

# The Important Role of Organizational Commitment, Competency and Work Capability in Improving Employee Performance

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## Abstract

This research aims to explore and analyze the relationship between organizational commitment, competence and work ability on employee performance at the Surabaya City Government Administration Bureau. With a quantitative and explanatory approach, data was collected through observations, questionnaires and documentation from 57 employees. Although the number collected was slightly reduced to 50 responses which could be analyzed using SPSS software. The results of the analysis show that there is a significant relationship between organizational commitment and increased employee performance. However, although competency and work ability have an impact on performance, the relationship is not significant. The implications of this research underline the importance of organizational commitment in improving employee performance in the government sector. By understanding that organizational commitment has a strong impact, management can focus more on strategies to strengthen employee commitment to increase efficiency and effectiveness in the Surabaya City Government Administration Bureau.

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## 1. Introduction

In general, people currently think more dynamically and aspirationally towards government administrators (Whysall et al., 2019), especially in the work environment of the Surabaya City Government Administration Bureau. In the current government system, ASN in government are required to change their views in every system implementation and government activity. Likewise, the Surabaya City Government has organized official visits using the rules and regulations used by ASNs. ASN is a part of employees with all activities in an agency, organization or the general public who interact in a certain manner so that activities run orderly and smoothly.

Human resource management according to Mangkunegara (2017) is planning, organizing, coordinating, implementing and supervising the procurement, development, provision of compensation, integration, maintenance and separation of workforce in order to achieve organizational goals. Human resources are one of the important assets for an organization (Rizki & Sulistyan, 2022). Because with competent and good human resources, the company will be able to run well. Therefore, human resources have the appropriate competencies for the organization so they can compete with other organizations. Human resources are one of the factors that become the main capital in an organization. Therefore, human resources need to be managed professionally so that it is easy to achieve a balance between needs and ASN at the Surabaya City Government Administration Bureau.

Improving employee performance requires factors that influence ability, motivation and commitment. Mangkunegara (2017) states that there are several factors that influence performance achievement, namely ability factors and motivation factors. Suhermin et al. (2023)

states that employees who are highly committed to the organization will lead to high organizational performance, reduced absenteeism levels, employee loyalty and so on. Officials should understand and accept the appreciation given in the form of covering themselves at every official event involving official matters. And to support each official event, employees should understand and comprehend official procedures or regulations. The following is a recap of Surabaya City Government activities during 2020.

**Table 1.** Recapitulation of Surabaya City Government Activities in 2020

Month	Activities					Total
	1	2	3	4	5	
January	4	10	3	45	40	102
February	12	17	7	32	53	121
March	10	17	6	74	73	180
April	11	22	2	39	59	133
May	19	16	3	62	64	164
June	21	13	6	42	59	141
July	25	15	5	32	59	136
August	29	25	6	40	58	158
September	27	12	7	41	69	156
October	21	5	6	29	31	92
November	18	21	4	51	83	187
December	14	12	2	20	50	98
Total	221	185	57	507	698	1668

Source: Surabaya City Government Administration Subdivision (2021)

Information :

1: Official Ceremonies/Events (PHBN, Regional, Institutional and Religious)

2: Inauguration, Inauguration, Inauguration, Opening and Closing of Events

3 : Inspection

4: Meeting/Hearing

5: Invitations from other communities/agencies

If an employee does not follow official regulations, this can result in less effective performance of the Surabaya City Government Administrative Subdivision. Official procedures within the Surabaya City Government are the responsibility of the Surabaya City Government Administration Sub-Section which is expected to carry out its duties well and professionally in arranging official procedures.

Employee performance is able to influence organizational commitment (Suhermin et al., 2023; Sulistyan, Ermawati, & Ariyono, 2019). This is because organizational commitment can be seen as a factor that can restrain employees from remaining and providing the best for their organization (Sulistyan, Ermawati, & Yunus, 2019). Organizational commitment can be defined as a situation where employees are not only physically bound to their organization, but are also able to contribute their best thoughts, attention and dedication to the progress of the organization (Dajani, 2015).

According to the data in Table 1 above, it is known that absence or absenteeism is one of the indicators for measuring employee organizational commitment to an organization. The opinion of Mathis et al. (2011), that organizational commitment means that there is a level of trust and acceptance of the workforce towards the organization's goals and has a desire to remain in the organization which is ultimately reflected in the statistics of employee absenteeism and turnover.

Based on the existing facts, there is a low level of commitment at the Surabaya City Government Administration Bureau which can be seen from several of its employees being late for work, even though they have been reprimanded several times and effective working hours regulations have been implemented, but these employees are not really heeded in various ways. reasons used. In addition, there are also employees who carry out other activities that are not related to work during working hours, because they are only visible and diligent and busy during working hours when there are activities. Things that indicate that employees have an attitude of commitment to their organization still appear to be low.

Another factor that causes employee performance at the Surabaya City Government Administration Bureau to be low can be seen from the competency factor. Employee competency can be used as a form of organizational competitive advantage. In the long term, development and creation of competitiveness can only be obtained from efforts to instill and build competence, to innovate continuously and move faster than competitors (Tajeddini et al., 2020). Competence can also refer to a characteristic that underlies behavior and attitudes that describes the motives, personal characteristics (characteristics), self-concept, values, knowledge or skills that someone who performs superiorly brings to the workplace (Anam & Suryanto, 2022). The opinion that there are 5 characteristics of competence, namely skills (ability), knowledge (knowledge), self concepts (attitude, value, self image), traits and motives (Riyanti et al., 2016).

From the above, it can be concluded that the competency of employees at the Surabaya City Government Administration Bureau is in the low category and will have an impact on less than optimal performance. The role of competence itself is as one of the inputs, production and processes in a job. Therefore, as a good input, competence is the capacity or potential that can emerge within a person in solving a problem well. In the capacity of knowledge, skills and behavior. Competency input can also be used in two forms, namely abilities obtained from the learning process, training or experience and also abilities that can be obtained within the individual which influences it accurately. Knowledge and skills are input, while production is the achievement of a desired result and the process of using knowledge and skills to achieve the intended goal. Therefore, it is very clear that competence is a very important factor in efforts to produce optimal performance.

Organizational commitment and employee competency are related to each other (Rizki & Sulistyan, 2022). Employees have a high commitment to their organization, so they will use all their abilities or competency values possessed by the employee to carry out their work, which will ultimately create effective and efficient performance (Fard et al., 2022). Without realizing it, many parties state that employee commitment and competence are important factors in improving employee performance, but in practice, not all organizations are able to make this happen. One example is several employees where it is seen that employee performance has not shown optimal conditions. The facts include that there are still several complaints from employees about carrying out their work, not being disciplined in carrying out their work, often leaving early, coming to the office late, leaving the office without official permission and also extending rest hours. This is a clear symptom of disrupting employee performance in an organization so that several improvements need to be made to improve employee performance.

Work ability can influence employee performance. This statement is reinforced by the opinion of Mangkunegara (2017), namely the factor that influences performance achievement is the ability factor. Psychologically, employee abilities consist of potential abilities (IQ) and reality abilities (knowledge + skills). Skills are the main basis for someone entering an organization in the context of the business in question to satisfy various needs, whether political, economic, social and various other needs which are becoming more and more complex over time.

One concrete form of effort to encourage service improvement includes improving employee performance by increasing work abilities so that each employee is able to work much better. Work that is done well, with work abilities that are appropriate to the type of work given by an employee will certainly have an impact on improving the quality of service so that it can provide encouragement to improve their respective performance.

Therefore, the researcher draws a conclusion to examine how the implementation of organizational commitment, competence and work capabilities will have an impact on improving employee performance at the Surabaya City Government Administration Bureau, the impact of which will provide positive conditions for the organization and for all its employees.

## 2. Methods

The research approach used in this research is a quantitative method with an explanatory approach, namely a research method using a quantitative approach perspective with an explanatory type which will be used to explain whether there is an influence between organizational commitment, competence and work ability on employee performance at the Surabaya City Government Administration Bureau . This research uses an explanatory pattern (level of explanation), namely research that is intended to explain the position of the variables studied as well as the relationship between one variable and another variable and test the hypothesis that has been formulated. Thus, this research explains the magnitude of the influence of the variables of organizational commitment, competence and work ability on the performance of protocol employees. Therefore, this research is also called hypothesis research or testing research, even though the description contains descriptions, as rational-empirical research the focus lies in explaining the relationship between variables.

Data collection methods consist of observation, which is an effort to systematically observe and record research objects; questionnaire is a data collection technique by asking a number of questions in writing which are given to respondents for a specific purpose; Documentation is an effort to obtain a number of data through recording a number of documents (archives) or evidence found at the research location. Data types and data sources. There are two types of data, namely primary data which explains that data is obtained through direct research results on the object to be studied. Second, secondary data is data obtained from various sources, including writing, documentation or information from several parties. Research population and sample. Population is the total number of research objects, while the sample is part of the total existing population. The Surabaya City Government Administration Bureau, taken from administrative sub-division data in 2021, numbered 92 people. The data consists of 57 ASN people, 1 echelon II person, 3 echelon III people, 9 echelon IV people, and 22 non-PNS people.

Seeing the large population, sampling using the census method with a saturated research sample type means that F of the total population is used as the sample in this research. From this data, the unit of analysis is taken from the number of ASN employees (state civil servants) so that the census method is a method that is appropriate to the conditions existing in the Surabaya City Government Administration Bureau, namely 57 respondents. However, only 50 respondents recovered the questionnaires, because several questionnaires were lost and damaged, so the researchers only used the 50 questionnaires in this study.

The data analysis method is to test the hypothesis that has been previously formulated, therefore the analysis method used is as follows: 1) Descriptive analysis is the frequency of responses from research respondents that are in accordance with the tabulation results of the variables used. Multiple linear regression analysis was used to calculate the influence and contribution of each variable used in this research. 2) F test (feasibility) to test whether the variables used are appropriate to meet the requirements in influencing employee performance. Where the F test is carried out by comparing the magnitude of the Fcount value with Ftable, if  $F_{count} > F_{table}$  or it can also be seen from the magnitude of the probability value, namely if the  $P \text{ value} > \alpha = 0.05$  then there is a significant influence but if on the contrary the  $P \text{ value} < \alpha = 0.05$  then there is no significant influence. 3) The t test (hypothesis) is used to make a conclusion regarding the influence of each independent variable on the dependent variable. If the  $t_{count} < t_{table}$  or it can also be seen from the probability value of the  $P \text{ value} < \alpha = 0.05$  then the independent variable has no influence on the dependent variable.

## 3. Results and Discussion

### 3.1. Respondent Description

The identity of the respondent in a study is the most important thing to know how many respondents provide answers in this research and whether the criteria have met the requirements or not. The following is the identity of the respondents based on gender.

**Table 2.** Distribution of Respondents According to Gender, Age, Education, and Years of Service

Description	Frequency	Percentage (%)
Gender		
Man	13	26
Woman	37	74
Age		
21-30 years	2	4
31-40 years	15	30
41-50 years	20	40
>50 years	13	26
Education		
S2	3	6
S1	25	50
Senior High School	22	44
Years of Service		
0-5 years	4	8
5-10 years	25	50
11-20 years	20	40
>20 years	1	2

Source: Data Processed (2022)

It can be seen that there are 13 male employees or 26% and 37 female employees or 74%. From these results it is known that employees at the Surabaya City Government Administration Bureau. From this table it can also be seen that the largest age group is the age range between 41-50 years with 20 respondents or 40%. As for the age group with the smallest number, namely the age range 21-30 years, there were 2 respondents or 4%. For the age range 31-40 years there were 15 respondents or 30% and over 50 years there were 13 respondents or 26%. Data on employees with the most recent education are employees with a Bachelor's degree, 25 respondents or 50%. There were 3 respondents or 6% of employees with master's degrees and 22 people with high school or 44%. Employees with the highest number of years of service in the Leadership Administration Bureau of the Protocol Section of the Regional Secretariat of South Sulawesi Province, namely 5-10 years, were 25 respondents or 50%. Meanwhile, for work periods of less than 5 years there were 4 respondents or 8%, 11-20 years there were 20 respondents or 40% and work periods of more than 20 years were 1 respondent or 2%.

### 3.2. Validity and Reliability Test

The validity test is used to measure whether questionnaire data is valid and reliable or not. The validity test is calculated by comparing the  $r_{count}$  with the  $r_{table}$  value. If  $r_{count} > r_{table}$  with a significance level of 0.05 then the statements in the questionnaire are declared valid. Reliability testing is used to determine the extent of consistency of this measuring instrument, whether it can be further relied on. Reliability testing was carried out by calculating Cronbach's alpha for each instrument variable in the research. It is said to be reliable if the instrument variable has a Cronbach alpha of more than 0.60. The results of the validity and reliability test can be seen as follows:

**Table 3.** Validity and Reliability Test Results

Indicator	$r_{test}$	$r_{table}$	Cronbach Alpha	Information
Organizational Commitment				
X <sub>1.1</sub>	0,821	0,278	0,860	Valid and Reliable
X <sub>1.2</sub>	0,876	0,278		
X <sub>1.3</sub>	0,826	0,278		
X <sub>1.4</sub>	0,830	0,278		
X <sub>1.5</sub>	0,915	0,278		
Competence				
X <sub>2.1</sub>	0,918	0,278	0,903	Valid and Reliable
X <sub>2.2</sub>	0,777	0,278		
X <sub>2.3</sub>	0,691	0,278		

X <sub>2.4</sub>	0,870	0,278		
X <sub>2.5</sub>	0,789	0,278		
<b>Work Capability</b>				
X <sub>3.1</sub>	0,899	0,278	0,934	Valid and Reliable
X <sub>3.2</sub>	0,898	0,278		
X <sub>3.3</sub>	0,930	0,278		
X <sub>3.4</sub>	0,886	0,278		
X <sub>3.5</sub>	0,864	0,278		
<b>Performance</b>				
Y1	0,852	0,278	0,889	Valid and Reliable
Y2	0,764	0,278		
Y3	0,923	0,278		
Y4	0,834	0,278		
Y5	0,867	0,278		

Source: Data Processed (2022)

From the results of data calculations that have been tested for validity based on the table above, this shows that the relationship value is greater than the r table of 0.278. Therefore, it can be concluded that all items from the questionnaire that have been distributed in this research can be considered valid and can be used as instruments in this research and are considered appropriate. The results of reliability testing show that all variables have a Cronbach alpha value of more than 0.60. So it can be concluded that all variables are reliable.

### 3.3. Classic Assumption Testing

Ghozali (2018) stated that the normality test is carried out to test whether in the regression model the independent variable and dependent variable or both have a normal distribution or not. To find out the normality of the calculation results, you can use the Kolmogorov-Smirnov Test table. The normality test results can be seen as follows:

**Table 4.** Normality Test Results

		Unstandardized Residual
N		50
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	1,11119598
Most Extreme Differences	Absolute	0,145
	Positive	0,145
	Negative	-0,127
Kolmogorov-Smirnov Z		1,025
Asymp. Sig. (2-tailed)		0,244

Source: Data Processed (2022)

From the table above it can be seen that the significant value is  $0.244 > 0.05$ . So it can be concluded that the data is normally distributed.

The multicollinearity test functions to detect the presence or absence of symptoms of multicollinearity by using the VIF (Variance Inflation Factor) value which is processed using the SPSS data analysis program tool where the VIF value of each independent variable has a value between 1 (one) to 10 (ten). Based on the results of the multicollinearity test analysis, the VIF value of each variable can be described as follows:

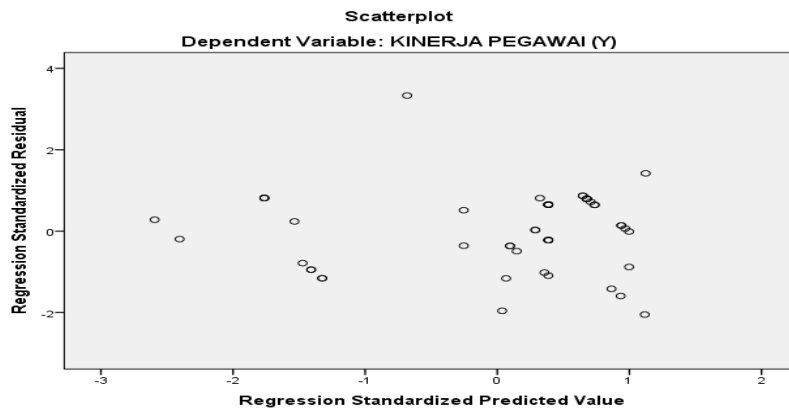
**Table 5.** Multicollinearity Test Results

Model	Collinearity Statistic	
	Tolerance	VIF
Organizational Commitment	0,208	4,803
Competence	0,383	2,613
Work Capability	0,212	4,724

Source: Data Processed (2022)

Based on the data above, it explains that the value of each variable has a tolerance value > 0.10 and VIF < 10.00. This means that in this test there is no multicollinearity problem.

Heteroscedasticity is carried out to test whether confounding variables have the same variance or not. A regression equation is said to have heteroscedasticity if the results of data processing using SPSS do not depict the same pattern and form a straight line or can be said to be homoscedastic. To detect whether heteroscedasticity is present or not, it can be done by looking at the presence or absence of certain patterns on the scatterplot graph. The results of the Heteroscedasticity Test are as follows:



**Figure 1.** Heteroscedasticity Test Results  
Source: Data Processed (2022)

Based on the data above from the scatterplot graph, it can be seen that the points are spread randomly and are scattered so that they do not form a particular pattern. So it can be concluded that heteroscedasticity did not occur in this test.

### 3.4. t Test Results

The T test is a test carried out to determine whether the influence of each independent variable on the dependent variable is meaningful or not. This test is carried out by comparing the t value of each independent variable with the t table value at a significance level of 0.05. If the value of  $t_{test} > t_{table}$ , then the independent variable has a significant influence on the dependent variable. The results of testing the T Test hypothesis are as follows:

**Table 6.** t Test Results

Effect	$t_{test}$	p	Information
Organizational Commitment -> Performance	6,714	0,000	Sig
Competence -> Performance	0,869	0,389	Not Sig
Work Capability -> Performance	0,896	0,375	Not Sig

Source: Data Processed (2022)

Based on the table above, the influence of the variables can be explained as follows:

1. The influence of organizational commitment on employee performance at the Surabaya City Government Administration Bureau. The results of testing organizational commitment obtained a significance value of 0.000 with a t value of 6.714 and using a significance level of 0.05 with a degree of freedom of 2.011. These results show that the t value is  $6.714 > 2.011$  and the significance value is  $0.000 < 0.05$ . This means that the higher the organizational commitment that the employee has, the more influence it will have on improving the employee's performance. Likewise vice versa.
2. The influence of competency on employee performance at the Surabaya City Government Administration Bureau. The results of competency testing obtained a significance value of 0.389 with a t value of 0.869 and using a significance level of 0.05 with a degree of freedom of 2.011. These results show that the t value is  $0.869 < 2.011$  and the significance value is

0.389 > 0.05. This means that the higher the competency possessed by the employee, the greater the performance will not necessarily increase. Vice versa.

3. The influence of ability on employee performance at the Surabaya City Government Administration Bureau. The results of competency testing obtained a significance value of 0.375 with a t value of 0.896 and using a significance level of 0.05 with a degree of freedom of 2.011. These results show that the t value is  $0.896 < 2.011$  and the significance value is  $0.375 > 0.05$ . Which means that the higher the employee's work ability does not necessarily mean they will be able to provide good performance. And vice versa.

### **3.5. Discussion**

#### **The Influence of Organizational Commitment on Employee Performance at the Surabaya City Government Administration Bureau.**

Organizational commitment is a variable that has a positive effect on employee performance. This means that if the value of organizational commitment increases, the performance of employees at the Surabaya City Government Administration Bureau will increase. This research is in line with the opinion of Steers (2005) who believes that organizational commitment is a condition where employees are very interested in the goals, values and targets of the organization. Commitment to an organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to make maximum effort for the interests of the organization in achieving further goals. According to Luthans (2006), organizational commitment is a strong desire to become a member of a group, a strong willingness to work hard. high for the organization, a certain belief in and acceptance of the organization's values and goals. Therefore, giving additional bonuses to protocol officers who are working overtime is a good way to encourage employees to increase their commitment and make their performance even better. The results of this research are also in line with research conducted by Yani (2005) and Sitanggang (2005) who in their respective studies found that organizational commitment has a significant effect on employee performance.

The implications of this research emphasize the important role of organizational commitment in improving employee performance at the Surabaya City Government Administration Bureau. By understanding that organizational commitment is not only about formal membership but also about willingness and belief in achieving organizational goals, management can design more effective strategies to strengthen employees' emotional ties and dedication to the organization. One concrete action, such as providing incentives or bonuses for employees who demonstrate high commitment and performance, can be the first step in encouraging improvements in work quality and employee loyalty. Thus, investment in strengthening organizational commitment will provide long-term results for efficiency, productivity and sustainability of the performance of the Surabaya City Government Administration Bureau.

#### **The Influence of Competency on Employee Performance at the Surabaya City Government Administration Bureau.**

Competence is a variable that has a positive effect on employee performance. This means that if the competency value increases, the performance of employees at the Surabaya City Government Administration Bureau will not necessarily increase and vice versa. Competencies can include a combination of knowledge, basic requirements (abilities), skills, abilities, behavior and attitudes (Abas & Imam, 2016). The results of this research are in line with the opinion of Pang et al. (2018) who stated that competence is the ability to carry out work or tasks based on skills and knowledge and supported by work attitudes determined by the job. Competency shows certain knowledge, skills and attitudes of a profession in the characteristics of certain skills, which are the characteristics of a professional.

Low competency possessed by protocol employees will not realize optimal performance. Competence plays a role as input, production and process in a job. Competence as a process is assembling input and production. The input is knowledge and skills, while the production is the achievement of desired results and the process of using knowledge and skills to achieve the intended goals. Thus, it is very clear that competence is a very important factor in efforts to



produce optimal performance. The results of this research are in line with research conducted by Hakim (2015) who in their respective studies found that competence has a significant effect on employee performance.

The implications of this research emphasize the urgency of increasing employee competency in the Surabaya City Government Administration Bureau as the key to achieving optimal performance. Recognizing that competency involves a combination of knowledge, skills, and attitudes, competency assessment, development, and training are essential. The Surabaya City Government must prioritize investment in training and development programs designed to strengthen employee competencies. Through a holistic approach, such as ensuring there is alignment between task requirements and required competencies, the Administrative Bureau can increase the efficiency, effectiveness and responsiveness of public services. Thus, awareness of the importance of competency as a fundamental pillar in employee performance must be a priority in the human resource management strategy of the Surabaya City Government Administration Bureau.

### **The Influence of Ability on Employee Performance at the Surabaya City Government Administration Bureau.**

Ability is a variable that has a positive and insignificant effect on employee performance. This means that if the ability value increases, the performance of employees at the Surabaya City Government Administration Bureau will not necessarily increase and vice versa. Capabilities also improve a person's functioning, which can lead to more productivity. New skills and abilities make a person better able to complete certain tasks, which in turn makes them a more suitable candidate for a particular job position. Ability is an individual's capacity to perform various tasks in a job. Ability shows a person's potential to carry out a task or job. A person's abilities are a manifestation of the knowledge and skills they possess. The results of this research are supported by the opinion of Sulistyan (2020) that ability is an element of maturity related to knowledge or skills that can be obtained from education, training and experience. The results of this research are in line with research conducted by Eliyana et al. (2019) who in their research found that ability has a significant effect on employee performance.

The implications of these findings highlight the complexity of the relationship between individual abilities and employee performance at the Surabaya City Government Administration Bureau. Although ability intrinsically contributes to a person's potential to complete a task, this research shows that increasing ability does not necessarily directly result in significant improvements in performance. Therefore, the Administrative Bureau must consider a more holistic approach in assessing and developing human resources, which does not only focus on increasing capabilities but also on other aspects such as commitment and competence. There may be a need to evaluate how the capability is applied in the job context, whether there are other barriers that might affect the effectiveness of the capability, or whether there are other factors that need to be considered in maximizing the capability's contribution to performance. Thus, a deeper understanding of the dynamics between capability and performance will enable the Administrative Bureau to optimize more effective human resource development strategies.

## **Conclusion**

Based on the results of the analysis carried out in this research, it can be concluded that organizational commitment has a positive and significant effect on employee performance at the Surabaya City Government Administration Bureau. Competency has no significant effect on the performance of employees at the Surabaya City Government Administration Bureau. Ability has no significant effect on the performance of employees at the Surabaya City Government Administration Bureau.

Suggestions for Surabaya City Government Administration Bureau employees are that employees are expected to be able to do their jobs better and carry out the tasks assigned to them. Employees can be more disciplined and follow the work rules that apply at the Surabaya City Government Administration Bureau. Apart from that, organizations can pay attention to

employees so that their duties can run properly. To increase competence and ability, it is also necessary to carry out activities such as training so that employees can further improve their competence and skills. Suggestions for future researchers, it is necessary to further develop the results of this research by other research by paying attention to and knowing the factors that have a significant influence on employee performance, so that the level of goal achievement is more successful.

The limitation of the research is that the research uses measuring tools/instruments that contain a list of statements to measure a phenomenon where in the process of collecting data and respondents provide an assessment of these questions and then measure them based on a Likert scale, it does not rule out the possibility that respondents' answers are influenced by elements of their nature. subjectivity. Apart from that, the method used in this research is a survey method which does not have variable control so that the truth of the hypothesized relationship is based on the confidence of the discovery through hypothesis testing.

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