Influence of Work Motivation, Work Environment, and Employee Competence on Employee Performance Through Organizational Commitment as Intervening Variable

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Keywords

Abstract

Performance is an overview of the results of a program or policy to achieve organizational goals. Based on the initial observations related to the performance of the Gunungpati Sub-district Office employees, many issues were still found. They are to be evaluated and improved. This study examines the influence of work motivation, work environment, and employee competence on employee performance through organizational commitment as an intervening variable. The population and sample in this study were all employees of the Gunungpati Sub-district Office, namely 135 people. This study applied non-probability sampling with a saturated sampling technique. Data analysis methods were descriptive statistical and path analysis using the IBM SPSS Statistic 25. The results point out that four variables, namely work motivation, work environment, employee competence, and organizational commitment, partially have a positive and significant impact on employee performance. Path analysis test shows that three variables, namely work motivation, work environment, and employee competence, have a positive and significant effect on employee performance through organizational commitment as an intervening variable.

How to Cite

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INTRODUCTION

Employees are a determining factor in achieving organizational goals. As a part of human resources in an institution, they act as the primary entity to facilitate all activities. Human resource is indeed an essential thing in both government and private institutions. Poor HR will lead to low work performance. Thus, HR management must be considered, one of which is ensuring that all employees know their responsibilities to gain effective and efficient productivity.

At the micro level, a sub-district office is one of the government parts that must manifest good governance principles. Good governance is the realization of ideal management in the government scope, in which all employees are enthusiastic to actively participate by all means actively, focusing on improving performance quality. Good performance refers to enhancing efficiency, effectiveness, and quality beyond the determined standards of the employees or members.

A quality organization is characterized by having competent employees. The performance indicates the achievements attained in implementing work programs or policies to fulfill the organization's goals, objectives, vision, and mission, as outlined in its strategic planning. Performance measurement is possible when individuals or groups of employees meet the predetermined criteria or standards of success. Evaluating employee performance allows the company to assess its productivity level and effectiveness in carrying out tasks. According to Mangkunegara (2009: 32), performance represents the outcomes accomplished by an employee in fulfilling their duties in line with the assigned workload and responsibilities. It encompasses the culmination of all actions and policies undertaken within a specific timeframe to achieve a defined objective.

The Gunungpati Sub-district Office always conducts regular evaluations and performance assessments of its employees, divided into two periods within one year. These agendas aim to determine the performance of each employee and serve as a requirement for promotion to a higher rank. Here are the average results of the performance evaluations and assessments of the Gunungpati Sub-district Office employees in 2021.

Table 1. Average of Employee Performance Assessment in 2021

Average of Employee Performance Assessment in 2021 Gunungpati Sub-district, Semarang City		
Period 1	Period 2	Average in 2021
115.31	100.20	107.76
Total of Employees		101

Source: Head of General Affairs and Personnel Sub-Division of Gunungpati Sub-district in 2021

According to the Government Regulation of the Republic of Indonesia No. 30 of 2009, employees can receive an A rating if they create new ideas and/or new approaches to improve performance that benefit the organization or the country. Based on the primary data, the assessments are conducted in two periods within one year. In Table 1, the employees' performance is generally considered good; however, there is a significant decline in performance in the second period.

Semarang City Government also regularly performs evaluations for all government agencies under its jurisdiction through a program called Performance Accountability of Regional Government Organization Units (AKIP OPD). Data regarding each agency's performance can

be accessed through the e-skip website. This website facilitates the monitoring and control process of the performance of regional government units. Based on the data from the past four years on the evaluation scores of AKIP OPD, the Gunungpati Sub-district Office obtained score in teh Table 2.

resulting in poor building conditions. Sahlan et al. (2015) explain that the work environment does not significantly impact employee performance. However, a different study conducted by Kusumastuti et al. (2019) states that the work environment significantly influences employee performance. A positive and significant work environment affects employee performance, so having a comfortable and conducive work environment will optimize employee performance.

The initial findings align with a study by Yantika et al. (2018), saying that improving the work environment will enhance employee performance. In the modern and digital era, organizations must continually strive to keep up with the changing times in order to meet the increasing demands. A government organization needs to enhance the competence of its human resources to meet the required skills for shaping an organization that aligns with the current developments. Many government agencies are embracing digital technology to enhance work productivity and improve the services provided to the public. A sub-district office is a government institution responsible for implementing certain jurisdictional powers of the district or city government within its working area, including governance, economy, development, welfare, community development, and other public services.

The Gunungpati Sub-district Office has been performing well as it pays attention to the competencies and positions required during the recruitment process. Additionally, it regularly conducts employee training programs to enhance their competencies. The specific tasks of the Gunungpati Sub-district Office are outlined in the Semarang City Mayor Regulation No. 54 of 2008. The Office is primarily responsible for implementing the delegated governmental authority from the Mayor in handling specific local autonomy affairs. Therefore, each sub-district needs employees with the necessary abilities under local autonomy matters.

Excellent performance is required to assist public services. Let alone Gunungpati Subdistrict is one of the largest subdistricts with a significantly large population, resulting in high mobility in the types and quantities of services provided to the community each year. These services are primarily related to administrative matters to address the various needs of the residents.

In one period, the number of services provided by the Gunungpati sub-district office reached 24,682. It is considered very high, so mobility is also teeming. Therefore, it is necessary to have talented human resources and fulfill the necessary competencies in providing excellent service to the public every year. Excellent service confirms the duties and functions of the government unit.

In this context, employees' roles must be highlighted to support various services. Individual competencies in the workforce need to be taken into account by the organization or institution seriously. According to Wibowo (2016), competency is the ability to carry out or perform a job based on skills and experience, supported by the required work attitude. Employees in the subdistrict office can effectively do their work by having the appropriate competencies for their responsibilities. Competency development can be achieved through both formal and non-formal education. Formal education, for instance, includes pursuing higher education at universities. Meanwhile, non-formal education can be obtained through training centers or workshops.

Gunungpati Sub-district Office employees must have the competence and knowledge to perform their duties effectively and provide optimal services to the community. The quality of employees can be assessed through their educational background. The data can be seen in the Table 3.

Employee quality is a crucial factor in achieving organizational goals. Its improvement must be enhanced to accommodate the organization's objectives. One of the organization's efforts to continuously improve employees' competence is providing education. Based on the preceding table, some employees have a high school education level (15%).

Table 3. Formal Educational Background of the Employees

	Total of Employees	
II	Graduated from high school	15
III	Graduated diploma III	24
IIII	Graduated from the under-graduate study (bachelor)	58
IV	Graduated from undergradu-ate study (master's)	4
Total		101

Source: Processed data, 2022

These employees require competency improvement through training or further education to enhance their competencies. They are typically sent as representatives to participate in training programs conducted by the Regional Personnel, Education, Training, and Agency (BKPP).

Based on the findings of previous studies mentioned earlier, which demonstrated inconsistencies in the effects of work motivation, work environment, and employee competence on employee performance, a gap can be proposed. In this recent study, the researchers added another variable, namely organizational commitment, as an intervening variable in terms of the influence of independent variables on the dependent one. This intervening variable is expected to affect employee performance indirectly. In principle, employees must fully commit to the organization or institution they work for by prioritizing their work and the organization and striving to give their best to achieve goals with maximum results.

Organizational commitment refers to a condition in which employees are highly interested in the organization's goals, values, and objectives. Wibowo (2016: 431) defines organizational commitment as the feelings, attitudes, and behaviors of individuals in identifying themselves as part of the organization, being involved in organizational activities, and being loyal to the organization in achieving its goals. Furthermore, organizational commit-

ment is an attitude where employees identify themselves with the organization's goals and expectations and strive to maintain their membership to fulfill its goals.

Steers & Porter (1983), as cited in Djati & Khusaini (2003), explain that organizational commitment in employees can be characterized by three aspects: strong belief and acceptance of the values and goals of the organization, willingness, and readiness to make sincere efforts on behalf of the organization, and the desire to maintain membership in the organization. David (2003:31-32) states that factors influencing organizational commitment include personal factors, job characteristics, structural characteristics, and work experience. For example, this commitment can be demonstrated by implementing the 3S approach (Smile, Greeting, and Politeness) toward the people who come for services. However, the researchers found the opposite during the observation held on February 10, 2021. Some employees should have applied this 3S approach when providing services.

A study by Kristine (2017) points out that organizational commitment positively and significantly impacts employee performance. Dewi et al. (2021) also state that organizational commitment influences employee performance. However, a different finding is presented in the research by Alhasani et al. (2021), saying that organizational commitment has little impact on employee performance. Departing from this background, the researchers propose to conduct a study entitled "Influence of Work Motivation, Work Environment, and Employee Competence on Employee Performance through Organizational Commitment as Intervening Variable."

METHODS

This study was qualitative, departing from the positivist philosophy. The population was all employees in the Gunungpati Sub-district Office, Semarang City, namely 135 individuals (divided into 17 work units). This study used a saturated sample, meaning that

all individuals in the population were taken (Sugiyono, 2016, p. 124).

This study utilized five variables, consisting of three independent variables (work motivation, work environment, and employee competence), one dependent variable (employee performance), and one intervening variable (organizational commitment), as elaborated as follows:

Work Motivation as an independent variable. The work motivation indicators are based on Maslow's hierarchy of needs, as mentioned in Mangkunegara (2016: 101-102). These include physiological, safety, social/affiliation, esteem, and self-actualization needs.

Work Environment as an independent variable. The researcher uses indicators proposed by Siagian (2014: 59), which include workplace infrastructure, workplace equipment, facilities, peer relationships, supervisor-subordinate relationships, and cooperation among employees.

Employee Competence as an independent variable. The indicators used by the researcher are based on a framework proposed by Wibowo (2016: 272), which includes motives, traits, self-concept, knowledge, and skills.

Employee Performance as a dependent variable. In this study, the indicators for employee performance are based on Bernardin's framework, as mentioned in Sudarmanto (2015: 12) . These indicators include quality, quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal impact.

(1) Organizational Commitment as an intervening variable. It is measured using indicators proposed by Kreitner and Kinicki (2010), as mentioned in Wibowo (2016:431). These indicators include affective commitment, continuance commitment, and normative commitment.

Data were acquired through questionnaires, observation, and documentation. Analysis of the items was carried out by testing their validity and reliability. The techniques were descriptive statistical and path analysis using the IBM SPSS Statistics 25.

Descriptive statistics provides a gene-ral overview of the characteristics of each research variable based on measures such as mean, maximum, and minimum values. According to Ghozali (2009), this model proposes to describe and provide an overview of the data in terms of mean, minimum, maximum, and standard deviation. Descriptive statistics transform data into clear and easily understandable information, providing an overview of the research variables and their relationships. Meanwhile, path analysis, as explained by Ghozali (2009), is used to determine whether independent variables have an indirect effect on the dependent variable through an intervening variable.

RESULTS AND DISCUSSION

The t statistical test points put how far the influence of the independent variables individually explains the variation of the dependent variable (Ghozali, 2011: 98). It is applied to test one of the hypotheses in research that uses multiple linear regression analysis. The t-test is also used to test each variable partially.

Based on the t-test results in Table 4, work motivation has a significance value of $0.004 < 0.05$. This score indicates that work motivation has a significant partial effect on employee performance. Therefore, H1, which states that work motivation has a significant direct effect on employee performance in the Gunungpati Sub-district Office, is accepted.

The work environment has a significance value of $0.000 < 0.05$. The score indicates that the work environment has a significant partial effect on employee performance. Therefore, H2, which states that the work environment has a significant direct effect on employee performance, is accepted.

Then, employee competence has a significance value of $0.003 < 0.05$. This indicates that employee competence has a significant partial effect on employee performance. Therefore, H3, which states that there is a significant direct effect of employee competence on employee performance in Kecamatan Gunungpati, is accepted.

Table 4. Results of t-Test of Regression Model I

Model	Unstd. Coeffs B	Unstd. Coeffs Std. Error	Std. Coeffs Beta	t	Sig.
			Coefficients		
(Constant)	21.226	18.202		1.166	.246
Work Motivation (X1)	.613	.211	.216	2.901	.004
1 Work Environment (X2)	.342	.075	.338	4.542	.000
Employee Competence (X3)	.474	.157	.226	3.013	.003
Organizational Commitment (Z)	.638	.210	.228	3.036	.003

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2022

Table 5. Results of t-Test of Regression Model II

Model	Unstd. Coeffs. B	Unstd. Coeffs. Std. Error	Std. Coeffs Beta	t	Sig.
			Coefficients		
(Constant)	13.352	6.593		2.025	.045
Work Motivation (X1)	.986	.078	.166	2.007	.047
1 Work Environment (X2)	.563	.030	.173	2.103	.037
Employee Competence (X3)	.783	.055	.274	3.324	.001

a. Dependent Variable: Organizational Commitment

Source: Processed data, 2022

Organizational commitment has a significance value of 0.003 <0.05. This means that partially organizational commitment significantly influences employee performance, so H4, which states that there is a significant direct effect of organizational commitment on employee performance in Gunungpati District, is accepted.

Based on the preceding data, work motivation has a significance value of 0.047 < 0.05. This score indicates that work motivation has a significant partial effect on organizational commitment. Therefore, H5, which states that work motivation has a significant direct effect on organizational commitment, is accepted.

Meanwhile, the work environment variable has a significance value of 0.037 < 0.05. It indicates that the work environment has a significant influence on organizational commitment. H6, which states that there is a significant direct influence of the work environment on organizational commitment, is accepted.

Employee competence has a significance value of 0.001 < 0.05. This means that employee competence significantly influences organizational commitment. Thus, H7, which states that employee competence has a significant direct effect on organizational commitment, is accepted.

Table 6. Partial Determination Coefficient Test (r2) of Regression Model I

Model	Correlations		
	Zero-order	Partial	Part
1 Work Motivation (X1)	.368	.389	.377
Work Environment (X2)	.272	.211	.235
Employee Competence (X3)	.276	.302	.263
Organizational Commitment (Z)	.251	.232	.241

Source: Processed data, 2022

Table 7. Partial Determination Coefficient Test (r2) Regression Model II

Model	Correlations		
	Zero-order	Partial	Part
1 Work Motivation (X1)	.379	.312	.286
Work Environment (X2)	.215	.237	.274
Employee Competence (X3)	.229	.245	.269

Source: Processed data, 2022

Based on Table 6, it can be observed that the partial correlation value for work motivation is 0.389. This value is then squared and converted to a percentage: (0.389)2 x 100% = 15.13%. Therefore, work motivation contributes approximately 15.13% to employee performance, as a partial correlation.

Similarly, the partial correlation value for the variable work environment is 0.211. This value is then squared and converted to a percentage: (0.211)2 x 100% = 4.5%. Hence, the work environment contributes approximately 4.5% to employee performance as a partial correlation.

Furthermore, the variable employee competence has a partial correlation value of 0.302. This value is then squared and converted to a percentage: (0.302)2 x 100% = 9.12%. Thus, employee competence contributes approximately 9.12% to employee performance as a partial correlation.

After all, employee competence partially contributes 9.12% to employee performance. The partial correlation value for the organizational commitment variable is 0.232. This

value is squared and percentage to (0.232)2 x 100% = 5.38%. Eventually, organizational commitment partially contributes 5.38% to employee performance.

Table 7 demonstrates that the partial correlation value for work motivation is 0.312. This value is then squared and percentage to (0.312)2 x 100% = 9.73%. Thus, work motivation partially contributes 9.73% to organizational commitment. The work environment variable has a partial correlation value of 0.237. This value is then squared and percentage to (0.237)2 x 100% = 5.61%. It can be concluded that partially, the work environment contributes 5.61% to organizational commitment. The employee competency variable has a partial correlation value of 0.245. This value is then squared and percentage to (0.245)2 x 100% = 6%. So it can be concluded that partially, employee competency contributes 6% to organizational commitment.

The indirect path coefficient is calculated as (p5 x p4) = 0.986 x 0.638 = 0.629, while the direct path coefficient of the influence of work motivation on employee performance is

0.613. The total indirect influence is calculated as 0.613 + 0.629 = 1.242. These statistics indicate that the indirect path coefficient is greater than the direct path coefficient, thus supporting hypothesis 8, which states a positive and significant influence between work motivation and employee performance through organizational commitment as an intervening variable.

Furthermore, the indirect path coefficient is calculated as (p6 x p4) = 0.563 x 0.638 = 0.359, while the direct path coefficient of the influence of work environment on employee performance is 0.342. Th total indirect influence is calculated as 0.342 + 0.359 = 0.701. These statistics indicate that the indirect path coefficient is greater than the direct path coefficient, thus supporting hypothesis 9, which states a positive and significant influence between work environment and employee performance through organizational commitment as an intervening variable.

Then, the indirect path coefficient (p7 x p4) = 0.783 x 0.638 = 0.499, while the path coefficient directly influences employee competence on employee performance is 0.474. The total indirect effect is 0.474 + 0.499 = 0.973. These statistics indicate that the indirect path coefficient > the direct path coefficient, so hypothesis 10, which states that there is a positive and significant influence between employee competence on employee performance through organizational commitment as an intervening variable, is accepted.

Table 8. Path Analysis of Regression Model I

	Coefficients					
Model	Unstd. Coeffs.		Std. Coeffs.		t	Sig.
	B	Std. Error	Beta			
(Constant)	13.352	6.593			2.025	.045
Work Motivation (X1)	.986	.078	.166		2.007	.047
Work Environment (X2)	.563	.030	.173		2.103	.037
Employee Competence (X3)	.783	.055	.274		3.324	.001

a. Dependent Variable: Organizational Commitment

Source: Processed data, 2022

Table 9. Path Analysis of Regression Model II

	Coefficients					
Model	Unstd. Coeffs.		Std. Coeffs.		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	21.226	18.202			1.166	.246
Work Motivation (X1)	.613	.211	.216		2.901	.004
Work Environment (X2)	.342	.075	.338		4.542	.000
Employee Competence (X3)	.474	.157	.226		3.013	.003
Organizational Commitment (Z)	.638	.210	.228		3.036	.003

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2022

CONCLUSION

The findings of this study point out that work motivation, work environment, and employee competence directly have positive and significant impacts on employee performance in the Gunungpati Sub-district Office. Work motivation and work environment also directly impact organizational commitment positively and significantly. Additionally, work motivation, work environment, and employee competence indirectly positively and significantly impact employee performance through organizational commitment as the intervening variable.

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