

## Analysis of the Effect of Competence on Customer Complaint Handling Performance with Organizational Commitment as a Moderation Variable: A Study on PT Pos Indonesia (Persero)

Jumadi<sup>1</sup>

Rahmat Agus Santoso<sup>2</sup>

Sukaris<sup>3</sup>

<sup>1,2,3</sup>Management, University of Muhammadiyah Gresik, Indonesia

Author's correspondence: [1madijumadi7151@yahoo.com](mailto:madijumadi7151@yahoo.com), [2ra\\_santoso@umg.ac.id](mailto:ra_santoso@umg.ac.id), [3sukaris21@umg.ac.id](mailto:sukaris21@umg.ac.id)

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

**Keywords:** Customer complaint handling; Competence; Organization commitment.

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

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

**Keywords:** *Penanganan Customer Complaint; Komitmen Organisasi; Kompetensi.*

---

**Article Info:**

Received: August 20, 2022

Accepted: December 31, 2023

Available online: December 31, 2023

DOI: <http://dx.doi.org/10.30588/jmp.v13i1.1175>

---

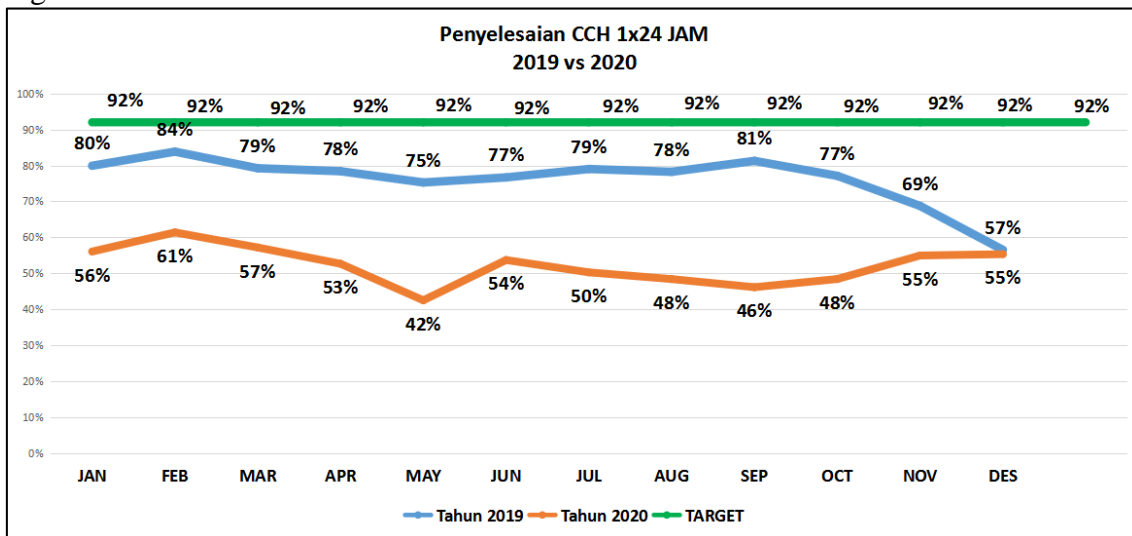
## BACKGROUND

The growth of industrial revolution 4.0 urges businesses to be flexible enough to change over time to meet the demands of their clients and thrive in a cruel market. This requires the important role of professional human capital, which runs a business and information technology as a supporter of business activities carried out by the company. Performance is the level of success of workers (quality and quantity) when carrying out their duties according to the main tasks and functions they have obtained (Tingogoy & Ahlan, 2020). According to the explanation of Suharsaputra (2010) that competence is a factor that can determine performance. If the ability of workers is superior, the performance of workers is more easily realized. Wright (1992) argues that when an individual is fully committed to his job, he will have a higher level of performance, which in turn will lead to a more positive assessment of his overall performance (Atmaja & Ratnawati, 2019).

Currently, many corporate organizations need to be more optimal concerning the performance of their employees. The indication can be seen from the low achievement of the complaint handling settlement work target of the 1x24-hour target, which reflects the performance of the employees in the customer complaint handling (CCH) department. The employee's performance will be stated in the assessment of the SMKI (Individual Performance Management System), starting from the perspective of the supervisor's work program, Key Performance Indicators (KPI), programs, and activities until determining the target for the completion of complaint handling 1x24 hours as described above. This also happened to several technical implementation units of the customer services section at the East Java Regional Division 7 Office Surabaya 60004, where the performance of the completion of Customer Complaint Handling (CCH) for the 2019-2020 period was still low below 92% of the target that had been set.

On the other hand, employees in the customer complaint handling (CCH) section of the Regional Office 7 East Java 60004 is always included in training related to increasing the competence of customer complaint handling and increasing employee commitment in the form of affirmations of *AKHLAK*, i.e. culture, corporate culture, outbound activities, and family gatherings. This phenomenon is very interesting to conduct further research on the performance of customer complaint handling employees. The trend of 1x24-hour Customer Complaint Handling (CCH) settlement related to complaints submitted by customers to post offices within the working area of

Regional 7 East Java Surabaya 60004 for the period 2019-2020 can be seen in the Figure 1.



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

**Figure 1. Trend Graph of Customer Complaint Handling**

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

In addition to competence, the low level of Customer Service handling was accompanied by high Customer Service turnover in the same period. In the last two years, the number of customer service officers who resigned (exited) was greater than that of incoming customer service officers. In 2019, there were 35 new officers recruited and 74 officers dismissed. In 2020 the number of officers who entered was 67, while the number of officers who left was 63. The portrait of such conditions indicates that workers who enter take on the role of committed customer service duties under the standard so that they can always be in the company's organization concerning effective, continuous, and normative.

Employee commitment is one of the keys to the company's success in realizing the goals of the organization or company. Employees committed to the company will generally show concern for their respective *Tupoksi* (main duties and functions), so they have the responsibility to carry out their duties properly, carefully, thoroughly, and loyal to the company. Likewise, customer service employees must commit to working attentively following their goals to carry out work duties based on work instructions or job descriptions made and agreed upon by workers and company management. The role of superiors must exist in encouraging commitment and care for the problems of the service and the resolution of Customer Complaint Handling because customer service officers have limitations in authority. The role of human resources, especially the

management level from the lower to the top level, must be able to encourage employee commitment and move employees to realize the company's mission and goals, one of which is to provide satisfaction to customers, which can be seen from the performance indicators of customer service activities in handling complaints.

A company's business continuity is supported by the level of achievement of the performance targets that have been set. The higher the performance achievement of the targets set, the easier it is for a company to manage the company both financially and not in other aspects. Employees can perform their jobs effectively if they understand the required work and have the necessary knowledge and skills. Employees who work in a company to run harmoniously so that the targeted performance can be achieved require organizational commitment. There is a relationship between competence and employee performance moderated by organizational commitment. This is evidenced by the research of Martono and Triastity (2018) in which researchers concluded that as a moderating factor on employee performance, there is a relationship between competence and organizational commitment, although it is not statistically significant.

Previous studies explained the competence that affects (positive and significant) performance, as well as research by Humaeriyah (2018) reveals that competence, commitment, and motivation positively affect performance or performance. A proprietary study by Suzatri (2020) stated that competence and motivation positively affect performance. According to Wakhidah and Pramusinto (2020) that work discipline, competence, and work environment affect the quality of employee services. Yamali (2017) states that compensation, competence, and organizational commitment affect the performance of experts.

However, there are also previous studies related to competence that are positive but do not significantly affect performance, such as research by Sani (2018) which reveals that competence, work discipline, and work environment do not significantly affect employee performance. The research of Rosmaini and Tanjung (2019) suggests that motivation, competence, and job satisfaction do not significantly affect employee performance. The research of Cesilia et al. (2018) stated that career planning, competence, and work discipline have no significant effect on worker performance or performance. Therefore, this study wants to clarify the relationship between competence and performance, which is strengthened by commitment. According the explanations, this study aims to understand the influence of organizational commitment, employee competence, and the role of organizational commitment moderation in influencing competence on Customer Complaint Handling (CCH) performance at Regional Office 7 East Java Surabaya 60004.

## **THEORETICAL REVIEW**

### **Human Resources**

Human resource (HR) is an important capital in supporting an organization's goals. According to Mondy (2010), human resource management uses individuals to achieve organizational goals. Therefore, managers from every level must pay attention to human resources. Managers complete all their work by delegating tasks to employees, so effective employees are needed.

## **Performance**

Performance is a condition related to the success of the organization in carrying out the organization's mission measured by the level of productivity, profitability, service level agreement (SLA), and quality of services and products. Meanwhile, Moehariono (2012) stated that performance is a portrait of the level of achievement of the realization of strategic planning work programs in realizing a vision, mission, targets, and goals of the organization or company. Performance indicators are tools to measure employee performance, as stated by Robbins (2016, in Bintoro & Daryanto, 2017). Quality of work, timeliness, quantity, effectiveness, and independence are several indicators of an employee's performance.

## **Competence**

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

## **Organizational Commitment**

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

## **The Effect of Competence on Employee Performance**

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

A person's actions at work will be determined by his competence, which includes motivation, character, self-concept, knowledge, and skills. Another important factor is the extent to which a person's behavior at work is supported by his or her skills or expertise. The assumption is that better or superior performance will be driven by the more competent person (Sudarmanto, 2014). The relationship between employee competencies or abilities and employee performance is evidenced by the research results of Isrofani and Chaerudin (2021), which the research concludes that there is a relationship between competence, work discipline, and employee performance. Based on this information, the first hypothesis (H1) of this study is formulated:

**H1: There is a significant effect of competence on Customer Complaint Handling performance at PT Pos Indonesia (Persero) Regional Office 7 East Java 60004.**

## **The Effect of Organizational Commitment on Employee Performance**

A level of commitment is very important because it fosters an environment conducive to productive work. Employees who lack the commitment to the company can negatively affect organizational performance. This can manifest in various ways, including high turnover, inaction at work, complaints, and even strikes. Wright (1992) quoted from Atmaja and Ratnawati (2019) supports that when an individual is fully committed to his job, he will have a higher level of performance, which in turn will lead to a more positive assessment of his overall performance. The same thing was found by Rakhmalina (2021) that organizational commitment significantly affects performance. The personal performance level of an employee can increase their company commitment (Murty & Hudiwinarsih, 2012).

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

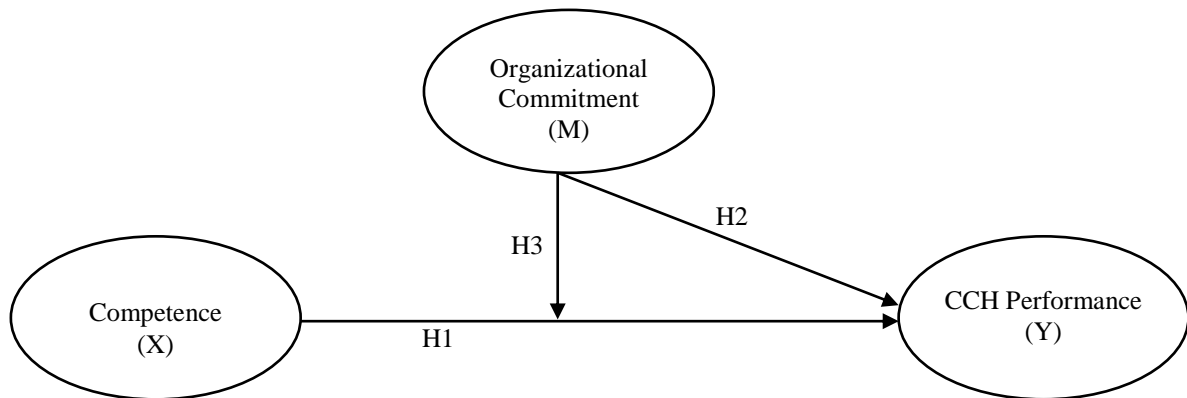
**H2: There is a significant effect of organizational commitment on Customer Complaint Handling performance at PT Pos Indonesia (Persero) Regional Office 7 East Java 60004.**

## **The Effect of Competence Moderated Organizational Commitment on Employee Performance**

The factors that increase employee performance include competence and organizational commitment. Employee performance can be improved through organizational commitment activities. There is a relationship between competence and employee performance moderated by organizational commitment. This is found in the research of Martono and Triastity (2018) which concludes that employee performance is moderated by competence and organizational commitment. However, the relationship between the two is weak or insignificant. Based on this summary, the third hypothesis (H3) of this study is formulated:

**H3: There is a significant effect of competence moderated by the commitment variable on Customer Complaint Handling performance at PT Pos Indonesia (Persero) Regional Office 7 East Java 60004.**

Based on the literature review and the hypotheses, a research model is formulated to analyze the influence of competence with organizational commitment as a moderating variable on Customer Complaint Handling (CCH) performance, as shown in Figure 2.



**Figure 2. Research Model**

## RESEARCH METHODS

This research was carried out at the Post Offices at Regional Office 7 East Java 60004. The population was all customer service employees at PT Pos Indonesia (Persero), in total 130 people. Sampling using the total sample method, i.e. the entire population. This study uses a quantitative and deductive approach to investigate broad generalizations by examining specific examples that serve as definitive evidence for the broader claims made (Ghozali, 2018). The variables of this study consist of exogenous variables (X), i.e. competence; moderating variables (M), i.e. Organizational Commitment; and endogenous variables (Y), i.e. Customer Complaint Handling (CCH) Performance. Operational definitions and indicators are outlined in Table 1.

**Table 1. Operational Definition of Variables**

Variables	Operational Definition	Indicators
CCH Performance	An employee achieves the results of work in quality and quantity by carrying out his duties according to his responsibilities (Mangkunegara, 2005).	Quality, quantity, punctuality, effectiveness, and independence (Bintoro & Daryanto, 2017)
Competence	The ability to do a job based on the knowledge, skills and work attitudes required by the job (Wibowo, 2012).	Values, skills, experience, personality characteristics, and intellectual abilities (Spencer & Spencer, 1993).
Organizational Commitment	Commitment identifies taste, loyalty, and involvement, which workers manifest towards their organization or organizational unit (Meyer et al., 1990).	Affective, Continuity, and Normative (Meyer et al., 1990)

This research instrument is in the form of a questionnaire. First, the validity and reliability will be tested by using the SPSS For Windows program. Variable measurement with questionnaire and scale Likert, ask respondents to convey the answer choices on the choices provided. The scale ranges from 1 to 5, with an explanation of the details of the rating ratings, i.e. Strongly Agree (value 5), Agree (value 4), Disagree (value 3), Disagree (value 2), Very, and Disagree (value 1). The higher the value is

given with expectations, the better the indicator. This research questionnaire is closed that the answers are already available so the participants can choose directly.

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

**Table 2. Characteristics of Respondents**

Characteristics of Respondents		Amount	Percentage (%)
Gender	Man	69	53.1
	Woman	61	46.9
	Total	130	100
Age (years)	25	16	12.3
	27	1	0.8
	30	5	3.8
	33	1	0.8
	35	1	0.8
	36	57	43.8
	37	4	3.1
	39	5	3.8
	40	5	3.8
	41	3	2.3
	42	2	1.5
	44	2	1.5
	45	11	8.5
	46	6	4.6
	47	7	5.4
	48	2	1.5
	50	2	1.5
	Total	130	100
Status	Not married yet	6	4.6
	Married	124	95.4
	Total	130	100
Education	Senior High School	12	9.2
	Diploma	14	10.8
	Bachelor	104	80.0
	Total	130	100
Working period (years)	2	1	0.8
	3	15	11.5
	4	17	13.1
	5	2	1.5
	6	4	3.1
	7	13	10.0
	8	18	13.8
	9	10	7.7
	10	15	11.5
	12	32	24.6
	13	1	0.8
	15	2	1.5
		Total	130



## RESULTS AND DISCUSSIONS

### Characteristics of Respondents

There were 130 respondents from employees of PT Pos Indonesia Persero Regional Office 7 East Java Surabaya 60004 for this study. The description of the demographic characteristics of research respondents is shown in Table 2. Based on the Table 2, it is known that male respondents were 69 people (53.1%), while female respondents were 61 people (46.9%). According to age characteristics, most were 36 years old, amounting to 57 people (43.8%). Based on the characteristics of the status, it can be seen that there are six unmarried employees (4.6%) and 124 married employees (95.4%). Based on education characteristics, it is known that most respondents have undergraduate education, as many as 104 people (80%). Judging from the characteristics of the respondent's positions, most of them have customer service positions for as many as 34 people (26.2%). Finally, according to the characteristics of the tenure, it is known that most of them have served for 12 years, as many as 32 people (24.6%).

**Table 3. Validity Test**

Variables	Items	Correlation coefficient	Information
Competence (X)	X1	0.969	Valid
	X2	0.963	Valid
	X3	0.865	Valid
	X4	0.767	Valid
	X5	0.825	Valid
	X6	0.800	Valid
	X7	0.864	Valid
	X8	0.883	Valid
	X9	0.935	Valid
	X10	0.969	Valid
Organizational Commitment (M)	M1	0.922	Valid
	M2	0.808	Valid
	M3	0.690	Valid
	M4	0.729	Valid
	M5	0.790	Valid
	M6	0.881	Valid
CCH Performance (Y)	Y1	0.372	Valid
	Y2	0.595	Valid
	Y3	0.608	Valid
	Y4	0.655	Valid
	Y5	0.625	Valid
	Y6	0.670	Valid
	Y7	0.531	Valid
	Y8	0.549	Valid
	Y9	0.591	Valid
	Y10	0.561	Valid

### Instrument Validity Test

The suitability of a statement can be checked with the help of validity tests. The most common way to assess the effectiveness of a measuring instrument is to look at the Pearson correlation ( $r$ ) between the item (statement) score and the overall score (Sugiyono, 2017). To qualify,  $r$  must be greater than or equal to 0.3 (significant at the

0.05 level). If the score is lower than 0.3, it is considered invalid. Table 3 shows the results of the validity test. According to the Table 3, the results of testing the validity of the competency variables, organizational commitment, and customer complaint handling performance explained that all statement items were valid because the value was  $> 0.3$  and significant. This means that all indicators of each variable deserve to be used as research questionnaires because all instruments are valid.

### Instrument Reliability Test

Reliability is defined as its ability to produce accurate results. This means that accurate and trustworthy measurement results can be expected from highly reliable measurements. The SPSS program makes it easy to conduct reliability tests, with measured results utilizing the help of Cronbach's Alpha ( $\alpha$ ) statistical tool. A construct or variable is considered reliable when Cronbach's Alpha  $> 0.70$  (Ghozali, 2018). Table 4 displays the processed data from the reliability test. Table 4 shows that the reliability test for each variable, namely competence, organizational commitment, and CCH performance is reliable because the Cronbach's Alpha ( $\alpha$ ) value  $>$  from 0,70.

**Table 4. Reliability Test**

Variables	Cronbach's Alpha	Information
Competence	0.966	Reliable
Organizational Commitment	0.873	Reliable
CCH Performance	0.775	Reliable

### Model Feasibility Test

#### 1. F-test

The F-test was conducted to test the feasibility of the model used for this analysis. The model is workable if F is less than 0.05 ( $\alpha = 5\%$ ) (Ghozali, 2018). When a fit model is found, the independent variable can explain or predict the dependent variable. The F-test describes how each independent variable contributes to the overall impact on the dependent variable.

**Table 5. F Test ANOVA<sup>b</sup>**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	857.243	3	285.748	688.884	.000 <sup>a</sup>
	Residual	52.265	126	.415		
	Total	909.508	129			

<sup>a</sup>Predictors: (Constant), X1 M, M, X1

<sup>b</sup>Dependent Variable: Y

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

## 2. Coefficient of Determination Test ( $R^2$ )

The ability of independent variables to explain the dependent variable was tested using the coefficient of determination. This can be seen from the value of  $R^2$ .

**Table 6. Coefficient of Determination Value**  
Model Summary<sup>a</sup>

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.971 <sup>b</sup>	.943	.941	.64405

<sup>a</sup>Predictors: (Constant), X\*M, M, X

<sup>b</sup>Dependent Variable: Y.

According to Table 6, Adjusted  $R^2$  worth 0.941. This means that 94.1% of competencies, organizational commitment, and interaction of competencies with organizational commitments affect CCH performance. Several other factors outside the scope of this study accounted for the remaining 5.9% of the variance. So, the contribution of this research model is special because the range of values of the coefficient of determination is between 0.8-1.0 (Ghozali, 2018).

### Simple Linear Regression Analysis

Simple regression analysis is used in the study to check the first hypothesis (H1). Table 7 shows the test results.

**Table 7. Simple Linear Regression Test**  
Coefficients<sup>a</sup>

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

<sup>a</sup>Dependent Variable: Y.

The following is a regression equation model [1] based on the data in Table 7:

$$Y = 25.614 + 0.354 X \quad \text{-----[1]}$$

The coefficient ( $b_1$ ) is 0.354. The CCH performance of employees will increase along with the increase in competence indicated by the positive value of the coefficient.

### MRA (Moderated Regression Analysis)

The moderated regression analysis (MRA) test was used to analyze this research. The test results are summarized in Table 8.

**Table 8. Moderated Regression Analysis**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.049	4.750		.642	.522
	X	.219	.030	.559	7.346	.000
	M	.141	.055	.155	2.547	.012
	X*M	3.708	1.035	.374	3.582	.000

<sup>a</sup>Dependent Variable: Y

By using the data in the Table 8, a regression equation model [2] can be made:

$$Y = 3.049 + 0.219 X + 0.141M + 3.708 X*M \text{ -----[2]}$$

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

**t-test**

The competency variable has a positive influence of 0.354 on the performance of Customer Complaint Handling. This effect is statistically significant at a rate of 0.05, with a sig of  $0.000 \leq 0.05$  (Sugiyono, 2017). So, we reject H0 as well as accept H1. As a result, competence plays an important role in how well Customer Complaint Handling (CCH) performs.

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

Performance Customer Complaint Handling (CCH) is positively influenced by 3.708 when competence and organizational commitment interact. The Sig value is 0.000  $\leq 0.05$ ; as a result, H0 is rejected, and H3 is accepted, so the effect is significant at a significance level of 0.05. As a result, the positive influence of competence on the performance of Customer Complaint Handling (CCH) can be moderated significantly by organizational commitment.

**Discussion**

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

Based on the study's results, it is known that the competency variable has a positive influence of 0.354 on the performance of Customer Complaint Handling. This

effect is statistically significant at a rate of 0.05, with a sig of  $0.000 \leq 0.05$ , so this research reject  $H_0$  and accept  $H_1$ . This means that competence positively affects customer complaint handling (CCH) performance. Based on the research findings, employee competence positively correlates with Customer Complaint Handling (CCH) performance. Competence determines how well an employee does his job and higher competence correlates with better results as stated (Suharsaputra, 2010). On the other hand, performance will only be achieved if the employee's ability is high and follows his expertise.

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

## **2. The Effect of Organizational Commitment on Employee Performance**

The research findings show that organizational commitment variables affect the performance of Customer Complaint Handling (CCH) by as much as 0.141. This effect is significant with a level of 0.05 (sig = 0.012 or less); as a result,  $H_2$  is accepted, and  $H_0$  is rejected. This means that the performance of CCH increases with increasing levels of organizational commitment. CCH performance was found to be positively correlated with the level of employee commitment to the organization. Organizational commitment describes attitudes that motivate employees to stay in their current job and do a good job. Highly committed workers consistently deliver honest, high-quality results. Employees will benefit from a high level of organizational commitment in several ways. These include increased job satisfaction, morale, productivity, and a stronger desire to stay with the company (Hasibuan, 2014).

This finding is that organizational commitment measured using effective, continuous, and normative indicators can affect employee performance at PT. Indonesian post. Wright (1992) supports that when an individual is fully committed to his job, he will have a higher level of performance, which in turn will lead to a more positive assessment of his overall performance (Atmaja & Ratnawati, 2019). The same thing was found by Rakhmalina (2021); i.e. organizational commitment significantly affects performance. Employees' level of personal performance increases with their company commitment (Murty & Hudiwinarsih, 2012).

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

The study results show that the Customer Complaint Handling (CCH) performance variable is positively influenced by 3,708 when organizational competencies and commitments interact. Sig 0.000 0.05, as a result,  $H_0$  is rejected, and  $H_3$  is accepted so that the effect is significant at a significance level of 0.05. As a result, the positive influence of competence on the performance of Customer Complaint Handling (CCH) can be moderated significantly by organizational commitment. Based on the findings, it is clear that employees are more motivated to unleash their full potential when they feel a strong organizational commitment, strengthening employee competence's influence on CCH performance. As a result of the relationship between CCH competencies and

performance, organizational commitment can amplify the impact of employee expertise. If an employee is highly committed to the company's success, they will have a greater influence on how CCH operates.

Capabilities are the main resources that enable a person or group to carry out its mission and achieve its goals. The organization will speak to the right man in the right place. The doctrine states that every department in an organization must have competent personnel to carry out the tasks assigned to them. No competence is complete without commitment. To succeed in today's business environment, it is very important to have a team of competent people committed to the company's success. The results of this study supports Wardhana et al. (2015) and Hafiz et al. (2017) which state that organizational commitment can strengthen the influence of competence on employee performance.

## CONCLUSIONS AND RECOMMENDATIONS

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

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

## REFERENCES

- Apriliyani, T., Siswoyo, M., & Supriyadi, A. (2020). Analisis Kompetensi Pegawai dalam Pendokumentasian Arsip Melalui Teknologi Komputer di Dinas Lingkungan Hidup Kota Cirebon. *Jurnal Ilmiah Publika*, 7(2), 1–7. <https://doi.org/10.33603/publika.v7i2.4032>
- Atmaja, H. E., & Ratnawati, S. (2019). Peran Komitmen Afektif dan Organizational Citizenship Behavior terhadap Kinerja SDM. *JAB (Jurnal Akuntansi & Bisnis)*, 5(1), 43–57.
- Bintoro, B., & Daryanto, D. (2017). *Manajemen Penilaian Kinerja Karyawan*. Yogyakarta: Gava Media.
- Cesilia, K. A., Tewel, B., & Tulung, J. E. (2018). Pengaruh Disiplin Kerja, Perencanaan Karir dan Kompetensi terhadap Kinerja Karyawan Kantor Pelayanan Pajak (KPP) Pratama Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 5(2), 426–434. <https://doi.org/10.35794/emba.v6i1.19153>
- Erico, E., Chandra, S., & Hasim, W. (2020). Pengaruh Kompetensi Kerja, Pengawasan Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan pada PT Transpact Logistic Medan. *Jurnal Manajemen*, 1(2), 53–62.

- Ernur, M. M. H., Harlen, H., & Sasmita, J. (2017). Pengaruh Penghargaan dan Kompetensi terhadap Kinerja melalui Loyalitas Karyawan Hotel Bintang Lima di Pekanbaru. *Jurnal Tepak Manajemen Bisnis*, 9(3), 131–142.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- Griffin, R. (2004). *Manajemen* (7 ed.). Jakarta: Penerbit Erlangga.
- Hasibuan, M. S. P. (2014). *Manajemen Sumber Daya Manusia* (Revisi ed.). Jakarta: Bumi Aksara.
- Hafiz, M., Rasuli, M., & Pipin, K. (2017). Pengaruh Kompetensi Aparatur Pemerintah, Ketaatan pada Peraturan Perundangan dan Kejelasan Sasaran Anggaran terhadap Akuntabilitas Kinerja Instansi Pemerintah dengan Komitmen Organisasi dan Kinerja Manajerial sebagai Variabel Moderating (Studi Empiris pada Satuan Kerja Perangkat Daerah Kabupaten Kampar). *Jurnal Online Mahasiswa Fakultas Ekonomi Universitas Riau*, 4(1), 528–542.
- Hermawan, A., Wulandari, A., Buana, A. M., & Sanjaya, V. (2020). Pengaruh Kompetensi, Insentif dan Pengalaman Kerja terhadap Kinerja Karyawan di Lampung. *Studi Ilmu Manajemen dan Organisasi (SIMO)*, 1(1), 71–83. <https://doi.org/10.35912/simo.v1i1.149>
- Humaeriyah, H. (2018). Pengaruh Kompetensi, Komitmen Organisasi, Motivasi Kerja terhadap Kinerja Karyawan di Kantor Pos Bandung 40000. *Jurnal Ilmu Manajemen dan Bisnis*, 7(2), 22–25. <https://doi.org/10.17509/jimb.v7i2.12777>
- Isrofani, A. N., & Chaerudin, C. (2021). Pengaruh Kompetensi dan Disiplin Kerja terhadap Kinerja Karyawan pada PT Kayaba Indonesia. *YUME: Journal of Management*, 4(2), 307–317. <https://doi.org/10.2568/yum.v4i2.910>
- Mangkunegara, A. A. (2005). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Martono, A. W., & Triastity, R. (2018). Pengaruh Kompensasi, Motivasi dan Budaya Organisasi terhadap Kinerja Pegawai dengan Komitmen Organisasi sebagai Variabel Moderating di Kantor Wilayah Direktorat Jendral Kekayaan Negara Jateng dan Daerah Istimewa Yogyakarta. *Jurnal Manajemen Sumber Daya Manusia* 12(1), 69–78.
- Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and Continuance Commitment to the Organization: Evaluation of Measures and Analysis of Concurrent and Time-Lagged Relations. *Journal of Applied Psychology*, 75(6), 710–720. <https://doi.org/10.1037/0021-9010.75.6.710>
- Moehariono, M. (2012). *Pengukuran Kinerja Berbasis Kompetensi*. Bogor: Ghalia Indonesia.
- Mondy, R. W. (2010). *Human Resource Management* (11 ed.). New Jersey: Prentice-Hall, Inc.
- Murty, W. A., & Hudiwinarsih, G. (2012). Pengaruh Kompensasi, Motivasi dan Komitmen Organisasional terhadap Kinerja Karyawan Bagian Akuntansi (Studi Kasus pada Perusahaan Manufaktur di Surabaya). *The Indonesian Accounting Review*, 2(02), 215–228. <https://doi.org/10.14414/tiar.v2i02.97>
- Rakhmalina, I. (2021). Pengaruh Kompetensi, Motivasi, dan Komitmen Organisasi terhadap Kinerja Karyawan PT Thamrin Brothers A.Rivai Palembang. *Jurnal Ilmu Sosial, Manajemen, Akuntansi, & Bisnis*, 2(1), 14–34.

- Rosmaini, R., & Tanjung, H. (2019). Pengaruh Kompetensi, Motivasi dan Kepuasan Kerja terhadap Kinerja Pegawai. *Jurnal Ilmiah Magister Manajemen*, 2(1), 1–15. <https://doi.org/10.30596%2Fmaneggio.v2i1.3366>
- Sani, A. (2018). Analisis Pengaruh Kompetensi, Disiplin Kerja dan Lingkungan Kerja Fisik terhadap Kinerja Pegawai (Studi pada Pegawai Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Kebumen). *Jurnal Manajemen Sumber Daya Manusia*, 10(2), 1–14.
- Sengkeh, D., Rumawas, W., & Tumbel, T. M. (2017). Pengaruh Komitmen Organisasional terhadap Prestasi Kerja Karyawan pada PT Permodalan Nasional Madani (Persero) Cabang Manado. *Jurnal Administrasi Bisnis (JAB)*, 5(003), 1–10.
- Siregar, Y. L. (2020). Pengaruh Kompetensi, Motivasi, Disiplin Kerja dan Komitmen Organisasi terhadap Kinerja Pegawai pada Kantor Pelayanan Pajak Pratama Tapaktuan. *JMB (Jurnal Manajemen dan Bisnis)*, 2(1), 85–92. <https://doi.org/10.30743/jmb.v2i1.2363>
- Spencer, L., & Spencer, S. M. (1993). *Competence at Work, Models For Superior Performance*. New York: John Wiley & Sons, Inc.
- Sudarmanto, S. (2014). *Kinerja dan Pengembangan Kompetensi SDM: Teori, Dimensi Pengukuran, dan Implementasi dalam Organisasi*. Jakarta: Pustaka Pelajar.
- Sugiyono, S. (2017). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Suharsaputra, U. (2010). *Administrasi Pendidikan*. Bandung: Refika Aditama.
- Suzatri, A. (2020). Pengaruh Komunikasi, Komitmen Organisasi dan Lingkungan Kerja terhadap Kinerja Karyawan PT Pos Indonesia (Persero) Palembang. *Tesis*, UIN Raden Fatah Palembang. Diakses di: <https://repository.radenfatah.ac.id/8000>
- Tingogoy, F. L., & Ahlan, A. (2020). Kinerja Dinas Satuan Polisi Pamong Praja Kota Palu. *Jurnal Administrator*, 1(1), 14–23.
- Wakhidah, L. N., & Pramusinto, H. (2020). Pengaruh Kompetensi, Disiplin Pegawai, dan Lingkungan Kerja Fisik terhadap Kualitas Pelayanan Pegawai. *Business and Accounting Education Journal*, 1(3), 265–271. <https://doi.org/10.15294/baej.v1i3.46520>
- Wardhana, G. A. S., Rasmini, N. K., & Astika, I. B. P. (2015). Pengaruh Kompetensi Pada Akuntabilitas Kinerja Instansi Pemerintah Dengan Komitmen Organisasi Sebagai Variabel Moderasi. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 4(9), 571–598.
- Wibowo, W. (2012). *Manajemen Kinerja*. Depok: RajaGrafindo Persada.
- Widodo, M. S., & Wariati, A. (2019). Pengaruh Disiplin Kerja, Komitmen Organisasi dan Lingkungan Kerja terhadap Kinerja Karyawan (Studi Kasus Bagian Sortir PT Tiki) di Sukoharjo. *Journal of Accounting and Financial*, 4(2), 105–113.
- Yamali, F. R. (2017). Pengaruh Kompensasi dan Kompetensi terhadap Komitmen Organisasi serta Implikasinya pada Kinerja Tenaga Ahli Perusahaan Jasa Konstruksi di Provinsi Jambi. *Ekonomis: Journal of Economics and Business* 1(1), 213–222. <https://doi.org/10.33087/ekonomis.v1i1.21>