



THE ROLE OF ORGANISATIONAL COMMITMENT AS A MEDIATING VARIABLE BETWEEN JOB COMPETENCE AND EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to examine the role of organizational commitment as a mediating variable between work competence and employee performance at the Indonesian Agricultural Quarantine Agency. In a competitive business environment, human resource management becomes a key factor in achieving organizational excellence. Work competence is considered an important factor in enhancing performance, yet employees' emotional attachment to the organization also plays a vital role in optimizing their contributions. The study adopts a quantitative approach with explanatory research methods and employs Partial Least Squares (PLS) analysis to test the relationships among variables. The results show that work competence significantly influences organizational commitment (coefficient 0.762, T statistic 13.579) and employee performance (coefficient 0.417, T statistic 10.175). Organizational commitment also has a significant effect on employee performance (coefficient 0.578, T statistic 14.550). Moreover, organizational commitment is proven to be a significant mediating variable in the relationship between work competence and employee performance (coefficient 0.440, T statistic 8.909). These findings are supported by social exchange theory and the psychological contract, as well as prior studies such as Meyer and Allen (1991) and Mowday et al. (1979), although other research has shown varying results depending on organizational context. The study concludes that improving work competence must be accompanied by strategies to strengthen organizational commitment in order to achieve optimal employee performance. The practical implication is that organizations should create a supportive work environment, provide recognition for employee competence, and foster strong emotional bonds with employees.

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1. INTRODUCTION

In today's highly competitive business environment, organizational stakeholders demand that all functional areas, including human resource management (HRM), clearly demonstrate their contribution to overall organizational performance and ensure that the company's human capital supports the achievement of business goals (Baird & Meshoulam, 1998; D'Aveni, 1994; Jackson & Schuler, 1995). This becomes particularly relevant in labor-intensive service industries, especially in government institutions, where success heavily depends on the social and technical skills of personnel, their creativity, hard work, and commitment to competitive excellence (Gabriel, 1988). Building competitive advantage through human resources requires careful attention to the most effective practices for leveraging

these assets. HRM practices are a set of internally consistent policies and practices, designed and implemented to ensure that a company's human capital contributes to the achievement of its business objectives (Delery & Doty, 1996).

According to Ratnasari (2017), organizational commitment, or employee loyalty, is the extent to which employees identify with their organization and actively wish to remain involved in it. It serves as a measure of employees' willingness to continue working in the company in the future. Employees with strong organizational commitment tend to remain consistent in staying with their organization. One of the efforts to improve employee performance through commitment is by retaining potential employees across various roles and positions. With higher organizational commitment, employees are more likely to involve themselves in fulfilling tasks and responsibilities. Prior studies have reported mixed findings regarding the influence of organizational commitment on performance: some researchers (Putranti et al., 2018; Sembiring & Winarto, 2020; Wayoi et al., 2021) found a positive influence, while others (Marsoit et al., 2017; Solaiman, 2020; Suriati, 2020) reported no significant relationship.

Other scholars (Enz, 2009; Poulston, 2008) have emphasized that government institutions are people-oriented, highlighting employees as the central focus since they can shape the organization's image through responsive and convenient services. According to Hooghiemstra (1992), competence is a fundamental characteristic of an individual, which may include motivation, traits, self-concept, attitudes, values, knowledge, or cognitive and behavioral skills. Zhang et al. (2008) argue that employee performance refers to the extent to which employees contribute to the achievement of organizational goals.

Work culture is also closely related to employee empowerment within an organization. A strong organizational culture can help improve employee performance by creating high levels of motivation, encouraging employees to deliver their best, and fully utilizing the opportunities provided by the organization. The stronger the work culture, the greater the employees' drive to progress alongside the organization (Sedarmayanti & Rahadian, 2018). However, empirical findings remain inconsistent: while some studies (Frinaldi, 2017; Anggelina et al., 2019; Sedarmayanti & Rahadian, 2018) reported that work culture positively influences performance, others (Hafulyon et al., 2021; Borman, 2021) found no significant effect.

Competence is generally understood as employees' ability to demonstrate appropriate attitudes and behaviors aligned with their roles, which in turn impacts the achievement of organizational goals (Mathis & Jackson, 2016). Busro (2020) defines competence as a fundamental personal characteristic that has a causal relationship with individual job performance. Previous research has also shown mixed evidence: Renyut et al. (2017), Marpaung et al. (2020), and Satato et al. (2022) found that competence influences performance, whereas other studies (Marpaung et al., 2020; Hidayat, 2021) found no significant effect.

The data further indicate that unmet organizational targets are often caused by human resource limitations, ineffective job execution, lack of facilities and infrastructure, and delays in task completion. Naturally, organizations cannot afford to retain employees with poor performance, as this would harm productivity. Attribution theory can be used to explain the relationship among employee performance, job satisfaction, work culture, competence, and organizational commitment. This theory focuses on how individuals explain events and behaviors they encounter in everyday life, suggesting that people tend to attribute causes either internally or externally.

Employee performance holds vital importance for both employees and organizations. Performance appraisal provides recognition from supervisors, boosts employee morale, and often leads to promotions, career development, and rewards for achievements. According to Sedarmayanti & Rahadian (2018), achieving effective employee performance is essentially the outcome of efforts and activities directed toward productive work execution and the timely completion of tasks.

2. LITERATURE REVIEW

Organizational Commitment

According to Luthans (2011), organizational commitment is an attitude that reflects employees' loyalty to the company or organization and a continuous process in which organizational members express their concern for the organization, its success, and sustainable progress. Another opinion states that organizational commitment is defined as the involvement of individuals or organizational members within the organization.

Work Competence

Susanto (2016) defines competence as a combination of knowledge, skills, abilities, traits, attitudes, appreciation, understanding, and expectations that underlie a person's characteristics in performing work or tasks to achieve employee quality standards in actual work.

Employee Performance

According to Wirawan (2009), performance is the output produced by the indicators or functions of a profession or job within a certain period of time. Rivai (2013) states that performance is the actual behavior demonstrated by individuals as work achievements produced by employees according to their roles within the company.

3. RESEARCH METHOD

This research is classified as explanatory research. The approach used is a quantitative approach. This study analyzes the influence of work culture, competence, and organizational commitment on employee performance with job satisfaction as an intervening variable. The population in this research consists of employees of the Indonesian Agricultural Quarantine Agency. The sampling technique used is census or saturated sampling, which means that all members of the population are taken as the sample. In this case, the entire 160 employees of the Indonesian Agricultural Quarantine Agency were used as the sample.

The type of data used in this research is primary data. Primary data was obtained using a structured questionnaire designed to collect information from employees of the Indonesian Agricultural Quarantine Agency as respondents in this study. The method of data collection was a questionnaire distributed via Google Form. The respondents' answers were measured using a Likert scale.

Descriptive statistical analysis was used to provide a general overview of respondents in the study and the description of research variables (work culture, competence, organizational commitment, employee performance, and job satisfaction). Inferential analysis was conducted to draw conclusions based on sample data obtained through questionnaires, which depends on the sampling technique. An analytical technique is required in this study to test the model and the correlations developed. In this case, Partial Least Square (PLS) was the analytical technique used, namely variance-based Structural Equation Modeling (SEM), to test the relationships among variables, both between latent variables and their indicators, using the SmartPLS statistical software. When the sample size is relatively small and the model is complex, this method is highly recommended (Ghozali & Latan, 2015).

4. RESULTS AND DISCUSSION

Measurement Model Test (Outer Model)

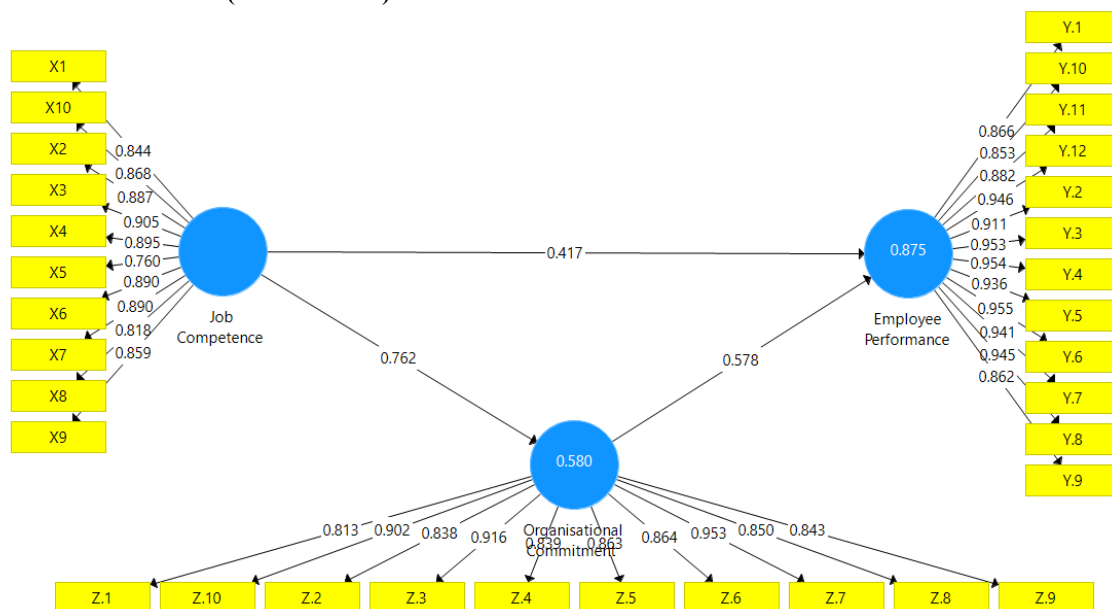


Figure 1. Measurement Model

From Figure 1, the model produced above shows that almost all loading factor values are above 0.5. This means that almost all indicators are valid. There is only one item with a value below 0.5.

Structural Model Test (Inner Model)

This is conducted to test the causal relationship between variables or to test hypotheses. The structural model of the study can be seen in the figure below:

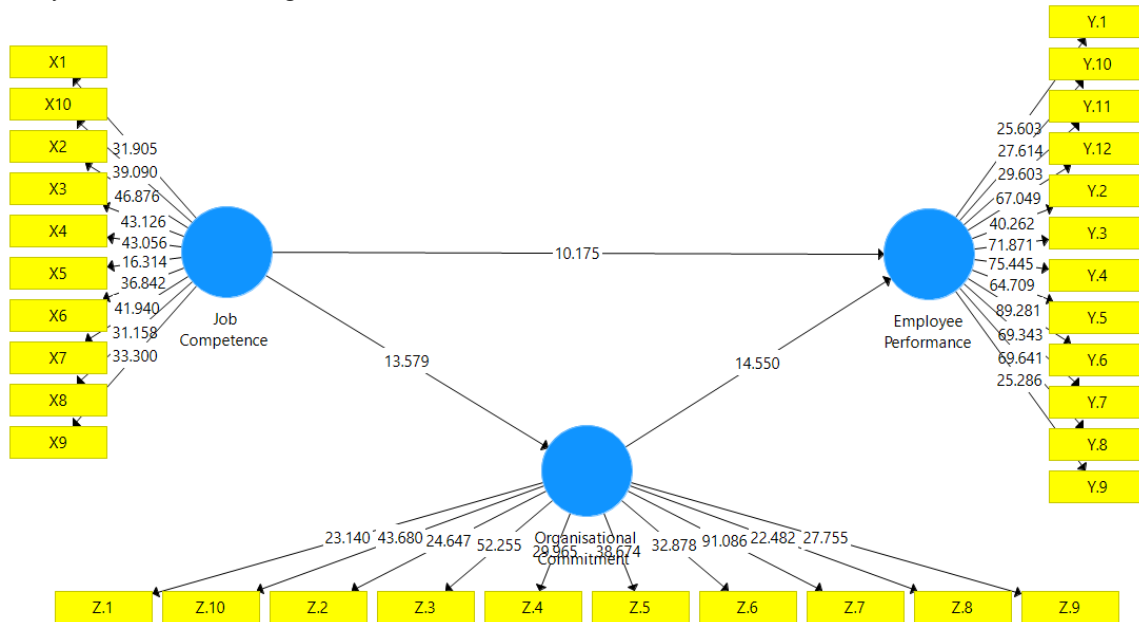


Figure 2. Structural Model

It can be seen that almost all paths in the model meet the significance level, namely a T Statistic value greater than 1.96 and P-Values below 0.05.

Determination Test (R^2)

The R square values for each variable can be seen in the table below:

Table 1. R Square

	R Square	R Square Adjusted
Employee Performance	0.875	0.873
Organisational Commitment	0.580	0.578

Based on the results shown, the R Square value for the Employee Performance variable of 0.875 indicates that 87.5% of the variation in employee performance can be explained by the model used. Meanwhile, the R Square value for the Organisational Commitment variable of 0.580 indicates that only 58% of the variation in organisational commitment can be explained by the model. The adjusted R Square values for both variables—0.873 and 0.578, respectively—are very close to the original R Square values, indicating that the model is stable and does not suffer from overfitting. Overall, these results indicate that the model has stronger predictive power for employee performance than for organisational commitment. In other words, the factors used in the model are more relevant and influential in improving employee performance than in forming organisational commitment.

Predictive Relevance

Predictive Relevance, according to Ghazali (2011), can be measured using the predictive relevance value (Q^2), where the interpretation of Q^2 is the same as the total determination coefficient in path analysis. A model is considered to have relevant predictive value if the Q^2 value is greater than zero (0). The Q^2 value has a range of $0 < Q^2$

Table 2. Predictive Relevance

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Employee Performance	1920.000	516.801	0.731
Job Competence	1600.000	1600.000	
Organisational Commitment	1600.000	911.890	0.430

Based on these calculations, it can be concluded that the predictive relevance value in this study is 0.731 and 0.430 and can be considered relevant.

Hypothesis Testing

In this study, hypothesis testing was conducted by considering the P-value, t-statistics, and path coefficient. When the P-value is < 0.05 and the t-statistics is > 1.64 , it indicates that there is an influence of the independent variable on the mediating variable and the dependent variable.

Table 3. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
Job Competence -> Employee Performance	0.417	0.415	0.041	10.175	0.000
Job Competence -> Organisational Commitment	0.762	0.762	0.056	13.579	0.000
Organisational Commitment -> Employee Performance	0.578	0.579	0.040	14.550	0.000

Based on the results presented in the table, three primary relationships were analyzed: the relationship between work competence and employee performance, between work competence and organizational commitment, and between organizational commitment and employee performance. Each relationship was examined using five statistical indicators: Original Sample (O), Sample Mean (M), Standard Deviation (STDEV), T Statistics, and P Values. The results for all three relationships indicate a P value of 0.000, meaning that all relationships are statistically significant and did not occur by chance.

The relationship between work competence and employee performance shows an Original Sample value of 0.417 and a T Statistic of 10.175. This demonstrates that work competence has a positive and significant effect on employee performance. In other words, the higher the competence possessed by employees, the better their performance. The low standard deviation (0.041) and the close similarity between the Original Sample and Sample Mean values (0.417 vs. 0.415) indicate that the data is consistent and stable.

Furthermore, the relationship between work competence and organizational commitment reveals an even stronger influence, with an Original Sample value of 0.762 and a T Statistic of 13.579. This indicates that work competence not only impacts performance but also strongly influences employees' level of commitment to the organization. In other words, employees who feel competent in their work tend to have greater loyalty and attachment to their workplace.

Lastly, the relationship between organizational commitment and employee performance is also significant, with an Original Sample value of 0.578 and a T Statistic of 14.550. This reinforces the understanding that organizational commitment is a crucial factor in driving optimal performance. When employees feel emotionally and professionally attached to the organization, they are more likely to work diligently and deliver better results.

Overall, these findings clearly illustrate that work competence and organizational commitment are two interrelated and critical factors that significantly contribute to enhancing employee performance. These results can serve as an essential foundation for organizations in designing more effective human resource development strategies.

Table 4. Indirect Relationship

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
Job Competence -> Organisational Commitment -> Employee Performance	0.440	0.442	0.049	8.909	0.000

In these results, the Original Sample value of 0.440 indicates that the mediating effect of organizational commitment on the relationship between work competence and employee performance is relatively strong. This means that work competence not only has a direct impact on performance but also an indirect one through the enhancement of organizational commitment. In other words, when employees feel competent, they are more likely to be committed to the organization, and this commitment, in turn, drives improved performance.

The nearly identical Sample Mean value (0.442) and the low Standard Deviation (0.049) indicate that the estimated mediating effect is consistent and stable. The T Statistic of 8.909, which is far above the significance

threshold, confirms that this mediating effect is highly statistically significant. This is further supported by the P value of 0.000, which means that the likelihood of this effect occurring by chance is extremely small.

Overall, these findings highlight that organizational commitment plays an important role as a mediating variable. Organizations aiming to enhance employee performance should not only focus on improving competence but also on fostering a work environment that encourages commitment. Strategies such as recognizing employee contributions, providing career development opportunities, and ensuring transparent communication can strengthen commitment, thereby maximizing the positive impact of work competence on performance.

5. DISCUSSION

The Role of Job Competence in Employee Performance

Based on the research results presented in the table, it can be concluded that work competence plays an important role in enhancing employee performance, both directly and through organizational commitment. The coefficient value of 0.417 and the T statistic of 10.175 indicate that work competence has a positive and significant influence on employee performance. This means that the higher the competence possessed by an employee, the greater the likelihood that they will demonstrate optimal performance.

Furthermore, work competence also contributes to strengthening organizational commitment, with a coefficient value of 0.762 and a T statistic of 13.579. This suggests that employees who feel competent in their jobs tend to be more loyal and have stronger emotional attachment to the organization. Organizational commitment itself is proven to have a positive effect on employee performance (coefficient 0.578, T statistic 14.550), indicating that work competence not only affects performance directly but also indirectly through increased organizational commitment.

These findings are consistent with previous studies, such as that of Meyer and Allen (1991), who stated that organizational commitment is an important predictor of employee performance. Similarly, Boyatzis (1982) emphasized that work competence is a key element in achieving high performance. Both studies reinforce the argument that developing employee competencies is an effective strategy for improving organizational productivity.

However, not all studies support this relationship consistently. For example, Mathieu and Zajac (1990), in their meta-analysis, noted that the relationship between organizational commitment and employee performance may vary depending on the context and measurement methods used. Likewise, Spencer and Spencer (1993) pointed out that work competence does not always correlate directly with performance, as other factors—such as motivation, leadership style, and organizational culture—can also influence the final outcome.

Therefore, although this study's findings demonstrate a strong and significant relationship between work competence, organizational commitment, and employee performance, it is important for organizations to consider other contextual factors. A comprehensive human resource development strategy should encompass competency training, motivation enhancement, and the creation of a supportive work environment to maximize the positive impact on performance.

The Role of Organisational Commitment in Employee Performance

Based on the results presented in the table, it is evident that organizational commitment plays a crucial role in enhancing employee performance. The relationship between organizational commitment and employee performance shows a coefficient value of 0.578, a T statistic of 14.550, and a P value of 0.000, indicating that the relationship is highly statistically significant. This suggests that employees with high organizational commitment tend to demonstrate better performance compared to those with lower levels of commitment.

Organizational commitment can be understood as an employee's emotional and psychological attachment to their workplace. When employees feel valued, share goals aligned with the organization, and believe in the company's vision, they are more likely to be motivated to work at their best. In this context, organizational commitment functions as an internal driver that strengthens employees' work ethic and dedication to their responsibilities.

Previous studies support these findings, including Meyer and Allen (1991), who developed the three-dimensional model of organizational commitment: affective, normative, and continuance. Among these, affective commitment—reflecting emotional attachment—has been shown to contribute most strongly to improved performance. Likewise, Mowday, Steers, and Porter (1979) demonstrated that organizational commitment positively influences productivity and employee retention.

However, not all studies show consistent results. For example, Mathieu and Zajac (1990), in their meta-analysis, found that the relationship between organizational commitment and employee performance can vary depending on the organizational context, job type, and measurement methods used. They emphasized that continuance



commitment—where employees remain because they feel they have no other option—does not always lead to high performance. In some cases, this form of commitment may even reduce intrinsic motivation.

Therefore, the findings of this study confirm that organizational commitment is an important factor in driving employee performance, but its effectiveness greatly depends on the type of commitment developed and the organizational context. Organizations should therefore foster a supportive work environment, provide recognition, and build strong emotional connections with employees to ensure that the commitment formed is affective in nature and positively impacts performance.

The Role of Job Competence in Organisational Commitment

Based on the research results presented in the table, it is evident that work competence has a highly significant influence on organizational commitment. The coefficient value of 0.762, with a T statistic of 13.579 and a P value of 0.000, indicates that the higher the level of competence employees possess, the stronger their commitment to the organization. This finding suggests that work competence not only plays a role in enhancing performance but also in fostering loyalty and emotional attachment among employees toward their workplace.

Theoretically, the relationship between work competence and organizational commitment can be explained through social exchange theory and the psychological contract. When employees feel that their abilities are aligned with their roles and are recognized by the organization, they are likely to reciprocate by demonstrating greater commitment. Competence fosters self-confidence and job satisfaction, which ultimately strengthens the psychological bond between the individual and the organization. This is supported by Meyer and Allen (1991), who stated that affective commitment—commitment rooted in emotional attachment is more likely to grow among employees who feel competent and valued.

Other supporting evidence comes from the study by Luthans et al. (2005), which showed that work competence contributes to greater organizational commitment through enhanced self-efficacy and perceptions of organizational support. Competent employees feel more capable of facing work challenges and believe that the organization supports their development, thereby reinforcing commitment.

However, not all studies reveal a consistent relationship. For instance, Mathieu and Zajac (1990) found that the link between competence and commitment can be weak or insignificant in certain contexts, especially when organizations fail to provide sufficient recognition or development opportunities. Moreover, high competence without clear role definition or managerial support may instead lead to frustration, which can reduce commitment.

Thus, while this study confirms that work competence plays an important role in shaping organizational commitment, its effectiveness largely depends on the organizational context and how competence is managed. Organizations must ensure that employee competence is not only developed but also recognized and supported through reward systems, continuous training, and open communication. Such strategies help create a work environment conducive to fostering strong and sustainable organizational commitment.

The Role of Organisational Commitment as a Mediating Variable between Job Competence and Employee Performance

Based on the statistical analysis presented, it is evident that organizational commitment serves as a significant mediating variable between work competence and employee performance. The coefficient value of 0.440, with a T statistic of 8.909 and a P value of 0.000, demonstrates that this relationship is not only statistically strong but also carries important practical implications in the context of human resource management. This means that work competence does not directly enhance performance; instead, it improves performance through the strengthening of organizational commitment.

Theoretically, this finding can be explained through the mediation model in organizational behavior theory, where organizational commitment acts as a psychological bridge between individual inputs (competence) and performance outcomes. When employees feel competent, they tend to be more confident and perceive that their abilities are valued by the organization. This perception fosters emotional attachment and loyalty, which subsequently motivate them to perform better. In other words, competence lays the foundation for commitment, and commitment becomes the primary driver of performance.

Previous studies support this finding. For example, Meyer and Allen (1991) emphasized the importance of affective commitment in enhancing performance, stating that employees with strong emotional attachment to their organization are more likely to show greater dedication in their work. Similarly, Mowday, Steers, and Porter (1979) found that organizational commitment positively contributes to performance, particularly in supportive work environments that value individual contributions.

However, not all studies align with this result. Mathieu and Zajac (1990), in their meta-analysis, noted that the relationship between organizational commitment and employee performance is variable and highly context dependent. In some cases, commitment may not sufficiently mediate the link between competence and performance, especially when organizations lack adequate reward systems or career development opportunities. Becker (1960) also critiqued the affective approach to commitment, arguing that commitment can sometimes be calculative in nature and may not necessarily translate into improved performance.

Therefore, while this study demonstrates that organizational commitment is an effective mediator between work competence and employee performance, it is crucial for organizations to create a supportive work environment, provide recognition for competencies, and foster meaningful relationships with employees. Without such support, high levels of competence may not automatically lead to optimal performance. Future research that considers contextual factors such as organizational culture, leadership style, and reward systems will be valuable in deepening the understanding of this mediation mechanism.

6. CONCLUSION

The findings of this study indicate that work competence has both direct and indirect effects on employee performance, with organizational commitment acting as a mediating variable. This reinforces the understanding that competence not only enhances employees' technical and functional abilities but also strengthens their emotional attachment to the organization. Organizational commitment serves as a significant psychological link between competence and performance, whereby employees who feel competent are more likely to be loyal and demonstrate optimal performance.

Although previous studies have reported varying results, organizational context and managerial support appear to be critical factors in determining the effectiveness of this relationship. Therefore, organizations should develop human resource management strategies that not only focus on improving competence but also on creating a supportive work environment that fosters employee commitment. Such an integrated approach can maximize the positive impact of competence on performance and ensure sustainable organizational growth.

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