

The Effect of Organizational Competence and Commitment on Employee Performance on CV. Jati Visions Raya

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Abstract

This study aims to determine the influence of organizational competence and commitment on employee performance on CV. Teak Visions Raya. The population of this study was CV employees. Teak Visions Raya. The technique used in determining the sample using random sampling samples, where the total population used as a sample was 73 respondents. The method in data collection uses multiple linear regression analysis. The results of this study show that there is a positive and significant influence between competence on employee performance with a calculated value of $> t_{table} 8.776 > 1.99394$. There is a positive and significant influence between the organization's commitment to employee performance with a calculated value of $> t_{table} 9.823 > 1.99394$. And there is a positive and significant influence between organizational commitment and organizational commitment together on employee performance with a calculated value of $> t_{table} 67,518 > 3,13$.

Keywords: competence, organizational commitment, employee performance.

1. Introduction

CV. Jati Visions Raya is one of the rattan manufacturing companies that provides a complete range of products such as furniture rattan, decorative lamps and *outdoor furniture*. The rattan sales have been exported to various countries such as the United States, Australia and Continental Europe. The development of CV. Jati Visions Raya wants employees who have good performance in order to produce quality products. However, in its implementation the problems faced in CV. Jati Visions Raya is about performance. This problem needs to be considered in the company because employee performance will affect the quality and quantity of the company in the face of competition. Therefore, having quality human resources is needed in order to achieve goals and improve employee performance. However, if the quality of human resources is not good, it will result in decreased performance, which affects the achievement of targets that are not optimal in the company. The following is data on the production results for the 2019-2021 period on CV. Teak Visions Raya :

Table 1. CV Production Results. Teak Visions Raya 2019-2021

Year	Target	Production Results
2019	6.000	6.980
2020	5.800	5.789
2021	5.600	5.568

Based on table 1, it can be seen that in 2019 the amount of production produced by CV. Jati Visions Raya amounted to 6,980 units, meaning it exceeded the predetermined target because the expected target in 2019 was 6,000 units, in 2020 the total production reached 5,789 units and in 2021 amounted to 5,568 units. The data shows that the production process for the last three years from 2019, 2020, 2021 has increased and decreased, causing the production to be unstable. According to the results of an interview with Aan Hardianto Kusuma as the head of HRD CV. Jati Visions Raya, the decline in production results occurred due to several factors, both internal and external factors.

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Internal factors are caused by the performance of employees. Employee performance has decreased which results in not achieving targets in production while external factors are caused by late delivery of raw materials, slowing down the manufacture of products.

Problem Performance also get views from sum Attendance employee that experience late deep work. Employee that late also will Influential at quality work because indisciplinability employee will Inhibit work team so that team not get Meet necessity Company. Besides that, delay employee also will Inhibit Way production that get Harm company. Next, The data Attendance employee late year 2021 that is as next.

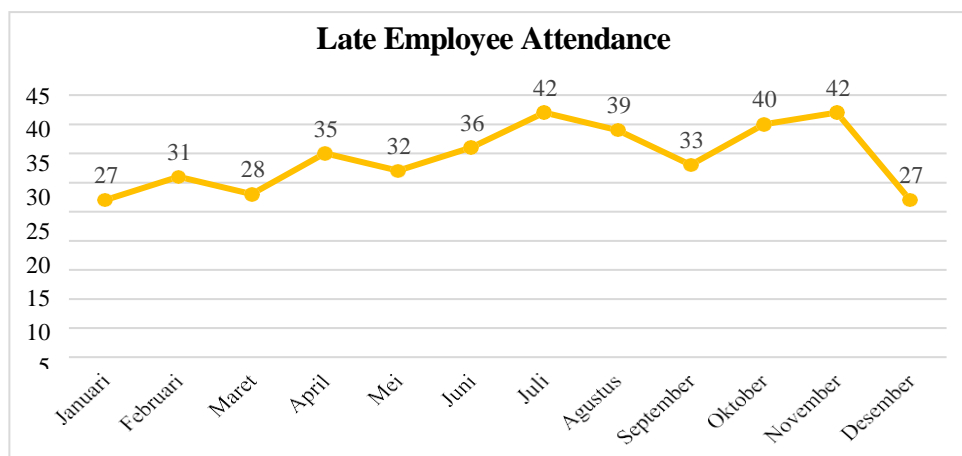


Figure 1. Late Employee Attendance for the period January – December 2021

Based on Figure 1, it shows the level of employee delay which is still a problem with CV. Jati Visions Raya, where in July and November 2021 there was an increase of 42 people who experienced delays when they entered work. A few months later the number of delays increased and decreased which caused unstable employees at work because the level of delay was still high every month.

Several researchers conducted research related to employee performance, according to Fitriyah (2021) in the journal *Humanities* entitled the influence of human resource competencies, management information systems and work skills on employee performance at the North Labuhanbatu Communication and Information Service concluded that the competence of human resources, management information systems and work skills has a positive and significant effect on performance with a value of $F_{\text{calculate}} > F_{\text{of the table}}$ which is $56,670 > 2.90$. Meanwhile, according to Anzhori, Effendy, Ritonga (2022) in the *Journal of Education, Humanities and Social Sciences (JEHSS)* entitled the effect of competence and compensation on the performance of PTPN III Rantauprapat Harvester employees, it is concluded that there is a significant positive influence of competence and compensation on the performance of PTPN III Rantauprapat Harvester employees with a calculated F value of $> F_{\text{table}}$ ($66,490 > 19,487$) with $\text{Sig values } 0.000 < 0.050$.

CV. Jati Visions Raya requires employees to have good competence, especially in their field of work because if the employee has poor competence, of course it will be a problem so that employees have difficulty in achieving maximum performance. One of the factors affecting employee performance is competence. Determination of the level of competence is also needed in order to be able to find out the level of achievement and performance expected for good or average categories. Competence is something that must be possessed by an employee in carrying out his job well so that he can achieve company targets. According to the results of an interview with Aan Hardianto Kusuma as the head of HRD CV. Jati Visions Raya there is a phenomenon regarding competence where the composition of the level of education of CV employees. Jati Visions Raya is very diverse ranging from elementary, junior high, high school, D-I, D-II, D-III, D-IV and S1.

The high competence possessed by employees will realize superior performance because competence acts as input, production and process in a job. As an input, competence is the capacity or potential that arises in a person to solve a problem well. Capacity here consists of knowledge, skills and behavior. Meanwhile, competence as a process for stringing inputs and production. Competence is also a very important factor in efforts to produce optimal performance. The following is data on the level of education of CV employees. Jati Visions Raya is as follows:

Table. 2 Level of education of CV employees. Teak Visions Raya

Final Education	Number of Employees
Elementary/Equivalent	26 people
Junior High School/Equivalent	58 people
High School/Equivalent	119 people
D-1 to D-III	12 people
S1	32 people

Based on Table 2, data on employee education levels in 2022 on CV. Jati Visions Raya still has many elementary and junior high school education. This is one of the factors that occur in CV. Teak Visions Raya. Because the level of education is one of the factors that affect the level of competence that employees have and will have an impact on employee performance.

Several researchers conducted research related to competence, according to Tolandang (2021) in the EMBA journal entitled the influence of competence and compensation on employee performance at the North Sulawesi Provincial Cultural Values Preservation Center concluded that the competence and compensation had a positive and significant effect on the performance of employees at the North Sulawesi Provincial Cultural Values Preservation Center. Meanwhile, according to Syahputra (2020) in the journal Scientific Master of Management entitled influence of needs, training and career development on employee performance said that simultaneous membership, training and career development have a significant effect on the performance of Angkasa Pura II (Persero) employees of the Kualanam Branch Office.

Organizational commitment is also one of the factors that can affect employee performance. Theoretically, a commitment becomes an important role so that the company can function effectively, without a commitment, it will certainly reduce the effectiveness of the company. Employees who have that commitment tend to stay within the company. High commitment reduces the need for employees to be watched constantly. Employees with high commitment try to achieve company goals by showing good performance for the benefit of the company. However, in a company commitment problems often occur, many employees lack a commitment attitude so that it has an impact on their performance. Based on the results of an interview with Aan Hardianto Kusuma as the head of HRD, it was concluded that the employees on the CV. Jati Visions Raya has a low commitment so that it can hinder the running of the company. The low commitment can be seen based on the decrease in the number of employees. Reduced employees on CV. Jati Visions Raya is caused for several reasons including illness and low employee competence.

Several researchers conducted research related to organizational commitment, according to Lengkong (2022) in the EMBA journal entitled the influence of competence, organizational commitment and teamwork on employee performance in hospitals Bhayangkara Level III Manado concluded that competence, organizational commitment, and teamwork simultaneously had a significant effect on employee performance at Bhayangkara Level III Manado Hospital. Meanwhile, according to Hereyanti et al., (2021) in the journal *Business Innovation & Entrepreneurship Journal* entitled the influence of motivation, organizational commitment and supervision on the performance of PT employees. Kalimantan Prima Persada (KPP) stated that motivation, organizational commitment and supervision simultaneously have a significant effect and with a positive direction on the Performance of PT. Kalimantan Prima Persada. Kalimantan Prima Persada (KPP).

2. Literature Review

2.1 Competence

Competence as a form of a person's ability to master a task, skills and attitudes that must be possessed by human resources to be able to carry out their duties properly in accordance with what is charged by the organization. This competence must be mastered by every human resource in order to be assessed as a manifestation of the results of the implementation of tasks that refer to the experience of each human resource. Quality human resources will certainly maximize their competence. According to Sutrisno (2020:20) posits "Competence is a characteristic of a person's self-foundation that allows him to provide superior performance in a particular job, role or situation". Further Busro (2018b) explains "Work competence is a basic characteristic that can be linked to the improvement of the work of individual or team employees". Whereas according to Spenser & Spenser in Edison (2018:140) "Competence is an

underlying characteristic of an individual that is related to causal or causal relationships of effective execution and or excellence in work or circumstances".

According to Spenser & Spenser in Edison (2018: 143) the dimension of competence is divided into 3, namely: (1) Knowledge, is an important source for individuals and organizations in facing the era of globalization which is characterized by competition, human resources are required to have broad knowledge. Knowledge becomes a potential source to achieve the goals to be achieved. The indicators that affect knowledge are having knowledge that supports work and having a willingness to improve work. (2) Skills, employees in the company must have expertise in a job to be handled, by having expertise, employees are able to handle work carefully so as to get the desired results. In addition to employees must have skills, employees must also be able to solve a problem quickly and efficiently. The indicators that affect skills are having technical expertise in the field of work to be handled, having the ability to identify problems and having the ability to find solutions to problems. (3) Attitude, having a good attitude becomes an important element for the company and organization, by upholding ethics in organizing certainly affects company ethics. Therefore, employees must have a good attitude. The indicators of attitude are having initiative in helping colleagues and politeness in carrying out work.

2.2 Organizational commitment

Commitment means a strong acceptance in the individual towards the goals and values of the company so that the individual will try and work and have a strong desire to stay in the company. Understanding organizational commitment according to Umam (2018): "Commitment in organizing as a psychological structure which is characteristic of the relationship between members of the organization and has implications for individual satisfaction to continue their membership in organizing". In addition, Wibowo, (2016b) defines that: "Organizational commitment is the feeling of identification, loyalty and involvement expressed by the worker towards the organization or unit in the organization". Edison et al., (2018) posits that: "Commitment Employee / Employee is a form where employees / employees have involvement, accept existing environmental conditions and strive to excel and serve". Based on the understanding of the experts above, it can be concluded that commitment is a form of accepting the company environment in individuals so that employees can contribute and serve a company to achieve a goal.

Mayer & Allen in Umam (2018: 259) formulated 3 dimensions of commitment, namely: (1) *Affective Commitment*, related to the emotional relationship and involvement of members to their organization, identification with the organization and involvement of members with activities in the organization. Indicators related to *affective commitment* are having an emotional bond to the company and the values that the company applies according to employees. (2) *Continuance Commitment*, relating to the awareness of members of the organization so that they will suffer losses if they leave the organization. Members of organizations with high *continuance commitment* will continue to become members of the organization because they have a need to become members of the organization. The indicators related to *continuance commitment* are more profitable if you stay in the company and there will be losses incurred if you leave the company. (3) *Normative Commitment*, relating to the feeling of attachment to continue to be in the organization. Members of organizations with high *normative commitment* will continue to be members of the organization because they feel they must be in the organization. The indicators related to it are that there are obligations that must be completed and the organization has contributed to the employee.

3.3 Employee performance

Performance is the most important factor that must be considered by the company, with good performance, of course the company will be easier to achieve predetermined targets, but if the performance decreases, it will certainly hinder the company in achieving its goals. Sinambela (2018:480) defines that "Employee performance is defined as the ability of employees to perform certain skills". Meanwhile, Afandi (2021:84) stated that: "Performance is the extent to which a person has played for him in carrying out an organizational strategy either in achieving specific goals related to one's role and or by taking into account competencies that are declared relevant to the organization". Furthermore, according to Ratundo & Sackett in Umam (2018:188) "Performance is all actions or behaviors that are controlled by the individual and contribute to the achievement of the goals of the organization". Based on the explanations of the experts above, it can be concluded that performance is all actions carried out by employees both in quality and quantity achieved by an employee in carrying out their duties in accordance with the company's responsibilities given.

According to Sinambela (2018: 487) the dimensions of employee performance are divided into 3, namely: (1) Motivation, is an impulse that a person has to take action to achieve certain goals. Indicators that can influence motivation are expectations regarding rewards, encouragement and ability. (2) Ability, an action that a person performs to perform various tasks in a job. Indicators related to abilities are needs and properties, perception of tasks.

(3) Opportunity, is something related to the likelihood of an event occurring. The indicators that are related toleisure are internal and external rewards and job satisfaction.

3. Research Method

The type of research used is quantitative research because it involves a number of respondents to test hypotheses to be tested using statistical tests. The population in this research is CV employees. Jati Visions Raya has 268 employees. This study used a side random method. The technique in determining the sample of researchers used the slovin formula with an error of 10% so that the number of respondents was 72.8260 (rounded to 73). The data collection techniques used are interviews, observations, questionnaires and literature studies. The measurement used in this study was using the Likert Scale. The test used is multiple linear regression analysis. Researchers use data management tools in the form of *software with the SPSS (Statistical Product and Service Solutions) Version 26.0 for windows program*.

4. Results and Discussions

4.1 Multiple Linear Regression Analysis

Tabel. 3 Multiple linear regression

	Type	Coefficients ^a			t	Sig.
		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta		
1	(Constant)	11.242	2.382		4.720	.000
	Organizational Commitment	.545	.102	.501	5.324	.000
	Competence	.465	.113	.386	4.102	.000

a. Dependent Variable: Employee performance

Based on the table 3, the equation can be obtained

$$Y = 11.242 + 0.545 X_1 + 0.465X_2$$

Based on the linear equation above, it shows the direction of each independent variable to the dependent variable which can be described as follows:

- A constant value of 11.242 indicates that if there is no competence, organizational commitment and employee performance, then the magnitude of the performance is 11.242.
- The regression coefficient on the competency variable of 0.545 means that if the competence increases by 1 unit, there will be an increase in employee performance by 0.545.
- The regression coefficient on the organizational commitment variable of 0.465 means that if the organizational commitment increases by 1 unit, there will be an increase in employee performance by 0.465.

4.2 Coefficient of Determination

The coefficient of determination is used to measure how much influence competence, organizational commitment together have on employee performance on the CV. Teak Visions Raya. The results of the coefficient of determination can be seen in the *Model Summary* on table 4.

Tabel. 4 coefficient of determination

Type	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.659	.649	2.73750

a. Predictors: (Constant), Competence, Organizational Commitment

Based on table 4, it shows the value of the coefficient of determination or in *Adjusted R Square* is 0.649. This means that the figure shows that the magnitude of the influence of the competency variable (X1), organizational

commitment (X2) together on employee performance (Y) is 64.9% while the rest, namely $100\% - 64.9\% = 35.1\%$ is influenced by other factors outside the study.

4.3 Hypothesis Test

4.3.1 T-test (partial)

1. Effect of Competence (X₁) on Employee Performance (Y)

Based on table 4, the above 20 for the competency variable obtained the number t count > t table $8.776 > 1.99394$. This means that H₀ is rejected and H_a is accepted, where there is a positive and significant influence between competencies on employee performance. The researcher presents an image to describe the location or position of the calculation with a ttablel, namely as follows:

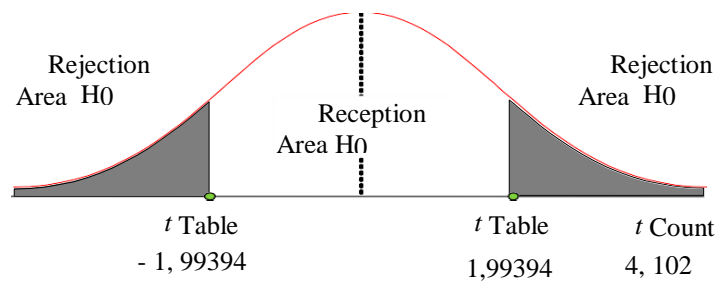


Figure 2. Areas of Acceptance and Rejection of the First Hypothesis

The results of this study are in line with research conducted by Adittyta, Andini, and Sa'adah (2021) in the journal Journal of Management and Entrepreneurship entitled the influence of competence and motivation on performance with career development as a mediating variable stating that competence, motivation and career development can have a good and relevant impact on employee performance. According to the results of an interview with Aan Hardianto Kusuma as the head of HRD at CV. Jati Visions Raya the competence of each individual is needed, because with high competence, it will certainly form optimal performance produced by these employees. Suban and Tewal (2020) in the EMBA journal entitled the influence of individual characteristics, competencies and work facilities on employee performance at PT. Tropica Cocoprime Lelema states that competence is a behavioral characteristic that describes the motives, self-concept, values, knowledge or expertise shown by a superior worker into his work. Motives, self-concept and individual values shape the attitude of the individual.

2. Effect of Organizational Commitment (X₂) On Employee Performance (Y)

Based on table 4, the above 23 for the organizational commitment variable obtained the number t count > t table $9,832 > 1.99394$. This means that H₀ is rejected and H_a is accepted, where there is a positive and significant influence between the organization's commitment to employee performance. The researcher presents an image to describe the location or position of the calculation with a ttablel, namely as follows:

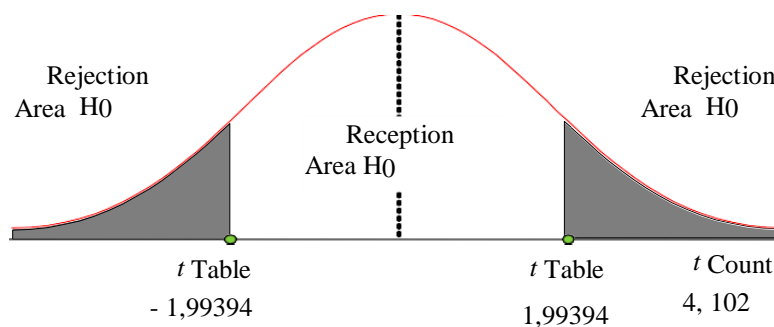


Figure 3. Areas of Acceptance and Rejection of the Second Hypothesis

The results of this study are in line with research conducted by Andre and Hermanto (2021) in the *Krisnadwipayana Business Management Journal* entitled the effect of organizational commitment on the performance of PT. Citra Mandiri Cemerlang stated that organizational commitment and organizational culture support the improvement of PT. Citra Mandiri Cemerlang Prima. Based on the results of an interview with Aan Hardianto Kusuma as the head of HRD on CV. Jati Visions Raya stated that the level of commitment to the company tends to increase and decrease so that it will have an impact on the resulting performance instability. The solution to the problems in organizational commitment above can be minimized by efforts to prosper employees so that employees have the desire to survive in the company. Based on research from Kurniawan and Nurlita (2021) in the *Jenius journal* entitled the role of organizational commitment in the influence of job satisfaction and quality of work life on the performance of PT employees. Ramayana Lestari Sentosa, Tbk Sleman Branch explained that the form of employee dedication to their organization can be realized through organizational commitment.

4.3.2 Test F (Simultaneous)

Table 5. Test F

ANOVA ^a						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1011.949	2	505.974	67.518	,000 ^b
	Residual	524.572	70	7.494		
	Total	1536.521	72			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Competence, Organizational Commitment

Based on table 5, F counts $67.518 > F$ table of 3.13. This means that there is a significant and positive influence between competence, organizational commitment together on employee performance. This study presents an image to illustrate the location or position of the Fhitung with Ftable as follows:

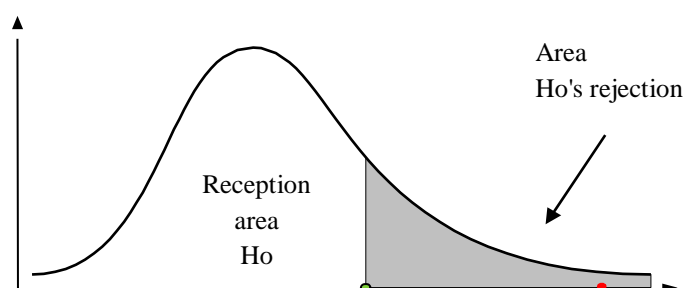


Figure 4. Areas of Acceptance and Rejection of the Third Hypothesis

The results of this study are in line with research conducted by Sunarto, Qurbani, and Virby (2020) in the *Scientific Journal of Forkamma Management* which influences competence, work discipline and work environment on performance at PT Anugrah Bersama Sejahtera Depok states that competence, work discipline, and work environment simultaneously affect employee performance at PT Anugrah Bersama Sejahtera Depok.

5. Conclusion

Based on the results and discussions that have been presented, it can be concluded that the competency variable (X_1) and organizational commitment variables (X_2) both partially and simultaneously positive and significant effect on employee performance (Y) on CV. Teak Visions Raya.

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