

## Analysis of Organizational Commitment and Competence on Employee Performance at Bank BRI Rantauprapat Branch

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### Abstract

*This study aims to analyze the effect of organizational commitment and competence to the performance of employees of Bank BRI Rantauprapat Branch. The population in this study were 45 people. The sampling technique used was saturated sampling, so the sample size in this study was 45 people. The data collection method used a questionnaire/questionnaire. The results of multiple linear regression analysis obtained the equation  $Y = 5.905 + 0.765X_1 + 0.495X_2$ . In the partial test ( $t$  test) the regression coefficient of the organizational commitment variable obtained a  $t$  value of  $4.614 > t$  table  $2.018$  which means that the organizational commitment variable has a positive and significant effect on the employee performance variable with a significant value of  $0.000 < 0.05$ . The regression coefficient for the competency variable obtained the  $t$  count value of  $2.859 > t$  table  $2, 018$  which means that the competence variable has a positive and significant effect on the employee performance variable with a significant value of  $0.007 < 0.05$ . The results of the  $F$  test obtained the  $F$  count value of  $35.678 > F$  table  $3.22$  with a significant value of  $0.000 < 0.05$  so it can be concluded that the variables of organizational commitment and competence simultaneously have a positive and significant effect on employee performance. The results of the coefficient of determination test show that variable organizational commitment and competence have an influence of  $62.9\%$  on employee performance variables, while the remaining  $37.1\%$  is influenced by other variables that are outside this research.*

### Keywords

organizational commitment;  
competence; employee  
performance



## I. Introduction

Human resources (HR) is a factor that plays an important role in an organization, both in large and small organizations. The role of human resources is the implementation of a very important strategy as the subject of implementing the organization's strategy. One of the things that must be considered in carrying out work is the achievement of a good performance in accordance with the work standards set in an organization. Competence related to the role of human resources in the organization has a meaning that is as important as the work itself, so competence becomes an aspect that determines the success of the organization. The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

In addition to the competence factor, organizational commitment also has a major contribution in achieving the goals and ideals of the organization. Organizational commitment describes how much employee involvement in the organization. Commitment is the basis and encourages employees to be more responsible for their duties and obligations.

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Employee performance is a measure of human resources in an organization in achieving organizational goals that have been set. Therefore, the potential of human resources who perform well is a determinant of the company's success. The best performance requires directed human resource management through various policies that can adjust the shared interests of employees and the organization. In addition, employee performance will be good if it is supported by the awareness and sincerity of employees as individuals in carrying out their duties and responsibilities.

Phenomena or problems that occur in Bank BRI Rantaupraptat Branch, namely the response system provided by the organization sometimes does not get the attention of employees to further foster a loyal attitude, this is due to the concern that employees will get sanctions if they submit their complaints. Currently, many employees do not pay attention to commitment or loyalty in work so that their performance is less than optimal and the amount of responsibility that must be carried but is not accompanied by authority in making decisions and there is excessive interference from superiors.

According to (Woznyj et al., 2019); (Suharto et al., 2020), organizational commitment is a psychological state that characterizes an employee's relationship with the organization, and has implications for the decision to continue or terminate membership in the organization. Qing et al. (2019), based on the opinion of experts, organizational commitment consists of three components: a) having absolute belief in the values and goals of the organization, b) making all necessary efforts for the benefit of the organization and c) having a strong desire to continue the organization. Wang and Zhang (2020) measurement indicators of organizational commitment, namely: 1) affective commitment, an employee's emotional attachment to organizational values, for example how much an employee likes the organization. It affects personal characteristics, structural characteristics and work experience. 2) continuance commitment, related to how much employees feel the need to stay in their organization. In employees who have a continuing commitment, the underlying reason for their commitment lies in their need to remain with the organization. 3) normative commitment, relates to how much employees feel they should stay in their organization. Normatively committed employees generally feel that they must stay in their organization and feel that leaving the organization will have adverse consequences and feelings of guilt about the possibility of leaving. In employees who have a continuing commitment, the underlying reason for their commitment lies in their need to remain with the organization. 3) normative commitment, relates to how much employees feel they should stay in their organization. Normatively committed employees generally feel that they must stay in their organization and feel that leaving the organization will have adverse consequences and feelings of guilt about the possibility of leaving. In employees who have a continuing commitment, the underlying reason for their commitment lies in their need to remain with the organization. 3) normative commitment, relates to how much employees feel they should stay in their organization. Normatively committed employees generally feel that they must stay in their organization and feel that leaving the organization will have adverse consequences and feelings of guilt about the possibility of leaving.

Rivai and Sagala cited by Anggreany (2017), competence is the ability of employees in which there is knowledge, skills and attitudes in completing a job or in accordance with predetermined performance standards. According to Mangkunegara quoted by Solehatusya'diah (2017) indicators of a person's competence can be seen from: 1) Knowledge: awareness in having knowledge, for example employees know how to identify items that are not good and how to do work according to Standard Operating Procedures. 2) Understanding: the depth of knowledge, the effectiveness of an individual, for example

an employee who will carry out a job must have a good understanding of the characteristics and working conditions in order to carry out the work effectively and efficiently. 3) Skills:

According to Rivai quoted by Ataunur and Ariyanto (2015) performance is a real behavior that is displayed by each employee as a work performance produced by employees according to their role in the company. Ivancevich and Konopaske (2013), state that the indicators for measuring employee performance are: 1) the quantity of work is the amount of work that can be done by employees in working in a certain period. 2) work quality is related to the thoroughness, neatness, and thoroughness of employees' work, 3) personal quality is related to personality, appearance, friendliness, leadership, and integrity 4) cooperation is the willingness and ability of employees to cooperate with colleagues in carrying out a task to achieve common goals and 5) initiatives related to the initiatives taken by employees in doing something related to work.

## II. Research Method

This type of research is a quantitative descriptive research. The place of this research was conducted at Bank BRI Rantauprapat Branch on Jl. General Sudirman No. 1 Rantauprapat Labuhanbatu Regency, North Sumatra. Data collection techniques used in the study were observation, documentation and questionnaires. The population in this study were 45 employees of Bank BRI Rantauprapat Branch. The sampling technique used is saturated sampling, namely determination technique sample by taking all members of the population as a sample then the size of the sample in this study amounted to 45 people.

## III. Results and Discussion

### 3.1 Results

Ghazali (2018) states that the validity test is used to measure the validity or validity of a questionnaire. The validity test in this study was 30 respondents who were carried out at Bank Mandiri Rantauprapat Branch with the provisions of total correlation > value measurement criteria (0.5). The results of the validity test in this study can be seen in Table 1:

**Table 1.** Validity Test Results

Variable Indicator Items	Total Correlation	Value Measurement Criteria	Description
Emotional attachment to the organization	0.823	0.5	Valid
Need for organization	0.896	0.5	Valid
Stay with the organization	0.787	0.5	Valid
Knowledge	0.890	0.5	Valid
Understanding	0.855	0.5	Valid
Skills	0.837	0.5	Valid
Quantity of work	0.815	0.5	Valid
Quality of work	0.858	0.5	Valid
Personal qualities	0.844	0.5	Valid
Cooperate	0.850	0.5	Valid
Initiative	0.793	0.5	Valid

Description: total correlation > value measurement criteria (0.5).

Source: Research Results, 2022.

Sugiyono (2017) suggests that the reliability test is carried out to find out the results of the measurement are consistent when the same measuring instrument is measured. An indicator in the questionnaire is declared reliable if the value of Croanbach Alpha > the value measurement criteria (0.6). The results of the reliability test of this study can be contained in Table 2:

**Table 2. Reliability Test Results**

Variable	Croanbach Alpha	Value Measurement Criteria	Description
Organizational Commitment	0.782	0.6	Reliable
Competence	0.820	0.6	Reliable
Employee performance	0.889	0.6	Reliable

Description: croanbach neqligent > value measurement criteria (0.6).

Source: Research Results, 2022.

Table 1 and Table 2 show that all items are declared valid and reliable. The next research uses the classical assumption test consisting of normality test, multicollinearity test and heteroscedasticity test. Here are the results of the normality test withusing the Kolmogorov-Smirnov One-Sample method:

**Table 3. Normality Test Results  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardize d Residual
N		45
Normal Parameters, b	mean	.0000000
	Std. Deviation	1.92225024
Most Extreme Differences	Absolute	.125
	Positive	.105
	negative	-.125
Test Statistics		.125
asypm. Sig. (2-tailed)		.074c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Description: asymp. Sig. (2-tailed) > 0.05 significant level.

Source: Research Results, 2022.

Table 3 normality test using the One-Sample Kolmogorov-Smirnov method has an Asymp value. Sig. (2-tailed) of 0.074 > 0.05 significant level. So it can be concluded that the data is normally distributed. The results of the multicollinearity test can be seen in Table 4:

**Table 4. Multicollinearity Test Results  
Coefficientsa**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational Commitment	.636	1.572
	Competence	.636	1.572

a. Dependent Variable: Employee Performance.

Description: VIF value < 10 and value *tolerance* > 0.1.

Source: Research Results, 2022.

Table 4 shows that the organizational commitment variable has a VIF value < 10 (1.572 < 10) and a value of *tolerance* > 0.1 (0.636 > 0.1), the competency variable has a VIF value < 10 (1.572 < 10) and a tolerance value > 0.1 (0.636 > 0.1) so it can be concluded that there is no multicollinearity. Testing the results of the next research is the results of the heteroscedasticity test using the Glejser method which can be loaded in Table 5:

**Table 5. Heteroscedasticity Test Results Glejser Method  
Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	3.362	.774		4.345	.000
	Organizational Commitment	-.115	.079	-.267	-1.467	.150
	Competence	-.047	.082	-.105	-.576	.568

a. Dependent Variable: Abs\_Res.

Source: Research Results, 2022.

Heteroscedasticity test using the glejser method, it is known that the significant value of the organizational commitment variable (X1) of 0.150 and the competence variable (X2) is 0.568. This explains that there is no heteroscedasticity due to the significant value > 0.05. The results of the next test with multiple linear regression can be seen in Table 6:

**Table 6. Multiple Linear Regression Test Results  
Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	5,905	1,633		3.616	.001
	Organizational Commitment	.765	.166	.543	4.614	.000
	Competence	.495	.173	.337	2.859	.007

a. Dependent Variable: Employee Performance.

Source: Research Results, 2022.

Based on Table 6, the following multiple linear regression equation is obtained:  $Y = 5.905 + 0.765X_1 + 0.495X_2$ . Constant value = 5.905, meaning that if the organizational commitment and competence variables are 0 then the employee's performance is 5.905.

The regression coefficient for the organizational commitment variable = 0.765, meaning that if the organizational commitment variable increases by 1 unit, the employee performance variable will increase by 0.765. The regression coefficient for the competency variable = 0.495, meaning that if the competency variable increases by 1 unit, the employee performance variable will increase by 0.765.

To test the research hypothesis, the t-test was used. This test was conducted to analyze the effect of the independent variable, namely organizational commitment (X1) and competence (X2) partially on the dependent variable, namely employee performance (Y). The decision-making criteria are error rate ( $\alpha$ ) = 5% and degrees of freedom (df) = n (number of samples) – k (number of variables used) = 45 - 3 = 42, t table = 2.018. The results of the t test can be seen in Table 7:

**Table 7.** Partial Test Results (t Test)

		Coefficients <sup>a</sup>		Standardized		
		Unstandardized	Std.	Coefficients		
Model		B	Error	Beta	T	Sig.
1	(Constant)	5,905	1,633		3.616	.001
	Organizational Commitment	.765	.166	.543	4.614	.000
	Competence	.495	.173	.337	2.859	.007

a. Dependent Variable: Employee Performance.

Source: Research Results, 2022.

Based on Table 7, the regression coefficient of the organizational commitment variable (X1) obtained a t value of 4.614 > t table 2.018 which means that the organizational commitment variable has a positive and significant effect on the employee performance variable with a significant value of 0.000 < 0.05. The regression coefficient for the competency variable (X2) obtained a t-count value of 2.859 > t-table 2.018, which means that the competency variable has a positive and significant effect on employee performance variables with a significant value of 0.007 < 0.05.

The F test was conducted to test the independent variables, namely organizational commitment (X1) and competence (X2) simultaneously having a significant relationship to the dependent variable, namely employee performance (Y). The decision-making criteria are: Error rate ( $\alpha$ ) = 5% and numerator degree = k (number of variables used) - 1 = 3 - 1 = 2, denominator degree = n (number of samples) – k (number of variables used) = 45 - 3 = 42, F table = 3.22. The results of the simulative significant test (Test F) can be seen in Table 8:

**Table 8.** Simulative Significant Test Results (Test F)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	276,218	2	138.109	35,678	.000b
	Residual	162.582	42	3,871		
	Total	438,800	44			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Competence, Organizational Commitment

Source: Research Results, 2022.



Table 8 shows the Fcount value of 35.678 > Ftable 3.22 with a significant value of 0.000 <0.05. It can be concluded that the variables of organizational commitment and competence simultaneously have a positive and significant effect on employee performance. The coefficient of determination was carried out to analyze the effect of the independent variables, namely organizational commitment (X1) and competence (X2) on the dependent variable, namely employee performance (Y). The results of the coefficient of determination can be seen in Table 9:

**Table 9.** Coefficient of Determination Test Results (R<sup>2</sup>)  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793a	.629	.612	1,967

a. Predictors: (Constant), Competence, Organizational Commitment

b. Dependent Variable: Employee Performance

Source: Research Results, 2021.

Based on Table 9, it can be seen that the R Square value of the organizational commitment and competence variables on the employee performance variable is 0.629. It was concluded that the variable organizational commitment and competence have an influence of 62.9% on the employee performance variable, while the remaining 37.1% is influenced by other variables outside of this study.

### 3.2 Discussion

The results of the t test, the regression coefficient of the organizational commitment variable (X1) obtained a t value of 4.614 > t table 2.018 which means that the variable organizational commitment positive and significant effect on the employee performance variable with a significant value of 0.000 <0.05 so that the hypothesis is accepted. These results are in line with research conducted by Hettiarachchi & Jayaeathua (2014) that organizational commitment positive and significant effect on employee performance variables. The regression coefficient for the competency variable (X2) obtained a t-count value of 2.859 > t-table 2.018 which means that the competency variable has a positive and significant effect on the employee performance variable with a significant value of 0.007 <0.05 so that the hypothesis is accepted. These results are in line with research conducted by Ataunur and Ariyanto(2015) that competence has a positive and significant effect on employee performance variables.

The results of the F test obtained that the Fcount value of 35.678 > Ftable 3.22 with a significant value of 0.000 <0.05. So it can be concluded that the variables of organizational commitment and competence simultaneously have a positive and significant effect on employee performance. The results of the coefficient of determination test show that variable organizational commitment and competence have an influence of 62.9% on the employee performance variable, while the remaining 37.1% is influenced by other variables outside of this study.

## IV. Conclusion

1. Organizational commitment has a positive and significant effect on employee performance Bank BRI Rantauprapat Branch.
2. Competence has a positive and significant effect on the performance of employees of Bank BRI Rantauprapat Branch.
3. Organizational commitment and competence simultaneously have a positive and significant impact on the performance of employees of Bank BRI Rantauprapat Branch.

### Thank-you note

Thanks are addressed to Labuhanbatu University, Bank BRI Rantauprapat Branch.

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