

## The Effect of Competence and Work Culture on Employee Performance Through Employee Commitment Bkn Regional Office XII Pekanbaru

Agnes Rahmawati Hasibuan\*, Zulfadil, & Any Widayatsari

Department of Management, Faculty of Economics and Business, Universitas Riau

\* email: [agnes.rahmawati7565@grad.unri.ac.id](mailto:agnes.rahmawati7565@grad.unri.ac.id)

Article Info	Abstract
<b>Received</b> : 2024-11-26	<i>The purpose of this study was to ascertain and examine the impact of work culture and competency on employee commitment, among other goals. to ascertain and examine how employee performance is impacted by competence and workplace culture. to ascertain and examine how employee commitment affects worker performance. In order to ascertain and examine how employee engagement and work culture impact performance. In this study, the population was 102 employees of Regional Office XII BKN Pekanbaru. This research used a saturated sample method. The data used in this study are primary data and secondary data, while the data collection technique uses a questionnaire. The data analysis culture affect commitment. Competence and work culture affect employee performance. Commitment has a significant effect on employee performance. Competence has a significant effect on employee performance through commitment. This means that an employee's abilities, skills, and knowledge (competence) have an effect on their performance, and this impact occurs through their level of commitment to work or organization. Work culture has a significant effect on employee performance through commitment. This means that a positive and supportive work culture will increase employee commitment to the organization and their work.</i>
<b>Accepted</b> : 2025-09-24	
<b>Published</b> : 2025-09-24	
<b>Keywords:</b> competence; work culture; employee commitment; employee performance	

### Introduction

An organization certainly wants to achieve success; in order to achieve this success, it requires quality employees. The goals of an organization are achieved due to the role of resources that have a good quality of work. In addition, to be competitive with other organizations, optimal efforts are needed so that the organization grows and develops so that it is able to anticipate or face any changes that exist. One of the methods and things that can affect the quality of performance to achieve organizational goals is performance (Syafruddin and Periansya, 2022).

According to Sentono (2020), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics. Employee performance will affect organizational performance; improving employee performance will help the organization achieve its goals. Vice versa, if employee performance decreases, it will also have an impact on organizational performance; it will be difficult for the organization to achieve its goals.

BKN Regional Office XII Pekanbaru is one of the government institutions that regulates everything regarding the position and salary of civil servants by supervising that the regulations are carried out properly and that their implementation requires good performance from its

employees. Based on Government Regulation Number 32 of 1972, BKN is established as a non-departmental government agency that is directly under and responsible to the President, with a function to complete, maintain, and develop state administration in the field of personnel so as to ensure the continuity of government. Based on the tasks mentioned, BKN has a very important role in managing human resources, especially civil servants, so that all regulations that apply to civil servants can run well; therefore, it requires work loyalty and professionalism in completing the tasks of its employees in accordance with established standards and has an orientation towards positive results in improving its performance.

To achieve the goals that have been determined, good performance is necessary so that the organization is able to serve, be professional, and gain the trust of the community. Performance also involves an active relationship and an individual's personal desire to make a full contribution to the organization. For this reason, employee performance needs to be considered every year so that an assessment is made, which is outlined in the form of an employee performance appraisal list. This assessment will be used as a consideration for conducting employee development, among others, in terms of considering promotion, placement in positions, transfers, education and training, and others.

The final assessment of work performance is by combining the employee work target assessment with the work behavior assessment. The weight of the value of each is 60% for the employee work target element and 40% for the work behavior element. Employee Work Target is one of the elements in the Assessment of Employee Work Performance, which is regulated in Government Regulation Number 46 of 2011. One of the requirements in processing a promotion is to get a score of at least good. More details can be seen in Table 1.

Table 1. Employee Performance Assessment of BKN Regional Office XII Pekanbaru in 2020-2022

No	Years	Number of Employees	Performance Outcomes			
			Good	%	Excellent	%
1	2020	88	76	86,36	12	13,64
2	2021	88	83	94,32	5	5,68
3	2022	102	97	95,10	5	5,15

Source: BKN Regional Office XII Pekanbaru Year, 2024

Based on the data in Table 1, it can be seen that the performance achievements of employees already have good performance, but over the years the number of employees who perform very well has decreased every year. This is not in accordance with the expectations of the organization, which, naturally, employees who get good grades will increase to excellent. This provides a reasonable explanation why the performance of excellent employees has decreased because they cannot complete their work properly. According to Kasmir (2018), Ritonga (2019), and Sagay et al. (2018), employee performance can be influenced by many aspects, including work culture, competence, and commitment.

The competency factor is very decisive for whether or not employee performance is good. 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 (Taufiq and Kusmin, 2022).

Then work culture is also one of the factors with an important role in supporting employee performance; culture is able to create a level of motivation for employees to provide their best abilities in utilizing the opportunities provided by their organization. A culture that grows strong can encourage the organization towards better development.

Work culture is often defined as the values of symbols that are understood and obeyed together, which are owned by an organization so that organizational employees have the feeling

---

of being one family and create a condition that makes them feel that the organization is different from other organizations. Realizing this, the Regional Office XII BKN Pekanbaru has established a work culture, namely I-IMPROVE, which is applied by the Regional Office XII BKN Pekanbaru as described in the behavioral handbook as follows: 1) Integrity (Ethics) 2) Innovation 3) Serving 4) Professionalism 5) Visionary and 6) Effective (Efficiency). The culture explains how employees behave and how relationships should occur between superiors to subordinates, subordinates to superiors, and relationships with coworkers. A strong culture is very influential in improving a person's consistency in behavior. In other words, culture is an important factor in improving one's performance in the organization (Deliana, 2020).

Another factor that can improve employee performance is employee commitment. Employee commitment is a condition in which an individual sides with the organization and its goals and desires to maintain membership in the organization. By achieving employee commitment, companies can create a sense of ownership of the organization, enthusiasm for work, and confidence in management. Commitment has an important role, especially in a person's performance at work. This is due to the commitment that becomes a reference and encouragement, which makes them more responsible for their obligations. However, in reality, many organizations or companies pay little attention to the commitment and loyalty of their employees, so their performance is not optimal. Organizations or companies should, when recruiting, choose candidates who are highly committed to the company, which involves more of an active relationship with the company, so that individuals are willing to give something of their own in contribution to the welfare of the organization. This is intended to detect early on workers who are less than optimal so that nothing happens that can harm the organization or company. With a high commitment, members of the organization will feel more at home in working faithfully to participate fully in achieving organizational goals. Commitment involves more of an active relationship with the organization so that individuals are willing to give something of their own in contribution to the welfare of the organization.

Several studies on the effect of work culture and competence on commitment and performance have been conducted previously, including by Sagay et al. (2018) with research findings that competence affects performance. Sagita (2016) found that work culture affects employee performance. In contrast to the research findings (Yasdianto et al., 2020), competence and work culture have no effect on performance. Meanwhile, according to Pasaribu and Indrawati (2016), work culture has no significant effect on employee performance.

The novelty of this research lies in the work culture indicators. In this study, the indicators used are still rarely found because they use indicators directly from the agency, in this case BKN Regional Office XII Pekanbaru, namely I-IMPROVE, or integrity (ethics), innovation, serving, professionalism, visionary, and effective (efficiency). The advantages of I-IMPROVE are encouraging employees to continue to innovate, both in business processes and in the way they work, focusing on continuous improvement efforts, and requiring employees to work together in teams to produce innovations and improvements that can help improve organizational performance and strengthen internal collaboration. Overall, the I-IMPROVE culture can help improve organizational performance, strengthen internal collaboration, and make it better prepared to face challenges in the era of globalization and digitalization.

## **Literature Review And Hypothesis Development**

### **Competence**

According to Edison et al. (2017), competence is an individual's ability to carry out a job correctly and has an advantage based on matters concerning knowledge, skills, and attitudes. According to Abdullah (2016), competence is a dimension of behavior that exists through competent performance that shows how people behave when they carry out their roles well. According to Moehleriono (2016), competence is a basic characteristic of personnel that

determines whether someone is successful in doing a job or in a particular situation. Wibowo (2016), competence is the ability to carry out a job that is based on knowledge, skills, and work attitudes. Zaim (2013) also analyzes managerial competence and defines competence as an underlying characteristic of a person that could be a motive, trait, skill, aspect of one's self-image, social role, or a body of knowledge that he or she uses. Hafid (2022), the competence of the state civil apparatus means the ability that must be possessed by an apparatus in the form of knowledge, skills, attitudes, and behaviors required in carrying out their duties.

### **Work culture**

According to Edison et al. (2017), work culture is the result of the process of merging the cultural style or behavior of each individual brought before into a new norm and philosophy, which has the energy and pride of the group in facing something and a certain goal. Work culture as a system of meaning shared by members that distinguishes the organization from other organizations. Work culture is the norms, values, assumptions, beliefs, philosophies, organizational habits, and so on (the content of work culture) developed over a long time by the founders, leaders, and members of the organization that are socialized and taught to new members and applied in organizational activities so as to influence the mindset, attitudes, and behavior of organizational members at work. Furthermore, according to Nawawi (2013), work culture is the set of values that guide human resources in carrying out their obligations and behavior in the organization. Mathis and Jackson (2016) reveal that several organizational components influence employees in deciding whether to stay in the organization or leave the organization; one of these organizational components is work culture. According to Koskinen et al. (2016), work culture refers to the basis, assumptions, and patterns in shared meaning by organizational members. Work culture has often been cited as the main reason for the failure of the implementation of organizational change programs (Griffiths, 2016). Work culture creates a system of beliefs and values that develop in an organization and directs the behavior of its members.

Work culture refers to the norms and values that direct the behavior of organizational employees (Luthans, 2016), where each member will behave in accordance with the prevailing culture in order to be accepted by their environment. Kreitner and Kinicki (2017) state that work culture is conceptualized as a shared understanding of important things that are manifested in words spoken together, work performed together, and feelings shared. From this understanding, it can be concluded that work culture is the basic philosophy of the organization that contains beliefs, norms, and shared values into the core characteristics of how to do things in the organization. These beliefs, norms, and values guide all human resources in the organization in carrying out their performance.

### **Employee Commitment**

Sutrisno (2016) says that employee 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. Luthans (2015) defines employee commitment as an attitude that reflects employees' loyalty to their organization and an ongoing process by which organizational participants express their concern for the organization, success, and well-being.

Meyer and Herscovitch (2018) state that employee commitment is the force that binds an individual to an action related to one or more goals. According to Elshifa (2018), employee commitment can be defined as the relative strength of an individual's identification with his or her 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 (3) desire to maintain membership in the organization (being part of the organization). According to Sunarto (2017), employee commitment is defined as love and loyalty consisting of unification with organizational goals and values, a desire to remain in the

---

organization, and a willingness to work hard on behalf of the organization. Sopiah (2018) states that employee commitment to the organization is graded from very low to very high levels.

### **Employee Performance**

Performance as the results of work or work behavior that have been achieved in completing the tasks and responsibilities given in a certain period. Performance appraisals are usually carried out by management for one or several specific periods. According to Edison et al. (2017), performance is the result of a process that refers to measuring during a certain period of time based on predetermined conditions or agreements. Then Robins (2015) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job. Mangkunegara (2016) and Sutrisno (2016), employee performance refers to the results of employee work in quality, quantity of work time, and cooperation achieved by an employee in carrying out duties in accordance with the responsibilities assigned to him to achieve the goals set by the organization. Bangun (2015), performance refers to the results of work achieved by a person based on job requirements. While Armstrong and Baron (2018), the notion of performance often means performance, work results, or work achievements. Furthermore, Riva'i (2016) states that performance is a real behavior displayed by each person as a work achievement produced by employees in accordance with their role. Employee performance is very important in an organization's efforts to achieve its goals. Moheriono (2015) stated that performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization (Abdullah, 2016).

### **The Effect of Competence on Employee Commitment**

The competence of a worker can generally ease the implementation of all tasks in their work. With the increasing competence of a worker, various work achievements can be achieved according to the level of work completion and the quality of the results obtained. In this case, the organization or institution where they work will generally provide awards, either in the form of incentives or appreciation in other forms that will encourage the higher commitment of workers to continue to make their best contribution in the process of achieving organizational goals.

In addition, competence towards employee commitment in the context of organizational citizenship behavior (OCB) refers to the extent to which employees demonstrate attitudes and behaviors that exceed formal organizational expectations. This OCB theory was first introduced by Dennis Organ and refers to extra-role behavior or voluntary employee behavior that is not listed in the official job description but greatly affects the effectiveness and work atmosphere in the organization.

Competence is an employee's ability to carry out a task or job, personal productivity, employee personality, and knowledge and skills in carrying out job duties. Employees receive education and training to perform their jobs satisfactorily while carrying out their professional duties. Competence shows the characteristics of knowledge and skills that each person has or needs in order to be able to carry out their duties and responsibilities effectively and improve professional quality standards at work.

Commitment is what makes an individual determined to work hard, sacrifice, and take responsibility in order to achieve the goals of the organization or company that have been previously agreed upon or decided upon. Commitment has an important role, especially in a person's performance at work. This is due to the existence of a commitment that becomes a reference and encouragement that makes them more responsible for their obligations. A worker who has a high commitment will be willing to dedicate himself to achieving the organization's mission. Therefore, a relationship between competence and employee commitment can be drawn.

H1: Competence affects employee commitment

### **The Effect of Work Culture on Employee Commitment**

Work culture has a function to facilitate the development of commitment from employees. Every organization has a work culture that functions to form rules or guidelines for thinking and acting in achieving the set goals. This means that a work culture that grows and is well maintained will be able to drive the organization towards better development. In addition, the main emphasis in changing and developing work culture is trying to change the values, attitudes, and behavior of the organization as a whole.

Every organization has a characteristic that distinguishes it from other organizations; this characteristic becomes an identity for the organization. This is called work culture. Work culture refers to a unique relationship of norms, values, beliefs, and ways of behaving that characterize how groups or individuals get things done. Work culture contains values that must be understood, internalized, and practiced together by all individuals or groups involved. Culture relates to how the organization builds commitment to achieve the vision. According to the Goal-Setting Theory proposed by Locke (1968), this theory emphasizes the importance of the relationship between the goals set and the resulting performance. The basic concept is that if a person or employee is able to understand the goals expected by the organization, then this understanding will affect employee work behavior.

When someone can accept the values contained in an organization or situation where that person works, that person will show a positive attitude towards the organization, and if the values in the work culture can be shared, it will lead to a strong commitment from that person to the organization. Based on the description above, the hypothesis is as follows:

H2: Work culture affects employee commitment

### **The Effect of Competence on Employee Performance**

The competence of an employee is able to encourage employees to provide optimal work results for organizations or institutions. The higher the competence of employees, the employee performance will increase. And vice versa, low competence can be an obstacle for employees to get work done, so that the resulting employee performance decreases. This employee competency is related to their knowledge, skills, and attitudes at work. Competence is a characteristic related to the effectiveness of performance that makes the person able to fulfill what is required by work in an organization. The higher the employee competence and, in accordance with the demands of the job, the employee performance will increase.

Competent employees generally have stable attitudes and behaviors, or willingness and ability to work, so that they are able to do their jobs well and be responsible and willing to improve their quality of being so satisfied with what they do, which is formed between character, self-concept, motives, and knowledge to enable them to do their work with confidence and see their work as an obligation that must be fulfilled.

The effect of competence on employee performance can be analyzed using goal-setting theory, developed by Edwin Locke. This theory states that clear, specific, and challenging goals tend to increase individual motivation and performance, including employees. Competence holds an important role in this context as it is directly related to employees' ability to achieve the set goals. Competence always contains intent and purpose, which is a motive that causes an action to obtain results. Based on the description above, the hypothesis is as follows:

H3: Competence affects employee performance.

### **The Effect of Work Culture on Employee Performance**

Employees are the driving force of organizational operations. If the performance of employees is good, the organizational performance will also increase. Many factors affect employee performance, one of which is work culture. Work culture is a common perception shared by all members of the organization, so that every employee who is a part of the organization will have values, beliefs, and behavior in accordance with the organization. Work culture is a philosophy

---

based on a view of life where values become ingrained traits, habits, and encouragement in an organizational group, which are then reflected in attitudes, behavior, beliefs, ideals, opinions, and actions and manifested in the form of work. Organizations that have long been established and strive to survive will try to explore certain cultures that have organizational characteristics when facing intense competition and development in the future.

Furthermore, the Stimulus-Organism-Behavior-Consequences (SOBC) theory, which was first proposed by Sutermeister (1976) through his study of organizational behavior, states that the guide to studying behavior in organizations by using a stimulus-response approach. Work culture has an impact on organizational efficiency and effectiveness. A strong work culture can form an organizational identity that provides a competitive advantage compared to other organizations. Based on the description above, the hypothesis is as follows:

H4: Work cultures affect employee performance

#### **The Effect of Employee Commitment on Employee Performance**

Performance means something can be accomplished in accordance with its duties and functions. Meanwhile, commitment is an agreement (attachment) to do something (contract) with a full sense of responsibility. Employee commitment is a commitment created by all individual components in carrying out organizational operations. This commitment can be realized if individuals in the organization carry out their rights and obligations in accordance with their respective duties and functions in the organization, because the achievement of organizational goals is the result of the collective work of all members of the organization.

Based on the Stimulus-Organization-Behavior-Consequences (SOBC) theory first proposed by Sutermeister (1976) through his study of organizational behavior, it states that the guide to studying behavior in organizations by using a stimulus-response approach. The relationship between employee commitment and competence is part of the form of employee attitudes in an organization to improve employee performance. High employee commitment will benefit the organization. Employees who have high commitment will make a good contribution to the organization in achieving its goals. And vice versa, the low commitment of employees will cause a sense of lack of concern for work so that employee performance can decrease. The higher the employee commitment, the higher the performance produced by the employee, and vice versa, the lower the employee commitment, the lower the performance produced.

H5: Employee commitment affects employee performance

#### **The Effect of Competence on Performance through Employee Commitment**

Competence is very important as the main and most basic characteristic of an individual to produce an optimal performance in the work culture of a company or organization. An organization needs a strong work culture so that existing values can be truly applied deeply, embraced, and struggled for by employees in order to create good and optimal performance. Herzberg theory and equity theory In this study, there are commitment factors related to one's work, success achieved, growth opportunities, career advancement, and recognition of others. With this, it is hoped that the leadership of the organization can make policies so that they can continuously improve employee competence and also improve and implement a good work culture in the workplace so that a comfortable and conducive atmosphere can be created in the workplace so that this can improve the performance or work performance of each employee in order to achieve the goals of the company.

Commitment to the organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to put in a high level of effort for the benefit of the organization in order to achieve its goals. Therefore, employee commitment can increase the influence of competence on employee performance.

H6: Competence affects performance through employee commitment

### **The Effect of Work Culture on Performance through Employee Commitment**

In an effort to improve employee performance, it should be supported by a work culture and competencies. The success of the role of an organization of employees is a very important asset. To be able to improve employee performance, aspects of employee competence need to be improved so that employees can work well together in a team.

Culture will affect the extent to which organizational employees achieve organizational goals; therefore, work culture is an influential factor in shaping and giving meaning to organizational members to act and behave. A good culture will affect employee performance in carrying out and performing their duties better. The stimulus-organization-Behavior-Consequences (SOBC) theory, first proposed by Sutermeister (1976) through his study of organizational behavior, says that the guide to studying behavior in organizations is to use a stimulus-response approach.

With the commitment of employees to the organization where employees work, it will result in high performance from employees, which can be used as an encouragement for employees to complete the obligations and tasks given so that good performance can be created. If cooperation between coworkers and supported by commitment to the organization is implemented properly, the implementation of work will run smoothly, but if cooperation between coworkers and employee commitment are lacking, it will be the opposite.

H7: Work culture affects performance through employee commitment

## **Methods**

### **Type and Source of Data**

Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics set by researchers to study and then draw conclusions. The population in this study were 102 employees of the Regional Office XII BKN Pekanbaru. The sample is part of the number and characteristics of the population. The sampling method in this study used a saturated sample with a sample size of 102 employees.

Table 2. Operational Variables

Variable	Definition	Indicator	Scale
Competence (X <sub>1</sub> )	Competence is employee's job knowledge and improving their skills to carry out a task correctly and have excellence based on matters relating to knowledge, skills and attitudes.	1. Knowledge of the job 2. Willingness to improve knowledge 3. Have technical expertise according to the field of work 4. Ability to identify problems 5. Ability to find problem solutions 6. Initiative to help coworkers 7. Friendliness and politeness	Ordinal
Work culture (X <sub>2</sub> )	Work culture is the process of merging the cultural style or behavior of each individual brought before into a new norm and philosophy, which has the energy and pride of the group in facing something and a certain goal.	Edison et.al., (2017) 1. Integrity (Ethics) 2. Innovative (Innovation) 3. Serving (Service) 4. Professionalism 5. Visionary 6. Effective (Efficiency)	Ordinal

Variable	Definition	Indicator				Scale
		Regional Pekanbaru	Office	XII	BKN	
Employee commitment (Y1)	Employee commitment is a person's loyalty at work and wants to work hard and accept the value of an organization.	1. Loyalty or loyalty 2. Involvement in work 3. Willingness to work hard 4. Acceptance of organizational values (Sopiah, 2017) and (Luthans, 2017)				Ordinal
Employee Performance (Y2)	Performance is the result achieved by an employee on targets and work results that are measured over a certain period of time based on predetermined conditions or agreements.	1. Target 2. Achievement 3. Result 4. Benefits 5. Behavior of civil servants Government Regulation of the Republic of Indonesia Number 11 of 2017 Article 167				Ordinal

Source: Processed Data, 2024

## Results And Discussion

### Results

#### Data Quality Test

Table 3. Data Quality Test

Indicator	Outer loadings	Information
BK1 <- Work Culture	0.815	Valid
BK2 <- Work Culture	0.880	Valid
BK3 <- Work Culture	0.917	Valid
BK4 <- Work Culture	0.916	Valid
BK5 <- Work Culture	0.866	Valid
BK6 <- Work Culture	0.806	Valid
K1 <- Employee Performance	0.925	Valid
K2 <- Employee Performance	0.940	Valid
K3 <- Employee Performance	0.932	Valid
K4 <- Employee Performance	0.894	Valid
K5 <- Employee Performance	0.907	Valid
KO1 <- Commitment	0.880	Valid
KO2 <- Commitment	0.891	Valid
KO3 <- Commitment	0.800	Valid
KO4 <- Commitment	0.885	Valid
KOM1 <- Competence	0.837	Valid
KOM2 <- Competence	0.854	Valid
KOM3 <- Competence	0.881	Valid
KOM4 <- Competence	0.930	Valid

Indicator	Outer loadings	Information
KOM5 <- Competence	0.901	Valid
KOM6 <- Competence	0.881	Valid
KOM7 <- Competence	0.899	Valid

Source: SEM Processed Data, 2024

Table 3 explains that the convergent validity test aims to assess reflective indicators to become indicators of constructs or latent variables by assessing the loading factor of each indicator on the variable. In this test, if the loading factor value is above 0.7, the variable is said to be valid.

Table 4 Validity Test.

Variable	Composite Reliability
Work Culture	0.936
Performance	0.955
Commitment	0.892
Competence	0.954

Source: SEM Processed Data, 2024

Table 4 above shows that the composite reliability value for all constructs is above 0.7, which indicates that all constructs in the estimated model meet the reliability criteria. The lowest composite reliability value is 0.892 on the commitment variable, and the highest composite reliability value is 0.955 on the performance variable.

### Direct Effect

To predict the existence of a causal relationship in SEM, it can be seen by looking at the T-statistics seen in the path coefficients table, p-value, standard errors, and effect sizes for path coefficients. The following will present Table 2, 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
Competence -> Commitment	0.392	3.348	0.001
Work Culture -> Commitment	0.488	4.247	0.000
Competence -> Employee Performance	0.262	2.761	0.006
Work Culture -> Employee Performance	0.225	2.179	0.030
Commitment -> Employee Performance	0.472	4.235	0.000

Source: SEM Processed Data, 2024

Table 5 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:

### The Effect of Competence on Commitment

Based on Table 5 above, the positive effect of competence on commitment is significant with a path coefficient value of 0.392, with a t statistic of 3.348 and a p value of 0.001. These results show that the calculated t value is greater than 1.96 (t table), which indicates that there is an

---

influence between competence and commitment, meaning that in this study, which states that "there is an effect between competence on commitment," is accepted.

### **The Effect of Work Culture on Commitment**

Based on Table 5, it shows that the positive effect between work culture on commitment is significant with a coefficient value of 0.488, a t statistic of 4.247, and a p value of 0.000. These results show that the calculated t value is greater than 1.96 (t table), which indicates that there is an influence between work culture and commitment, meaning that this study, which states that "work culture affects commitment," is accepted.

### **The Effect of Competence on Employee Performance**

Based on Table 5 above, the positive effect of competence on employee performance is significant, with a path coefficient value of 0.262, a t statistic of 2.761, and a p value of 0.006. These results show that the calculated t value is greater than 1.96 (t table), which indicates that there is an influence between competence and employee performance, meaning that this study, which states that "there is an effect between competence on employee performance," is accepted.

### **The Effect of Work Culture on Employee Performance.**

Based on Table 5, it shows that the positive effect between work culture on employee performance is significant with a path coefficient value of 0.225, a t statistic of 2.179, and a p value of 0.030. These results show that the calculated t value is greater than 1.96 (t table), which indicates that there is an influence between work culture and employee performance, meaning that this study, which states that "work culture affects employee performance," is accepted.

### **The Effect of Commitment on Employee Performance**

Based on Table 5, it shows that the positive effect of commitment on employee performance is significant with a path coefficient value of 0.472, with a t statistic of 4.235 and a p value of 0.000. These results show that the calculated t value is greater than 1.96 (t table), which indicates that there is an influence between commitment to employee performance, meaning that this study, which states that "commitment affects employee performance," is accepted.

### **Indirect Effect**

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

Table 6: Indirect Effect Hypothesis Test Results.

Variable	Original sample (O)	T statistics ( O/STDEV )	P values
Competence -> Commitment ->			
Performance	0.185	2.844	0.005
Work Culture -> Commitment ->			
Performance	0.230	2.736	0.006

Source: SEM Processed Data, 2024

From Table 6 above, it can be seen that the indirect effect between research variables can be seen in the following details:

### **The Effect of Competence on Employee Performance Through Commitment**

Based on Table 6, it shows that the positive effect between competence on employee performance through commitment is significant with a path coefficient value of 0.185, a t statistic of 2.844, and a p value of 0.005. These results show that the calculated t value is greater

than 1.96 (t table), which indicates that there is an influence between competence on employee performance through commitment, meaning that in this study, which states that "competence affects employee performance through commitment," it is accepted.

### **The Effect of Work Culture on Employee Performance through Commitment**

Based on Table 6 above, the positive effect of work culture on employee performance through commitment is significant with a path coefficient value of 0.230, a t statistic of 2.736, and a p value of 0.006. These results are greater than 1.96 (t table), which indicates that there is an influence between work culture on employee performance through commitment, meaning that this study, which states that "there is an effect between work culture on employee performance through commitment," is accepted/

## **Conclusion and Suggestion**

### **Conclusion**

Competence affects commitment. When people are highly competent, they are more likely to feel confident, capable, and motivated to commit to their work or goals. In a group or team context, teams of competent individuals tend to have higher levels of collective commitment to the achievement of results. Work culture has an effect on commitment. The conclusion is that competence, work culture, and commitment are closely interconnected factors that significantly influence employee performance. High competence enhances employees' confidence and motivation, leading to stronger commitment, which in turn boosts performance. Similarly, a positive work culture fosters commitment by creating a supportive, communicative, and rewarding environment, thereby improving employee dedication and outcomes. Commitment acts as a key mediator through which both competence and work culture impact employee performance, highlighting the importance of developing skills and fostering a constructive work environment to achieve optimal organizational results.

### **Suggestions**

Based on the research results, the suggestions that can be given include these results can be a reference for BKN Regional Office XII Pekanbaru in order to improve employee commitment and performance in the future. It is expected that BKN Regional Office XII Pekanbaru conducts training needs analysis, gives awards according to their achievements, and there is open and transparent communication at all levels of the organization. For future research, to expand the scope of research and add variables that can affect commitment and strengthen employee performance.

## **References**

Armstrong, M., & Baron, A. (2018). *Performance management: The new realities*. CIPD Publishing.

Abdullah, M. (2016). *Manajemen Sumber Daya Manusia*. Erlangga.

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

Deliana. (2020). *Manajemen sumber daya manusia dalam organisasi*. Deepublish

Edison, E., Yohny, A., & Komariyah, 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). *Economicus*, 9(1), 26–39.

Griffiths, M. (2016). *Managing people in organizations*. Routledge.

Hafid. (2022). Peran 86 Komitmen Organisasi Dalam Memediasi Pengaruh Kompetensi Terhadap Kinerja Pegawai. *Jurnal Manajemen (JEBM)*, 14(4), 731–738.

Jackson, S. E. (2016). *Strategic human resource management* (2nd ed.). Cengage Learning.

Kasmir. (2018). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. PT. RajaGrafindo Persada.

Koskinen, K. U., Pihlanto, P., & Vanharanta, H. (2016). *Tacit knowledge and knowledge management: The cornerstone of corporate success*. Idea Group Publishing.

Kreitner, R., & Kinicki, A. (2017). *Organizational behavior* (10th ed.). McGraw-Hill Education.

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

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

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

Moheriono. (2015). *Pengukuran Kinerja Berbasis Kompetensi*. PT Rajagrafindo Persada.

Nawawi, H. (2013). *Manajemen sumber daya manusia untuk bisnis yang kompetitif*. Gadjah Mada University Press.

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

Ritonga, S. (2019). Pengaruh Iklim Organisasi Dan Etos Kerja Terhadap Kinerja Karyawan Pt. Charoen Pokphand Indonesia Medan Dengan Motivasi Sebagai Variabel Intervining. *Jurnal Manajemen Dan Bisnis*, 14–27. <https://doi.org/10.54367/jmb.v19i1.463>

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

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

Sagay, I. F. P., Tewal, B., & Sendow, G. (2018). Pengaruh Iklim Organisasi, Lingkungan Kerja Fisik, Dan Beban kerja Terhadap Kinerja Pegawai PT. Pelabuhan Indonesia IV (persero) Terminal Petikemas Bitung. *Jurnal EMBA*, 6(3), 1708–1717.

Sagita, D. A. (2016). Kompetensi, Iklim Organisasi dan Kinerja Pegawai. *JIANA (Jurnal Ilmu Administrasi Negara)*, 337–342.

<https://jiana.ejournal.unri.ac.id/index.php/JIANA/article/view/3398>

Sentono, S. (2020). *Kinerja sumber daya manusia: Teori dan pengukuran*. Prenadamedia Group.

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

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

Sutermeister, R. A. (1976). *People and productivity* (6th ed.). McGraw-Hill.

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

Syafruddin, A., & Periansya, A. (2022). Pengaruh kompetensi dan motivasi terhadap kinerja. *Jurnal Ekonomi dan Bisnis*, 10(2), 145–158.

Taufiq, M., & Kusmin, S. (2022). Analisis pengaruh kompetensi terhadap komitmen organisasi. *Jurnal Manajemen dan Kewirausahaan*, 8(1), 32–40.

Wibowo. (2016). *Manajemen kinerja* (5th ed.). Rajawali Pers.

Yasdianto, I., Marnisah, L., & Zamzam, F. (2020). Pengaruh Etos Kerja, Motivasi, Dan Iklim Organisasi Terhadap Kinerja Departemen Asset & Office Management Pt Semen Baturaja (Persero) Tbk. *Ekonomica Sharia: Jurnal Pemikiran Dan Pengembangan Perbankan Syariah*, 6(1), 97–116. <https://doi.org/10.36908/esha.v6i1.143>

Zaim, M. (2013). *Evaluasi kinerja karyawan: Konsep dan aplikasinya*. Pustaka Pelajar.