

The Role of Organizational Commitment in Mediation Effect of Compensation and Competency on Employee Performance



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ABSTRACT: The existence of human resources plays a central role in the organization or company. The preparation of human resources is a crucial issue in the current era of globalization. Organizational success is highly dependent on employee performance. This study aims to determine and explain the role of organizational commitment in mediating the effect of compensation and competence on employee performance at Fitness Plus in Denpasar City. The population in this study were all employees where the sample determination used non-probability sampling method with saturated sampling technique (census) so that the entire population of 60 people was sampled. Path analysis was used to test the hypothesis in the study and the SmartPLS application was used to test the data obtained in this study. The results showed that compensation and competence have a significant positive effect on organizational commitment. Compensation has a significant positive effect on employee performance, but competence has no significant effect on employee performance. Organizational commitment has no significant effect on employee performance and was unable to mediate the effect of compensation and competence on employee performance.

KEYWORDS: Compensation, Competence, Organizational Commitment, Employee performance

INTRODUCTION

Source Power man own role key in determine success implementation efficient organization. Although available facilities, infrastructure, and resources abundant power, without _ support from power reliable work and optimal performance, operational company no will walk with good. Griffin (2003) stated importance source power man the more increase because growth complexity law, understanding that source power man own role important in increase productivity, and awareness will associated costs with management source power humans who don't effective. For ensure smoothness activity management, company must own power work that has superior knowledge and skills, as well must try for optimizing management company so that performance employee can improved.

Performance refers to the achievements obtained by individuals based on tasks that have been done given to them (Astuti et al, 2018). Enhancement performance employee can become consideration important for company in develop potency source power human, and with increasing performance employee this will give impact positive on stability company or organization in reach goals that have been set.

One of possible factors increase performance employee is commitment organizational. Commitment organizational is something circumstances where a employee take sides organization certain as well as his goals and desires for maintain membership in organization (Robbins & Judge, 2012). His height commitment organizational from employee will push employee for responsible answer and give more power in support success and prosperity company place work.

A number of linking research between commitment organization with performance employee is research conducted by Pangangradja and Wijaya (2017); Gunawan et al (2017); Hidayah and Tobing (2018); Azmi et al (2020); Nurkholifa and Budiono (2022) concluded results that there is influence commitment organization to performance employee. Different with research conducted by Rembet et al (2020) as well Pitaloka and Putri (2021) concluded results that commitment organization to performance employee No influential significant.

Apart from commitment organization, other influencing factors performance employee is giving compensation. Hasibuan (2009: 118) argues that compensation is all income in the form of money, goods direct or no received immediately employee as

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rewards or services provided to company. Giving appropriate compensation for employee will increase performance employee so in the end company can maintain source Power the human being he has.

A number of linking research between compensation with performance employee is research conducted by Pangastuti et al (2020); Saman (2020); Iptian et al (2020); Handayani and Daulay (2022); and Dewi and Putra (2023) which concluded results that compensation influential positive and significant to performance employees, however research conducted by Rosalia et al (2020) concluded results that compensation no influential positive significant to performance employee.

Other influencing factors performance employee is competence. According to Pattiasina et al. (2016) competence is part personality that is deep and inherent in a person with behavior that can predicted on various circumstances and tasks work. Competence own potency for deepen and expand ability Work somebody. The more often somebody operate the same task, increasingly skilled and more fast they will finish it.

A number of linking research between competence with performance employee is research conducted by Anwar and Aima (2019); Manurung (2020); Sulantara et al (2020); Sudaryana (2021); Amin (2022); Kurniasih et al (2022); and Hafid (2022) as well as Permadi et al (2023) concluded results that competence influential positive and significant to performance employee. Different case research conducted by Kawangung et al (2020) concluded results that competence influential No significant to performance.

Fitness Plus is center fitness based company based on the island of Bali, Indonesia. The mega gym concept presents innovation latest for lover fitness and health. Fitness plus has three branches spread across the city of Denpasar, such as Fitness Plus Satria branch, Fitness Plus West Gatsu branch and Fitness Plus Sanur branch. Based on results observation temporary, employee Not yet fully understand importance commitment organization and method implement it in a way appropriate. Apart from that, relationships positive emotions between leaders and employees neither have they fully intertwined. Employee feel that wages or their compensation accept no in accordance with need moment this, especially because inflation that makes price goods principal the more tall. From p the in a way No direct cause employee not enough update knowledge as well as competence he has. Problem the cause performance employee decrease seen from quality work done during this, which is reflected in instability number of Fitness Plus members.

Many studies have been done more formerly related compensation and competency to performance employees mediated by commitment organization, will but displays results various research. Refers to phenomena and differences results the research this have objective To use confirm as well as test return role commitment organization in mediate influence compensation and competency to performance employee.

LITERATURE REVIEW

Goal Setting Theory

Establishment theory Goal (*goal setting theory*) is a model of individual desires For own goal , choose purpose and being motivated For reach goals (Mahennoko , 2011). *Goal setting theory* based on presumptive evidence _ that goals (ideas about the future ; desired states) play a role important in Act . *Goal setting theory* hinted that a individual committed to a goal (Robbins, 2008). If one individual committed For reach the goal , then matter This will influence his actions and influences consequences its performance . With use approach *goal setting theory* , success employee in increase its performance is desired goal _ achieved , meanwhile variable compensation , competence and commitment organization as factor decider .

Employee performance

According to Mangkunegara (2013: 67), performance is results Work in a way the quality and quantity achieved by a person employee in carry out his task in accordance with not quite enough the answer given to her . Whereas Sedarmayanti (2011: 260) argues that performance is translation of meaningful performance results Work a workers , a management process or organization in a way whole Where results Work must can showed the proof in a way concrete and possible measured (compared with standards that have been specified). As for the indicators performance employee in study This that is quality work , quantity work, accuracy time , effectiveness work , independence and desire develop .

Commitment Organization

According to Moorhead & Griffin (2015, 134) commitment organization is reflective attitude _ to what extent a person individual recognize and be attached to the organization . Temporary that's what Robbins & Judge (2015) define commitment as something circumstances Where a individual take sides organization as well as his goals and desires For maintain its membership in organization . As for the indicators commitment organization in study This is *affective commitment*, *continuance commitment* and *normative commitment*.

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Competence

According to Wibowo (2016) competence is something ability For carry out or do something based work _ on skills and experience as well as supported by attitude work required by workers . _ Whereas according to Edison et al (2016) competence is ability individual For carry out something work with true and have excellence based on relevant matters __ knowledge , skills and attitudes . As for the indicators competence in study This including : skills (*skills*), knowledge (*knowledge*) and attitudes (*attitude*).

Compensation

According to Hasibuan (2009: 118) argues that compensation is all income in the form of money, goods direct or No received immediately _ employee as rewards or services provided _ to company . Meanwhile, Ivancevich (2006) argues that compensation is function management source Power related humans _ with every type individual gifts received _ as exchange For do task organization . As for the indicators compensation in study This including : salary , bonuses, incentives , insurance , security and leave Work .

RESEARCH METHODS

Variable exogenous in study This is compensation and competence , meanwhile internal endogenous variables study This is performance employees and variables mediation is commitment organization . Study This use method quantitative and data used is the primary data obtained as well as collected direct from the source . Population studied _ in study This is all over employee Fitness Pluss in Denpasar City, totaling 60 people . Selection method sample used _ in study This is method *nonprobability sampling* with technique taking sample saturation (census) where whole population made sample as many as 60 people.

Study This use analysis path (*path analysis*) for test hypothesis in study This . *Partial Least Square* (PLS) is method powerful analysis , because can applied to all data scale , no need Lots assumptions and measurements sample No must big , and also can used For confirmation theory (Solimun , 2008; Ghazali , 2009; Hair *et al .* , 2006). For test the data obtained in study This use *software* SmartPLS version 3.2.9. After do testing data, then interpret results analysis based on study theoretical and empirical furthermore compile conclusion as well as give a number of future thoughts _ can made material considerations and suggestions on research furthermore .

RESULTS AND DISCUSSION

Goodness of Fit Test Results (R^2)

There are two constructs in study This that is commitment organization and performance employee . R value ² of 0.67 is classified as a strong model , R^2 of 0.33 moderate model , and R^2 of 0.19 is classified as a weak model (Lathan & Ghazali , 2012). R value ² For construct variable the can presented in Table 1 below This .

Table 1. R -Square Value (R^2)

Variable Dependent	R Square	R Square Adjusted
Employee performance	0.677	0.660
Commitment Organization	0.569	0.554

Source : Processed data , 2024

R -Square Value performance employee amounted to 0.677 so that the influence model compensation , competence and commitment organization classified including in strong model criteria . Whereas commitment organization own mark index R -Square amounted to 0.569 so that the influence model compensation and competency including moderate .

Predictive Relevance Test Results (Q^2)

Criteria strong the weakness of the model is measured based on Q^2 according to Lathan & Ghazali (2012) is as following : 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). The calculation results produce Q^2 value of performance employee of 0.438 and commitment organization of 0.301 is also a strong model . Q value ² For construct variable the can presented in Table 2 below .

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Table 2. Q-Square Predictive Relevance Value (Q^2)

Variable	SSO	SSE	Q^2
Employee performance	360,000	202,441	0.438
Commitment Organization	180,000	125,892	0.301
Compensation	360,000	360,000	
Competence	180,000	180,000	

Source : Processed data , 2024

Influence Test Direct

Test next that is carry out influence tests direct between variables studied . _ Test result can presented in Table 3 below This.

Table 3 .Effect Test Results Direct

Relationship Between Variables	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Commitment Organization -> Employee Performance	0.067	0.126	0.532	0.595	Not significant
Compensation -> Employee Performance	0.600	0.144	4,157	0,000	Significant
Compensation -> Commitment Organization	0.561	0.108	5,197	0,000	Significant
Competency -> Employee Performance	0.259	0.141	1,837	0.067	Not significant
Competence -> Commitment Organization	0.287	0.115	2,484	0.013	Significant

Source : Processed data , 2024

The test results in Table 3 are informative that variable compensation own influence significant to commitment organization with mark *t statistics* amounting to 5,197 and value *p values* of 0.000. Competence own influence significant to commitment organization with mark *t statistics* amounting to 2,484 and value *p values* of 0.013. Compensation in a way significant influential to performance employee with mark *t statistics* amounting to 4,157 and value *p values* of 0.000. However variable competence show results No influential to performance employee with mark *t statistics* amounted to 1.837 and value *p values* as big as 0.067 . Likewise with _ variable commitment organization show results No influential to performance employee with mark *t statistics* of 0.532 and value *p values* of 0.595.

Indirect Effect Test _

next test is carried out is test influence No direct between variable construct . Testing This done For know role commitment organization in the mediate influence compensation and competency to performance employee . Table 4 shows results that variable commitment organization Not yet capable mediate influence compensation and competency to performance employee with mark significance more than five percent Where mark *t statistic* of 0.492 and 0.501 respectively and value *p values* are 0.623 and 0.617 respectively so variable commitment organization classified No as variable mediation .

Table 4.Indirect Effect Test Results

Relationship Between Variables	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/SRDEV)	P Values	Information
Compensation -> Commitment Organization -> Employee Performance	0.037	0.076	0.492	0.623	No Significant
Competence -> Commitment Organization -> Employee Performance	0.019	0.038	0.501	0.617	No Significant

Source : Processed data , 2024

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Furthermore For see significance (hypothesized) influence with see parameter coefficients and values t statistical significance . Structural model study This can presented in Figure 1 below .

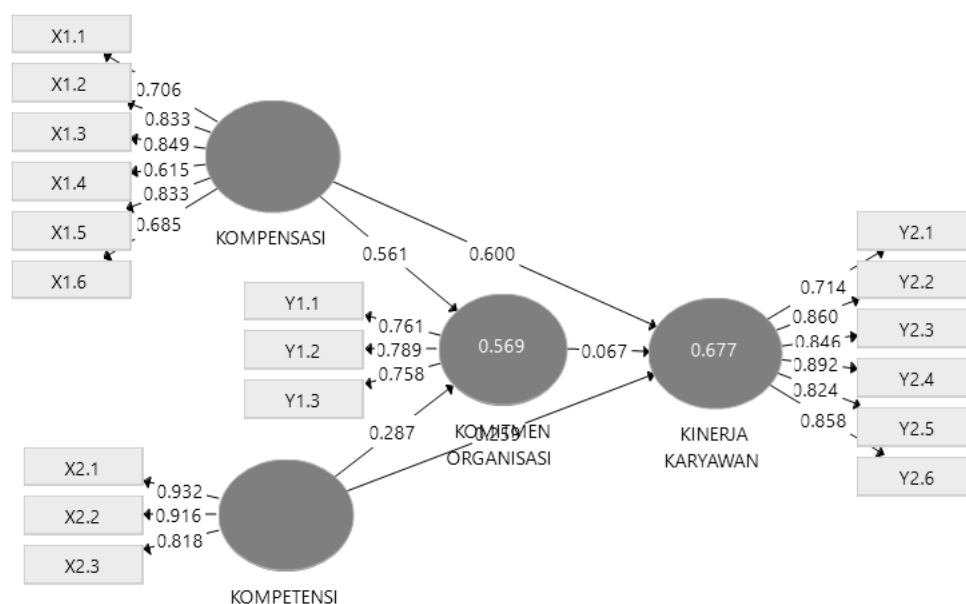


Figure 1. PLS Structural Model

Source : Processed data , 2024

Influence Compensation To Commitment Organization

Effect test results direct show that compensation influential positive significant to commitment organization Where mark t statistics amounting to 5,197 and value p values of 0.000. Test results obtained show that hypothesis that has been developed can accepted as well as support results findings made by Yamali (2018), Hilimi , et al (2020), Arie & Active (2020) and Putri, et al (2021) which concluded results that compensation influential significant to commitment organization .

Influence Competence To Commitment Organization

Effect test results direct show that competence influential positive significant to commitment organization Where mark t statistics amounting to 2,484 and value p values of 0.013. Test results obtained show that hypothesis that has been developed can accepted as well as support results findings made by Suantara , et al (2020), Sumarsi & Rizal (2021) and Aryani, et al (2021) which concluded results that competence influential positive and significant to commitment organization .

Influence Compensation On Employee Performance

Effect test results direct show that compensation influential positive significant to performance employee Where mark t statistics amounting to 4,157 and value p values of 0.000. Test results obtained show that hypothesis that has been developed can accepted as well as support results findings made by Pangastuti , et al (2020), Saman (2020), Iptian , et al (2020) and Handayani & Daulay (2022) and Dewi & Putra (2023) which concluded results that compensation influential positive and significant to performance employee .

Influence Competence On Employee Performance

Effect test results direct show that competence No have influence significant to performance employee Where The t statistic value is 1.837 and the p value is 0.067 . Test results obtained show that hypothesis that has been developed rejected . This result in line with findings made by Kawangung , et al (2020) concluded results that competence influential No significant to performance.

Influence Commitment Organization On Employee Performance

Effect test results direct show that commitment organization No have influence significant to performance employee Where mark t statistics of 0.532 and value p values of 0.595. Test results obtained show that hypothesis that has been developed rejected.

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This result in line with findings made by Rembet, et al (2020) as well Pitaloka & Putri (2021) concluded results that commitment organization to performance employee No influential significant.

Effect Mediation Commitment Organization

Analysis results state that commitment organization No own effect mediation influence compensation and competency to performance employee *t statistics* are 0.492 and 0.501 respectively and value *p values* are 0.623 and 0.617 respectively. This result show that hypothesis that has been developed rejected. In fact based on results statistics state role commitment organization classified No mediation.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on discussion results study as well as study theoretical and empirical, then possible conclusions _ withdrawn is compensation influential positive significant to commitment organization at Fitness Plus in Denpasar City. This indicated that the more increase compensation so commitment organizations are also increasing increase. Competence influential positive significant to commitment organization at Fitness Plus in Denpasar City. This matter indicated that the more increase competence will increase performance commitment organization. Compensation influential positive significant to performance employee at Fitness Plus in Denpasar City. This matter indicated that the more increase compensation so performance employees are also increasing increase. Competence No influential positive significant to performance employee at Fitness Plus in Denpasar City. This matter indicated that the more increase competence No as well as immediately will increase performance employee. Commitment organization No influential positive significant to performance employee at Fitness Plus in Denpasar City. This matter indicated that the more increase commitment organization No as well as immediately will increase performance employee. Commitment organization No own effect mediation influence compensation and competency to performance employee.

Suggestion

Research is recommended furthermore can replicating the research model This through approach *longitudinal* (from time to time), and allows used in companies other as well as expand room scope his research as well as can modifying the research model with add or develop indicator nor variable other.

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