



## The Influence of Competence and Commitment to Employee Performance through Work Experience at Energy Equity Epic (Sengkang) Pty. Ltd.

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### Abstrac

This study aims to determine and analyze the effect of competence and commitment on employee performance through work experience at Energy Equity Epic (Sengkang) Pty. Ltd. in Wajo Regency. Data was collected using a questionnaire instrument which was distributed to 123 respondents who were selected as samples. This research method uses quantitative methods with data analysis techniques using the Structural Equation Model (SEM) with the help of SPSS version 23.0 and AMOS version 23.0 applications.

The results showed that competence had a positive and significant effect on employee performance, commitment had no significant effect on employee performance, work experience had a positive and significant effect on employee performance. Furthermore, on the performance variable, the R square value obtained is 0,913, indicating the large contribution of competence, commitment and work experience to employee performance by 91,3% while the remaining 8,7% performance is influenced by other factors outside of work experience, competence and commitment. The results of the analysis also show that work experience mediates the effect and commitment on employee performance significantly.

### A. Introduction

Indonesia is one of the countries in Southeast Asia that is blessed with abundant natural resources. One of the natural resources that has been Indonesia's mainstay sector in APBN revenues is the oil and gas sector. The importance of developing the oil and gas industry in Indonesia cannot be separated from efforts to develop professional, qualified and competent human resources. Therefore, increasing human resources in the oil and gas industry is the main focus for the government to encourage oil and gas companies in Indonesia to continue to improve the competence of their workforce through oil and gas competency certification training with SKKNI standards.

Manpower competence for the oil and gas industry is very important because of its capital-intensive, technology-intensive and risk-intensive nature. As a form of government support in increasing the competence of the oil and gas industry in Indonesia, the government through the Ministry of Energy and Mineral Resources issued regulations regarding competency standards as contained in the Minister of Energy and Mineral Resources No. 5 of 2015 concerning the mandatory enforcement of the Indonesian National Work Competency Standards (SKKNI) in the field of upstream oil and gas business activities. Employee competence is very important for the oil and gas industry because it is related to the safety and security of workers, the general public and installations so that the risk of accidents can be minimized.

With the issuance of the Minister of Energy and Mineral Resources No. 5 of 2015, competency certification is no longer an option but is mandatory for Cooperation Contract Contractors (KKKS) appointed by the government in the exploitation of mining working areas to carry out exploration, exploitation of oil and gas in Indonesia. This mandatory enforcement is very important considering that 80% of upstream oil and gas operations, both exploration and exploitation are offshore.

Energy Equity Epic (Sengkang) Pty. Ltd. as one of the Cooperation Contract Contractors (KKKS) operating in the Sengkang Block working area, precisely in the Kampung Baru Hamlet, Poleonro Village, Gilireng District, Wajo Regency, South Sulawesi, in the last 17 years since 2003 has focused on competency improvement programs for its employees.

As a form of fulfilling the responsibility for the availability of natural gas energy, Energy Equity Epic (Sengkang) Pty. Ltd. it is necessary to continue to improve the competence of its employees to support the smooth operation of gas plant operations, both technically and non-technically. MEMR Regulation No. 5 of 2015 serves as a guideline for implementing the employee competency development program which is mandatory for Energy Equity Epic (Sengkang) Pty. Ltd. as a Cooperation Contract Contractor engaged in the oil and gas sector.

Creating skilled and competent and certified workers is an absolute must in the upstream oil and gas sector. For Contractors of Cooperation Contracts (PSC Contractors), competency certification is no longer an option, but an obligation. Because 80% of upstream oil and gas operations, both exploration and exploitation are offshore. Competency certification can also provide various benefits to workers in the upstream oil and gas sector, for example ensuring that workers are competent people in working or producing products or services, growing self-confidence, helping to plan careers, meeting regulatory requirements, recognition of competence across sectors, across countries, to help promote their profession in the labor market (SKK Migas Bulletin, 2016).

According to Spencer in Moehariono (2012:5), a competency is an underlying characteristic of an individual that is causally related to criterion referenced effective and or superior performance in a job or situation. Meanwhile, according to Wibowo (2015: 271), competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. McClelland (in Moehariono, 2012: 6) says that competence is a basic characteristic of personnel which is a determining factor for a person's success or failure in doing a job or in a certain situation.

Employee commitment is one of the basics for employees in doing work. Meyer and Allen in Handayani (2011: 17) define organizational commitment as a psychological state characterized by believing and accepting the goals and values of the organization, a willingness to work hard for the organization and having a strong desire to remain a member of the organization. . Wirawan in Sarmawa at al. (2015:), defines commitment as a reflection of member's pride toward the organization and the degree of loyalty to the goal's achievement of the organization; commitment is a relative strength from the individual's identification and involvement in an organization. The organizational commitment is a degree where a worker believes and accepts the organizational goals, and also is willing to stay still in the organization (Mathis and Jackson in Sarmawa et al. (2015: 2).

Employees are a key element of the organization. The success of the organization depends on the performance of employees. Therefore, the organization invests a large amount of money in employee development. According to Sedarmayanti in Fitran (2012) performance is an act, the implementation of work, work performance, the implementation of efficient work. Performance can also be interpreted as an employee's achievement or work performance with regard to the tasks assigned to him.

## **B. Literature Review**

### **1. Competence**

According to Spencer in Moehariono (2012: 5) competence can be defined as "the characteristics that underlie a person related to the effectiveness of performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with

criteria that are used as a reference, effective or excellent or superior performance at work. workplace or in certain situations (A competency is an underlying characteristic of an individual that is causally related to criterion referenced effective and or superior performance in a job or situation)".

Armstrong in Moehariono (2012:6) states that "competence is the action dimension of the task, where the action is used by employees to complete their work tasks satisfactorily and what employees provide in different forms and levels of performance". Competence is an ability to carry out a task or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2015: 271). Competence is a behavioral dimension that is behind competent performance. Often called behavioral competence because it is intended to explain how people behave when they carry out their roles well (Armstrong and Baron in Wibowo, 2015: 273).

According to Moehariono (2012:8) the benefits and advantages of developing a competency system are as follows: 1) Can be used as a reference for one's initial success at work, 2) Can be used as a basis for recruiting good and reliable employees, 3) Can be used as a basis for assessment and further employee development, 4) Can be used as a basis for performance appraisal and reward for outstanding employees or as punishment for non-performing employees, 5) Management can draw the conclusion that competence is very useful for Training Need Analysis or TNA . There are 5 dimensions of work experience according to Moehariono (2012), namely: 1) Task skills, 2) Task management skills, 3) Contingency management skills, 4) Job role environment skills, 5) Transfer skills.

## 2. Commitment

Commitment is a feeling of identification, involvement, and loyalty expressed by workers towards the company (Ivancevich at al. in Wibowo, 2015:429). Commitment according to Kreitner and Kinicki in Wibowo (2015: 430) is an agreement to do something for oneself, other individuals, groups or organizations. While Schermerhorn at al. in Wibowo (2015: 430) states commitment as an individual's loyalty to the organization. According to Meyer & Allen in Dixit and Bhati (2012) commitment "is a psychological state that characterizes the employees relationship with the organization and has implications for the decision to continue membership in the organization." Hall et al. in Dixit and Bhati (2012) "The process by which the goals of the organization and those of the individual become increasing integrated or congruent" is commitment.

Meyer and Allen in Handayani (2011: 18) suggest 3 models of commitment, including: 1) Effective Commitment, 2) Continuance Commitment or ongoing commitment, 3) Normative Commitment or normative commitment.

## 3. Work Experience

Hasibuan in Rizky at al. (2019) The applicant's work experience should be a primary consideration in the selection process. It can be concluded that work experience is a process that has been experienced by employees within a certain period of time which can be considered by the company in its work process. Work experience is considered as any skills, knowledge or experience than individual gains while working in a specific occupation or field (Uppal, Mishra & Vohra in Njongu, 2017). Work experience can be seen as being both industries specific and occupational rather than firm-specific and leads to the improvement of the job-related outcomes of the employees (Ahmadi et al. in Njongu, 2017).

There are several indicators of work experience as stated by Foster in Basari (2012), namely: 1) Length of time / tenure, 2) Level of knowledge possessed, 3) Mastery of work and equipment, 4) Level of skills possessed.

#### 4. Employee Performance

According to Moeheriono (2015:95) "performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization". According to John Whitmore in Fitran (2012:12) Performance is the implementation of the functions that a person demands, performance is an act, an achievement, a general actor of skills "According to Barry Cushway in Fitran (2012) performance is assessing how someone has worked compared to predetermined targets. The term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara in Nguyen at al.,: 2020 ).

According to Gomes in Supriadi and Sarino (2019), there are several performance indicators, namely: 1) Quantity of work: The amount of work done in a specified time period, 2) Quality of work: The quality of work achieved based on the requirements of suitability and readiness, 3) Knowledge of work: The breadth of knowledge about the job and its skills, 4) Creativity: The originality of ideas that arise from actions to solve problems that arise, 5) Cooperation: Willingness to cooperate with other people (fellow members of the organization ), 6) Responsibilities: Awareness and trustworthy in terms of attendance and completion of work on time, 7) Initiative: Enthusiasm to carry out new tasks and in enlarging responsibilities, 8) Personal qualities: Regarding personality, leadership, hospitality , and personal integrity.

#### 5. Conceptual Framework

According to Sugiyono (2005:70) the hypothesis is a temporary answer to the formulation of the research problem. It is said to be temporary because the answers given are only based on relevant theories, not yet based on empirical facts collected through data collection. On the other hand, it can also be said that the hypothesis in this study is a temporary answer. H1 : *Kompetensi berpengaruh positif dan signifikan terhadap kinerja karyawan.*

H2: Commitment has a positive and significant effect on employee performance.

H3: Competence has a positive and significant effect on work experience.

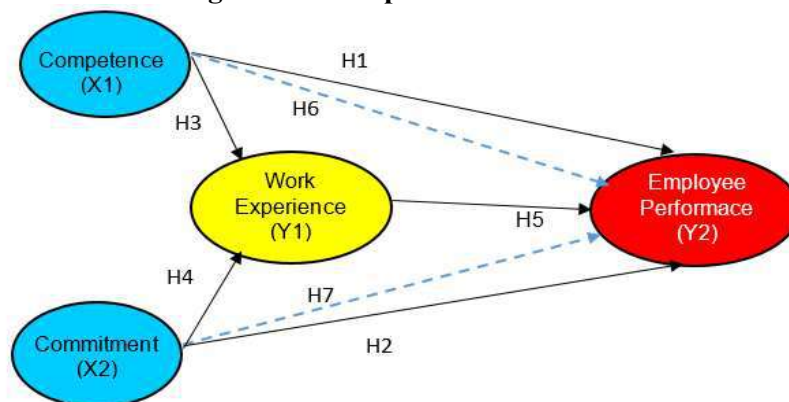
H4 : Commitment has a positive and significant effect on work experience.

H5: Work experience has a positive and significant effect on employee performance.

H6: Competence has an indirect and significant effect on employee performance through work experience.

H7: Commitment has an indirect and significant effect on employee performance work experience.

Figure 1. Conceptual Framework



### C. Research Method

#### 1. Research Design and Location

This study was conducted to test the hypotheses previously proposed by using research methods that have been designed in accordance with the variables to be studied in order to obtain accurate research results. The research method used in this research is quantitative research. Quantitative research method is one type of research whose specifications are systematic, well-planned, clearly structured from the beginning to the making of the research design.

This research was conducted at the company Energy Equity Epic (Sengkang) Pty. Ltd. whose address is at Jl. Palopo Axis KM-13 Poleonro Village, Gilireng District, Wajo Regency, South Sulawesi. Respondents in this study were employees of Energy Equity Epic (Sengkang) Pty. Ltd. totaling 123 people.

#### 2. Population and Sample

In this study, the population is all employees who work at Energy Equity Epic (Sengkang) Pty. Ltd. totaling 152 people. The sample in this study there are 123 respondents who are permanent employees of Energy Equity Epic (Sengkang) Pty. Ltd. Determination of the number of samples in this study using a special determination according to the analytical technique used, namely SEM (Structural Equation Model) because the determination of the number of samples is included in the assumptions that must be met in the use of SEM analysis techniques. The sample in this study was taken based on probability sampling technique (random sample) with the stratified random sampling method, which is a sampling technique used if the population has members or elements that are not homogeneous and stratified proportionally.

#### 3. Data Collection Method

The data collection method used a questionnaire containing statements relating to the variables studied and obtained through a literature study with matters relating to the research subject. The questionnaire was then given to the respondents either directly or via electronic mail. The results obtained are then used as the basis for providing an overview of the problem being studied and also used as a basis for drawing conclusions and providing the necessary suggestions.

#### 4. Characteristics of Respondents

The respondents in this study were permanent employees of Energy Equity Epic (Sengkang) Pty. Ltd., and the sample is 123 employees. The characteristics observed in this study include age, gender, education level, years of service and position in the company. The descriptions of the respondents are presented in the following table:

Table 1. Characteristics of Respondents by Age

Age	Frequency (Number of People)	Percentage
< 25 years old	2	2%
26 - 30 years old	2	2%
31 - 35 years old	17	14%
36 - 40 years old	11	9%
41 - 45 years old	22	18%
> 46 years old	69	56%
<b>Total</b>	<b>123</b>	<b>100%</b>

Table 2. Characteristics of Respondents by Gender

Gender	Frequency (Number of People)	Percentage
Male	108	88%
Female	15	12%
<b>Total</b>	<b>123</b>	<b>100%</b>

Table 3. Characteristics of Respondents Based on Education Level

Tingkat Pendidikan	Frequency (Number of People)	Percentage
SLTA	43	35%
S1/Diploma	71	58%
S2	9	7%
<b>Total</b>	<b>123</b>	<b>100%</b>

Table 4. Characteristics Based on Years of Service in the Company

Years of service	Frequency (Number of People)	Percentage
< 5 tahun	6	5%
5 - 9 tahun	38	31%
10 - 14 tahun	24	20%
> 15 tahun	55	45%
<b>Total</b>	<b>123</b>	<b>100%</b>

Table 5. Characteristics Based on Position in the Company

Position	Frequency (Number of People)	Percentage
Leader (Sr. Staff)	36	29%
Ordinary Employees (Staff)	87	71%
<b>Total</b>	<b>123</b>	<b>100%</b>

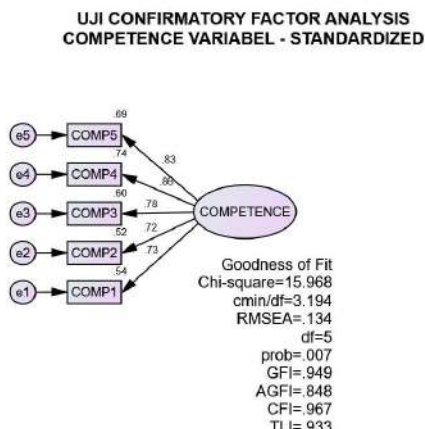
## 5. Data Analysis Method

In this study, the effect of competence and commitment on performance mediated by work experience will be analyzed using SEM analysis techniques with the help of SPSS software version 23.0 and AMOS version 23.0. The stages in the SEM analysis include: the stage of testing the measurement model (Confirmatory Factor Analysis), the SEM assumption test stage, the Goodness of fit model test stage and the structural model testing stage. The estimation model used is the maximum likelihood (ML) estimation because the amount of data is in the range of 100 – 200 pieces. Prior to testing the full model, it will first be tested in stages, namely the estimation of the measurement model using the confirmatory factor analysis technique.

### a. Confirmatory Factor Analysis – Competency Variables

In this study, the competency variable is measured by 5 measurement indicators, while the measurement model is as follows:

**Figure 2.** Confirmatory Factor Analysis - Competency Variables



Source: Primary data processed with AMOS Version 23.0

The following are the results of the feasibility test of the confirmatory factor analysis model of competency variables:

Table 1. Goodness of Fit Model – Competency Variables

**Table 1.** Goodness of Fit Model – Variabel Kompetensi

Goodness of fit index	Cut of Value	Analysis Results	Model Evaluation
$\chi^2$ chi square	$\leq 11,075$	15,968	Poor Fit
significancy probability	$\geq 0,05$	0,007	Poor Fit
RMSEA	$\leq 0,08$	0,134	Good Fit
GFI	$\geq 0,90$	0,949	Good Fit
AGFI	$\geq 0,90$	0,848	Marginal Fit
CMIN/DF	$\leq 2,00$	3,194	Poor Fit
TLI	$\geq 0,95$	0,933	Marginal Fit
CFI	$\geq 0,95$	0,967	Good Fit

Source: Primary data processed, 2021.

The results of the analysis of data processing in Table 1 above show that all the constructs used to form a research model, in the confirmatory factor analysis process, have met some of the goodness of fit criteria that have been set, so it can be said that the existing model is able to meet the criteria required for become a model that can represent the actual conditions.

The loading factor values for each competency variable indicator can be seen in the following table:

**Tabel 2. Output Regression Weights: (Group number 1 - Default model)**  
**Standardized Regression Weights: (Group number 1 - Default model)**

	Estimate
COMP1 <--- COMPETENCE	.733
COMP2 <--- COMPETENCE	.721
COMP3 <--- COMPETENCE	.777
COMP4 <--- COMPETENCE	.859
COMP5 <--- COMPETENCE	.828

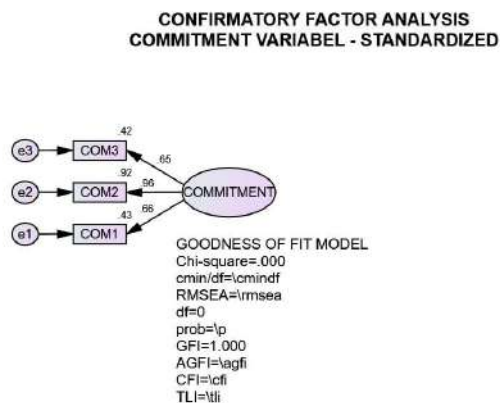
Source: Primary data processed with AMOS Version 23.0

From the results of data processing in Table 2 above, it is also seen that each indicator or dimension forming the latent variable of competence shows good results, namely with a high factor loading value where each indicator is greater than 0,5. With these results, it can be said that the indicators forming the latent variables have shown good results.

**b. Confirmatory Factor Analysis - Commitment Variable**

Commitment variable in this study is measured by 3 indicators and the measurement model is as follows:

**Figure 3. Confirmatory Factor Analysis – Commitment Variable**



Source: Primary data processed with AMOS Version 23.0

The following are the results of the feasibility test of the confirmatory factor analysis model of the commitment variable:



**Table 3.** Goodness of Fit – Commitment Variable

Goodness of fit index	Cut of Value	Analysis Results	Model Evaluation
$\chi^2$ chi square	$\leq 0,000$	0,000	Good Fit
significancy probability	$\geq 0,05$	-	Poor Fit
RMSEA	$\leq 0,08$	-	Good Fit
GFI	$\geq 0,90$	1,000	Good Fit
AGFI	$\geq 0,90$	-	Poor Fit
CMIN/DF	$\leq 2,00$	-	Good Fit
TLI	$\geq 0,95$	-	Poor Fit
CFI	$\geq 0,95$	-	Poor Fit

Source: Primary data processed, 2021.

The results of the analysis of data processing in Table 3 above show that all the constructs used to form a research model, in the confirmatory factor analysis process have met some of the goodness of fit criteria that have been set, so it can be said that the existing model is able to meet the criteria required for become a model that can represent the actual conditions.

Furthermore, to see the strength of each indicator used to measure the latent variable, it is necessary to look at the loading factor values for each indicator, the results of which can be seen in Table 4 below:

**Table 4.** Output Regression Weights – Commitment Variable  
 Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
COM1 <--- COMMITMENT	.657
COM2 <--- COMMITMENT	.962
COM3 <--- COMMITMENT	.650

Source: Primary data processed with AMOS Version 23.0

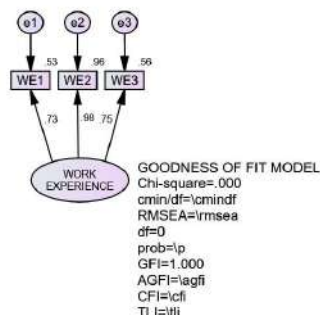
From the results of data processing in Table 4 above, it is also seen that each indicator or dimension forming the latent variable of commitment shows good results, namely with a high factor loading value where each indicator is greater than 0,5. With these results, it can be said that the indicators forming the latent variables have shown good results.

**c. Confirmatory Factor Analysis - Work Experience Variables**

The Work Experience variable in this study was measured by 3 indicators and the measurement model is as follows:

**Figure 4.** Confirmatory Factor Analysis – Work Experience Variables

**UJI CONFIRMATORY FACTOR ANALYSIS  
 VARIABEL PENGALAMAN KERJA - STANDARDIZED**



Source: Primary data processed with AMOS Version 23.0

The summary of the feasibility test of the confirmatory factor analysis model of the work experience variable is as follows:

**Table 5.** Confirmatory Factor Analysis – Work Experience Variables

Goodness of fit index	Cut of Value	Analysis Result	Model Evaluation
$\chi^2$ chi square	$\leq 0,000$	0,000	Good Fit
significancy probability	$\geq 0,05$	-	Poor Fit
RMSEA	$\leq 0,08$	-	Good Fit
GFI	$\geq 0,90$	1,000	Good Fit
AGFI	$\geq 0,90$	-	Poor Fit
CMIN/DF	$\leq 2,00$	-	Good Fit
TLI	$\geq 0,95$	-	Poor Fit
CFI	$\geq 0,95$	-	Poor Fit

Source: Primary data processed, 2021.

The results of the analysis of data processing in Table 5 above show that all the constructs used to form a research model, in the confirmatory factor analysis process, have met some of the goodness of fit criteria that have been set, so it can be said that the existing model is able to meet the criteria required for become a model that can represent the actual conditions.

Furthermore, to see the strength of each indicator used to measure the latent variable, it is necessary to look at the loading factor values for each indicator, the results of which can be seen in Table 6 below:

**Table 6 .Confirmatory Factor Analysis – Work Experience Variables**

**Standardized Regression Weights: (Group number 1 - Default model)**

	Estimate
EP1 <--- EMPLOYEE_PERFORMANCE	.848
EP2 <--- EMPLOYEE_PERFORMANCE	.756
EP3 <--- EMPLOYEE_PERFORMANCE	.778
EP4 <--- EMPLOYEE_PERFORMANCE	.702
EP5 <--- EMPLOYEE_PERFORMANCE	.707
EP6 <--- EMPLOYEE_PERFORMANCE	.657

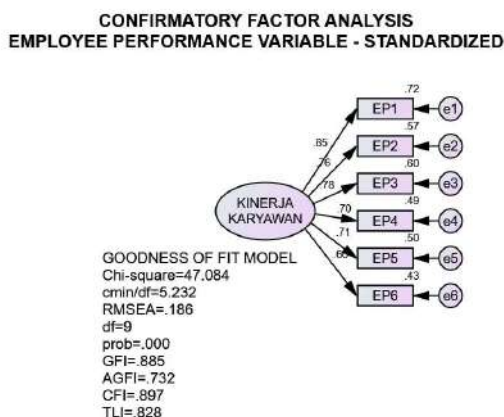
Source: Primary data processed with AMOS Version 23.0

From the results of data processing in Table 6 above, it is also seen that each indicator or dimension forming the latent variable of work experience shows good results, namely with a high factor loading value where each indicator is greater than 0,5. With these results, it can be said that the indicators forming the latent variables have shown good results.

**d. Confirmatory Factor Analysis - Performance Variables**

Employee Performance Variables in this study were measured by 6 indicators and the measurement model is as follows:

**Figure 5. Confirmatory Factor Analysis of Employee Performance Variables**



Source: Primary data processed with AMOS Version 23.0

The summary of the feasibility test of the confirmatory factor analysis model of the employee performance variable is as follows:

**Table 7.** Confirmatory Factor Analysis – Employee Performance Variables

Goodness of fit index	Cut of Value	Analysis Results	Model Evaluation
$\chi^2$ chi square	$\leq 16,919$	47,084	Poor Fit
significancy probability	$\geq 0,05$	0,000	Poor Fit
RMSEA	$\leq 0,08$	0,186	Poor Fit
GFI	$\geq 0,90$	0,885	Marginal Fit
AGFI	$\geq 0,90$	0,732	Poor Fit
CMIN/DF	$\leq 2,00$	5,232	Poor Fit
TLI	$\geq 0,95$	0,828	Marginal Fit
CFI	$\geq 0,95$	0,897	Marginal Fit

Source: Primary data processed, 2021.

The results of the data processing analysis in Table 7 above show that all the constructs used to form a research model, in the confirmatory factor analysis process, have met some of the goodness of fit criteria that have been set, so it can be said that the existing model is able to meet the criteria required for become a model that can represent the actual conditions.

Furthermore, to see the strength of each indicator used to measure the latent variable, it is necessary to look at the loading factor values for each indicator, the results of which can be seen in Table 8 below:

**Table 8.** Confirmatory Factor Analysis – Employee Performance Variables  
Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
EP1 <--- EMPLOYEE_PERFORMANCE	.848
EP2 <--- EMPLOYEE_PERFORMANCE	.756
EP3 <--- EMPLOYEE_PERFORMANCE	.778
EP4 <--- EMPLOYEE_PERFORMANCE	.702
EP5 <--- EMPLOYEE_PERFORMANCE	.707
EP6 <--- EMPLOYEE_PERFORMANCE	.657

Source: Primary data processed with AMOS Version 23.0

From the results of data processing in Table 8 above, it is also seen that each indicator or dimension forming the latent variable of work experience shows good results, namely with a high factor loading value where each indicator is greater than 0,5. With these results, it can be said that the indicators forming the latent variables have shown good results.

Furthermore, based on this confirmatory factor analysis, the entire research model can be used for further analysis without modifications or adjustments.

## 6. Structural Equation Model (SEM) Analysis Prerequisite Test

Several requirements that must be met in the SEM analysis include the number of samples, there is no outlier data in the model and the data is normally distributed both univariately and multivariably that there is no multicollinearity in the model.

**a. Sufficient Number of Samples**

The minimum sample size for SEM analysis with the Maximum Likelihood estimation method is 100 -200 respondents (Ghozali, 2011:64). The number of samples in this study were 123 respondents, because the number of samples had exceeded the minimum SEM sample limit, the number of respondents used in this study was declared sufficient and feasible to be analyzed using SEM analysis. Normality test in SEM analysis is intended to determine whether or not the research distribution of each variable is normal.

**b. Data Normality Test**

Normality test in SEM analysis is intended to determine whether or not the research distribution of each variable is normal. In this normality test, the data is said to be normally distributed if the value of c.r skewness or c.r kurtosis is in the interval  $-2.58 < z < 2.58$  (Ghozali; 2011: 84). The following are the results of the full structural model normality test:

**Table 9. Assessment of normality (Group number 1)**  
**Assessment of normality (Group number 1)**

Variable	min	max	skew	c.r.	kurtosis	c.r.
EP6	3.000	5.000	-.448	-2.029	-.539	-1.220
EP5	2.500	5.000	-.256	-1.158	-.527	-1.194
EP4	3.000	5.000	-.356	-1.612	-.506	-1.147
EP3	2.500	5.000	-.305	-1.379	-.114	-.258
EP2	2.330	5.000	.029	.132	-.600	-1.359
EP1	3.000	5.000	.031	.140	-.307	-.696
WE3	2.000	5.000	-.933	-4.223	2.327	5.268
WE2	2.670	5.000	-.226	-1.024	-.224	-.507
WE1	2.250	5.000	-.238	-1.077	1.313	2.972
COM3	1.250	5.000	.169	.766	.835	1.891
COM2	2.000	5.000	.772	3.496	.808	1.830
COM1	1.670	5.000	.475	2.149	-.135	-.306
COMP5	2.000	5.000	-.934	-4.229	1.713	3.879
COMP4	2.000	5.000	-.526	-2.380	1.763	3.992
COMP3	2.800	5.000	-.022	-.101	-.444	-1.005
COMP2	3.000	5.000	-.013	-.058	-.323	-.732
COMP1	3.330	5.000	-.048	-.216	-1.086	-2.458
Multivariate					64.490	14.070

Source: Primary data processed with AMOS Version 23.0

By using the criteria mentioned above, based on the results of the data analysis in Table 9, not all indicators in this study are normally distributed. According to Solimun in Maming in Putera (2017), if the observation data exceeds 100 then the assumption of normality in the SEM analysis is not too critical because based on the Central Limit Theorem (Central Limit Theorem) from a large sample, data that is close to the normal distribution can be generated. Thus, the results of this study meet the normality test.

**c. Outlier Evaluation**

1. Univariate Outliers test

From the results of data analysis, there is no Z value that exceeds 4, the following are the results of the univariate outliers test:

**Table 10.** Outliers . Univariate Test Results

Variabel	Maximum
Zscore: COMP1	1,39684
Zscore: COMP2	1,48741
Zscore: COMP3	1,55242
Zscore: COMP4	1,45284
Zscore: COMP5	1,25446
Zscore: COM1	2,27313
Zscore: COM2	2,84753
Zscore: COM3	2,76623
Zscore: WE1	1,63956
Zscore: WE2	1,3877
Zscore: WE3	1,16208
Zscore: EP1	1,60468
Zscore: EP2	1,89706
Zscore: EP3	1,34427
Zscore: EP4	1,17449
Zscore: EP5	1,50574
Zscore: EP6	1,15141

Source: Primary data processed, 2021.

2. Outlier Multivariate Test. From the results of the following analysis, several data are obtained that are multivariate. However, according to Maming in Putera (2017), data that is outliers cannot be discarded if the data describes the condition of the data, not an error in inputting data.

**Tabel 11.** Hasil Uji *Multivariate Outlier*

Observation number	Mahalanobis d-squared	Chi Square Table	Result
71	53,584	40.79	FALSE
81	50,581	40.79	FALSE
46	47,974	40.79	FALSE
45	38,100	40.79	TRUE
86	34,850	40.79	TRUE
72	33,766	40.79	TRUE
123	33,020	40.79	TRUE
35	32,835	40.79	TRUE
76	31,997	40.79	TRUE
122	31,782	40.79	TRUE
80	30,546	40.79	TRUE
98	30,239	40.79	TRUE
100	30,157	40.79	TRUE
41	28,282	40.79	TRUE
27	27,958	40.79	TRUE
12	27,727	40.79	TRUE

Observation number	Mahalanobis d-squared	Chi Square Table	Result
53	26,730	40.79	TRUE
66	26,316	40.79	TRUE
6	26,291	40.79	TRUE
42	26,144	40.79	TRUE
36	25,881	40.79	TRUE
117	25,768	40.79	TRUE
43	25,533	40.79	TRUE
73	25,163	40.79	TRUE
30	24,709	40.79	TRUE
49	23,760	40.79	TRUE
104	23,573	40.79	TRUE
105	23,450	40.79	TRUE
47	23,231	40.79	TRUE
107	22,979	40.79	TRUE
8	22,947	40.79	TRUE
29	22,793	40.79	TRUE
54	22,656	40.79	TRUE
15	22,208	40.79	TRUE
91	22,127	40.79	TRUE
26	21,069	40.79	TRUE
51	20,482	40.79	TRUE
64	20,431	40.79	TRUE
116	20,132	40.79	TRUE
34	19,751	40.79	TRUE
59	19,579	40.79	TRUE
52	19,574	40.79	TRUE
18	19,538	40.79	TRUE
84	19,484	40.79	TRUE
2	18,796	40.79	TRUE
67	18,582	40.79	TRUE
121	18,511	40.79	TRUE
24	18,489	40.79	TRUE
96	18,359	40.79	TRUE
28	18,146	40.79	TRUE
55	18,065	40.79	TRUE
99	17,150	40.79	TRUE
95	17,137	40.79	TRUE
110	16,767	40.79	TRUE
3	16,366	40.79	TRUE
17	16,003	40.79	TRUE
7	15,635	40.79	TRUE
83	15,616	40.79	TRUE
13	15,505	40.79	TRUE
33	14,792	40.79	TRUE

Observation number	Mahalanobis d-squared	Chi Square Table	Result
9	14,504	40.79	TRUE
21	14,493	40.79	TRUE
118	14,488	40.79	TRUE
25	14,480	40.79	TRUE
77	14,100	40.79	TRUE
4	14,073	40.79	TRUE
5	13,964	40.79	TRUE
62	13,959	40.79	TRUE
112	13,591	40.79	TRUE
60	13,467	40.79	TRUE
93	13,341	40.79	TRUE
63	12,684	40.79	TRUE
82	12,362	40.79	TRUE
119	12,339	40.79	TRUE
44	12,291	40.79	TRUE
37	12,157	40.79	TRUE
38	12,007	40.79	TRUE
50	11,894	40.79	TRUE
58	11,827	40.79	TRUE
68	11,659	40.79	TRUE
111	11,659	40.79	TRUE
40	11,592	40.79	TRUE
14	11,358	40.79	TRUE
69	11,190	40.79	TRUE
48	10,873	40.79	TRUE
16	10,705	40.79	TRUE
85	10,405	40.79	TRUE
31	10,142	40.79	TRUE
109	10,122	40.79	TRUE
11	10,081	40.79	TRUE
106	10,014	40.79	TRUE
114	10,013	40.79	TRUE
92	9,836	40.79	TRUE
89	9,649	40.79	TRUE
19	9,621	40.79	TRUE
20	9,565	40.79	TRUE
120	9,533	40.79	TRUE
102	9,478	40.79	TRUE
1	9,130	40.79	TRUE
57	8,906	40.79	TRUE

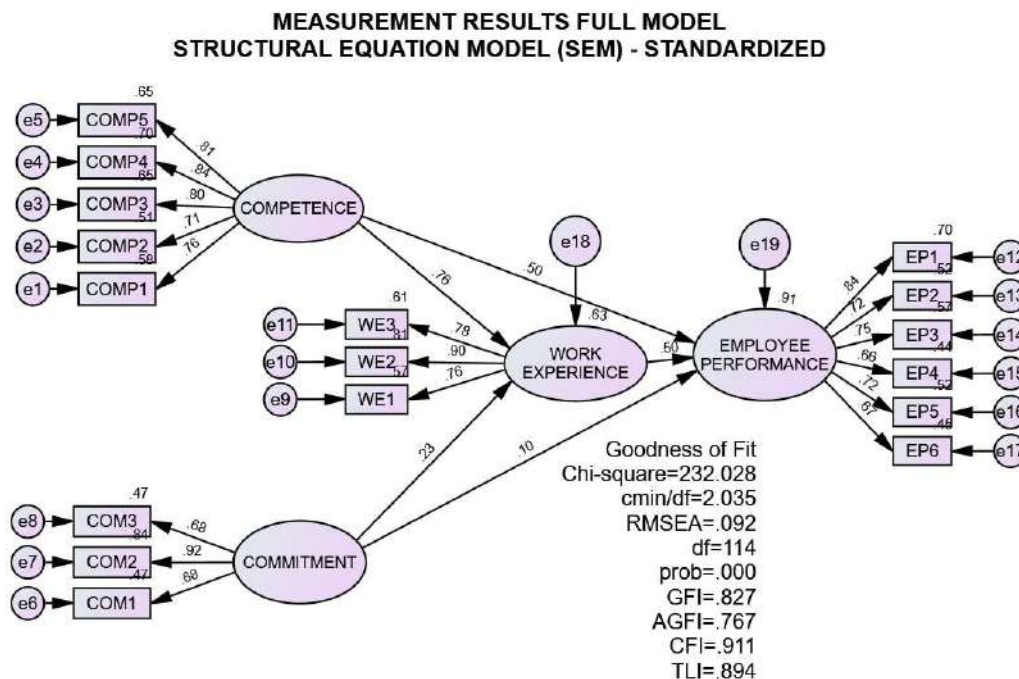
Source: Primary data processed with AMOS Version 23.0



### 8. Analysis Full Model – Structural Equation Model (SEM)

Analysis of the results of data processing at the full stage of the SEM model was carried out by conducting conformity tests and statistical tests. The results of data processing for the full SEM model analysis are shown in Figure 6 below:

**Figure 6.** Full Structural Model Measurement Test Results



Source: Primary data processed with AMOS Version 23.0

A summary of the results of the Full Structural Model test can be seen in the following table:

**Table 14.** Goodness of Fit Index Test Results Full Structural Model

Goodness of fit index	Cut of Value	Analysis Results	Model Evaluation
$\chi^2$ chi square	$\leq 149,884$	232,028	Poor Fit
significancy probability	$\geq 0,05$	0,000	Poor Fit
RMSEA	$\leq 0,08$	0,092	Marginal Fit
CMIN/DF	$\leq 2,00$	2,035	Good Fit
GFI	$\geq 0,90$	0,827	Marginal Fit
AGFI	$\geq 0,90$	0,767	Poor Fit
TLI	$\geq 0,95$	0,894	Marginal Fit
CFI	$\geq 0,95$	0,911	Marginal Fit

Source: Primary data processed, 2021.

The results of the data processing analysis in Table 14 show that all the constructs used to form a research model in the full SEM model analysis process have met some of the

goodness of fit criteria that have been set, so it can be said that the existing model is able to meet the criteria required to become a model. which can represent the actual conditions. So it can be concluded that the structural equation model is acceptable and the analysis can be continued.

The following are the results of the confirmatory factor analysis test to determine the loading factor value of the exogenous and endogenous latent indicators and variables in the structural model:

**Table 15.** Confirmatory Factor Analysis Test Results Full Structural Model

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
WORK_EXPERIENCE	<---	COMPETENCE	.840	.124	6.766	***	par_13
WORK_EXPERIENCE	<---	COMMITMENT	.151	.054	2.787	.005	par_14
EMPLOYEE_PERFORMANCE	<---	COMPETENCE	.564	.127	4.457	***	par_15
EMPLOYEE_PERFORMANCE	<---	COMMITMENT	.068	.042	1.603	.109	par_16
EMPLOYEE_PERFORMANCE	<---	WORK_EXPERIENCE	.511	.119	4.312	***	par_17
COMP1	<---	COMPETENCE	1.000				
COMP2	<---	COMPETENCE	1.105	.139	7.948	***	par_1
COMP3	<---	COMPETENCE	1.171	.125	9.381	***	par_2
COMP4	<---	COMPETENCE	1.322	.139	9.488	***	par_3
COMP5	<---	COMPETENCE	1.487	.164	9.073	***	par_4
COM1	<---	COMMITMENT	1.000				
COM2	<---	COMMITMENT	1.004	.140	7.147	***	par_5
COM3	<---	COMMITMENT	.782	.118	6.612	***	par_6
WE1	<---	WORK_EXPERIENCE	1.000				
WE2	<---	WORK_EXPERIENCE	1.252	.117	10.669	***	par_7
WE3	<---	WORK_EXPERIENCE	1.238	.137	9.011	***	par_8
EP2	<---	EMPLOYEE_PERFORMANCE	1.241	.131	9.451	***	par_9
EP3	<---	EMPLOYEE_PERFORMANCE	1.088	.106	10.228	***	par_10
EP4	<---	EMPLOYEE_PERFORMANCE	.853	.102	8.385	***	par_11
EP5	<---	EMPLOYEE_PERFORMANCE	1.281	.137	9.381	***	par_12
EP1	<---	EMPLOYEE_PERFORMANCE	1.000				
EP6	<---	EMPLOYEE_PERFORMANCE	.974	.116	8.383	***	par_18

Source: Primary data processed with AMOS Version 23.0

### 9. Evaluation of Multicollinearity

Multicollinearity test in SEM analysis is done by looking at the correlation between exogenous variables. The SEM model is declared not to contain multicollinearity between exogenous variables if the correlation value between exogenous variables does not exceed 0.9. In this study, the variables that act as exogenous are the competence and commitment variables.

**Tabel 12.** Multikolinearitas

Correlations: (Group number 1 - Default model)

	Estimate
COMPETENCE <--> COMMITMENT	.316

Source: Primary data processed with AMOS Version 23.0

The results of the analysis in Table 12 above show that the correlation between the variables of competence and commitment is only 0.316. Because the correlation between

exogenous variables does not exceed 0.9, it is stated that there is no multicollinearity between exogenous variables in the SEM model.

**10. Test Validity, Reliability and Extract Variance (AVE)**

In SEM analysis, measurement model testing is used to test the validity and reliability of indicators on each construct. Testing the measurement model on each construct consists of several stages, namely (1) Construct Validity Test and (2) Construct Reliability Test.

At the structural model testing stage, the indicators for each construct are declared valid in measuring the construct if it has a loading factor value > 0.5 (Ghozali (2011: 138), while in constructing reliability testing, it is declared reliable if it has a CR value > 0.7 and AVE > 0.5 (Ghozali; 2011: 140). The calculations for CR and AVE are not included in the AMOS program output but are calculated manually using the following basic formula for calculating CR and AVE:

$$Variance\ Extracted = \frac{\sum Std.\ Loading^2}{\sum Std.\ Loading^2 + \sum \epsilon_j}$$

$$Construct\ Reliability = \frac{(\sum Std.\ Loading)^2}{(\sum Std.\ Loading)^2 + \sum \epsilon_j}$$

Source: Ghozali (2011: 138 – 140)

The following is a summary of the results of testing the validity and reliability of the structural model:

**Table 13.** Validity and Reliability Test Results of Structural Models

Variebel	Indikator	λ	Validitas	AVE	CR	Reliabilitas
Competence	COMP5	0,763	valid	0,727	0,930	reliabel
	COMP4	0,836	valid			
	COMP3	0,808	valid			
	COMP2	0,714	valid			
	COMP1	0,763	valid			
Commitment	COM3	0,681	valid	0,809	0,896	reliabel
	COM2	0,914	valid			
	COM1	0,684	valid			
Work Experience	PK3	0,791	valid	0,855	0,957	reliabel
	PK2	0,908	valid			
	PK1	0,771	valid			
Employee Performance	KIN6	0,684	valid	0,704	0,957	reliabel
	KIN5	0,739	valid			
	KIN4	0,677	valid			
	KIN3	0,769	valid			
	KIN2	0,733	valid			
	KIN1	0,847	valid			

Source: Primary data processed, 2021.

Based on the results of testing the validity and reliability of the structural model constructs in Table 13 above, the results of the analysis show that the loading factor value of all indicators has exceeded 0.5 so that it can be stated that all indicators on the structural model construct are valid in measuring the construct, then on construct reliability testing, The results of the analysis show that the AVE value of all constructs has exceeded 0.5 and the CR of all

constructs has exceeded 0.7 which means that all constructs are reliable. All indicators in each construct of the structural model can be used to measure the construct so that all indicators are not excluded (still present) in the structural model.

## 11. Structural Model Testing

### a. Direct Influence Test

Hypothesis testing in this study was carried out based on the results of the direct influence test on SEM analysis. The hypothesis used in this test uses a one-tailed hypothesis test, so that the hypothesis will be accepted if p value < 0.05 and Critical Ratio (CR) > 1.96 and the research hypothesis is not proven if p value > 0.05 and CR < 1.96. The following is a test of the direct influence between exogenous and endogenous variables contained in the research model:

**Table 14.** Direct Test Results Regression Weights  
Regression Weight: (Group number 1 – Default model)

			Estimate	S.E.	C.R.	P
WORK EXPERIENCE	<---	COMPETENCE	0,84	0,124	6,766	***
WORK EXPERIENCE	<---	COMMITMENT	0,151	0,054	2,787	0,005
EMPLOYEE PERFORMANCE	<---	COMPETENCE	0,564	0,127	4,457	***
EMPLOYEE PERFORMANCE	<---	COMMITMENT	0,068	0,042	1,603	0,109
EMPLOYEE PERFORMANCE	<---	WORK EXPERIENCE	0,511	0,119	4,312	***

Source: Primary data processed with AMOS Version 23.0

**Tabel 15.** Standardized Regression Weights: (Group number 1 - Default model)

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
WORK EXPERIENCE	<--	COMPETENCE	0,759
WORK EXPERIENCE	-	COMMITMENT	0,229
EMPLOYEE PERFORMANCE	<--	COMPETENCE	0,499
EMPLOYEE PERFORMANCE	-	COMMITMENT	0,1
EMPLOYEE PERFORMANCE	<--	WORK EXPERIENCE	0,501
	-		

Source: Primary data processed with AMOS Version 23.0

## D. DISCUSSION

Based on the output of the SEM analysis in the table above, the following results were obtained:

### 1. Effect of Competence on Performance (COMP→EP)

The results of the analysis in Tables 14 and 15 show that the path coefficient on the path that shows the influence of competence on performance is very significant (\*\*\*) and the CR is 4,457 and the path coefficient is positive at 0,499. Because the path coefficient is positive and significant and  $CR > 1,96$ , it can be concluded that competence has a positive and significant effect on employee performance, the higher the employee's competence, the better the employee's performance. Thus the first hypothesis (H1) is accepted. The results of this study are in line with research conducted by Halil Zaim, Mehmet Fatih Yaşar, mer Faruk nal (2013). These researchers analyzed the relationship between individual competence and individual performance and the relationship between individual competence and organizational performance, with the object of research in sector companies. services in Turkey, the findings of this study reveal that there is a positive relationship between competence and individual performance and provide some empirical evidence that refers to the effect of individual competence on organizational performance, in terms of organizational performance, managerial competence seems to be the most significant factor. Similarly, the research conducted by Gabriela Kolibacova (2011) with the object of research on employees of companies in the UAE, the results of this study indicate that the level of competence of one employee is one unit higher than the level of competence of other employees, it can be assumed that the level of performance is 7 up to 12,5% higher.

From the results of this study, it can be concluded that the employee competency improvement program organized by Energy Equity Epic (Sengkang) Pty. Ltd. has succeeded in influencing the improvement of employee performance. That when employees have high competence in accordance with their field of work, the employee will be more confident and able to overcome problems that arise in his duties and work, so that the tasks carried out can be carried out properly according to the targets expected by the company. The higher the competence of employees, the performance of employees will also increase.

### 2. Effect of Commitment on Performance (COM→EP)

The results of the analysis in Tables 14 and 15 show that the path coefficient on the path that shows the effect of commitment to performance is not significant with a p value of 0,109 and a CR of 1,603 and a very low path coefficient of 0.1. Therefore  $p \text{ value} > 0,05$ ;  $CR < 1,96$  and the path coefficient is very low, it can be concluded that commitment has no significant effect on employee performance. Thus Hypothesis 2 is rejected or cannot be accepted. These results indicate that commitment does not have a direct effect on employee performance. This is reinforced by the results of data processing which shows that the probability value of 0,109 does not meet the requirements  $> 0,05$  and the CR value of 1,603 also does not meet the requirements  $< 1,96$ . The results of this study contradict the research conducted by Varsha Dixit and Monica Bhati (2012) with the object of research on employees in the Indian automotive component industry, the results of this study indicate that employee commitment (Affective, Normative, continuous) is significantly related to sustainable productivity in the components industry. automotive and revealed that there is a positive relationship between the three commitments- affective, continuance and normative commitment and sustainable productivity of the organization. Similarly, research conducted by P.M.K.U Bandula (2020) with the object of research on employees at Licensed Financing companies in Sri Lanka, this study shows that employee commitment has a significant and positive effect on employee performance.

Every company certainly expects a high commitment from its employees. High commitment will certainly affect employee performance. In this condition, the commitment of the employees of Energy Equity Epic (Sengkang) Pty. Ltd. is still relatively low so the company needs to pay attention to the employee commitment factor. How the company is able to create a sustainable system that can strengthen and increase employee commitment to the company. In this case, the company's management needs to analyze and review the things that cause the low commitment of the employees of Energy Equity Epic (Sengkang) Pty. Ltd.

### 3. The Influence of Competence on Work Experience (COMP→WE)

The results of the analysis in Tables 14 and 15 show that the path coefficient of the influence of competence on work experience is very significant (\*\*\*) with a CR value of 6,766 and a positive path coefficient of 0,499. Because the path coefficient is positive and significant and CR > 1,96, it can be concluded that competence has a positive and significant effect on work experience. The higher the competence of employees supported by extensive work experience, the stronger the influence on employee performance. Thus the third hypothesis (H3) is accepted.

### 4. Effect of Commitment to Work Experience (COM→WE)

The results of the analysis in Tables 14 and 15 show that the path coefficient on the path that shows the effect of commitment to work experience is very significant (0,005) with a CR value of 2,787 and a positive path coefficient of 0,229. Because the path coefficient is positive and significant and CR > 1,96, it can be concluded that commitment has a positive and significant effect on work experience, the better employee commitment supported by extensive work experience, the stronger the effect on employee performance. Thus the fourth hypothesis (H4) is accepted.

### 5. Effect of Work Experience on Employee Performance (WE→EP)

The results of the analysis in Tables 14 and 15 show that the path coefficient on the path that shows the effect of work experience on performance is very significant (\*\*\*) with a CR of 4,312 and a positive path coefficient of 0.501. Because the path coefficient is positive and significant and CR > 1,96, it can be concluded that work experience has a positive and significant effect on performance. Thus the fifth hypothesis (H5) is accepted.

The results of this study are in line with research conducted by Epi Ratnawati, Sukidjo, Riyanto Efendi (2020) with the object of research being PT. Tirta Kencana Tatawarna Bengkulu, the results of this study indicate that work experience has a positive and significant effect on employee performance. Similarly, research conducted by Njongu (2017), this study found that experienced employees can improve process efficiency in line with the activities they carry out in the organization, agreeing 43,7% with an average of 2,61 and a standard deviation 1,432. The efficiency of the production process is achieved because the employees are educated and experienced at the management and supervisory level. Based on the data agree and strongly agree by 44.6% and 32,4% of respondents with an average of 2,39 and a standard deviation of 1,343.

## 12. Coefficient of Determination

**Tabel 16.** Squared Multiple Correlations

*Squared Multiple Correlations: (Group number 1 - Default model)*

	<b>Estimate</b>
WORK EXPERINCE	0,629
EMPLOYEE PERFORMANCE	0,913

Source: Primary data processed with AMOS Version 23.0

Based on the results of the analysis in Table 16 above, the results of the analysis show that the squared multiple correlation value of the work experience variable is 0,629 indicating that the large influence of competence and commitment to work experience is 62,9% while the remaining 37,1% variance of work experience is influenced by factors others beyond the competence and commitment of employees.

Furthermore, for the performance variable, the R square value obtained is 0,913 indicating the large contribution of competence, commitment and work experience to

performance is 91,3% while the remaining 8,7% variance in performance is influenced by other factors outside of work experience, competence and commitment.

### 13. Indirect Influence Test

The hypothesis used in this test is as follows:

Ho: Work experience cannot mediate the effect of competence/commitment on performance

Ha : Work experience can mediate the effect of competence / commitment on performance

With a significance level of 5%, Ho is rejected if the p value of the Sobel test result is <0,05 and Ho is not rejected if the p value of the Sobel test result is > 0,05.

**Table 14.** Sobel test results

Indirect Line	t Statistic	p value	Results
COMP--> WE --> EP	3,4867	0,00026	Significantly mediate
COM-->WE --> EP	2,9877	0,00141	Significantly mediate

Source: Primary data processed, 2021.

Based on the results of the Sobel test in Table 14 above, the results of the analysis show that the significance value of the Sobel test results on the indirect path COMP--> WE --> EP is 0,00026, because the significance value of the test results <0,05 then Ho rejected and concluded that work experience can mediate the effect of competence on performance. Thus the sixth hypothesis (H6) is accepted. This means that employees who have high competence are likely to have a broad level of work experience. So that it indirectly affects good performance with the competence they have.

Furthermore, the results of the Sobel test in Table 14 also show that the p value of the indirect path COM --> WE --> EP, obtained a p value of 0,00141, because p value < 0,05, it is concluded that work experience can mediate the effect of commitment on performance. Thus the seventh hypothesis (H7) is accepted. This means that employees who are highly committed are likely to have a broad level of work experience. So that it indirectly affects good performance with the commitment they have.

### 14. Hypothesis Testing Results

**Table 15.** Summary of Hypothesis Testing Results

Hipotesis	Original Sample (O)	Conclusion
(1) Competence affects Employee Performance	<ul style="list-style-type: none"> <li>• Path Coef = 0,499</li> <li>• T Statistics = 4,457</li> <li>• P value = ***</li> </ul>	<i>accepted</i>
(2) Commitment affects employee performance	<ul style="list-style-type: none"> <li>• Path Coef = 0,1</li> <li>• T Statistics = 1,603</li> <li>• P value = 0,109</li> </ul>	<i>rejected</i>
(3) Competence affects Work Experience	<ul style="list-style-type: none"> <li>• Path Coef = 0,759</li> <li>• T Statistics = 6,766</li> <li>• P Value = ***</li> </ul>	<i>accepted</i>
(4) Commitment affects Work Experience	<ul style="list-style-type: none"> <li>• Path Coef=0,229</li> <li>• T Statistics = 2,787</li> <li>• P Value = 0,005</li> </ul>	<i>accepted</i>
(5) Work experience affects employee performance	<ul style="list-style-type: none"> <li>• Path Coef = 0,501</li> <li>• T Statistics = 4,312</li> </ul>	<i>accepted</i>

	<ul style="list-style-type: none"> <li>• P Value = ***</li> </ul>	
(6) Work experience can mediate the effect of competence on performance	<ul style="list-style-type: none"> <li>• T Statistics = 3,486</li> <li>• P Value = 0,00026</li> </ul>	<i>accepted</i>
(7) Work Experience mediates the effect of Commitment on Employee Performance	<ul style="list-style-type: none"> <li>• T Statistics = 2,987</li> <li>• P Value = 0,00141</li> </ul>	<i>accepted</i>

Source: Primary data processed, 2021.

### E. Closing

Competence and work experience are two variables that have a positive and significant effect on employee performance. Meanwhile, commitment has no significant effect on employee performance. Based on the results of this study, competence has a greater influence on employee performance than employee experience. Commitment has a positive and significant effect on performance if mediated by work experience. However, these three variables must be an important concern for companies in conducting policy interventions aimed at improving employee performance. Employee performance is not fully influenced by the variables of competence, commitment and work experience, but is also influenced by other variables not examined in this study.

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