

The Influences of Conceptual Competence and Teamwork Competence through Organizational Commitment on the Performance of the State Owned Enterprises (SOEs) in Makasar City, South Sulawesi

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Abstract- This study aims to examine and to analyze the influences of (i) the conceptual competence on the SOEs' performance; (ii) teamwork competence on the SOEs' performance; (iii) the conceptual competencies through organizational commitment on the SOEs' performance; (iv) the competence of teamwork through organizational commitment on the SOEs' performance; and (v) organizational commitment on the SOEs' performance. This study was an explanatory research which seeks to explain causality relationship between variables of conceptual competence, teamwork competence, organizational commitment and the performance of the SOEs. The unit analysis of this study was the employees of the State owned Enterprises (SOEs), locally called BUMN, consisting of PT.Perusahaan Listrik Negara (Persero), PT. Pertamina (Persero), PT. Telekomunikasi Indonesia, Tbk. (Persero) and PT.Pelindo IV (Persero) located in the city of Makasar, South Sulawesi. The sample in this study was 250 employees collected by using convenience sampling method. The data was collected by using questionnaire. These data were further analyzed by using the Structural Equation Modeling (SEM). The study found that the conceptual competence and teamwork competence have significant positive influences on the performance of the SOEs either directly or through organizational commitment. Therefore, these variables are important to be considered in improving the performance of the SOEs under survey.

IndexTerms— conceptual competence, teamwork competence, organizational commitment, performance of the State owned Enterprises (SOEs).

I. INTRODUCTION

Today the global condition encountered by the organization or company has been very different to previous conditions. The rapid changes in global condition have led to the emergence of the term, so called, "new economy" that is triggered particularly by technology-based companies. Other terms that referred to technology-based companies or high-tech companies. However, in this study the term that will be used is technology-based companies. It is simply because it is more commonly used to refer to state-owned enterprises in Indonesia (Roure and Keeley, 1990: 203).

The advanced literatures on organizational best practices suggest that job competence or managerial competence is generally defined based on the condition that affected to it (Kanfer and Ackerman, 2005). This general definition was specified by Spencer & Spencer (1993: 9) in that they defined a competence is the fundamental characteristics of the individual that causally linked to superior performance and / or effectively tailored to pre-determined criteria in a job or in a particular situation.

Spencer & Spencer (1993: 9) further explains that: "... the underlying characteristics mean that the competence in question can be considered as a part of one's personality of his/her character and hence it can last for a long time and can be used to predict behavior in a variety of situations and any tasks related his/her works. This means that competence can be considered as cause or predictor of behavior and

performance. These competencies will actually be able to predict who's doing something well or poorly when measured by criteria or a certain standard".

Competence concept is generally referred to strategic action. This was stated by Hitt et al (2001: 96) who defined competence is the actions of the employees in accordance with the missions and values of the organization as a whole. These values and the mission are well understood by employees. In this case, it includes the understanding of the industry where it is located, organizational understanding, and the ability to execute strategic actions.

Related to teamwork competence, Paulus (2000: 241) explains that competence is required especially when a small group of individuals are collectively responsible and their jobs require coordination in order to complete tasks collectively. In order to achieve success in the organization through the team, managers need to understand how to design the appropriate team, creating an environment that supports teamwork, and manage the team appropriately.

In terms of commitment, Allen and Mayer (1990) refer to three dimensions. First, employees with a strong affective commitment will continue to do the work that they are responsible because they intended to do more for the organization. Second, the employees who involved in the organization because of their sustainable commitment due to their awareness of the costs of companies, if they remain in the organization. Third, employees with high normative commitment, that is, employees who feel necessary to keep the organization.

Further, Monday (1984) explains that the high level of commitment implied : (1) individual acceptance to the goals and values of the organization, (2) willingness to be part of the organization, and (3) a strong feeling to remain in the organization. Commitment to the organization involving three attitudes, namely: (1) identification with the goals of the organization, (2) a feeling of involvement in the tasks of the organization and (3) a sense of loyalty to the organization (Gibson, 1996).

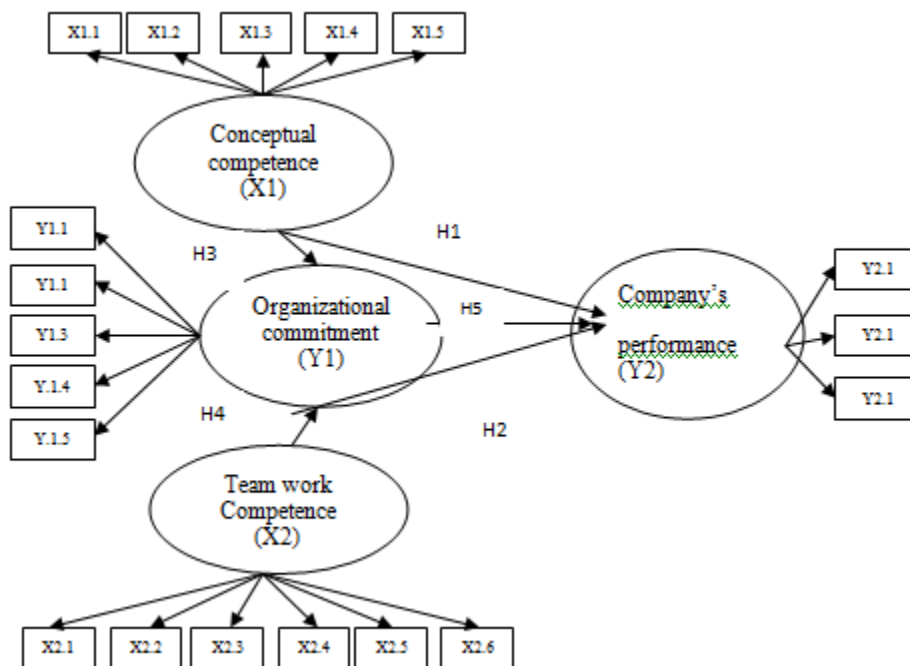
Based on the above background, this study aims to examine and analyze the influences of (i) the conceptual competence on the SOEs' performance; (ii) teamwork competence on the SOEs' performance; (iii) the conceptual competencies through organizational commitment on the SOEs' performance; (iv) the competence of teamwork through organizational commitment on the SOEs' performance; and (v) organizational commitment on the SOEs' performance.

II. CONCEPTUAL FRAMEWORK AND HYPOTHESES

1.1. Conceptual Frameworks

The improvement of SOE Corporate Performance in Makassar assumed was determined by various factors including Conceptual competence, teamwork competence, organizational commitment. Based on these problems as well as the, background theories and previous studies, the conceptual framework of the study can seen at Figure 2.1 below.

Figure 2.1. Conceptual framework



2.2 Hypotheses

This study has 5 hypotheses that are going to be tested. These five hypotheses are as follows:

1. Conceptual Competence influences the SOEs' performance
2. Teamwork competence influences the SOEs' performance
3. Conceptual Competence through organizational commitment influences the SOEs' performance

4. Teamwork competence through organizational commitment influences the SOEs' performance; and
5. Organizational commitment influences the SOEs' performance.

III. RESEARCH METHOD

3.1 Variable Operational Research and Definition

The sample in this study was 250 employees collected by using convenience sampling method. The data was collected by using questionnaire. These data were further analyzed by using the Structural Equation Modeling (SEM). The data was quantitatively measured using Likert scale. Likert scale is used to measure attitudes, opinions and perceptions of respondents to the object (Sekaran, 2003). Detail variables and their operational definition were explained as follows.

3.1.1 Conceptual competence (X1)

Conceptual competence reflects decision-making abilities formally and systematically using a structured approach. Miller (1987) explains that systematic decision-making involves extensive search for information. Items related to these variables are:

- (1) Extensive information searching (X1.1). Employees gather extensive information as a basis for making decisions.
- (2) Solution Development analytically and structurally (X1.2). Employees are able to make analytical and structured solutions.
- (3) Considerations at the time of analysis (X1.3). Employees consider extensively decisions made.
- (4) Decisions based on several alternatives (X1.4). Before taking a decision, employees will always take into account various alternatives.
- (5) Prioritize systematic approach than intuition (x1.5). Employees would prefer a systematic approach than intuition when making decisions.

3.1.2 Teamwork competence (X2)

Teamwork quality is a reflection of the high competence of each member of the team when working together as a team. A construct for measuring teamwork competence was extracted from the construct of teamwork quality originally developed by Hoegl and Gemuenden (2001). Items that represent this construct are :

- (1) The intensity of communication (X2.1). The team members are able to communicate intensively.
- (2) Disclosure of communication (X2.2). Team members were able to communicate openly with the team regarding the ideas and information that is important.
- (3) Clarity of information (X2.3). Lack of clarity in the communication that takes place between fellow team members.
- (4) Coordination tasks (X2.4). Implementation tasks are coordinated with fellow team members.
- (5) Mutual support (X2.5). Team members support each other according to their best ability.
- (6) The atmosphere of cooperative (X2.6). In the top management team, there is a cooperative working conditions.

3.1.3 Organizational Commitment (Y1)

Organizational commitment is the first endogenous variable in this study. Organizational commitment is defined as a sense of identification, involvement of employees of the organization or its organizational units or it can be said how far the employee identifies himself to the organization and involvement in an organization. Organizational commitment is

measured by adopting some of the instruments developed by Mowday and Porter (1979), namely, as follows.

- (1) Willing to work more than normally expected to help the company be successful. (Y1.1)
- (2) Boasts the organization to others that the organization I work for is a good organization. (Y1.2)
- (3) Loyalty to the organization. (Y1.3)
- (4) Willing to accept all kinds of assignments given by the organization. (Y1.4)
- (5) The organization inspired to excel. (Y1.5)

3.1.4 Company Performance (Y2)

Employees' performance is a second endogenous constructs. The construct of this variable is generated since the object of research coverage is addressed to more than one state-owned enterprises (SOEs), namely, PLN (State electrical company), Telkom (telecommunication), Pertamina (Oil Company), PELINDO, and IKI). The construct generalization of the employee's performance is based on rationality that appears when pre observation in the field survey was done in that each of these SOEs have different performance appraisal. The proxy of the employees' performance is measured through:

- (1) The performance of annual sales (Y2.1) that was calculated based on annual turnover growth performance.
- (2) The performance in terms of the number of annual employee (Y2.2) that was calculated based on the performance of annual employees' growth
- (3) Customers' growth performance (Y2.3) that was calculated based on annual customer growth performance.

3.2. Population and Sample

As stated, the population of this study is the permanent employees of SOEs. These SOEs are PT. Perusahaan Listrik Negara (Persero) and PT. Pertamina (Persero) at the energy sector. The communication sectors consisted of PT. Telekomunikasi Indonesia, Tbk. (Persero). The Transport sectors consisted of PT. Pelindo IV (Persero) and PT. Indonesia Shipbuilding Industry. located in the city of Makassar. Note that, the sample in this study was 250 employees collected by using convenience sampling method.

3.3. Analytical method Used

The analytical method used is by using Structural Equation Modeling (SEM). SEM is a statistical technique that analyzes the relationship between the latent construct and indicators, the latent construct with one another, as well as measurement error directly (Yamin and Kurniawan, 2009; 3). SEM allows for an analysis among several dependent and independent variables directly (Hair et al, in Yamin and Kurniawan, 2009; 3).

SEM is a combination of two statistical methods, namely (1) the factor analysis developed in psychology / psychometrics or sociology and (2) simultaneous equation model developed in econometrics. Two reasons underlying the use of SEM according to Yamin and Kurniawan (2009; 3) are: first, SEM has the ability to estimate the relationship between variables that are multiple relationships. This relationship formed in the structural model that is a construct relationships between dependent and independent. Second, SEM has the ability to

describe the pattern of the relationship between the latent construct (unobserved) and manifest variables or variable indicator.

individual model and general model as well as confirmatory factor analysis (CFA) are described as follows.

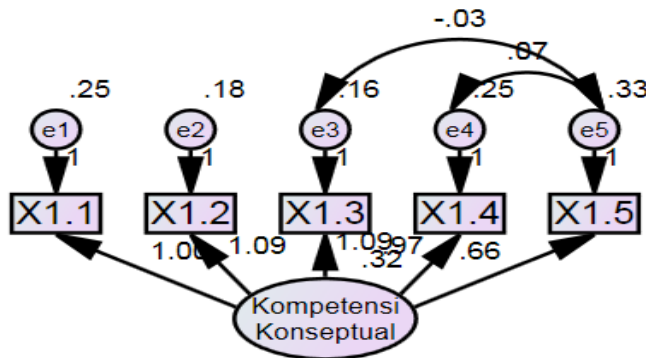
IV. RESULTS AND DISCUSSION

The results of the study in terms of the GFI (Goodness of fit index), adjusted GFI (AGFI), Tucker Lewis Index (TLI), CFI (Comparative of fit index), and RMSEA both for

4.1 Conceptual Competence (X1)

As shown at Figure 4.1 and Table 4.1 below, it can be seen that each indicator of the conceptual competence was fit as the model or fit between the data model. In general it can be explained that the above model shows a good level of acceptance. Therefore, it can be concluded that the model is acceptable.

Figure 4.1. CFA Variable Conceptual Competence



Goodness of Fit:
 Chi-Square = 1.466
 p-value = .690
 DF = 3
 CMIN-DF = .489
 RMSEA = .000
 GFI = .998
 AGFI = .989
 CFI = 1.000
 TLI = 1.009

Table 4.1 Evaluation criteria for goodness of fit indices

Goodness of Fit Indices	Cut-off Value	Results	Notes
X ² Chi Square	$\alpha = 5\% \rightarrow 7,815$	1,466	Good
Probability	$\geq 0,05$	0,690	Good
CMIN/DF	$\leq 2,00$	0,489	Good
RMSEA	$\leq 0,08$	0,000	Good
GFI	$\geq 0,90$	0,998	Good
AGFI	$\geq 0,90$	0,989	Good
TLI	$\geq 0,95$	1,009	Good
CFI	$\geq 0,95$	1,000	Good

Source. Calculated from the data collected.

Furthermore, to determine the variables that can be used as an indicator of conceptual competence, the study found that each indicator of the conceptual competence are significant as

shown from the value of the loading factor or coefficient lambda (Table 4.2). Hence, this variable can be analyzed further.

Table 4.2. Values of Loading Factor (λ)

Variable Indicator	Loading Factor (λ)	Critical Ratio (C.R)	Prob. (p)	Sig.
X1.1	0,754	Fix	Fix	Significance
X1.2	0,824	12,935	0,000	Significance
X1.3	0,839	12,805	0,000	Significance
X1.4	0,744	11,507	0,000	Significance
X1.5	0,546	7,884	0,000	Significance

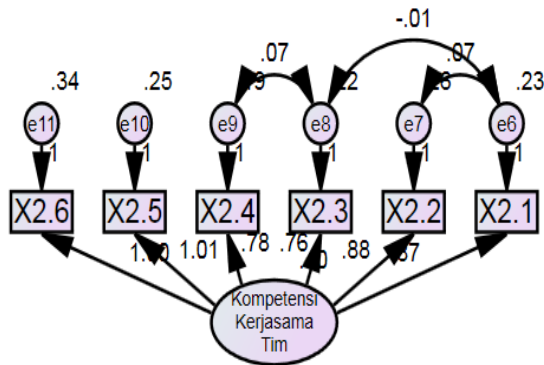
Source. Calculated from the data collected.

4.2 Teamwork Competence (X2)

Similarly, in terms of teamwork competence, the results of CFA and the Goodness Fit of the model showed that the

indicator of this variable is fit to the model (Figure 4.2 and Table 4.3). Hence, this model can be accepted for further analysis.

Figure 4.2 CFA of Teamwork competence variable



Goodness of Fit:
Chi-Square = 10.054
p-value = .122
DF = 6
CMIN-DF = 1.676
RMSEA = .052
GFI = .987
AGFI = .954
CFI = .995
TLI = .987

Table 4.3 Evaluation criteria for goodness of fit indices

Goodness of Fit Indices	Cut-off Value	Results	Notes
X ² Chi Square	$\alpha = 5\% \rightarrow 12,592$	10,054	Good
Probability	$\geq 0,05$	0,122	Good
CMIN/DF	$\leq 2,00$	1,676	Good
RMSEA	$\leq 0,08$	0,052	Good
GFI	$\geq 0,90$	0,987	Good
AGFI	$\geq 0,90$	0,954	Good
TLI	$\geq 0,95$	0,987	Good
CFI	$\geq 0,95$	0,995	Good

Source. Calculated from the data collected.

Furthermore, to determine the indicator of teamwork competence that can be used in the variable as a model, the study confirmed that all indicator in the variable is valid as

shown from the value of the loading factor or coefficient lambda (λ) and the level of significance (Table 4.4).

Table 4.4. Loading Factor (λ) Measurement

Variable Indicator	Loading Factor (λ)	Critical Ratio (C.R)	Prob. (p)	Sig.
X2.1	0,750	11,196	0,000	Significanc e
X2.2	0,740	10,930	0,000	Significanc e
X2.3	0,715	10,193	0,000	Significanc e
X2.4	0,748	10,904	0,000	Significanc e
X2.5	0,786	11,549	0,000	Significanc e
X2.6	0,735	Fix	Fix	Significanc e

Source. Calculated from the data collected.

4.3 Organizational Commitment (Y1) and Corporate Performance (Y2)

The test results of CFA and the Goodness of fit indices on organizational commitment (Y1) and the SOEs' performance (Y2) are given at Figure 4.3 and Table 4.5. It can be seen the

overall evaluation of the construct produces critical value which indicates that the model has been in accordance with the data. This suggests that the model can be accepted and analyzed further.

Figure 4.3. CFA of Organizational Commitment and Corporate Performance

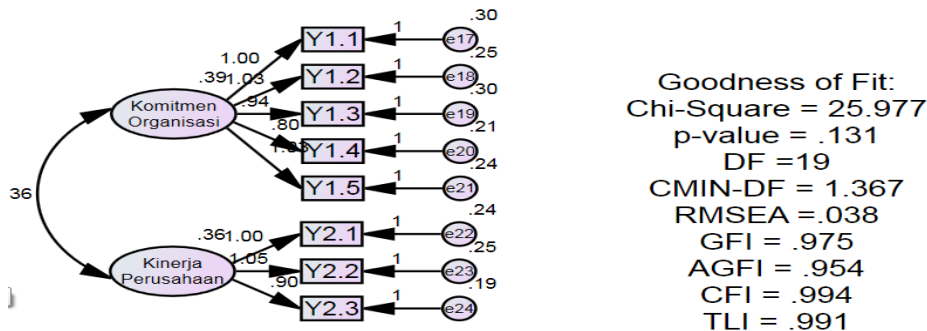


Table 4.5 Evaluation criteria for goodness of fit indices

Goodness of Fit Indices	Cut-off Value	Results	Notes
X ² Chi Square	$\alpha = 5\% \rightarrow 30,144$	25,977	Good
Probability	$\geq 0,05$	0,131	Good
CMIN/DF	$\leq 2,00$	1,367	Good
RMSEA	$\leq 0,08$	0,038	Good
GFI	$\geq 0,90$	0,975	Good
AGFI	$\geq 0,90$	0,954	Good
TLI	$\geq 0,95$	0,991	Good
CFI	$\geq 0,95$	0,994	Good

Source. Calculated from the data collected.

Moreover, the study also found that each indicator of organizational commitment and the SOEs' performance can be used in the model. This is because the values of the loading

factor or coefficient lambda (λ) of the indicators are significant (Table 4.6).

Table 4.6. Loading Factor (λ) Measurement

Variable Indicator	Loading Factor (λ)	Critical Ratio (C.R)	Prob. (p)	Sig.
Organizational Commitment				
Y1.1	0,753	Fix	Fix	Significance
Y1.2	0,790	12,728	0,000	Significance
Y1.3	0,730	11,639	0,000	Significance
Y1.4	0,741	11,886	0,000	Significance
Y1.5	0,800	12,805	0,000	Significance
Company's Commitment				
Y1.1	0,776	Fix	Fix	Significance
Y1.2	0,783	13,012	0,000	Significance
Y1.3	0,778	12,869	0,000	Significance

Source. Calculated from the data collected.

4.4 Results of Hypothesis Testing

The results of hypothesis testing are exhibited at Table 4.7. From this Table, it can be seen that all variables under estimation are significant. This can be seen from the t values or from the p values which are less than 0.05. From this table, it

can also be seen the coefficient of each variable under estimation. For conceptual competence, for instance, it was found that the value of the estimated coefficient of this variable was 0.249. This suggests that the causal relationship of the conceptual competence to organizational commitment is

positive. Thus, the conceptual competence improvement will increase the commitment of the organization.

The same result can also be seen in terms of the causal relationship between teamwork competence and organizational commitment. These variables have positive relationship which

suggest that teamwork competence affected the organizational commitment. Detail of the results of the hypothesis testing and the coefficient of variables under estimation can be seen at Table 4.7.

Table 4.7. Loading Test Full Evaluation Factor Model

Variable	Variable	Coefficients	Critical Ratio	Sig. Level ≤ 0,050	Notes
Conceptual competence	Organizational Commitment	0,249	2,451	0,014	Significance
Teamwork competence	Organizational commitment	0,400	2,678	0,007	Significance
Conceptual competence	SOEs' Performance	0,132	2,047	0,041	Significance
Teamwork competence	SOEs' Performance	0,270	2,682	0,007	Significance
Organizational Commitment	SOEs' Performance	0,172	2,511	0,012	Significance

Source : Calculated from the data collected.

4.5 Evaluation of Indirect Influence

The indirect Influences of the variables were also evaluated. As shown at Table 4.8, the study found as follows. First, the indirect influence of conceptual competence on the SOEs' performance by considering the organizational commitment showed a positive and significant values. This means that by developing better conceptual competencies will enhance the SOEs' performance if it is accompanied by the

growth of organizational commitment. Second, the indirect influence of teamwork competence on the SOEs' performance by considering the organizational commitment showed a positive and significant values. This suggests that by developing teamwork competence will better improve the SOEs' performance if it is accompanied by the growth of organizational commitment.

Table 4.8. Value standardized indirect Influence variable

Variable	Intervening	Variable	Indirect Influence	notes
Conceptual competence	Organizational Commitment	The SOEs' performance	0,043	Significanc e
Teamwork competence	Organizational commitment	The SOEs' Performance	0,047	Significanc e

Source : Calculated from the data collected.

V. CONCLUDING NOTES

This study at least found the following findings as follows. First, Conceptual competence has strong influence on the SOEs' performance. This suggests that an improvement of the conceptual competence will improve the SOEs' performance. Second, teamwork competence has positive and significant influence on the performance of SOEs under survey. Third, Conceptual competence has positive and significant influence on the performance of SOEs through organizational commitment. Fourth, teamwork competence has significant influence on the SOEs' performance through organizational commitment. Fifth, the organizational commitment has positive and significant influenced on the SOEs' performance.

Therefore, this suggests that the SOEs under survey need to improve the quality of conceptual competence to all members of the organization by understanding what needs to be done in the form of critical reason, strategic capabilities and business knowledge. The SOEs' need to encourage the employees to do their works through high achievement, a proactive approach, confidence, control, flexibility, effective, persuasion and good influence. Also, the SOEs need to encourage any team member by giving motivation, interpersonal skills, interests with the result, persuasion, and good influence.

Each team member must understand the team goals clearly and have the will to realize the goals of the team because the team goals are the result of a common purpose in which the team's goals in the end will lead to cooperation within the team so cooperation within the team is able to improve performance, productivity and creating a positive working relationship amongst its members.

Further, conceptual competence is very important in the success of organizational commitment and performance of the SOEs. This suggests the leadership in the SOEs should give motivation to their employees, guide the employees, and create employees' attitude towards certain actions.

Cooperation in the team became a necessity in creating a successful work in a way to respect others, expanding the horizons of knowledge, express ideas, opinions and comments, as well as having the ability to negotiate. Without the good cooperation, there will be no improvement in organizational commitment and the performance of the company. Finally, organizational commitment will grow and attach to the employee if there is justice and satisfaction, job security, employee involvement, and employee confidence. The company is also expected to be active in efforts to accommodate any ideas given by employees. This is necessary as the employees ideas are listened, they consequently will contribute their best works for the SOEs.

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