

The Role of Competence and Organizational Culture in Determining Organizational Commitment and Its Effect on Employee Performance Bali Provincial Department of Industry and Trade

Anak Agung Ayu Asih Eriani¹, I Wayan Widnyana², I Wayan Sujana³

^{1,2,3} Universitas Mahasaraswasti Denpasar

Abstract:

Employees are the main asset of the organization and have a strategic role in the organization, namely as thinkers, planners and controllers of organizational activities. An organization that has a strong culture will basically improve employee performance, foster a spirit of togetherness among its members, increase a sense of comfort and loyalty to the organization and be able to improve organizational performance. This study aims to test and explain research problems related to the role of competence and organizational culture in determining organizational commitment and its effect on employee performance. This research was conducted at the Bali Provincial Industry and Trade Office with a population of 84 by applying sampling techniques with saturated samples. The findings of this study are that competence and organizational culture have a positive and significant effect on organizational commitment. Likewise with the organization's commitment to employee performance. So it can be concluded that organizational competence and culture are able to increase organizational commitment so that employee performance will also increase. With these results, it is hoped that the organization can increase opportunities, facilities, training and budgets to improve employee competence which will affect the performance of employees in the Bali Provincial Industry and Trade Office.

Keywords; Competence, Organizational Culture, Organizational Commitment, Employee Performance

Introduction

An organization needs a strong organizational culture so that existing values can be truly understood and applied in depth, embraced and fought for by employees in order to achieve good and optimal performance. Hakim (2015) stated that organizational culture has a linear relationship with performance, so the better the organizational culture will be followed by an increase in employee performance. Rumasukun *et al.* (2015) states organizational commitment is a mediating variable of the influence of employee competence on performance, strong employee competence will affect higher organizational commitment, and higher organizational commitment can improve employee performance. Patulak *et al.* (2013) concluded that organizational culture is part of organizational continuity formed from the attitudes and behaviors of members of the organization, culture can shape the commitment of its members. Members of the organization who have a strong commitment will work with dedication so as to produce good performance. The achievement of organizational goals, one of which is very dependent on the good and bad performance of employees. Organizations must be able to pay attention to employees and the relationship of their work to the duties of others, understand the organization's targets, and be able to overcome the difficulties encountered in carrying out their duties.

Performance appraisal is absolutely carried out to see the extent of employee success at work. The performance appraisal system is an assessment of the employee's work results, including the responsibility set in measuring the success of the employee in carrying out the duties imposed on him as well as to control employee behavior, such as absenteeism, discipline, honesty and other important aspects related to work discipline to establish promotion opportunities such as salary increases, bonuses and promotions.

Employee performance can be used as an indicator of real employee behavior in the form of work achievements produced in accordance with their respective roles in the company. Employee performance is a

determining element of company and organizational success. Mangkunegara (2013) Higher performance means an increase in efficiency, effectiveness, or higher quality of completing a series of tasks charged to an employee in an organization or company.

The Bali Provincial Trade and Industry Office as the supervisor of the trade sector prioritizes increasing / expanding market access and domestic trade so that the Bali economy grows and is of high quality, so that in the end it will be able to bathe the community. Many previous studies on the influence of competence and organizational culture, on employee performance, resulted in inconsistencies. To overcome the inconsistency of these research results, a contingency approach is needed (Govindarajan, 1986 in Hustanarina and Nor, 2007) namely by including other variables that may affect the relationship of competence, organizational culture and with performance. The variable that is thought to affect the relationship of competence and organizational culture to such performance is organizational commitment. Organizational commitment is a state in which an employee takes sides with the organization and its goals and functions and the desire to maintain membership in the organization (Robbins and Judge, 2008:100).

This is a challenge, during a pandemic, the development of ASN competition must also not stop. This pandemic has indeed brought a very significant impact on changes in all aspects of life, and we must act wisely. So far, education and training, technical guidance, seminars and workshops have become popular activity models and are believed to be able to significantly improve ASN competence.

From the results of previous research, there is a research that shows a research gap in the form of *research* conducted by Basna (2016) which shows that competence has a positive influence on employee performance. Meanwhile, according to Awaluddin (2013) competence negatively affects employee performance.

Research conducted by Pratiwi (2012) states that organizational culture has a positive influence on employee performance. Meanwhile, according to Gunawan (2013) states that organizational culture has a negative influence on employee performance.

Furthermore, research by Nathir et al., (2017) states that organizational commitment has a positive influence on employee performance. Meanwhile, according to Musyarofah and Wulandari (2018), organizational commitment has a negative influence on employee performance.

Literature Review

Competence

The definition of competence by Spencer cited by Moehariono (2014:5) is as an underlying characteristic of a person with regard to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference. According to Spencer, competence lies in the inside of every human being and forever exists in the personality of a person who can predict behavior and performance broadly in all job situations and tasks.

Some of the aspects contained in the concept of competence according to Gordon in Sutrisno (2011: 204) are as follows: a) Knowledge (*knowledge*) Awareness in the cognitive field. For example, an employee knows how to identify learning and how to do good learning according to existing needs effectively and efficiently in the company. b) *Understanding into the* cognitive and affective that the individual has. For example, an employee in carrying out learning must have a good understanding of the characteristics and conditions effectively and efficiently. c) Ability / Skill (*skill*) Something possessed by the individual carrying out the task or work charged to him. For example, the ability of employees to choose a method of work that is considered more effective and efficient. c) *Value A standard* of behavior that has been observed and psychologically integrated in a person. For example, the standards of behavior of employees in carrying out tasks (honesty, openness, democratic and others). d) Attitude (*attitude*) Feelings (happy-unhappy, like-dislike) or reactions to a stimulus that comes from outside. For example, the reaction to the economic crisis, feelings for salary increases and so on. e) Interest (*interest*) A person's tendency to do an act. For example, doing something activity task.

Organizational Culture

According to Banendro (2016), organizational culture can be described as values, norms and artifacts accepted by members of the organization as an organizational climate it will influence and influence organizational strategies, organizational structures and systems. Meanwhile, according to Greebeg and Baron (2010), organizational culture as a cognitive framework that contains shared attitudes, values, norms and expectations shared by members of the organization. In a company, a standard reference is needed so that employees can

be optimally empowered. The standard reference can be realized in the form of a company culture to guide employees to increase their work commitment and ultimately affect the overall performance of the company. In other words, organizational culture can be distinguished by a person's attitude and behavior in responding to his work.

According to Paramita in Ndraha (2010) that work culture can be divided into 2 important aspects, namely: a) Attitude towards work, namely the liking for work compared to other activities, such as relaxing, or simply obtaining satisfaction from busy work alone, or feeling forced to do something just because of its survival. b) Behavior at work time, such as diligent, dedicated, responsible, careful, conscientious, meticulous, high willingness to learn his duties and obligations, likes to help fellow employees

The Study of Organizational Culture by Denison (2000:168) suggests that there are four integrative principles regarding the reciprocal relationship between organizational culture and the effectiveness of organizational work. These four principles are named four main *traits (main cultural traits)* which concern *involvement, consistency, adaptability, and mission*).

Organizational Commitment

Organizational commitment according to Robbins and Judge (2015: 74) in organizational behavior, that organizational commitment is the level at which a worker identifies an organization, its goals and expectations to remain a member. Robbins also defines organizational commitment as a situation in which an employee takes sides in an organization and its goals, and intends to maintain its membership. A person's high involvement in a job means taking sides in a particular job of an individual, while high organizational commitment means taking the side of the organization that recruited the individual. So, commitment to the organization defines the element of the orientation of the (active) relationship between the individual and his organization, the orientation of the relationship results in the individual as a worker willing and willing to give something and something given in order to reflect his support for the achievement of the goals of the organization.

Referring to some of these expert definitions, it can be implied that organizational commitment is a psychological condition of a person that shows the characteristics of relationships with the organization that have an influence on the acceptance of values, willingness to strive to achieve organizational interests and willingness to stay afloat in the organization which are identified in three components, namely: affective commitment, continuous commitment, and normative commitment.

The measurement of commitment is generally based on *attitudinal approaches* and *calcutive behavior* (Allen & Meyer, 1997:91). These two approaches served as the basis for Allen & Meyer in developing measurements of *affective* commitment and *continuance commitment*. The attitudinal approach is an approach based on the opinions of several experts who compile the concept of commitment as an affective orientation towards an organization. Related to this thinking, this attitudinal approach is referred to as *affective commitment*.

The behavior cultivate approach is based on a view developed by Becker that describes commitment as a disposition to participate in a consistent line of activity. This approach is also referred to as *continuance commitment*. *This continuance commitment* is believed to develop on the basis of an economical mindset that does not want to lose existing investment. *Normative* commitment is a commitment that is based on *obligation*.

Performance Employee

Meanwhile, according to Mangkunegara (2012: 9), "Performance is an achievement or result of work, both quality and quantity achieved by human resources per unit time period in carrying out their work in accordance with their responsibilities. According to Laksmi Riani, (2011: 98) Performance is the result of work that is in accordance with organizational goals, namely work quality, work quantity, efficiency, and other effectiveness criteria. Sutrisno (2010: 164) reveals that work performance or achievement is a person's level of ability and understanding of the task (job) given.

The indicators used to reflect employee performance according to (Sulistiyanti, 2010: 228) namely work performance, namely, the results of employee work, both quality and quantity according to the standards set by the company. Work discipline, namely, employee compliance with company provisions and timeliness that has been set. Work effectiveness and efficiency, namely, the ability to utilize all company resources appropriately so that tasks can be completed on time with maximum results. Responsibility, namely, the

readiness of employees in carrying out their duties and authorities in accordance with the position in their lap, including the readiness to bear all the consequences that occur from their work. Attendance, that is, the presence of employees in the company both when going to work, returning from work, permission, and without information which all affect the performance of the employee. Relationships among people, namely, the ability to maintain harmonious relations between fellow employees, and the relationship between superiors and subordinates in enhancing cooperation

Hypothesis Development

In accordance with the literature and empirical review, hypotheses can be developed in this study with the following exposure:

According to Buyung Satria Permana (2020) *The Influence of Competence, Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable At PT PAG*, shows that there is an influence of competence and organizational culture on organizational commitment, as well as there is an influence of organizational competence and commitment on employee performance, but organizational culture does not affect the performance of PT employees. Perta Arun Gas Lhokseumawe Regency. While the results of the research Syahrudin et al (2016) with the title of his research: *Effect of Competence, Organizational Culture and Climate of Organization to the Organizational Commitment, Job Satisfaction and the Performance of Employees in the Scope of Makassar City Government*, the conclusion of, this study is that competence has a significant positive effect on organizational commitment, job satisfaction and employee performance. So in this study, the following hypothesis was proposed:

H1 : Competence positively affects the organization's commitment to the Bali Provincial Industry and Trade Office

Organizational culture is as a system of values that are believed by members of the organization and are studied and applied and developed continuously, function as an adhesive system, and can be used as a reference for behavior in organizations to achieve organizational goals that have been set. This can be seen from Lanjar's research (2017) *The Influence of Organizational Culture on Organizational Commitment and Employee Performance*, with the results of the Organizational Culture research having a positive and significant effect on Organizational Commitment and Employee Performance

The results of this research are strengthened by the results of previous research, namely Andi Syahrudin et al (2016) with the title of his research: *Effect of Competence, Organizational Culture and Climate of Organization to the Organizational Commitment, Job Satisfaction and the Performance of Employees in the Scope of Makassar City Government*. which states that competence, Organizational Culture and Organizational Climate have a significant positive effect on organizational commitment, job satisfaction and employee performance. From the description above, the development of hypotheses in this study is as follows:
H2. Organizational culture has a significant influence on the organization's commitment to the Bali Provincial Industry and Trade Office

According to Firman Wahyudi (2014) *The Role of Competence in Improving the Performance of Employees of the Social Section of the Regional Secretariat of East Kutai Regency*. Stated that the performance of employees of the Social Section of the East Kutai Regency Regional Secretariat has not shown optimal performance, but at least they can still produce quite good work performance. The suboptimal performance of employees in the work institution is a consequence of inadequate employee competence. Meanwhile, the results of Akhmad Fauzi's research (2019) *The Effect of Competence on Employee Performance in the Bureau of Government and Cooperation of the Regional Secretariat of West Java Province*. Stated that simultaneously employee competence has a positive and significant effect on employee performance at the Bureau of Government and Cooperation of the Regional Secretariat of West Java Province with a contribution of 60.4%, while the remaining 39.4% is influenced by other variables that are not studied. Therefore, in this study, the following hypothesis was proposed :

H3 : Competence has a positive effect on employee performance at the Bali Provincial Industry and Trade Office

Research by Firman Wahyudi (2014) and Fachreza (2018) *The Role of Competence and Organizational Culture in Improving Employee Performance in the Social Section of the Regional Secretariat of East Kutai Regency*. Research found that competence and organizational culture have a positive and significant effect on employee performance. Meanwhile, the research of Veriyanto Adi Prakoso (2017) *The Influence of Competence and Organizational Culture on the Performance of the Compiler of Work Unit Financial*

Statements through Organizational Commitment and strengthened by research by Rahmat Sabuhari (2018) The Influence of Organizational Culture, Competency Characteristics, Job Satisfaction on Employee Public Service Performance at the P.T. Pos Indonesia (Persero) Office in Ternate City With the results of this study showing that competence has a positive effect on the performance of constituents financial statements, organizational culture has a positive effect on the performance of financial statement compilers, organizational commitment has a positive effect on the performance of financial statement compilers, competence has a positive effect on the organizational commitment of financial statement compilers, organizational culture has no effect on the organizational commitment of financial report compilers, competence has a positive effect on the performance of financial statement compilers through organizational commitment and organizational culture has a positive effect on performance compiler of financial statements through organizational commitments. From the description above, the development of hypotheses in this study is as follows:

H4: Organizational culture has a significant effect on employee performance at the Bali Provincial Industry and Trade Office

Research on the Influence of Competence, Organizational Culture, and Organizational Commitment on Employee Performance (Case Study at Pt. Dafam Maju Bersama Semarang) shows that one of the results of his research is that Organizational Culture has a positive and significant effect on employee performance. From the description mentioned above in this study, the fifth hypothesis is proposed as follows

H5: Organizational commitment has a positive effect on the performance of employees at the Bali Provincial Industry and Trade Office

Buyung Satria Permana (2020) The Influence of Competence, Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable at PT PAG. The results showed that there is an influence of competence and organizational culture on organizational commitment, as well as there is an influence of organizational competence and commitment on employee performance, but organizational culture does not affect the performance of PT employees. Perta Arun Gas Lhokseumawe District. From the description mentioned above in this study, the hypothesis is proposed as follows:

H6 : Organizational commitment can mediate the influence of Competence on employee performance at the Bali Provincial Industry and Trade Office

Based on the results of the analysis and hypothesis testing of Andi Syahrums et,al (2016) with the title of his research: Effect of Competence, Organizational Culture and Climate of Organization to the Organizational Commitment, Job Satisfaction and the Performance of Employees in the Scope of Makassar City, concluded that competence has a significant positive effect on organizational commitment, job satisfaction and employee performance. From the description mentioned above in this study, the hypothesis is proposed as follows:

H7: Organizational Commitment can mediate the influence of Organizational Culture on Employee Performance at the Bali Provincial Industry and Trade Office

Based on the presentation of the hypothesis that has been proposed above, a hypothesis model can be compiled which is presented in Figure 1 below.

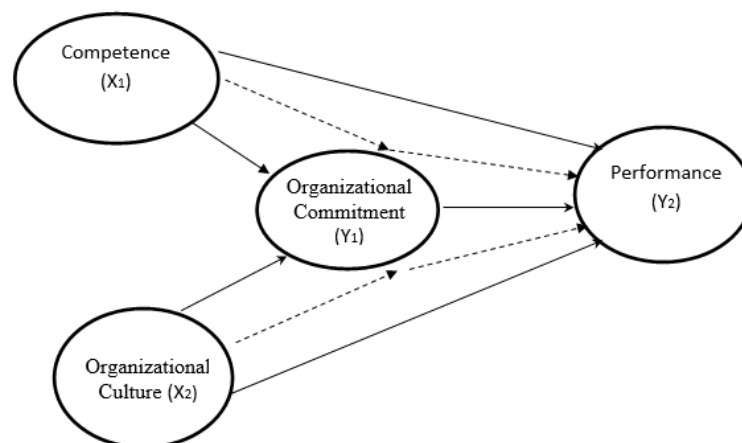


Figure 1. : Research Mindmap

Research Methods

Quantitative methods are used in this study to investigate data and theories by testing hypotheses and observing whether organizational competence and culture affect performance and whether organizational

commitment is able to mediate variables of competence and organizational culture in improving employee performance in the ranks of government. Data is processed by SmartPLS. Research location This research was conducted at the Bali Provincial Industry and Trade Office. And the time of the study began in the first week of July 2021. Based on the data obtained on The Bali Provincial Industry and Trade Office has 84 employees, so in this study it will take all employees at the Bali Provincial Industry and Trade Office as 84 people as respondents, with an expected response rate of 100% or return entirely.

Data is collected from direct field observations, and also obtained from local governments. Likert scales 1 and 5 are used to measure (from 1 "strongly disagree" to 5 "strongly agree"). Data processing in PLS analysis can be done by evaluating models of structural equations. This evaluation has two basic evaluations. First, evaluate the measurement model (external model) to determine the validity and reliability of indicators that measure latent variables. The criteria used to test the validity and reliability of the instruments in this study are discriminant validity, convergent validity, and combined reliability. We then evaluate internal or structural models to test the relationship between study model construction, significance and R-squared. Internal model testing in PLS analysis is performed by bootstrap resampling.

Results And Discussion

In this study, testing of the validity and reliability of the questionnaire was carried out on 80 (eighty) people. In its implementation, researchers directly distribute questionnaire sheets to respondents All questionnaires that have been filled out, researchers collect them for a tabulation process and processed using the SPSS program.

The validity test criteria are carried out by comparing r count with 0.3, then it can be stated that the question item is valid. In this case, what is meant to be calculated for each question item, is the *product moment* correlation coefficient annotated by the SPSS program calculation version 22 for each question item of a variable. Based on the results of the analysis, it can be seen that all statement items for measuring the variables of Competence, Organizational Culture, Organizational Commitment and Employee Performance are valid and worthy of use as research instruments.

Meanwhile, to test the reliability of a list of questions from a research variable, *Cronbach's Alpha* Coefficient is used. The magnitude of Cronbach's Alpha Coefficient indicates the degree of reliability of the list of questions. According to Sugiyono (2017: 72), a variable construct is said to be reliable if it has a Cronbach's value > from 0.60. Based on the results of the analysis, it can be seen that the magnitude of *Cronbach's Alpha coefficient on all variables is above 0.60*. This means that the questionnaire is reliable.

Outer Model Testing

There are three criteria in the use of data analysis techniques with SmartPLS to assess *outer models*, namely *convergent validity*, *discriminant validity*, and *composite reliability*.

Convergent validity of the measurement model with reflective indicators in values based on the correlation between *item scores* or *component scores* estimated with *Software SmartPLS*. Individual reflexive measures are said to be good if they correlate more than 0.70 with the measured variables. In this study, a loading factor limit of 0.7 will be used. The results of processing using PLS can be seen in Table 1. The *outer model* value or correlation between variables and variables has met *convergent validity* because it has a *loading factor* value above 0.50.

Table 1. Result Of Outer Loading (Measurement Model)

Variable	Outer Loading
Competency (X1)	
Knowledge (X1.1)	0.817
Understanding (X1.2)	0.867
Attitude Behavior (X1.3)	0.843
Organizational Culture (X2)	
Innovation and Risk taking (X2.1)	0.830
Attention to Details (X2.2)	0.851
Result Orientation (X2.3)	0.823
People Orientation (X2.4)	0.787
Team Orientation(X2.5)	0.780
Aggressiveness (X2.6)	0.810
Stability (X2.7)	0.806
Organizational Commitment(Y1)	
Affective Commitment (Y1.1)	0.832
Sustainable Commitment (Y1.2)	0.858
Normative Commitment (Y1.3)	0.816
Employee performance (Y2)	
Quality (Y2.1)	0.804
Quantity (Y2.2)	0.806
Timeliness(Y2.3)	0.809
Attendance (Y2.4)	0.808
Ability to cooperate (Y2.5)	0.801

Source: processed data, 2022

Based on Table 1 above, it shows that the indicator of measuring competency variables consisting of knowledge, understanding and behavioral attitudes has an *Outer Loading* value greater than 0.5 which means it is valid. The Comprehension Competency Indicator has the best *Outer Loading* value of 0.867.

Organizational Culture variables with indicators of innovation and risk taking, attention to details or details, result orientation, people orientation, team orientation, aggressiveness, stability, have an *Outer Loading* value above 0.5 which means it is valid. the indicator of attention to details or details has the best *Outer Loading* value of 0.851. Organizational Culture Variables with indicators of innovation and risk taking, result orientation, people orientation, team orientation, aggressiveness, stability itself have an *Outer Loading* value above 0.5 which means it is declared valid.

The organizational commitment variable of employee performance with indicators of Affective Commitment, Continuity Commitment, Normative Commitment has an *Outer Loading* value above 0.5 which means it is valid. The sustainable commitment indicator has the best *Outer Loading* value of 0.858

Employee performance organizational commitment variables with indicators of Quality, Quantity, Punctuality, Attendance, Ability to cooperate, Responsibility have an *Outer Loading* value above 0.5 which means it is valid. The timeliness indicator has the best *Outer Loading* value of 0.809.

Discriminant validity, is done to ensure that each concept of each latent variable is different from other variables. The model is said to have good discriminant validity if each loading indicator value of a latent variable has a loading value that is greater than the loading value if it is correlated with other latent variables. The results of discriminant validity testing are in Table 2 below:

Table 2. : Discriminant Validity

	AVE		Korelasi			
	AVE	$\sqrt{\text{AVE}}$	Competency (X ₁)	Employee performance (Y ₂)	Organizational Commitment (Y ₁)	Organizational Culture (X ₂)
Organizational Culture	0.661	0.636	1			
Employee performance	0.649	0.621	0.881	1		
Organizational Commitment	0.698	0.687	0.753	0.804	1	
Competency	0.710	0.704	0.707	0.770	0.713	1

Source: processed data, 2022

Based on Table 2, it can be explained that the results of the four variables have an AVE value above 0.50 and all variables have a root AVE value that is better than the correlation coefficient between one variable and the other variables so that it can be said that the data has good discriminant validity.

Composite Reliability, validity and reliability criteria can also be seen from the reliability value of a variable and the Average Variance Extracted (AVE) value of each variable. The variable is said to have good reliability if the composite reliability value is above 0.70 and the AVE is above 0.50. In Table 3, the Composite Reliability value will be presented.

Table 3. : Composite Reliability

Variable	Composite Reliability
Organizational Culture (X ₂)	0.932
Employee performance (Y ₂)	0.917
Organizational Commitment (Y ₁)	0.874
Competency (X ₁)	0.880

Source: processed data, 2022

Table 3 informs that all variables meet composite reliability because their values are above the recommended figure, which is above 0.7 which meets the criteria of being reliable. Based on the results of the overall evaluation, both convergent, discriminant validity, composite reliability, which have been described above, it can be concluded that indicators as a measure of latent variables are valid and reliable measures.

Inner Model Testing

Testing of the inner model or structural model is carried out to see the relationship between variables, the significance value and the R-square of the research model. The structural model was evaluated using the R-square for the t-test dependent variable and the significance of the structural path parameter coefficients. Changes in the R-square value can be used to assess the effect of certain exogenous latent variables on endogenous latent variables that have a substantive effect.

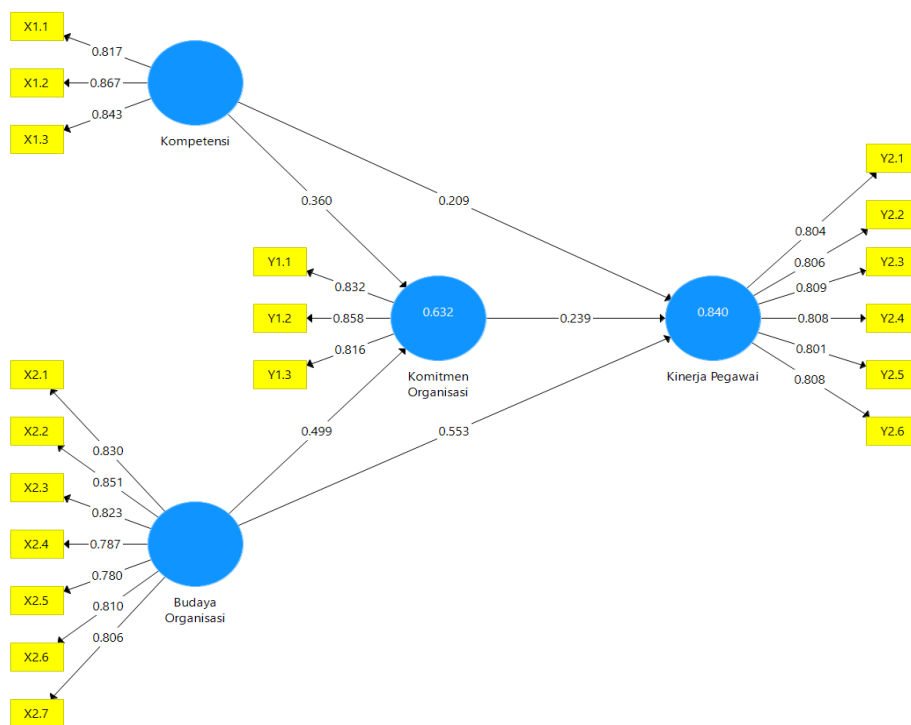


Figure 2. : Struktural Model (Inner Model)

Based on Figure 2, it can be explained that the covariance of indicator measurements is influenced by latent constructs or reflects the variation of the unidimensional construct which is depicted in an elliptical shape with several arrows from the construct to the indicator. This model hypothesizes that changes in latent constructs affect changes in indicators. In this model there are two exogenous variables namely Competence and Organizational Culture and two endogenous variables namely Organizational Commitment and employee performance. Assessment of the model with PLS begins by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the effect of certain exogenous latent variables on endogenous latent variables that have a substantive effect. The structural model is evaluated by taking into account the Q2 predictive relevance of the model which measures how well the observed value is produced by the model. Q2 is based on the coefficient of determination of all dependent variables. The value of Q2 has a range of $0 < Q2 < 1$, the closer to 1 the better the model. Table 4 shows the results of R-square estimation using Smart PLS.

Table 4. : R-square Value

Variable	R-Square
Organizational Culture (Y ₁)	0.840
Employee performance (Y ₂)	0.632
$Q^2 = 1 - (1 - R1^2)(1 - R2^2)$ $= 1 - (1 - 0,894)(1 - 0,709)$ $= 1 - (0,106)(0,291)$ $= 1 - 0,031$ $= 0,969$	

Source: processed data, 2022

Table 4 shows the R-square value of the Organizational Commitment variable of 0.840 and the employee performance variable of 0.632. The better the R-square value, the greater the ability of these exogenous variables to be explained by endogenous variables so that the better the structural equation.

Apart from using the R-square, the goodness of fit of the model is also measured using the Q-Square predictive relevance for structural models, measuring how well the observed values are produced by the model and also the parameter estimates. Q-square value > 0 indicates the model has predictive relevance; conversely if the Q-Square value ≤ 0 indicates the model has less predictive relevance. The Q-Square calculation is carried out with the results of the Q Square Predictive Relevance (Q2) calculation showing a value of 0.969, which means that the model shows good observation, where 96.90% of the relationship between variables can be explained by the model, while the rest (3.10%) is an error factor or other factors that are not included in the research model. Evaluation of the inner model measured based on Q Square Predictive Relevance (Q2) and Goodness of Fit (GoF) above shows that the model formed by the constructs has a very good model category.

Based on the results of tests carried out using the Smart PLS3.0 application, the following research model images can be presented:

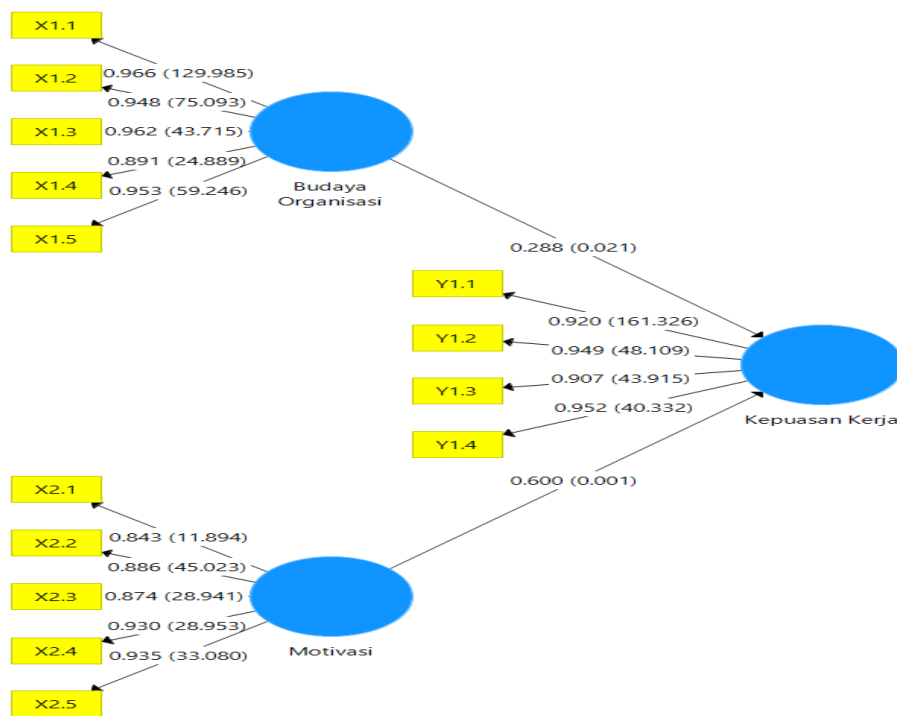


Figure 3. : Full Model Structural (PLS Bootstrapping)

The results of testing the research hypothesis based on Figure 3 are as follows:

The results of Hypothesis 1: Organizational Culture has a positive effect on Job Satisfaction. These results can be seen in the coefficient value of 0.352 with a t-statistics value of 19.729. The t-statistics value is above the value of 1.96 and the sig value <0.05. Based on this, hypothesis 1 is declared accepted.

The results of Hypothesis 2 : Motivation has a positive effect on job satisfaction. These results can be seen in the coefficient value of 0.677 with a t-statistics value of 39.419. The t-statistics value is above the value of 1.96 and the sig value <0.05. Based on this, hypothesis 2 is declared accepted.

The results of Hypothesis 3: Organizational culture has a positive effect on employee performance. These results can be seen in the coefficient value of 0.433 with a t-statistics value of 9.694. The t-statistics value is below the critical value of 1.96 and the sig value <0.05. Based on this, hypothesis 3 is declared accepted

The results of Hypothesis 4 : Motivation has a positive effect on employee performance. These results can be seen in the coefficient value of 0.296 with a t-statistics value of 11.512. The t-statistics value is below the critical value of 1.96 and the sig value <0.05. Based on this, hypothesis 4 is declared accepted.

The results of Hypothesis 5 : Job satisfaction has a positive effect on performance. These results can be seen in the coefficient value of 0.294 with a t-statistics value of 17.793. The t-statistics value is below the value of 1.96 and the sig value <0.05. Based on this, hypothesis 5 is declared accepted.

In testing the following hypothesis, we will examine the mediating role of the Competency variable (X1) between Competence (X1) on employee performance (Y2) and the mediating role of Organizational Commitment variable (Y1) between Organizational Culture (X2) on employee performance (Y2). As for testing the indirect effect hypothesis in this study, the results of the analysis can be presented in Table 5 as follows:

Table 5. : Recapitulation of Organizational Commitment Mediation Variable Testing Results

No	Variable Mediation Organizational Culture (Y1) for:	Efek				Ket
		(A)	(B)	(C)	(D)	
1	Competency → Employee Performance	0,209 (Sig.)	0,086 (Sig.)	0,360 (Sig.)	0,239 (Sig.)	<i>Partial Mediation</i>
2	Organizational Culture → Employee Performance	0,553 (Sig)	0,119 (Sig)	0,499 (Sig)	0,239 (Sig)	<i>Partial Mediation</i>

Source: processed data, 2022

The information obtained from Table 5 above is the result of testing the mediating variable which can be conveyed as follows: organizational commitment (Y1) is able to mediate positively and significantly on the indirect effect of competence (X1) on employee performance (Y2). These results are shown from the mediation test conducted, it appears that effects A, C and D have significant value. Other information that can be conveyed, the mediating effect of organizational commitment variable (Y1) on the indirect effect of competency (X1) on employee performance (Y2) is partial mediation. These findings provide an indication that the mediating variable organizational commitment (Y1) is not a key determinant of the influence on competence (X1) and organizational culture (X2) on employee performance (Y2). The mediating effect of the variable Organizational Commitment (Y1) on the indirect effect of Competence (X1) on employee performance (Y2) is greater, with a total path coefficient of 0.296 compared to the mediating effect of the variable Organizational Commitment (Y1) on the indirect influence of organizational culture (X2) on employee performance (Y2) with a total path coefficient of 0.449.

Conclusion

Competence has a positive and significant effect on the organizational commitment of the Office of Industry and Trade of the Province of Bali. This result means that the higher the competence of employees, the better their organizational commitment will be. This can be caused, the greater the level of their ability to complete their tasks, the lower the level of difficulty they feel. Organizational Culture has a positive and significant effect on the organizational commitment of the Office of Industry and Trade of the Province of Bali. The research results show that organizational culture increases organizational commitment. Competence affects the performance of employees of the Bali Province Industry and Trade Service, in this case indicating that employee competence will improve employee performance. Organizational Culture has a positive and significant effect on the performance of employees of the Office of Industry and Trade of the Province of Bali.

These results provide an indication that the stronger the organizational culture of the Office of Industry and Trade of the Province of Bali is able to directly improve the work environment of employees towards the organization. Organizational commitment affects the performance of employees of the Office of Industry and Trade of the Province of Bali. The results obtained mean that organizational commitment will improve employee performance in carrying out tasks and work. The findings of this study direct organizational commitment to influence performance in carrying out work wholeheartedly and consciously having become part of the organization which will improve employee performance. Competence has a positive and significant effect on the performance of employees of the Bali Province Industry and Trade Service through organizational commitment. Good competence is one that is able to build good organizational commitment and then have a positive impact on employee performance. Organizational culture has a positive and significant influence on the performance of the Bali Province Industry and Trade Service through organizational commitment. This means that the better the Organizational Culture, the better the organizational commitment, further improving employee performance.

Based on the results of analysis and perceptions of competency variables influencing employee performance, it can be suggested that organizations increase opportunities, facilities, training and budgets to increase employee competence which will affect employee performance so that their ability to work is even better. Based on the results of analysis and perceptions of other variables, based on the results of this study, it shows that changes in organizational culture during the Covid-19 pandemic greatly affected employee performance. It can be suggested that during the pandemic, employees apply work discipline by complying with health protocols without reducing performance.

References

1. Afandi, Pandi. 2016. *Concept & Indicator Human Resources Management for Management Research*. Yogyakarta: Deepublish.
2. Armstrong, 2014. *Organisasi : Menuju Pencapaian Kinerja Optimum*, Jakarta: Prasetya Mulya Publishing.
3. Andini, 2016. Pengaruh Komitmen Organisasi Terhadap Kepuasan Kerja Akuntan Publik Dengan Role Stress sebagai Variabel Moderating, *Jurnal.JAAI* Vol.12. No.1, Juni 2008:13-24.
4. Aries Susanti, dkk. 2016. Pengaruh Motivasi Kerja dan Gaya Kepemimpinan Terhadap Disiplin Kerja Serta Dampaknya Pada Kinerja Karyawan. Studi Kasus Pada PT. PLN (Persero) APD Semarang. *Jurnal Jati Undip*. Vol III No.2.
5. Azanza, dkk. 2013. Authentic Leadership and Organizational Culture as Drivers of Employee Job Satisfaction, *Journal of Work and Organizational Psychology*, Elsevier Volume I, Nomor 5.
6. Badeni, 2013. *Kepemimpinan dan Perilaku Organisasi*, Alfabeta, Bandung.
7. Bais, AL-HAQ. 2016. Pengaruh Kompetensi Terhadap Prestasi Kerja Pegawai Di Kantor Kesatuan Bangsa dan Politik Kabupaten Bandung Barat. *Tesis. Fakultas Ilmu Sosial dan Politik Universitas Pasundan Bandung*.
8. Bangun, Wilson, 2015. *Manajemen Sumber Daya Manusia*, Erlangga, Bandung.
9. Bryan Johannes Tampi. 2014. Pengaruh Gaya Kepemimpinan dan Motivasi Terhadap Kinerja Karyawan Pada PT. Bank Negara Indonesia Tbk (Regional Sales Manado). *Jurnal Acta Diurna* Vol. III No.4.
10. David Mc. Clelland, 2014. *Human Motivation*. New York: Cambridge. University Press.
11. Dhermawan, AA. Ngurah Bagus. 2012. Pengaruh Motivasi, Lingkungan Kerja, Kompetensi dan Kompensasi Terhadap kepuasan Kerja Dan Kinerja Pegawai di Lingkungan Kantor Dinas Pekerjaan Umum Provinsi Bali. *Jurnal Manajemen, Strategi Bisnis, dan Kewirausahaan* Vol.6 No.2.
12. Efliani, Destria (2014), Pengaruh Motivasi, Budaya Organisasi Dan Komitmen Organisasional Terhadap Kinerja Perawat Di RSUD Dr. Moewardi Surakarta, *Tesis. Program Studi Magister Manajemen Program Pascasarjana Universitas Muhammadiyah Surakarta*.
13. Fadli, Uus Md, 2012, Pengaruh Kompetensi Karyawan Terhadap Komitmen Kerja Pada PT PLN (Persero) Rayon Rengasdengklok, *Jurnal Manajemen* Vol.09 No,2 Januari, 577-589.
14. Hakim Azizi (2015) Pengaruh gaya kepemimpinan terhadap kinerja pegawai badang pusat statistik di Kalimantan Barat work engagement sebagai varibel mediasi. *Jurnal Ekonomi Universitas Tanjungpura*. Vol1.No.2.

15. Hasibuan, 2018 *Manajemen Sumber Daya Manusia untuk Perusahaan*, PT Raja Grafindo Persada, Jakarta.
16. Hendrawan, 2017. Pengaruh kepuasan kerja dan komitmen organisasi terhadap kinerja karyawan PT. Indra Kelana Yogyakarta. *Jurnal Profita Edisi 2 Tahun 2017*.
17. Hendrawan, Qonit Mekta. 2017. Pengaruh Kepuasan kerja dan komitmen organisasi terhadap kinerja karyawan PT. Indra Kelana Yogyakarta. *Jurnal Profita Edisi 2*.
18. Hutapea, 2014. *Manajemen Sumber Daya Manusia*, Erlangga, Bandung.
19. Kasmir. 2016. *Manajemen Sumber Daya Manusia (Teori dan Praktik)*, Edisi 1. Jakarta : PT. RajaGrafindo Persada.
20. Kreitner, Robert dan Angelo Kinicki. 2010. *Organizational behavior*. New York . Mc Graw Hill.
21. Kritner, 2018. *Prilaku organisasi*, Jakarta, Salemba Empat.
22. Kuddy, 2017. Pengaruh kepemimpinan, motivasi dan disiplin kerja terhadap kinerja pegawai pada Dinas Pertanian dan Ketahanan Pangan Provinsi Papua. *Jurnal Ekonomi dan Bisnis Universitas Cendrawasih* Vol. 1 No.2
23. Lor, W & Hasan Z. 2017. The influence of leadership on employee performance among jewellery artisan in Malaysia. *International Journal of accounting & business management*. Vol 5 No. April Page 4-33.
24. Lotunani, Alamsyah, 2014, The Effect of Competence on Commitment, Performance and Satisfaction with Reward as a Moderating Variable (A Study on Designing Work plans in Kendari City Government, Southeast Sulawesi), *International Journal of Business and Management Invention* Volume 3 Issue 2, February, 18-25.
25. Mangkunegara, Anwar P. 2016, *Perencanaan dan Pengembangan Sumber Daya Manusia*, PT Refika Aditama, Yogyakarta.
26. Marbawi, 2018. The Influence of Organizational Culture, Individual Characteristics, and Transformational Leadership Style on the Job Satisfaction and Performance of Employees in Indonesia. *Jurnal Quality - Access to Success*; Apr 2018, Vol. 19 Issue 163, p85-93, 9p.
27. Marliana Budhiningtias Winanti. 2015. Pengaruh Kompetensi Terhadap Kinerja Karyawan (Survei pada PT. Frisian Flag Indonesia Wilayah Jawa Barat). *Majalah Ilmiah UNIKOM*. Vol 7. No.2
28. Moeherton. 2012. *Pengukuran Kinerja Berbasis Kompetensi*, Edisi Revisi. Jakarta: PT. Raja Grafindo Persada.
29. Pramudyo, 2010, *Manajemen Sumber Daya Manusia Perusahaan*, Remaja Bandung: Rosdakarya.
30. Pramudyo. 2010. *Manajemen Sumber Daya Manusia*, Erlangga, Bandung
31. Priansa, 2014. *Perilaku Organisasi*, Yogyakarta: ANDI
32. Priansa, Donny J (2014), *Perencanaan dan Pengembangan SDM*, Alfabeta, Bandung
33. Rivai, Veithzal dan Deddy Mulyadi. 2013. *Kepemimpinan dan Perilaku Organisasi*, Edisi Ketiga. Jakarta : PT. RajaGrafindo Persada
34. Robbins, 2013. *Perilaku Organisasi*, Buku 1 dan 2, Jakarta : Salemba Empat
35. Sabir, Raja Irfan. 2015. Impact Of Employee Commitment On Organizational Performance (A Survey Based Study On Education Sector Of Sahiwal & Okara Pakistan). *Scholedge International Journal of Business Policy & Governance*; Mar 2015, Vol. 2 Issue 3, p12-16, 5p
36. Safitri, 2014. Pengaruh independensi auditor dan gaya kepemimpinan terhadap kinerja auditor dengan komitmen organisasi sebagai variabel intervening. *Journal ilmiah ekonomi dan bisnis Unilak*. Vol 11. No.2 Tahun 2014
37. Saliu, Usman A. (2015) Leadership Styles And Motivation On Job Performance Of Library Personnel In Public University Libraries In Northcentral Nigeria. *Jurnal Library Philosophy & Practice*. 8/3/2018, p1-25. 25p.
38. Sartika, 2014. Pengaruh kepausan kerja dan gaya kepemimpinan transformasional terhadap keinginan keluar karyawan dengan komitmen organisasi sebagai variabel mediasi (Studi Di CV Putra Tama Jaya). *Management analysis journal* Vol.3 No.2 2014.
39. Setjoadi, T.N., Christianti, L & Widaja, D.C , 2016. Pengaruh Transformational Leadership melalui employee engagement sebagai variabel intervening terhadap kinerja karyawan restoran Steak Hut Surabaya. *Jurnal Hospitality dan Manajemen Jasa* . Vol 4 No.1

40. Shahab, 2014. The influence of leadership and work attitudes toward job satisfaction and performance of employee. *International Journal of Managerial Studies and research(IJMSR)*. Volume 2. Issue 5 June 2014. PP 69-77
41. Sinambela, Lijan Poltak.2016.*Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja*.Jakarta: PT. Bumi Aksara
42. Soekidjan.2015 . *Manajemen Sumber Daya Manusia*. Jakarta Bumi Aksara
43. Sopiah, 2014. *Perilaku Organisasi*, Jakarta : Salemba Empat
44. Suprianto, Edy, 2015, Pengaruh Penetapan Sasaran dan Sistem Remunerasi terhadap Kinerja Pegawai Organisasi Sektor Publik, *Jurnal Manajemen*, Universitas Brawijaya, Malang
45. Sutrisno, Edy, 2014, *Manajemen Sumber Daya Manusia*, Kencana Predana Media Group, Jakarta
46. Suwatno dan Donni Juni Priansa.2016.*Manajemen SDM dalam Organisasi Publik dan Bisnis*.Bandung : Alfabeta
47. Tamba, I. M., & Widnyana, I. W. (2022). Consumer Preferences on The Purchase of Cayenne Pepper in Bali Province Market. *AgBioForum*, 24(2), 73-82.
48. Taurisa dan Intan Ratnawati, 2012.Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap Komitmen Organisasional dalam Meningkatkan Kinerja Karyawan,*Jurnal Bisnis dan Ekonomi*, Vol. 19, No. 2, 2012.
49. Tianqi Zhang, 2018.A Study of the Employees' Professional Competency on Career Commitment towards Work Performance in Ecology Industry. *Jurnal.Ekoloji Dergisi*. 2018, Issue 106, p1785-1791. 7p.
50. Usman, Sowiyah, Sumadi. 2015. Pengaruh kompetensi manajerial dan kompetensi supervisi kepala sekolah terhadap kinerja guru SMA se-kabupatenTanggamus. *Jurnal FKIP Unila*. Vol 3. No.1
51. Wahid, 2013. Hubungan Pemerintah dan birokrasi. *Jurnal TAPIS*Vol.9 No.2 Juli-Desember 2013.
52. Walumba F. and Lawyer J. (2013). Building Effective Organizations: Transformational Leadership, Collectivist Orientation, Work-Related Attitudes and Withdrawal Behaviours in Three Emerging Economies. *The International Journal of Human Resource Management*. Vol.14,No.7, pp.1083-1101.
53. Wibowo, 2016.*Manajemen Kinerja*, Edisi Keempat.Jakarta:PT. Raja Grafindo Persada
54. Widnyana, I. W., Wiksuana, I. G. B., Artini, L. G. S., & Sedana, I. B. P. (2020). Influence of financial architecture, intangible assets on financial performance and corporate value in the Indonesian capital market. *International Journal of Productivity and Performance Management*, 70(7), 1837-1864.
55. Wipps, S. T., Prieto, L. C., & Ndinguri, E. N. (2013). Understanding the impact of employee involvement on organizational productivity: The moderating role of organizational commitment. *Journal of Organizational Culture, Communications and Conflict*, 17(2), 107.