INDONESIAN JOURNAL OF ECONOMICS, SOCIAL, AND HUMANITIES
ijesh.unri.ac.id

The Influence of Leadership and Competence on Employee Commitment and Performance of Employees of the Education and Culture Department of Meranti Regency

Nurafni*, Sri Indarti, & Yulia Efni

Department of Management, Faculty of Economics and Business, University of Riau, Indonesia

* nurafni@gmail.com

Article Info

Received : 2023-12-19
Accepted : 2025-05-09
Published : 2025-05-31

Keywords: : leadership; competence; commitment; employee performance

Abstract

This study aims to determine and analyze the influence of leadership and competence on organizational commitment. To know and analyze the influence of leadership and competence on employee performance. To know and analyze the effect of organizational commitment on employee performance and to know and analyze the influence of leadership and competence on performance through organizational commitment. In this study, the population was 105 non-educational employees. The sample used was 105 people. The data used in this study were primary data and secondary data, while the data collection technique used questionnaires. The data analysis technique used in this study is the data analysis used in this study is sem. Leadership influences commitment. Competence affects commitment. Leadership affects employee performance. Competency affects the performance of employees. Commitment has a significant effect on employee performance. Leadership has a significant effect on employee performance through commitment. And competence has a significant effect on employee performance through commitment.

INTRODUCTION

The success of the government agency in achieving its goals is a reflection of an effective organization. The State Civil Apparatus, as a human resource owned by the government apparatus and as a public servant, is expected to always be ready to carry out tasks properly and will be prepared to serve the community. Improving the quality of strategic human resources in the form of increasing skills, motivation, development, and management of human resource organizations is the main requirement to realize the ability to compete and independence.

Every organization has certain directions and goals to be achieved, both in the short and long term. In achieving these goals, an organization is managed by a number of people who are referred to as employees. Efforts to achieve these goals are made through the performance of employees in the organization, both individually and in groups.

Institutionally, the Department of Education and Culture of the Meranti Islands Regency was previously the Department of Education, Culture, Tourism, Youth, and Sports, which is a regional apparatus unit that carries out some regional government affairs in the fields of education, culture, tourism, youth, and sports. The Department of Education, Culture, Tourism, Youth, and Sports was established in 2009. In 2011, it changed to the Education Department, and then in 2016, the Education Office changed to the Education and Culture Department, which is located at Jalan Terpadu, Dorak, Selatpanjang Sub-District Tebing Tinggi, Meranti Islands

© **2025** Nurafni *et al*.

Regency. In line with that, the vision for the development of the staffing sector in the future is to prepare a professional state civil apparatus able to compete and anticipate the rapid development of the world in various aspects of life so as to improve the quality of service and employee performance.

Performance emphasizes the results of the functions of a job or what comes out (the outcome). If you pay further attention to what happens in a job or position, it is a process that processes input into output (work results). Performance contains components of competence and productivity results, so performance results are highly dependent on the level of individual ability to achieve them, especially organizational goals. Furthermore, table 1 shows a recap of the overall employee performance. For more details, see the following description:

Table 1. Employee Performance of the Meranti Islands Regency Education and Culture Department in 2019-2021

No	Grade Description	2019	%	2020	%	2021	%
1	Excellent (91-100)	27	29,7%	19	18,6%	15	14,3%
2	Good (76-90)	54	59,3%	69	67,6%	70	66,7%
3	Average (61-75)	10	11,0%	14	13,7%	20	19,0%
4	Poor (51-60)	-	-	-	-	-	-
5	Unsatisfactory (<50)	-	-	-	-	-	-
		91	100%	102	100%	105	100%

Source: Education and Culture Department of Meranti Regency, 2023

Based on the data in Table 1, it shows that the percentage of employee performance has decreased. This can be seen from employees who get good or very good scores every year tending to decrease, while those who get good enough actually increase in number. This shows that employees who have good performance are decreasing, so this will cause organizational performance to decrease. The decrease in the value of the SKP for employees is due to the fact that the employee does not sufficiently meet the specified standards or targets.

From these data, it can be seen that the decline in employee performance from the Education and Culture Department of the Meranti Islands Regency is due to a lack of leadership attention as well as state civil apparatus competence and commitment in carrying out their duties, so that their performance has not increased and has even decreased. If this continues, it will certainly harm the organization.

An employee's commitment will certainly have an impact on his performance, because commitment has an important role in one's performance. To see the commitment of employees (state civil apparatus), which is assessed based on how employees are involved in their work and the willingness to work hard and prioritize the interests or goals of the organization, this can be reflected in the realization of the work given to employees. For more details, see the following table:

Table 2. Target and Realization of Work Completion in 2019-2021

Year	Target (Letter/Report/SK)	Realization (sheet) (Letter/Report/SK)	%
2019	1742	1422	81,63%
2020	1843	1415	76,78%
2021	1959	1402	71,57%

Source: Education and Culture Department of Meranti Regency, 2023

Table 2 shows that the realization of administrative work in the form of letters, reports, and decrees given to employees in the last three years has tended to decrease. The data shows that employees lack sufficient commitment to complete the tasks assigned to them, which causes a lot of work that has not been completed by employees. This is detrimental to the organization because a lot of work should be completed but is still delayed due to unfinished files. In addition, the education and culture office of Meranti Regency experienced a decline in performance due to a lack of employee commitment. This can be seen from the errors that occur when filling in data, which cause the work to be repeated from the beginning. In addition, tasks that should have been completed by one person were done simultaneously, so an employee who should have been working on another task neglected that task.

Committed employees are willing to organize themselves to adjust to the organization without coercion. Commitment grows through the feeling that he must be involved in what is an organizational activity. Based on research conducted by Wahidi et al (2020), Hasanah & Madiistriyatno (2020), and Saleh et al (2018), they found that commitment has a significant effect on performance. However, it is different from the findings of Rorimpandey (2022), which state that commitment has no effect on performance.

This is where the role of the leader is needed, because leadership is a pattern of behavior designed to integrate organizational goals with individual goals to achieve a certain goal. The leader is the main figure who is considered the most responsible for the success and downfall of an organization. In achieving the goals of an organization, a leader must have effective communication as a common channel for planning, organizing, leading, and controlling. Effective and efficient communication skills can help leaders find the best abilities in their employees.

Leadership at the Education and Culture Department of the Meranti Islands Regency still uses a top-down communication pattern, where the flow of each work order must go through several levels of leadership so that it is considered less efficient. This can be seen in the leader giving directions not directly to employees who will do the work given but through the assistant or section head, so that the message conveyed is not in accordance with what was directed from the beginning. This is what causes a lot of work not to be completed on time because it must be corrected because of the incompatibility of the work being completed. Research conducted by Sayoga (2022), and Wahidi et al., (2020) shows that leadership affects performance. However, it is different from the findings of Lamere et al., (2021), who found that leadership has no effect on performance. Pasaribu and Indrawati (2016), with the results of their research, found that leadership has no significant effect on employee performance.

The next variable is competence, which is also very decisive for whether or not employee performance is good. Apart from commitment and leadership, a factor that can affect performance is competence. Competence is a description of what a person must know in order to carry out their job duties properly. Competence is closely related to a person's knowledge of his job, which can be seen from technical expertise according to the field of work. Knowledge is identical to a person's level of education; to see the level of education of employees of the Education and Culture Department of the Meranti Islands Regency, see the following table:

Table 3. Education Level of Employees of the Education and Culture Department of Meranti Regency in 2021

No	Education level	Number	%
1	Postgraduate (S2)	3	2.9%
2	Bachelor (S1)	68	64.8%
3	Diploma 3 (D3)	25	23.8%
4	High school level	9	8.6%
Total		105	100%

Source: Education and Culture Department of Meranti Regency, 2023

Table 3 shows that the average education level of employees is at the bachelor's level, but there are still some who have a diploma or high school education. Although the bachelor's level of education is dominant, not all employees are placed according to their fields of expertise. For this reason, so that employees of the Education and Culture Department of the Meranti Islands Regency get knowledge even though it is not in accordance with their fields, the agency should hold competency training for employees. Because with a level of education that is in accordance with the field of work, employee performance will be maximized. However, the training attended by employees is still limited; this can be seen in the following table:

Table 4. Meranti Regency Education and Culture Department Employees Training 2019-2021

No	Employee by Division	Total of Employees by Year		
		2019	2020	2021
1	Basic Education	5	6	4
2	Facilities and Infrastructure	3	2	2
3	Human Resources	4	3	3
	Total	16	13	11

Source: Education and Culture Department of Meranti Regency, 2023

From table 4, it can be seen that employees who take part in the training held, namely competency training, structural training, and SIASN training, which is held annually, are still limited in each field. This is certainly very unfortunate because there are still employees who are placed not in accordance with the educational background they have. Of course, with conditions like this, employees of the Education and Culture Department of Meranti Regency occupy positions not in accordance with their fields, which has an impact on employee performance that is not optimal. Then research conducted by Rahmatullah (2018), Sayoga (2022), and Prasada (2020) found that competence has an effect on performance. In contrast to Lamere et al., (2021), who found that competence has no effect on employee performance, Then Prasada (2020) found that competence has no effect on commitment. This study aims to determine and analyze the influence of leadership and competence on organizational commitment. To know and analyze the influence of leadership and competence on employee performance.

RESEARCH OBJECTIVES

The objectives of this study are: 1. To determine and analyze the influence of leadership and competence on organizational commitment. 2. To know and analyze the influence of leadership and competence on employee performance. 3. To know and analyze the effect of organizational

commitment on employee performance. 4. To know and analyze the influence of leadership and competence on performance through organizational commitment.

CONCEPTUAL FRAMEWORK

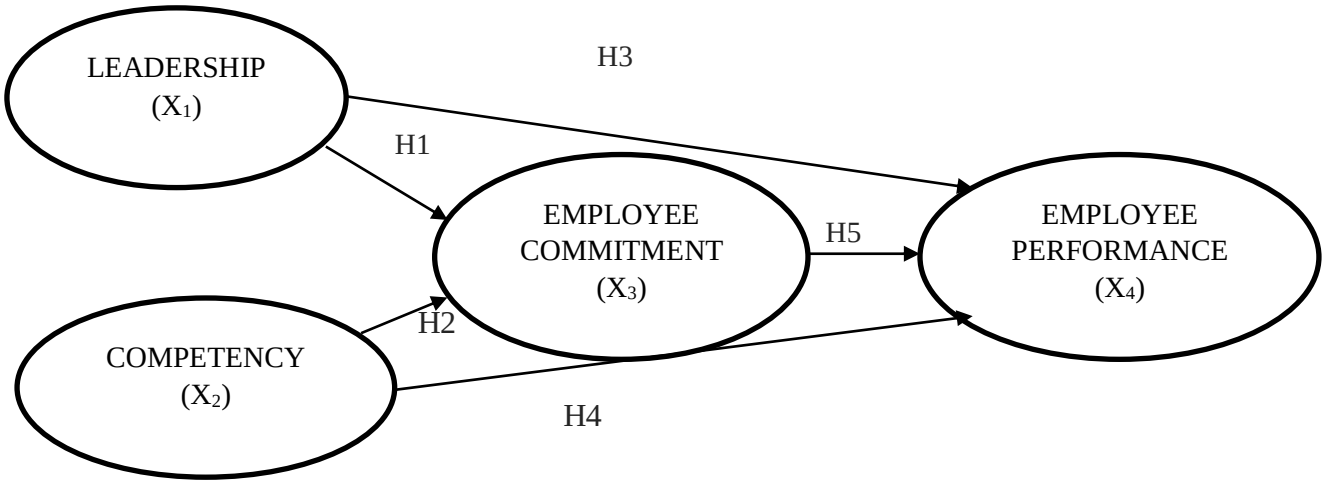

Figure 1: Conceptual Framework

LITERATURE REVIEW

Employee Performance

Performance is the real behavior that each person displays as a work achievement produced by employees in accordance with their role on campus (Riva'i, 2014). Employee performance is a very important factor in the efforts of the campus to achieve its goals. Mathis and Jackson (2016) state that performance is basically what employees do or don't do. According to Mitchell (1988) in Priyono (2015), performance can be shown in various ways: 1. Performance can show the same behavior that occurs over time (for example, batting average). 2. Performance can show different behaviors that are shown with a high level of conceptualization (for example, attendance). 3. Performance can show outcomes that are not closely related to specific actions (for example, sales). 4. Performance can be defined in general terms that indicate global traits rather than specific behaviors (e.g., assertiveness, friendliness). 5. Performance can be defined as the outcome of group behavior rather than individual behavior (such as winning a game). Performance is a multicomponent concept, and at a fundamental level, one can distinguish aspects of the performance process, such as behavioral engagement, from expected outcomes (Borman & Motowidlo, 2013). Furthermore, according to Markos & Sridevi (2010), employee performance signifies the level of efficiency and individual productivity that leads to the achievement of organizational goals as a result of their positive contribution, which ultimately results in overall organizational performance.

According to Alrowwad et al., (2018), employee performance is a response in the form of behavior that reflects what the employee has learned or the type of training the employee has received. It entails the result of an individual's mental and psychological abilities. Employee performance as a concept is increasingly becoming the center of discourse among scholars of management science because employee performance is very important for individuals and organizations.

Employee performance is the result of employee work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to them (Mangkunegara, 2019). Meanwhile, Bangun (2015) defines performance as the results of

work that a person achieves based on job requirements. Kasmir (2016) defines performance as the results of work or work behavior that have been achieved in completing the tasks and responsibilities given within a certain period. The assessment of performance is generally carried out by management over one or several specific periods.

Furthermore, Edison et al., (2017) state that performance is the result of a process that refers to and is measured over a certain period of time based on predetermined provisions or agreements. Then Robins (2017) defines performance as a result that employees achieve in their work according to certain criteria applied to a job.

Based on the above concepts, it can be stated that the performance of the work achieved by an employee means that goals are achieved in accordance with predetermined standards and criteria within a certain period of time, which has a strong relationship with the organization's strategic goals, satisfaction, and makes an economic contribution.

Employee Commitment

Organizational commitment is an attitude of loyalty of workers to the organization and is also a process of expressing their attention and participation in the organization (Sutrisno, 2018). Luthans (2020) defines organizational commitment as an attitude that reflects employee loyalty to their organization and an ongoing process by which organizational participants express their concern for the organization's success and welfare.

Furthermore, Steers and Proter (2017) state organizational commitment as the relative strength of individual identification with and involvement in a particular organization. Meyer and Herscovitch (2010) state that organizational commitment is the power that binds an individual to an action that is relevant to one or more goals. Commitment is a basic attitude inherent in the heart and mind that controls behavior in accordance with the agreement at the beginning. That commitment is a basic attitude, meaning our foundation in behavior or action, so that there are no mistakes or mistakes in action. We focus on obligations; we present integrity such as honesty, responsibility, consistency, trust, and so on in carrying them out; that is what is meant by commitment. Saleh et al. (2018). Hogue (2018) explains that commitment is "the stuff character is made of; the power to change the face of things." Commitment is the energy of change; we (whatever the role) are determined to be a luxurious person, a complex of goodness, inspiring in exemplary ways, and a model of change for a better future. Of course this is not easy, not like turning your palm, but from the deepest heart, we deserve to be good people (responsible, honest, disciplined, loyal, authoritative, dignified, and so on) and contribute to the spread of goodness.

Then Elshifa (2018) suggests that organizational commitment can be defined as the relative strength of an individual's identification with his organization, which can be seen in at least three factors, including (1) strong belief and acceptance of organizational goals and values; (2) willingness to work for the interests of the organization; and (3) a strong desire to maintain being a member of the organization. According to Sunarto (2008), employee commitment is a form of love and loyalty consisting of unification with organizational goals and values, a desire to remain in the organization, and a readiness to work hard on behalf of the organization. Sopiah (2015) Employee commitment to the organization is graded from the lowest level to the highest level.

From these several definitions, it can be concluded that organizational commitment is how loyal a state civil apparatus is to his organization to work optimally for the progress of the organization so as to realize what the organization's goal is.

Leadership

According to Edison et al., (2017), leadership is the process of influencing others to understand and agree with what needs to be done and how the task is done effectively, as well as the process of facilitating individual and collective efforts to achieve common goals. According

to Fahmi (2017), leadership is an individual who is capable of influencing the behavior of others regardless of violence and can be accepted as a leader. According to Wahjosumidjo (2015), leadership is translated into terms of traits, personal behavior, influence on others, patterns, interactions, cooperative relationships between roles, the position of an administrative position, persuasiveness, and the perception of others about the legitimacy of influence.

Furthermore, Thoha (2010) states that leadership is an activity to influence the behavior of others, or the art of influencing human behavior both individually and in groups. Leadership is one of the most important factors in an organization because it determines the success and failure of the organization. According to Yamin and Maisah (2015), leadership is defined as a process carried out by someone to manage and encourage a number of jobs through the application of management techniques to achieve organizational goals. Furthermore, Timpe (2017) defines leadership as a process of social influence in which managers seek voluntary participation from subordinates in an effort to achieve organizational goals. The leadership carried out by a leader also defines the goals to be reached in an organization. So it can be said that leadership is very influential for the organization.

Then Zainal and Rivai (2017) define leadership broadly, including the process of influencing in determining organizational goals, satisfying follower behavior to achieve goals, and influencing to improve the group and its culture. In addition, it influences the interpretation of events by its followers, organizing activities to achieve goals, maintaining cooperative relationships and group work, and gaining support and cooperation from people outside the group or organization. Good leadership is defined as the ability to integrate a group of individuals into a productive team or unit to achieve goals. This definition can be applied to a group of individuals in order to complete the goals that have been applied first (Mangkunegara, 2019).

From the above opinion, it can be concluded that leadership is a leader's way of influencing subordinates with certain characteristics so as to achieve the desired goals of the organization he leads.

Competence

Competence or ability means an individual's capacity to perform various tasks in a job (Robbins and Judge, 2017). Ability is the most recent assessment of an individual's ability to do something. Robbins divides a person's overall ability into two sets of factors: intellectual ability and the abilities needed to perform various mental activities, such as thinking, reasoning, and problem solving. Intelligent individuals commonly earn more money and higher levels of education. Intelligent individuals are also more likely to be leaders in a group.

Schultz, in Moeheriono (2019), stated that improving the welfare of the company does not depend on land, equipment, or energy resources alone, but on the knowledge and competence of employees. For this reason, the main theory of competence is that human capital is the ability of human resources obtained through investment in human resources. Human capital consists of four things, namely (1) ability, (2) behavior, (3) effort, and (4) time, and all of this is fully controlled by employees themselves.

According to Edison et al., (2017), competence is the ability of an individual to carry out a job correctly and has an advantage based on matters concerning knowledge, skills, and attitudes. Abdullah (2014) defines competence as a dimension of behavior that lies behind competent performance and shows how people behave when they perform their roles well. According to Moeheriono (2019), competence is a basic characteristic of personnel that determines whether someone is successful or not in doing a job or in a particular situation.

According to Wibowo (2014), competence is the ability to do work based on the knowledge, skills, and work attitudes demanded by the job. Zaim et al., (2013) also analyzes managerial competence and defines competence as an underlying characteristic of a person that

can be a motive, basic trait or behavior, skill, aspect of ability or skill, social role, or knowledge used.

From this opinion, it can be concluded that the competence of the state civil apparatus is the ability of an employee to carry out work in accordance with knowledge so that the work that has been completed is in accordance with predetermined provisions.

METHODOLOGY

Research Approach

This research uses a quantitative design with SEM analysis. Research modeling through SEM allows a researcher to answer research questions that are regressive and dimensional. When a researcher faces a research question in the form of identifying the dimensions of a concept or construct and at the same time wants to measure the effect on the level between the factors that have been identified, SEM is an alternative tool used for this research. Therefore, it can be said that SEM is basically a combination of factor analysis and multiple regression analysis (Ferdinand, 2013).

Location of Research

This research was conducted at the Education and Culture Department of Meranti Regency.

Types and Sources of Data

The research method used to answer the problem formulation is a survey approach. This method tries to connect variables and test these influences. Thus, the research will go through a process of verifying the truth of the influence between variables and a description process where the influence is given an explanation or its significance. The types of data needed in this study are primary and secondary data in the form of respondents' responses recorded in the questionnaire results.

Population and Sample

Population

In this study, the population was 105 non-educational employees. According to Sugiyono (2017), the sample is part of the number and characteristics possessed by the population.

Sample

The sample method used is a technique with a saturated sample technique, namely a sampling technique carried out as a whole from the total population (Ridwan and Kuncoro, 2019). So the sample in this study was 105 employees, excluding the leadership.

Data Analysis

The data analysis used in this research was structural equation modeling (SEM) PLS, which was operated through the Smart PLS version 3.0 program. This research requires data analysis and interpretation that will be used to answer research questions and reveal certain social phenomena. Data analysis is the process of simplifying data into a form that is easier to read and interpret. The model that will be used in this study is a causality model or influence relationship to test the hypothesis proposed, so the analysis technique used is SEM. As a structural equation model, Smart PLS version 3.0 has been used in equation and management research.

RESULTS AND DISCUSSION

Partial Least Squares Analysis Results (PLS)

In this study, data analysis used the partial least squares (PLS) approach using Smart PLS 3.2.8 software. Partial Least Square (PLS) is a structural equation model (SEM) based on variance components. The PLS approach is distribution-free (it does not use certain distributed data; it can be nominal, categorical, ordinal, interval, or ratio). In addition, PLS can also be used to measure small samples. The following are the stages of using the PLS approach:.

Assessing the Outer Model

The measurement model, or outer model, defines how each indicator block relates to its latent variable. There are three criteria for using data analysis techniques using Smart PLS to assess the outer model: convergence validity, discriminant validity, and composite reliability. The following is an image of the PLS algorithm used in this study:

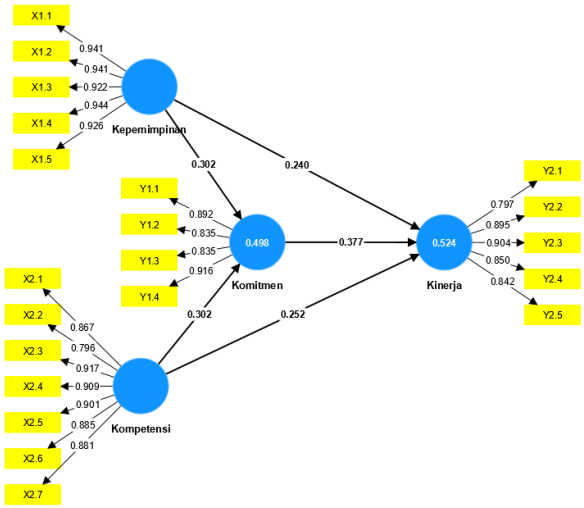

Figure 2: Measurement Model (Outer Model)

Hypothesis Testing

Direct Effect

To determine the existence of a causal relationship in SEM-PLS using Smartpls, it can be accomplished by looking at the T-statistics obtained in the path coefficient table, p-value, standard errors, and effect sizes for path coefficients. The following will present Table 5, namely the results of the direct effect hypothesis test.

Table 5. Direct Effect Hypothesis Test Results

Variable	Original sample (O)	T statistics (O/STDEV)	P values
Leadership -> Employee Performance	0.240	2.251	0.025
Leadership -> Commitment	0.302	2.467	0.014
Commitment -> Employee Performance	0.377	3.128	0.002
Competency -> Employee Performance	0.252	2.733	0.007
Competency -> Commitment	0.302	2.965	0.003

Source: Smartpls Processed Data, 2022

Based on Table 5, it shows that the significance of the estimated parameters provides very useful information about the influence between the research variables. The basis used in testing the hypothesis is the value contained in the following path coefficient output:

Effect of Leadership on Commitment

Based on the table above, the effect of leadership on commitment is significant, with a path coefficient value of 0.302, t statistic of 2.467, and p value of 0.014. These results show that the calculated t value is greater than 1.978 (t table), which indicates that there is an influence between leadership and commitment, meaning that this study, which states that "leadership affects commitment," is accepted.

Effect of Leadership on Employee Performance

Based on the table above, the effect of leadership on employee performance is significant, with a path coefficient value of 0.240, a t statistic of 2.251, and a p value of 0.025. These results show that the t value is greater than 1.978 (t table), which indicates that there is an influence between leadership and employee performance, meaning that this study, which states that "leadership affects employee performance," is accepted.

Effect of Competence on Employee Performance

Based on the table, the effect of competence on employee performance is significant, with a path coefficient value of 0.252, a t statistic of 2.733, and a p value of 0.007. These results show that the calculated t value is greater than 1.978 (t table), which indicates that there is an influence between competence and employee performance, meaning that this study, which states that "competence affects employee performance," is accepted.

Effect of Commitment on Employee Performance

Based on the table, it shows that the effect of commitment on employee performance is significant, with a path coefficient value of 0.377, a t statistic of 3.128, and a p value of 0.002. These results show that the t value is greater than 1.978 (t table), which indicates that there is an influence between commitment on employee performance, meaning that this study, which states that "commitment affects employee performance," is accepted.

Indirect Effect

To test the mediating effect of several hypotheses of this indirect effect, the following is shown in Table 6.

Table 6. Indirect Effect Hypothesis Test Results

Variable	Original sample (O)	T statistics (|O/STDEV|)	P values
Competency -> Commitment -> Performance	0.114	2.203	0.028
Leadership -> Commitment -> Performance	0.114	1.987	0.047

Source: SEM Processed Data, 2023

From the table above, it can be seen that the indirect effect between research variables can be seen in the following details:

The Effect of Leadership on Employee Performance Through Commitment

Based on the table, it shows that the effect of leadership on employee performance through commitment is significant, with a path coefficient value of 0.114, a t statistic of 1.987, and a p value of 0.047. These results show that the t value is greater than 1.978 (t table), which indicates that there is an influence between leadership on employee performance through commitment, meaning that this study, which states that "Leadership affects employee performance through commitment," is accepted.

Effect of Competence on Employee Performance Through Commitment

Based on the table above, the effect of competence on employee performance through commitment is significant, with a path coefficient value of 0.114, a t statistic of 2.203, and a p value of 0.028. These results are greater than 1.978 (t table), which indicates that there is an influence between competence on employee performance through commitment, meaning that this study, which states that "competence affects employee performance through commitment," is accepted.

CONCLUSION AND SUGGESTION

Conclusion

Based on the research results, the following conclusions can be drawn: 1. Leadership affects commitment. It can be seen from the low level of support and work guidance provided by the leadership. Basically, employees are loyal to the institution by obeying existing rules and doing the work given to them. 2. Competence affects commitment. The commitment of employees of the Education and Culture Department of Meranti Regency is currently average because their involvement in work and the desire to work harder have not been fully demonstrated in real terms. Although they have a high level of commitment, they lack the initiative to help colleagues complete work, so some work is not completed on time. 3. Leadership affects employee performance. Employees of the Education and Culture Department of the Meranti Islands Regency currently have not received support from the leadership for the performance they have performed optimally, so there are employees who are unable to complete the targeted work. 4. Competence affects employee performance. The competence of employees is quite good because the work ability carried out by the employees of the Education and Culture Department of Meranti Regency, which includes aspects of knowledge, skills, and work attitudes, is quite in accordance with predetermined standards. So the better the competence, the higher employee performance will be. 5. Commitment has a significant effect on employee performance. This can be seen from their willingness to always be involved in every job that is shown in real terms. This means that a better commitment will improve employee performance. 6. Leadership has a significant effect on employee performance through commitment. The research findings show that employees of the Education and Culture Department of the Meranti Islands Regency still lack support from the leadership. There are still employees who are not in accordance with their field of work, so they are less able to complete work quickly. This shows

that good leadership, followed by good commitment, will improve employee performance. 7. Competence has a significant effect on employee performance through commitment. Employees at the Education and Culture Department of the Meranti Islands Regency already have sufficient competence, so it can be improved even more. Good employee competence will make them always try to immediately complete the work given according to the predetermined timelines. This means that better competence, followed by high commitment, will improve employee performance.

Suggestions

Based on the above conclusions, the following suggestions can be made: 1. Improving employee performance can be achieved by advising employees to behave in accordance with the rules and regulations, conducting consistent evaluations of employee work results, and setting standards that make employee work results very satisfying. 2. To improve commitment, it is strongly recommended that all parties demonstrate an attitude of compliance with applicable regulations; this can be achieved through stricter monitoring of employee attendance and departure times. 3. Leaders should support employee improvement by providing training that is appropriate to their field of work. This training will provide them with good knowledge and experience that will help them improve their performance. 4. To improve competence, organizations can improve employees' knowledge of the principles set by the organization, provide training that is appropriate to their field of work, and increase the budget for training so that more employees take part in training. The purpose of all this is for employees to have a strong belief that they can improve their performance. 5. For future research, expand the scope of research and add variables that can affect commitment and strengthen employee performance.

REFERENCE

Abdullah, M. (2014). Manajemen dan Evaluasi Kinerja Karyawan. Yogyakarta: Aswaja Pressindo.

Alrowwad, A., Alkhalafat, F., Obeidat, B., & Abualoush, S. (2018). The role of corporate social responsibility in enhancing firm performance from the perspective of IT employees in Jordanian banking sector: The mediating effect of transformational leadership. Modern Applied Science, 12(7), 1–26. https://doi.org/10.5539/mas.v12n7p1

Bangun, W. (2015). *Manajemen Sumber Daya Manusia*. Erlangga.

Borman, W. C., & Motowidlo, S. J. (1993). Task performance and contextual performance: The meaning for personnel selection research. Human Performance, 10(2), 99–109. https://doi.org/10.1207/s15327043hup1002_3

Edison, Emron, Anwar Yohny, & K. I. (2017). *Manajemen Sumber Daya Manusia*. Alfabeta.

Elshifa, A. (2018). Pengaruh Leader Member Exchange (LMX) Dan Komitmen Organisasi Terhadap Kinerja Karyawan Dengan Mediasi Organizational Citizenship Behavior (OCB) (Studi Kasus Pada Karyawan Kospin Jasa Pekalongan). *Ecomomicus*, *9*(1), 26–39.

Fahmi, I. (2017). *Manajemen Sumber Daya Manusia*. Alfabeta.

Ferdinand, A. (2013). *Structural Equation Modelling dalam Penelitian. Manajemen*. Universitas Dipenogoro.

Hasanah, H., & Madiistriyatno, H. (2020). *The Model of Organizational Commitment and Its Implications on the Lecturer Performance.* Dinasti International Journal of Economics, Finance & Accounting, 1(5), 742–760. https://doi.org/10.38035/dijefa.v1i5.578

Hogue, C. M. (2018). The impact of a mental skills training intervention on psychophysiological responses to performance stress elicited by an ego-involving climate. International Journal of Sport and Exercise Psychology, 19(4), 650–667. https://doi.org/10.1080/1612197X.2019.1696868

Kasmir. (2016). Manajemen Sumber Daya Manusia (Teori dan Praktik). PT. RajaGrafindo Persada.

Lamere, L., Kirana, K. C., & Welsa, H. (2021). Analisis Pengaruh Gaya Kepemimpinan dan Etos Kerja Terhadap Kinerja Karyawan Melalui Motivasi Sebagai Variabel Intervening. Bisma: Jurnal Manajemen, 7(2), 103–110.

Luthans, F. (2020). *Perilaku Organisasi* (Vivin Andika Yuwono (ed.)). Andi Offset.

Mangkunegara, A. P. (2019). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya Offset.

Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. International Journal of Business and Management, 5(12), 89–96. https://doi.org/10.5539/ijbm.v5n12p89

Mathis, R. L., & Jackson, J. H. (2016). Human resource management (15th ed.). Cengage Learning. ISBN 978-1305500709.

Meyer, A., & Herscovitch. (2010). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, *11*(2), 299–320.

Moeheriono. (2019). Pengukuran kinerja berbasis kompetensi. Jakarta: Ghalia Indonesia.

Pasaribu, E. K., & Indrawati, D. (2016). Pengaruh Iklim Organisasi Dan Kualitas Kehidupan Kerja Terhadap Kinerja Pegawai Dinas Sosial Provinsi Bali. *E-Jurnal Manajemen Unud*, *5*(12), 7785–7809. ile:///C:/Users/user/Documents/jurnal/254954-pengaruh-iklim-organisasi-dan-kualitas-k-35183822.pdf%0D

Prasada, D. (2020). Pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja karyawan pada PT. Mandiri Konstruksi di Tangerang Selatan. Journal of Education, Humaniora and Social Sciences (JEHSS), 3(2), 629–636. https://doi.org/10.25273/jehss.v3i2.6572

Priyono. (2015). *Manajemen Sumber Daya Manusia.* Zifatama Publisher.

Rahmatullah. (2018). Pengaruh kepemimpinan dan motivasi kerja terhadap kinerja karyawan pada PT. BTPN Cabang Sungguminasa Kabupaten Gowa (Skripsi, Universitas Muhammadiyah Makassar). Universitas Muhammadiyah Makassar. Diakses dari https://digilibadmin.unismuh.ac.id/upload/3411-Full_Text.pdf

Ridwan, E., & Kuncoro, A. (2019). *Cara Menggunakan dan Memaknai Path Analysis*. Alfabeta.

Riva'i, V. (2014). *najemen Sumber Daya Manusia Untuk PerusahaanDari Teori ke Praktik.* PT. RajaGrafindo Persada.

Robins, S. P. (2017). *Perilaku Organisasi* (10th ed.). Salemba Empat.

Robbins, S. P., & Judge, T. A. (2017). Organizational Behavior (17th ed.). Boston: Pearson Education.

Rorimpandey, R. (2022). Pengaruh Keselamatan Kesehatan Kerja, Komitmen Organisasi, dan Disiplin Kerja terhadap Kinerja Pegawai. Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi, 10(1), 81–90. https://ejournal.unsrat.ac.id/index.php/emba/article/view/38152

Saleh, R. M. M., Nusari, M., Habtoor, N., & Isaac, O. (2018). The Effect of Leadership Style on Organizational Performance: Organizational Commitment as a Mediator Variable in the Manufacturing Sector of Yemen. International Journal of Management and Human Science (IJMHS), 2(4), 13–24.

Sayoga, I. W. P. A., Kawiana, I. P. G., & Astrama, I. M. (2022). P*engaruh Servant Leadership dan Etos Kerja Terhadap Kinerja Pegawai.* WidyaAmrita: Jurnal Manajemen, Kewirausahaan Dan Pariwisata, 2(1), 12-20. https://doi.org/10.32795/vol4wamrtno1th24

Sopiah. (2015). *Perilaku Organisasional*. Andi Offset.

Steers, R., & Proter, M. (2017). *Employee Organizational Linkages*. Academic Press.

Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. CV Alphabeta.

Sunarto. (2008). *Manajemen Karyawan*. Amus.

Sutrisno, E. (2018). *Manajemen Sumber Daya Manusia*. Kencana.

Timpe, A. D. (2002). Kepemimpinan = Leadership. Jakarta: Elex Media Komputindo.

Thoha, M. (2010). *Kepemimpinan dalam Manajemen* (12th ed.). PT. Gramedia Pustaka.

Wahidi, U., Hardi, H., & Safitri, D. (2020). Pengaruh Independensi, Gaya Kepemimpinan dan Budaya Organisasi terhadap Kinerja Auditor: Komitmen Organisasi sebagai Mediasi. Jurnal Ilmiah, 1(2), 218–238.

Wahjosumidjo. (2015). Kepemimpinan dan motivasi: Dasar pengembangan kekuatan manajerial. Jakarta: Ghalia Indonesia.

Wibowo. (2014). Manajemen kinerja (Edisi Revisi Cetakan Ke-4). Jakarta: Rajawali Pers.

Yamin, M., & Maisah. (2010). Kepemimpinan dan manajemen masa depan. Bogor: IPB Press.

Zaim, H., Yaşar, M. F., & Ünal, Ö. F. (2013). Analyzing the effects of individual competencies on performance: A field study in services industries in Turkey. Journal of Global Strategic Management, 2(7), 67–82. https://doi.org/10.20460/JGSM.2013.2.7.67

Zainal, & Rivai, V. (2017). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktik*. PT. RajaGrafindo Persada.