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# Organizational Commitment Is Not An Important Thing To Employees Performance

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## Abstract

Performance is a job target, this research aim to find the contribution or effect of competence and job satisfaction through organizational commitment to performance with a sample of 83 employees of PDAM Kota Probolinggo, using path analysis with multiple linear regression with the amos application, giving the results that: competence and job satisfaction are not significant effect organizational commitment, thus organizational commitment is not able to mediate employee competence and job satisfaction on employee performance results, and job satisfaction also does not significantly affect performance, only employee competence has a significant effect on employee performance, Components that need attention are motives, systems supervision, system operational procedures, co-workers and satisfaction with salaries.

**Key words:** *employees competence, organizational commitment, job satisfaction and employees performance*

## Introduction

Probolinggo Municipal Water Supply Company, as SPAM Provider (PDAM) has a vision to become a Reliable and Professional Regional Water Supply Company, to carry out this vision the mission of the PDAM is to establish the mission to provide the best service to customers with excellent quality and affordable prices. Providing the best service the company needs to have high-performing employees. The number of customers served by Probolinggo PDAM is 19,303 and service coverage reaches 96,122 people out of 238,102 inhabitants of Probolinggo City, the number has only reached 40.37%. (PDAM profile 2020 source). This shows the lack of company performance as a result of less than optimal employee performance. Employee performance will be high when employees have high organizational commitment, organizational commitment can be formed if an employee has job satisfaction and competence. To get an idea of how the various variables are related above it is necessary to research the effect of competence and job satisfaction on employee performance with organizational commitment as a mediator. The problems in this study are: 1) how the influence of competence and job satisfaction on organizational commitment, 2) how the influence of organizational commitment to performance, 3) how the effect of competence and job satisfaction on performance, 4) how the role of organizational commitment in mediating the influence of competence and satisfaction work on performance.

## Literature Review

### Competence

According to the Scale of competence comes from the word competence (skills, abilities, and authority), and etymologically competence is the behavior of expertise or excellence of someone who has good skills, knowledge, and behavior (Sutrisno 2009). Competence is the ability to carry out work based on knowledge (knowledge) from formal learning and through training, expertise (skills) in the field of work, and attitudes (attitudes) uphold organizational ethics, and have a positive attitude (friendly and polite) in acting (Edison et al. (2016).

According to Zwell in Wibowo (2016) there are five competency categories, namely: a) Task achievement (competence related to results, managing performance, initiative, efficiency, flexibility, innovation, care for quality, continuous improvement, and technical expertise; b) Relationship (communication competence and work together); c) Personal Attribute (intrinsic competence in ways of thinking, feeling, learning, and developing); d) Managerial (competencies related to managing, supervising and developing people; e) Leadership (competence to lead organizations and people)

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### Job satisfaction

Job satisfaction is a pleasant or unpleasant emotional state in which employees view work positively as reflected by work morale, discipline and work performance (Robbins, 2015; Greenberg and Baron, 2003; Gibson et al, 1997; Hermanto, et al, 2019; Kreitner and Kinicki, 2010, the existence of work incentives also affects work satisfaction (Herman, 2018). According to Rivai (2004) there are 3 well-known theories about job satisfaction, namely: 1) Equity Theory, according to this theory Satisfaction of whether employees are the result of comparing inputs with their outcomes. With a comparison of other employee input-outcome (comparison person). If the comparison is felt to be balanced (equity) then the employee will feel satisfied but if it is not

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balanced (inequity) can lead to two possibilities, namely over compensation in equity and under compensation in equity, 2) Theory of Difference of Needs (Discrepancy Theory), this theory argues that measuring satisfaction can be done by calculating the difference between what should be the reality felt by employees, 3) The Two Factor Theory of Herzberg, the theory of two factors that can cause satisfaction or dissatisfaction according to Herzberg namely the maintenance factor (maintenance factor), and motivating factors (motivational factor). According to Sadariah (2016) Employee job satisfaction in looking at their work is measured by the number of indicators including: a) Wages b) Promotion, c) Supervision, d) Benefits, e) Contribution rewards, f) Operating procedures, g) Coworkers, h) . Nature of work, i) Communication.

### Organizational Commitment

Sadariah (2016) defines Organizational Commitment as the desire of members of the organization to maintain its membership and be willing and strive for the achievement of organizational goals. Meyer and Allen (1997) stated that organizational commitment is an individual's condition considering his personal values and goals adjusted to the values and goals of the organization, as well as the desire to maintain membership in the organization. Organizational commitment related to the state of an employee to maintain membership in the organization. Employees are declared low commitment if within the employee there are the following characteristics such as increased inaction of work, lack of intensity to survive and low quality of work (Sopiah, 2008), Organizational Commitment has three components, namely: 1) Affective Commitment (related to desires being part of the organization due to emotional ties); 2) Continuity Commitment (staying with the organization); 3) Normative Commitment, (values arise in the employee). Employees remain members of the organization because they realize that commitment to the organization must be done (Meyer and Allen, 1997). Sopiah (2008) argues somewhat differently from Meyer and Allen, who divide Organizational Commitment as follows: 1) Continuous Commitment, relating to dedication in carrying out organizational life; 2) Integrated commitment (Cohesion Commitment) related to members' commitment to social relations with other members in the organization; 3) Controlled commitment (Control Commitment) related to commitment to organizational norms that provide the desired direction.

### Performance

Performance according to some experts such as Bernardin and Russel, 2003; Byars and Rue, 1991; Dessler, 2015; is the achievement of an employee in completing tasks and responsibilities within a certain period or a certain time unit. However Gibson et.al (1997) provides an understanding of performance as work performance both in quality and in quantity. Measuring the level of someone's performance according to Riva'I depends on 3 things, namely: 1) oreantasi on achievement, 2) self-confidence, and 3) self-control ability. According to Miner in Edison et al; 2016) and Mathis & Jackson (2006) that a person's performance can be assessed through: 1) the quality of work results such as the level of error, damage, accuracy; 2) quantity of work results such as the amount of work or the volume produced; 3) use of work time such as absenteeism, tardiness, effectiveness of work time; and (4) cooperation in working.

According to Furtwengler in Sinambela (2016) that performance targets are related to work improvement, developing employee potential and ability, employee satisfaction, determining compensation, and practicing communication skills. Performance has several elements such as: a) Performers (people), b) Performance (actions); c) A time element (time); d) An evaluation method (ways); and e) The place Several factors that affect employee performance are illustrated below.



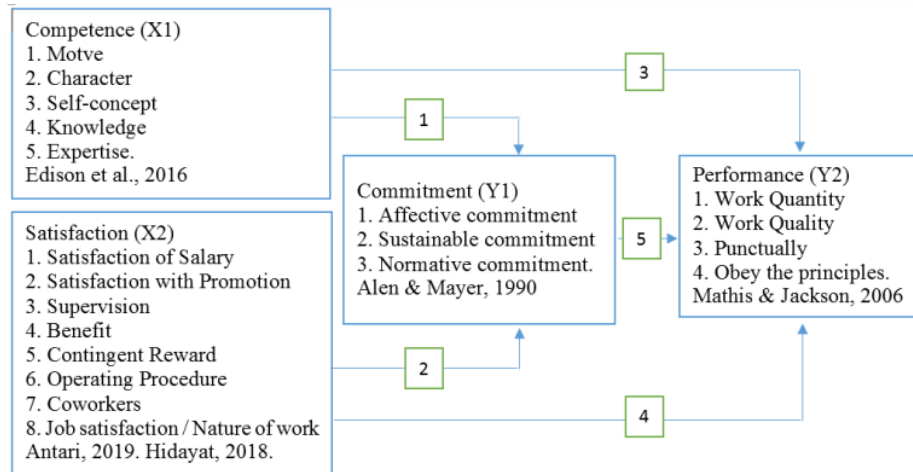
Figure 1. Factors that affect performance

Source: Furtwengler in Sinambela (2016)

According to Mathis & Jackson (2006) factors that influence a person's performance are: 1) Ability / competence, 2) Motivation, 3) Support, 4) The existence of the work they do, 5) Their relationship with the organization. 'Re Kasmir (2016: 189) dividing factors that affect performance are a) Ability and expertise, b) Knowledge, c) Work design, d) Personality, e) Work motivation, f) Organizational culture, g) Job satisfaction, h) Loyalty, i) Commitments etc.

In terms of quality the competency of an employee greatly influences the work results, the high competence of a person (knowledge, skills and attitudes) will determine the work results (Amir, 2015). Mitchel argues that performance is influenced by the level of ability and motivation (Sinambela, 2016) The above opinion is evident from the results of research conducted by Ngatimun et al (2019), Murgianto et al (2016), Rande (2016), Dharmanegara et al (2016), research results shows that competence has a positive influence on employee performance.

Organizational commitment can grow in an employee when an employee has competence, this is evident from the results of Yamali research (2017),



**Figure 2. Conceptual Framework**

Source: Data processed, 2020.

Explanation:

- 1) (Supiyanto, 2015; Yamali, 2017)
- 2) (Akbar, et al, 2016; Antari, 2019; Hidayat, 2018; Puspitawati & Riana, 2014)
- 3) (Dharmanegara, et al, 2016; Jouné, 2015; Murgianto, 2016; Ngatimun., Et al., 2019; Rande, 2016; Yustiyawan, 2018) (Distyawaty, 2017) (Fadude et al., 2019)
- 4) (Dharmanegara, et al, 2016), (Handriana, 2017; Yustiyawan, 2018), (Akbar & Hamid, et al, 2016; Kurniawati, 2015)
- 5) (Kurniawati, 2015; Ngatimun, et al, 2019; Supiyanto, 2015).

### Hypothesis

The hypotheses in this study are: 1) there is an influence of competence on organizational commitment of PDAM Kota Probolinggo employees, 2) there is an effect of job satisfaction on organizational commitment of employees of PDAM Kota Probolinggo, 3) there is an effect of competence on the performance of PDAM Kota Probolinggo employees, 4) there is an effect of satisfaction work on the performance of PDAM Probolinggo City employees, 5) there is an effect of organizational commitment on the performance of PDAM Probolinggo City employees, 6) Organizational commitment is able to mediate the influence of competence and job satisfaction on the performance of PDAM Probolinggo City employees.

### Methods

This study uses a quantitative approach, because according to (Sugiyono, 2014) research using a population or sample should use a quantitative approach. This study will explain the influence between various variables, for this reason the research design uses an explanatory method. The number of permanent employees of PDAM Kota Probolinggo as many as 83 people is the population of this study, because the population is not too large, the researchers took all employees to become respondents (Sugiyono, 2017).

The data collection technique used was a questionnaire method, by distributing questionnaires to respondents. To ensure the feasibility of a data analysis, the instrument will be tested for its validity and reliability, and if it meets the standard, the researcher will analyze it with multiple linear regression with the amos application, with the proposed modeling path analysis, allowing it to answer the measurement results of a concept indicator and measure it. the influence between variables, and at the same time a complete causality relationship between variables will be found. Because according to (Ferdinand, 2002) the use of the path analysis model is able to describe the causality of the relationship between variables or constructs, as well as the contribution of components to the formation of constructs that can be seen and determined.

## Results and Discussion

### Validity and Reliability Test

**Table 1. Validity Test of Variable Indicators**

No	Competence	r count	No	Kepuasan Kerja	r count
1	Motive	0,753**	1	Satisfaction of Salary	0,536**
2	Character	0,855**	2	Satisfaction with Promotion	0,805**
3	Self concept	0,863**	3	Supervision	0,339**
4	Knowledge	0,827**	4	Benefit	0,709**
5	Expertise	0,865**	5	Contingent Reward	0,794**
			6	Operating Procedure	0,419**
			7	Coworkers	0,531**
			8	Nature of work	0,721**
No	Organizational Commitment	r count	No	Employee Performance	r count
1	Affective Commitment	0,779**	1	Work Quantity	0,822**
2	Sustainable Commitment	0,872**	2	Quality of Work	0,770**
3	Normative Commitment	0,770**	3	Punctually	0,805**
3			4	Obey the principles	0,905**

Source: Processed data, 2020.

The results of the analysis of the instrument variable competence, job satisfaction, organizational commitment and employee performance are above 0.216 (r table), this illustrates that all instruments are declared valid, The r count is carried out for each indicator of the research variables. Table 1 presents the loading of r count values for each indicator of the research variables, and the reliability value of the four variables based on the value of the analysis results shows that the Alpha coefficient is above the value of 0,6 this means that it is declared reliable (Azwar, 2000).

**Table 2. Reliability Test of Variables**

No	Variables	Cronbach's Alpha	Explanation
1	Competence	0,885	Reliable
2	Satisfaction	0,749	
3	Commitment	0,734	
4	Performance	0,841	

Source: Processed data, 2020.

r count each indicator variable competence, job satisfaction, organizational commitment and employee performance in PDAM Kota Probolinggo as shown in table 1 above is above r table with a value of 0.216, this proves that all of these indicators reflect the variables being measured. Competence is reflected in the motive, nature, self-concept, knowledge and expertise; While job satisfaction is reflected in satisfaction with salary, satisfaction with promotions, supervision, benefits, rewards for operating procedures, colleagues and satisfaction with the job itself. Affective commitment, ongoing commitment and normative commitment are reflections of organizational commitment. Performance can be seen from the reflection of the resulting targets, work quality, implementation time and compliance with principles. The strongest reflection of competence is in the skill indicator, while the strongest reflection of job satisfaction is the promotion satisfaction indicator. In the organizational commitment variable, the biggest reflection indicator is the indicator of continuous commitment and the greatest reflection of employee performance is the indicator of compliance with principles.

### Regression path analysis

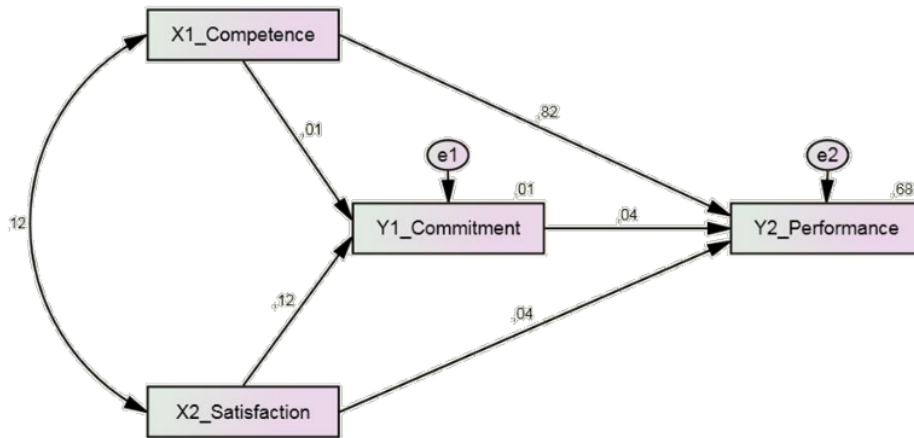
The results of multiple linear regression analysis using the AMOS application can be seen in the following figure.

**Table 3. Regression Weights**

No	Variables		Effects			C.R.	P
			Indirect	Direct	Total		
1	Y1_Commitment	<--- X1_Competence	0,000	0,009	0,009	0,084	0,933
2	Y1_Commitment	<--- X2_Satisfaction	0,000	0,120	0,120	1,090	0,276
3	Y2_Performance	<--- Y1_Commitment	0,000	0,043	0,043	0,681	0,496
4	Y2_Performance	<--- X1_Competence	0,000	0,815	0,816	12,930	0,000
5	Y2_Performance	<--- X2_Satisfaction	0,005	0,043	0,048	0,675	0,500

Source: Data processed, 2020





**Fig 14. 3. Regression path analysis**  
Source: Data processed, 2020

The results of the analysis of the direct or indirect effect of each variable show that:

- 1) The competency variable with a P value of  $0.933 > 0.05$  is the analysis that the employee competency variable has a contribution or a standard estimate of 1% does not significantly affect the organizational commitment variable, thus the H1 hypothesis is rejected, this does not support the research results (Supiyanto, 2015; Yamali, 2017)
- 2) The employee job satisfaction variable with P value  $0.276 > 0.05$ , the analysis of the employee job satisfaction variable has a contribution or the standard estimate of 12% does not significantly affect the organizational commitment variable, thus the H2 hypothesis is rejected, not in line with the research results (Akbar, et al. 2016; Antari, 2019; Hidayat, 2018; Puspitawati & Riana, 2014)
- 3) The employee competency variable with P value  $0.000 < 0.05$ , the analysis of the employee competency variable has a significant contribution or standard estimate of 81.5% to affect employee performance variables, thus the H3 hypothesis is accepted, in line with the research results (Dharmanegara, et al, 2016; Joune, 2015; Murgianto, 2016; Ngatimun., et al., 2019; Rande, 2016; Yustiyawan, 2018) (Distyawaty, 2017) (Fadude et al., 2019)
- 4) The employee job satisfaction variable with a P value of  $0.500 > 0.05$ , the analysis of the job satisfaction variable has a contribution or standard estimate of 4.3% which has no significant effect on employee performance variables, thus the H4 hypothesis is rejected, it does not support the research results (Akbar & Hamid, 2016; Kurniawati, 2015)
- 5) The organizational commitment variable with a P value of  $0.496 > 0.05$  has a contribution or standard estimate of 4% which has no significant effect on employee performance variables, thus the H5 hypothesis is rejected, it does not support the research results (Kurniawati, 2015; Ngatimun, et al, 2019; Supiyanto, 2015)
- 6) The influence of the Mediator, in the results of the analysis of the organizational commitment variable, is not able to be a mediator of the influence of employee competency variables and employee job satisfaction variables on the performance of PDAM Probolinggo City employees, this can be seen in table 3, where the indirect influence of employee competency variables and satisfaction variables Employee work through employee organizational commitment variable has very little effect on employee performance variables.

### Conclusion

Research that has been conducted within the PDAM Kota Probolinggo employees in order to find the contribution and influence of several employee competency variables as measured by (motive, nature, self-concept, knowledge, expertise) and employee job satisfaction variables measured by (satisfaction with salary, satisfaction). promotion, supervision system, benefits, contingent rewards, operating procedures, workers and job satisfaction) through employee organizational commitment variables as measured by (affective commitment, ongoing commitment and normative commitment) to employee performance as measured by (target, work quality, completion time and adherence to the principle) results that: employee competence and employee job satisfaction do not significantly affect employee organizational commitment, thus employee organizational commitment is unable to mediate employee competence and employee job satisfaction on employee performance results.

And employee job satisfaction also does not have a significant effect on employee performance, only employee competence which has a significant effect on employee performance, things that need attention are motives,

supervision systems, operational procedures systems, colleagues and satisfaction with salaries. thus still providing opportunities for further research.

**Acknowledgement**

Gratitude goes to the leaders of PDAM Kota Probolinggo who have given permission and opportunity to take samples and research respondents at the institutions they lead, thanks are also extended to all employees who have deigned to fill out questionnaires and become research objects, it is also conveyed thanks to all those who cannot be named who have smoothed the course of this research.

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