more variable measurement competence reflected by indicators of skills and career path are indicators advancement carrier. While employee performance more reflected by indicators of work efficiency. That is the skill that competence Technical reflecting the skills required by employees to specific areas described through expertise, proficiency in determining how, size, and procedures for the implementation of tasks, contributing real and decisive advancement carrier that career advancement that has been set up which is a reflection of the employee's career, but on improving the efficiency of work is a reflection of employee performance has not been able to provide contribution real.

Increased employee career proved to be able to make a significant contribution to the performance of employees. The findings of this study reflect that high employee career at the KPU in Southeast Sulawesi is able to support a variation changes in employee performance improvement. Means, *indicator advancement* carrier as measured through career advancement in the KPU are based on considerations of career system, the leadership of the KPU seeks to encourage employees to continue a career, and to think about strategic plans in achieving working career at the KPU has contributed significant and decisive improvement of work efficiency that exceeds the average Other employees are a reflection of the performance. The findings of this study can prove that employee's career can act as a perfect mediation, on the relationship between competences with employee performance. That is an increase employees competence directly cannot make a significant contribution to improving the employees performance, but the employee's career perfectly mediation can make a real contribution to improving the employees performance.

References

- [1] Ainhoa Urtasun, Imanol Núñez, (2012), "Work-based competences and careers prospects: a study of Spanish employees", *Personnel Review*, Vol. 41 (4) 428-449
- [2] Alexandra Panaccio dan Christian Vandenberghe, (2012), Five-factor model of personality and organizational commitment: The mediating role of positive and negative affective states. *Journal of Vocational Behavior* 80. 647-658
- [3] Alicia Leung, Wub Chen, dan Michael Young (2012). The impact of workplace ostracism in service organizations. *International Journal of Hospitality Management* 30 (2011) 836- 844
- [4] Al-Karim Samnani & Parbudyal Singh (2014), Performance-enhancing compensation practices and employee productivity: The role of workplace bullying. *Human Resource Management Review* 24 (2014) 5-16.
- [5] Armstrong, Michael. 2003. *Strategic HRM, A Guide to Action*. Kogan Page Ltd 120 Pentonville Road, London.
- [6] Ashly H. Pinnington, (2011). Competence development and career advancement in professional service firms. *Personnel Review* Vol. 40 No. 4, 2011 pp. 443-465
- [7] Azin Taghipour dan Reihane Dejbani (2013), Job Performance: Mediate Mechanism of Work Motivation. *Procedia - Social and BS* Vol. 65, pp 272-277
- [8] Bernardin, John, 2003. *Human Resource Management, An Experiential Approach*, Third Edition Mc. Graw-Hill.
- [9] Bernd Carette & Frederik Anseel, Filip Lievens (2013). Does career timing of challenging job assignments influence the relationship with in-role job performance. *Journal of Vocational Behavior* 83 (2013) 61-67.
- [10] Chong M. Lau, Ann V. Martin-Sardesai (2012). The role of organisational concern for workplace fairness in the choice of a performance measurement system, *The British Accounting Review* 44 (2012) 157-172
- [11] Cooper, D. R., dan Schindler, P. S., 2003. *Business Research Methods*. Eight Edition. McGraw-Hill/Irwin, New York, NY 10020.
- [12] Donaldson, L., 2001. *The Contingency Theory of Organizations*. Sage, Thousand Oaks, CA.
- [13] Drejer, (2001). "Illustrating Competence Development". *Measuring Business, Excellence*. Vol.5. No.3
- [14] Dressler, Garry. 2004. *Human Resource Management*. Edisi 7 Jilid I. Alih Bahasa Benyamin Molan. PT Prenhallindo. Jakarta
- [15] Flippo Edwin B, 1984. *Personnel Management*. Volumes 1 and 2, the sixth edition. Interpreting Moh. Masud. Publisher. Jakarta.
- [16] Fernando Marti'n Alca'zar, Pedro Miguel Romero Ferna'ndez and Gonzalo Sa'nchez Gardey (2013), Workforce diversity in strategic human resource management models A critical review of the literature and implications for future research, *Cross Cultural Management* Vol. 20 No. 1, 2013 pp. 39-49
- [17] Frédéric Guay, Catherine Ratelle, Simon Larose, Robert J. Vallerand, Frank Vitaro (2013), The number of autonomy-supportive relationships: Are more relationships better for motivation, perceived competence, and achievement?, *Contemporary Educational Psychology* 38 (2013) 375-382
- [18] Galbraith, J.R., 1973. *Designing Complex Organizations*. Addison-Wesley.
- [19] Hwang, H. dan Takane, Y., (2004), Generalized Structured Component Analysis, *Psychometrika*, Vol. 69 (1), pp.81-99.
- [20] Hwang, H., (2009), Regularized Generalized Structured Component Analysis, *Psychometrika*, Vol 74(1), pp. 517- 530.
- [21] Janet B. Kellett, Ronald H. Humphrey and Randall G. Sleeth (2009). Career development, collective efficacy, and individual task performance. *Career Development International* Vol. 14 No. 6, 2009 pp. 534-546
- [22] Jessica Li & Roland K. Yeo (2011). Quality of work life and career development: perceptions of part-time MBA students. *Employee Relations* Vol. 33 No. 3, 2011 pp. 201-220.
- [23] Malhorta, Naresh 2010. *Marketing Research, An Applied Orientation*. The Prentice-Hall.
- [24] Malthis, Robert L. and Jackson, John H. 2001. *Human Resource Management*. 9th Edition. Alih Bahasa Jimmy Sadeli Cs. PT Salemba Emban Patria. Jakarta
- [25] Mindy E. Bergman, Justin K. Benzer, Adam H. Kabins, Alok Bhupatkar, Daria Panina (2013). An event-based perspective on the development of commitment, *Human Resource Management Review* 23 (2013) 148-160
- [26] Patricia Klarner, Marko Sarstedt, Michael Hoeck and Christian M. Ringle (2013) Disentangling the Effects of Team Competences, Team Adaptability, and Client Communication on the Performance of Management Consulting Teams, *LRP* Vol. 46, pp.258-286.
- [27] Pınar Güngör (2011), The Relationship between Reward Management System and Employee Performance with the Mediating Role of Motivation: A Quantitative Study on Global Banks. *Procedia Social and Behavioral Sciences*, 24 (2011) 1510-1520
- [28] Prayitno (2003), *Guidelines for Preparation of Position Competency Standards for Civil Servants*, Puslitbang BKN. Jakarta
- [29] Rabaayah Daud, Maimunah Ismail, Zoharah Omar, 2010. *Exploring Competencies. A Preliminary Study of*

- Malaysian SH & E Professionals Using the Delphi Technique. Journal of Professional Safety.
- [30] Robbins PS. 2003. Organizational Behavior: Concepts, Controversies, and Applications. Prenhalindo, Jakarta.
- [31] Sekaran, Uma. 2003. Research Methods for Business: A Skill Building Approach, Fourth Edition, John Willey & Sons, Inc. New York.
- [32] Spencer, Lyle M.Jr and Signe M., Spencer, (1993), Competence at Work Models for Superior Performance, New York, John Willey & Sons, Ic.
- [33] Thompson, J.D., 1967. Organizations in Action. McGraw-Hill, New York, NY.
- [34] Triandis, (1971). Attitudes and Attitudes Change. Jhon Waley & Sons, Inc, New York.
- [35] Government regulations [KPU] (2012), About Employee Performance Appraisal System, No. 02 of 2012. Jakarta
- [36] Wahjuningsih (2003), Effect of Competence Against Impact on Job Performance and Job Satisfaction "Theses Brawijaya University.
- [37] Werther, William B., Keith Davis, 1996. Human Resource and Personnel Management, 5th Edition. Boston : IrwinMcGraw-Hill.
- [38] Zijada Rahimića, Emina Resićb, and Amra Kožoc (2012), Determining the Level of Management Competences in theProcess of Employee Motivation, Procedia – SBS Vol. 41 pp. 535-543.