# The Effect of Competence and Work Motivation Through Organizational Commitment on Employee Performance

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## Abstract

This study aims to see the effect of (1) Competence on organizational commitment of Disdukcapil employees of Kerinci Regency. (2) Work motivation on organizational commitment of Disdukcapil employees of Kerinci Regency. (3) Organizational commitment to the performance of Disdukcapil employees of Kerinci Regency. (4) Competence on the performance of employees of Disdukcapil Kerinci Regency. (5) Work motivation affects the performance of employees of Disdukcapil Kerinci Regency. (6) Competence affects the performance of employees of Disdukcapil Kerinci Regency through organizational commitment as an intervening variable. (7) Work motivation affects the performance of Disdukcapil employees of Kerinci Regency through organizational commitment as an intervening variable. The population in this study were all employees of Disdukcapil Kerinci Regency as many as 88 people. And the technique in taking this sample uses total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is the same as the population.The results of this study indicate that the influence of (1) Competence has a significant effect on the organizational commitment of employees of Disdukcapil Kerinci Regency. (2) Work motivation has a significant effect on the organizational commitment of Disdukcapil employees of Kerinci Regency. (3) Organizational commitment has a significant effect on the performance of employees of Disdukcapil Kerinci Regency. (4) Competence has a significant effect on the performance of employees of Disdukcapil Kerinci Regency. (5) Work motivation has a significant effect on the performance of employees of Disdukcapil Kerinci Regency. (6) Competence has a significant effect on the performance of employees of Disdukcapil Kerinci Regency through organizational commitment as an intervening variable. (7) Work motivation has a significant effect on the performance of employees of Disdukcapil Kerinci Regency through organizational commitment as an intervening variable.

Keywords: Competence, Work Motivation, Organizational Commitment, Performance, Employee.

## 1. Introduction

The position of human resources as organizational resources occupies a strategic place and is often referred to as the most important organizational resource, because it is human resources that are able to move other resources owned by the organization in the process of achieving organizational goals [1]. Utilization of human resources with other resources, namely by establishing leaders, groups of expert workers, machines and raw materials or facilities and infrastructure to be optimized in supporting the work process of employees in the organization. The organization also continuously examines the extent to which it has functioned and always tries to adapt to its environment as expected in order to achieve the goals that have been set together [2].

The very important position of human resources requires organizations to pay serious attention to managing their human resources, where this management is carried out through a human resource management process to increase the contribution of supervision to the process of achieving organizational goals through increased competence, work motivation and organizational commitment.

Performance is assessed by the quantity of work that can be done by a person within one working day, quality in adherence to procedures and discipline, reliability in doing the required work with minimum supervision, attendance at work every day and according to working hours, and the ability to cooperate with others in completing the tasks and work that have been set so as to achieve the greatest possible effectiveness [3].

One of the government agencies in Kerinci Regency is the Population and Civil Registration Office (Disdukcapil), which is the object of the research that the researchers conducted. Disdukcapil Kerinci Regency is one of the agencies committed to improving the quality of its human resource performance. This office has the main task of carrying out regional government affairs based on the principles of autonomy and assistance in the field of Population and Civil Registration. However, if seen in the last few

years the performance of Disdukcapil employees in Kerinci Regency tends to be less than optimal.

Table 1 Kerinci Regency Disdukcapil Employee Performance Average Score (%)

| Total | Average Performance Score per Individual | |
|---|---|---|
| | 2022 | 2023 |
| 40 | 82 | 79 |

The decline in the average performance score of Kerinci District Disdukcapil employees from 82% in 2022 to 79% in 2023 indicates a decline in productivity or quality of work. Although the 3% difference appears small, this downward trend requires serious attention as it could reflect challenges in managerial aspects, the work environment or employee motivation. This decline could also be influenced by external factors, such as policy changes, increased workload, or lack of relevant training to support competency improvement. In addition, internal dynamics such as organizational conflict, ineffective communication, or lack of appreciation for individual performance can also potentially affect these results. Therefore, it is necessary to conduct an in-depth evaluation to identify the root causes of this performance decline so that appropriate corrective measures can be implemented immediately, such as strengthening work motivation, developing employee capacity, and optimizing organizational management processes.

To see the performance of Disdukcapil Kabupaten Kerinci employees, researchers tried to conduct a random initial survey of 35 Disdukcapil Kabupaten Kerinci employees. Additional survey results can be seen in Table 1.2.

Table 2 Initial Survey of Kerinci District Disdukcapil Employee Performance

| N | Indicator | Total | (%) |
|---|---|---|---|
| 1 | Employees do not complete assigned tasks in a timely manner. | 26 | 74 |
| 2 | Employees do not work according to set working hours. | 17 | 49 |
| 3 | Employees are rarely absent if it is not really urgent. | 27 | 77 |
| 4 | Employees have no initiative in idle working hours. | 25 | 72 |
| 5 | Complaints about inadequate facilities and infrastructure in carrying out tasks. | 28 | 80 |

The results of this initial survey show that the low performance of Disdukcapil employees in Kerinci Regency. This can be seen from the presence of Disdukcapil employees of Kerinci Regency who did not complete the assigned tasks on time as many as 26 people (74 percent), Disdukcapil employees did not work according to the specified working hours as

many as 17 people (49 percent), Disdukcapil employees who were absent, except in certain conditions as many as 27 people (77 percent), employees who had no initiative when working hours were empty as many as 25 people (72 percent), and Disdukcapil employees who complained about inadequate facilities and infrastructure in carrying out their duties as many as 28 people (80 percent).

Employee competence is also an important factor in realizing employee performance, because employee competence realizes employee performance, because employee competence describes the ability and willingness of employees to carry out the work they are responsible for [4]. The better the competence possessed by an employee, the better his performance can be expected. Many competencies are considered in the human resource process, the more individual performance will increase and will ultimately improve the performance of all individuals working in it. in other words, efforts to improve organizational performance are through improving the performance of each individual [5].

The problem of employee competence in Disdukcapil Kerinci Regency is that not all employees can do the work they are responsible for properly, employees who occupy positions that are not in accordance with their background experience [6]. Therefore, employee competence is not an independent problem, but is influenced by other factors, namely educational background and experience in the field, communication between employees and organizational commitment to performance.

Based on table 1.3, it can be seen from the results of the initial survey that the researchers conducted that the average employee of Disdukcapil Kerinci Regency disagreed with the answers to the questions posed by the researchers by 63% and those who answered agreed very low on average by 38%. When viewed in detail based on the statement that "I understand the work given by the organization" stated 70% disagreed. "My educational background supports my current job" disagreed by 65%. "I have the skills to do the job" disagreed 65% and "I get training and skills development to support work in the work unit" disagreed 60%. This condition means that there is a problem with the competence of Disdukcapil employees in Pariaman City.

Table 3 Initial Survey Related to Employee Competence Disdukcapil Kerinci Regency

| No | Statement | Answer Score (%) | |
|---|---|---|---|
| | | Agree | Disagree |
| 1 | I understand the work given by the organization | 30 | 70 |
| 2 | My educational background supports my current job | 35 | 65 |
| 3 | I have the skills to do my job | 45 | 65 |

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| | I receive training and skills development to support my work in the work unit. | 40 | 60 |
|---|---|---|---|
| 4 | | | |
| | Average | 38 | 63 |

Apart from competence, work motivation also affects the performance of Disdukcapil employees in Kerinci Regency. Work motivation can also affect performance as stated motivation can certainly affect performance although, it is not the only factor that shapes performance [7]. Work motivation is a process of intensity, direction, and persistence of individual efforts towards achieving goals. In improving employee performance, the work motivation factor from superiors is very important. Motivation is the driving force for someone to carry out activities to get the best results [8].

The results of the initial survey related to the work motivation of employees of Disdukcapil Kerinci Regency are shown in Table 1.4. The table shows that many employees of Disdukcapil Kerinci Regency answered disagree. Such as statement 1 "Superiors give awards to subordinates who are able to work and are dedicated well / high" 50% answered disagree. Likewise in statements 2 and 3 who answered disagree as much as 45% and 50%. This condition means that the work motivation of Disdukcapil employees in Kerinci Regency is still low.

Table 4 Initial Survey on Work Motivation of Disdukcapil Employees of Kerinci Regency

| N | Statement Material | Agree | Disagree |
|---|---|---|---|
| 1 | Superiors give awards to subordinates who are able to work and dedicate well/highly. | 40 % | 60 % |
| 2 | Superiors have never reprimanded with harsh/emotional words. | 45 % | 55 % |
| 3 | I can socialize well with fellow colleagues in the work environment. | 35 % | 65 % |

In an agency, organizational commitment is a very important factor in realizing organizational goals, the commitment factor of the organization or company where the employee or employee works. High organizational commitment will have a positive influence on its employees, namely causing job satisfaction, work enthusiasm, good work performance and the desire to continue working in the company concerned. Organizational commitment is a condition in which an employee sides with a particular organization and its goals and wishes to maintain membership in that organization. So high job involvement means siding with an individual's particular job. Meanwhile states that organizational commitment is a psychological bond in employees characterized by a strong belief and acceptance of organizational goals and values, a willingness to strive to achieve the interests of the organization and a desire

to maintain a position as a member of the organization [9].

Table 5 Initial Survey on Organizational Commitment of Kerinci District Disdukcapil Employees

| N | Statement | Agree (%) | Disagree (%) |
|---|---|---|---|
| 1. | I am willing to sacrifice my time with my family if my energy is needed by the organization. | 40 | 60 |
| 2. | I am always ready if asked to work outside my working hours. | 30 | 70 |
| 3. | I always try to fit in with my work environment. | 45 | 55 |
| 4. | I can adapt myself to the work given to me | 35 | 65 |

Table 1.5 shows the survey results related to organizational commitment of Disdukcapil employees in Kerinci Regency. The table shows that 60% of Disdukcapil employees disagree with the statement "I am willing to sacrifice my time with my family if my energy is needed by the organization", 70% disagree with "I am always ready if asked to work outside my working hours". Even 65% of Disdukcapil employees disagree with "I always try to fit into the environment where I work". This means that the organizational commitment of Disdukcapil employees in Kerinci Regency still needs to be reviewed.

Based on the description of the facts and phenomena above, the authors are finally interested and want to discuss the problem of employee performance at the Disdukcapil of Kerinci Regency and the factors that influence it in a scientific paper with the title "The Effect of Competence and Work Motivation Through Organizational Commitment on Employee Performance of the Population and Civil Registration Office of Kerinci Regency".

## 2. Research Method

The type of research is quantitative analysis. The data analysis method used in this research is path analysis. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (Causal Model) that have been previously determined [10]. The population in this study were all 40 employees of Disdukcapil Kerinci Regency. The sample in this study is the same as the population, namely all 40 (forty) employees of Disdukcapil Kabupaten Kerinci, excluding the author and the leadership of Disdukcapil Kabupaten Kerinci.

Research Instrument Test

Validity Test

To determine the validity of the questionnaire, it is done by comparing r table with r count.

The rtable value is seen in the r table with df = n-2 (n = number of respondents / samples) with a significance

level of 5% (0.05). If the result of rcount> rtable, then the statement is valid, otherwise if rcount < rtable, then the statement is invalid [11].

Reliability Test

Reliability is a test tool to determine the reliability of the variable or the extent to which the measurement results have consistency when measurements are made several times on the same symptoms. The high and low reliability is indicated by a Cronbach Alpha (α) coefficient number ≥ 0.60. If Cronbach Alpha (α) is greater than or equal to 0.60, the research variable is declared reliable, and vice versa if Cronbach Alpha is smaller than 0.60, the research variable is declared unreliable [12].

Normality Test

The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution. To determine the normality test can be done through graph analysis

Multicoliniearity Test

The multicolonierity test aims to test whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, then the variables are not orthogonal [13].

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of one observation to another observation is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity [14].

Path Analysis Technique

Path analysis itself does not determine the cause-and-effect relationship and also cannot be used as a substitute for researchers to see the causal relationship between variables. The causal relationships between variables have been established by models based on theoretical foundations. What path analysis does is determine the pattern of relationships between three or more variables and cannot be used to confirm or reject imaginary causality hypotheses [15].

Path Diagram

The first step in path analysis is to design a path diagram in accordance with the hypothesis developed in the study.

Direct Effect (DE)

To calculate the direct effect, the following formula is used:

a. influence of competency variables on organizational commitment. X1 --> Y

b. The influence of work motivation variables on organizational commitment. X2 --> Y

c. The influence of organizational commitment variables on performance. Y --> Z

d. The influence of competency variables on performance. X1 --> Z

e. The influence of work motivation variables on performance. X2 --> Z

Indirect Effect (IE)

To calculate the indirect effect, the following formula is used:

a. The influence of competency variables on performance through organizational commitment. X1 --> Z --> Y

b. The influence of work motivation variables on performance through organizational commitment. X2 --> Z --> Y

Total Effect

To calculate the total effect, the following formula is used:

a. The influence of competency variables on performance through organizational commitment. X1 --> Z --> Y

b. The influence of work motivation variables on performance through organizational commitment

c. The influence of organizational commitment variables on performance. Y --> Z

d. The influence of competency variables on performance. X1 --> Z

e. The influence of work motivation variables on performance. X2 --> Z

Line Coefficient

To obtain the path coefficient value of each Independent variable, first calculate the correlation between variables using the Pearson Product Moment correlation formula as follows:

Hypothesis Testing

Hypothesis testing is intended to determine whether there is a significant influence between the independent variable and the dependent variable. In testing this hypothesis, the researcher determines using a significant test, by determining the null hypothesis (Ho) and the alternative hypothesis (Ha).

Feasibility Test Model (F Test)

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The feasibility test of the model is carried out to determine whether a research model has feasibility or not.

Determinant Coefficient (R2)

The coefficient of determination (R2) is useful for knowing how much the proportion or percentage of the contribution of all independent variables to the dependent variable contained in the regression model. The test results of the coefficient of determination reflect the proportion (percentage) of the dependent variable explained by the independent variable expressed in percentage form Sugiyono, (2021).

Statistical Test t (t Test)

1. If the t test results have a significant value or alpha value ($\alpha$) <0.05 (95% confidence level) then there is a significant effect of the independent variable partially on the dependent variable, so the alternative hypothesis (Ha) is accepted.

2. If the t test results have a significant value or alpha ($\alpha$) value> 0.05 (95% confidence level) then there is no significant effect of the independent variable partially on the dependent variable, so the alternative hypothesis (Ha) is rejected.

## 3. Result and Discussion

Reliability Test

The reliability test results are presented in the table below:

Table 6. Reliability Test Results

| No | Variabel | $r_{alpha}$ | $r_{kritis}$ | Kriteria |
|---|---|---|---|---|
| 1 | Kinerja Pegawai (Y) | 0,793 | 0,7 | Reliabel |
| 2 | Komitmen Organisasi (Z) | 0,709 | 0,7 | Reliabel |
| 3 | Kompetensi (X$_1$) | 0,712 | 0,7 | Reliabel |
| 4 | Motivasi kerja (X$_2$) | 0,897 | 0,7 | Reliabel |

Based on Table 6. The reliability test was carried out on statement items that were declared valid. A variable is said to be reliable or reliable if the answer to the question is always consistent. So the results of the reliability coefficient of the employee performance instrument of 0.793, organizational commitment of 0.709, competence of 0.712 and work motivation of 0.897, it turns out that it has an "Alpha Cronbach" value greater than 0.7, which means that the four instruments are declared reliable or meet the requirements.

Path Model I

Path Coefficient Model I

Table 7. Results of R Square Z (Organizational commitment

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,873ª | ,762 | ,716 | 4,44334 |

Based on table 7. the value of R2 (R Square) contained in the Model Summary table is 0.762 which means that the contribution of variables X1 and X2 to Z is 76.2%

and the remaining 23.8% is the contribution of other variables not included in the study. And from the R2 (R Square) value, e1 is obtained by e1 = √( 1 - 0.762 ) = 0.238

Table 8. Regression Effect of X1 and X2 on Z

| Model | | Unstandardized Coefficients | | S. Coe. | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 36,081 | 9,562 | | 3,773 | ,000 |
| | Kompetensi (X$_1$) | ,517 | ,124 | ,115 | 4,169 | ,000 |
| | Motivasi kerja (X$_2$) | ,359 | ,103 | ,068 | 3,485 | ,002 |

Meanwhile, based on table 4.17, it is obtained that the significance value of the competency variable (X1) = 0.000 <0.05, this means that competence has a significant effect on organizational commitment. While the work motivation variable (X2) = 0.002 <0.05, which means that work motivation has a significant effect on organizational commitment.

Based on the above results, the structural equation is obtained, namely:

$$Z = 36,081 + 0,517 \, X_1 + 0,359. X_2$$

From the data processing above, the Model I Path Diagram can be obtained, as follows:
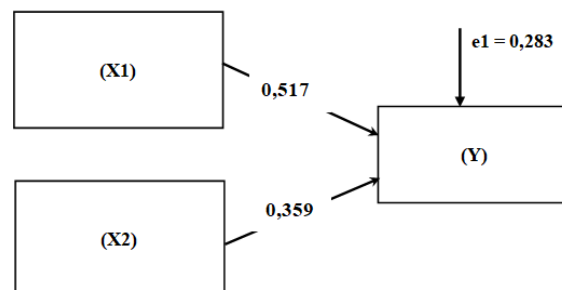


Figure 1. Model I - Path Analysis

Model II Path Coefficient

The results of the model II path coefficient are presented in the table below:

Table 9. R Square Results Y (Employee Performance)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,813ª | ,660 | ,633 | 2,90610 |

Based on Table 10. for the value of R2 (R Square) Model Summary is 0.660 which means that the contribution of variables X1, X2 and Z to Y is 66.0% and the remaining 34.0% is the contribution of other variables not included in the study. And from the value

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of R2 (R Square), e2 is obtained by e2 = √( 1 - 0.660) = 0.340.

Table 11. Regression Effect of X1, X2, on Y

| Model | Unstandardized Coefficients | | S.Coe. | t | Sig. |
| | B | Std. Error | Beta | | |
|---|---|---|---|---|---|
| (Constant) | 45,522 | 7,594 | | 5,994 | ,000 |
| Kompetensi | ,337 | ,106 | ,047 | 3,179 | ,004 |
| Motivasi kerja | ,456 | ,107 | ,098 | 4,261 | ,000 |
| Komitmen organisasi | ,328 | ,119 | ,195 | 2,756 | ,009 |

Based on table 11. it is obtained that the significance value of the three variables, namely the organizational commitment variable (Z) = 0.009 <0.05, which means that organizational commitment has a significant effect on employee performance and the competency variable (X1) = 0.004 <0.05.uf This means that competence has a significant effect on employee performance. While the work motivation variable (X2) = 0.000 <0.05, which means that work motivation has a significant effect on employee performance.

Based on the above results, the structural equation is obtained, namely:

$$Y = 45,522 + 0,328.Z + 0,337.X_1 + 0,456.X_2$$

Hypothesis Test Results

From the two path analysis models, the authors obtained an analysis of the hypothesis results for this study, namely:

a. Analysis of the effect of Competence (X1) on organizational commitment (Z);

From the analysis of the variables above that the variable value of Competence (X1) = 0.000 <0.05 is obtained. This means that employee performance has a significant effect on organizational commitment.

b. Analysis of the effect of work motivation (X2) on organizational commitment (Z).

From the analysis of the variables above that the variable value obtained Work motivation (X2) = 0.002 <0.05. This means that work motivation has a significant effect on organizational commitment.

c. Analysis of the effect of the Organizational Commitment variable (Z) on Employee Performance (Y).

From the variable analysis above that the value obtained for the organizational commitment variable (Y) = 0.009 <0.05. This means that organizational commitment (Y) has a significant effect on employee performance (Y).

d. Analysis of the effect of Competence (X1) on Employee Performance (Y).

From the analysis of the variables above that the value of the competency variable (X1) = 0.004 <0.05 is obtained. This means that employee performance has a significant effect on work motivation.

e. Analysis of the effect of work motivation variables (X2) on employee performance (Y).

From the analysis of the variables above that the obtained value of the work motivation variable (X2) = 0.000 <0.05. This means that work motivation has a significant effect on employee performance.

f. Analysis of the effect of Competence (X1) through Organizational commitment (Z) on Employee Performance (Y).

From the analysis of the variables above, it is obtained that the direct effect given by the Competency variable (X1) on performance (Y) is 0.337. While the indirect effect given by X1 through Z on Y is the multiplication of the beta value of X1 on Y with the beta value of Z on Y, namely = 0.517 x 0.328 = 0.169. Then the total influence given by competence (X1) on employee performance (Y) is = 0.337 + 0.169 = 0.506. Based on the results of this calculation, it is known that the direct effect value is 0.337 and the indirect effect value is 0.506, which means that the indirect effect value is greater than the direct effect value. These results indicate that indirectly competence (X1) through organizational commitment (Z) has an insignificant effect on employee performance (Y).

g. Analysis of the effect of work motivation (X2) through organizational commitment (Z) on employee performance (Y).

From the analysis of the variables above, it is obtained that the direct effect given by the variable Work motivation (X2) on Employee Performance (Y) is 0.456. While the indirect effect given by X2 through Z on Y is the multiplication of the beta value of X2 on Y with the beta value of Z on Y, namely = 0.359 x 0.328 = 0.117. Then the total effect given by work motivation (X2) on employee performance (Y) is = 0.459 + 0.117 = 0.576. Based on the results of this calculation, it is known that the direct effect value is 0.456 and the indirect effect value is 0.576, which means that the indirect effect value is smaller than the direct effect value. This result shows that indirectly work motivation (X2) through organizational commitment (Z) has an insignificant effect on employee performance (Y).

Coefficient of Determination (R2)

To determine the magnitude of the coefficient of determination (R2), it is indicated by the R Square value, which can be seen in table 10 of the R Square Y (employee performance) results, previously. From table 10, it is obtained that the coefficient of determination (R Square) is 0.660 (the value of 0.538

is the compaction of the correlation coefficient or R, namely 0.813 x 0.813 = 0.660), where the magnitude of the coefficient of determination (R Square) 0.660 is equal to 66%. This means that competence, work motivation and organizational commitment affect employee performance by 66%. While the rest (100% - 66% = 34%), is influenced by other variables outside this regression model. The magnitude of the influence of these other variables is often referred to as error (e).

Direct and Indirect Effect Test

The following is a path analysis to test the relationship between the length of competence and work motivation on employee performance and whether the relationship between competence and work motivation on employee performance is mediated by organizational commitment with a picture as below:
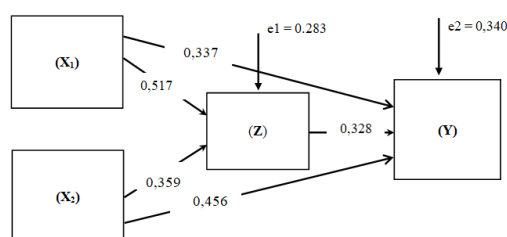


Figure 2. Path Analysis Model

a. Based on the figure, a path model is proposed based on the theory that satisfaction has a direct relationship with employee performance.

b. Based on the figure, the path model proposes a relationship based on the theory that work motivation has a direct relationship with employee performance.

c. However, competence and work motivation also have an indirect relationship to employee performance, namely from organizational commitment, then to employee performance.

Simultaneous Hypothesis Testing (F Test)

The following are the results of the F test from processing research data using IBM SPSS for Windows 24.0

Table 12. F Test Results

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 31,629 | 3 | 3,876 | 8,160 | ,000[b] |
| Residual | 244,917 | 29 | 8,445 | | |
| Total | 256,545 | 32 | | | |

It can be seen from table 4.20 above that the Fcount value is 8.160. Furthermore, these results will be compared with the Ftable value. The search for Ftable is df (k; n-k). The value of k = number of independent variables = 3, and n = respondents = 33. Then df (k; n-k) = df (3; 33-3) = df (3; 00) = 2.84. So Fhitung = 8.160> Ftabel = 2.84. So it can be concluded that the independent variables (Competence, Work motivation

and Organizational commitment) simultaneously affect Employee Performance (dependent variable).

Partial Hypothesis Testing (t test)

Based on the results of the t test (table 11), the following proof can be made:

a. Effect of Competence on Organizational Commitment

The partial effect between competence on organizational commitment is 0.517 with sign. 0,000 < α = 0,05. Sign value. which is smaller than α = 0.05, indicates the acceptance of the hypothesis stating that competence has a positive and significant effect on organizational commitment, meaning that the higher the influence of competence, it will affect the organizational commitment of Disdukcapil employees of Kerinci Regency.

b. The influence of work motivation on organizational commitment.

Partial influence between work motivation on organizational commitment 0.359 with sign. 0,002 < α = 0,05. Sign value. which is greater than α = 0.05, indicates the rejection of the hypothesis stating that work motivation has a positive and significant effect on organizational commitment, meaning that the higher the effect of work motivation, the less effect on organizational commitment of employees of Disdukcapil Kerinci Regency.

c. Effect of Competence on Employee Performance

The partial effect between employee performance on competence is 0.337 with sign. 0.004 < α = 0.05. sign value. which is small than α = 0.05, indicates the acceptance of the hypothesis stating that competence has a positive and significant effect on employee performance, meaning that the higher the influence of competence, it will affect the performance of employees of Disdukcapil Kerinci Regency.

d. The Effect of Work Motivation on Employee Performance

The partial effect between work motivation on employee performance is 0.456 with sign. 0,000 < α = 0,05. The sign value. which is smaller than α = 0.05, indicates the acceptance of the hypothesis that work motivation has a positive and significant effect on employee performance, meaning that the higher the effect of work motivation, it will affect the performance of employees at Disdukcapil Kerinci Regency.

e. The Effect of Organizational Commitment on Employee Performance

The partial effect between organizational commitment on employee performance is 0.328 with sign. 0,009 < α = 0,05. The sign value. which is smaller than α = 0.05,

indicates the acceptance of the hypothesis that organizational commitment has a positive and significant effect on employee performance, meaning that the higher the effect of organizational commitment, it will affect the performance of employees at Disdukcapil Kerinci Regency.

## 4. Conclusion

Based on data analysis, interpretation of research results, and discussion that has been submitted previously, several conclusions can be stated from the results of this study as follows: Analysis of the effect of Competence (X1) on organizational commitment (Z); From the analysis of the variables above that the variable value of Satisfaction (X1) = 0.000 <0.05 is obtained. This means that competence has a significant effect on organizational commitment. Analysis of the effect of Work Motivation (X2) on organizational commitment (Z). From the analysis of the variables above that the obtained value of the work motivation variable (X2) = 0.002 <0.05. This means that work motivation has a significant effect on organizational commitment. Analysis of the effect of organizational commitment variables (Z) on employee performance (Y). From the analysis of the variables above that the value obtained for the organizational commitment variable (Z) = 0.009 <0.05. This means that organizational commitment has a significant effect on employee performance. Analysis of the effect of Competence (X1) on Employee Performance (Y). From the analysis of the variables above that the obtained value of the competency variable (X1) = 0.004 <0.05. This means that competence has a significant effect on employee performance. 5. Analysis of the Effect of Work Motivation Variables (X2) on Employee Performance (Y).

From the analysis of the variables above, the value of the work motivation variable (X2) = 0.000 <0.05 is obtained. This means that work motivation has a significant effect on employee performance. Analysis of the effect of Competence (X1) through Organizational Commitment (Z) on Employee Performance (Y). From the analysis of the variables above, it is obtained that the direct effect provided by the Competency variable (X1) on performance (Y) is 0.337. While the indirect effect given by X1 through Z on Y is the multiplication of the beta value of X1 on Y with the beta value of Z on Y, namely = 0.517 x 0.328 = 0.169. Then the total influence given by competence (X1) on employee performance (Y) is = 0.337 + 0.169 = 0.506. Based on the results of this calculation, it is known that the direct effect value is 0.337 and the indirect effect value is 0.506, which means that the indirect effect value is greater than the direct effect value. These results indicate that indirectly competence (X1) through organizational commitment (Z) has an insignificant effect on employee performance (Y). Analysis of the effect of Competence (X2) through

Organizational commitment (Y) on Work motivation (Z). From the analysis of the variables above, it is obtained that the direct effect given by the work motivation variable (X2) on employee performance (Y) is 0.456. While the indirect effect given by X2 through Z on Y is the multiplication of the beta value of X2 on Y with the beta value of Z on Y, namely = 0.359 x 0.328 = 0.117. Then the total effect given by work motivation (X2) on employee performance (Y) is = 0.459 + 0.117 = 0.576. Based on the results of this calculation, it is known that the direct effect value is 0.456 and the indirect effect value is 0.576, which means that the indirect effect value is smaller than the direct effect value. This result shows that indirectly work motivation (X2) through organizational commitment (Z) has an insignificant effect on employee performance (Y).

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