

MEDIATION ROLE OF ORGANIZATIONAL COMMITMENT BETWEEN WORK COMPETENCY AND INCREASED EMPLOYEE PRODUCTIVITY

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Asep Sutarman

Faculty of Economics and Business Universitas Muhammadiyah Prof. Dr. HAMKA,
Indonesia

Abstract: This study analyzes employee competence and organizational commitment to increasing employee productivity as a research sample of 300 respondents. Structural Equation Modeling with AMOS version 20.0 was used to test the hypothesis and the Sobel Test formula to test the mediating role of research. The study results reveal that work competence and organizational commitment partially and significantly affect employee work productivity. The analysis also found that organizational commitment has the greatest influence on increasing employee productivity. Based on the mediation analysis, it was also found that organizational commitment positively mediates the significant effect of work competence on employee productivity. This research can contribute to future research, especially in human resource management and organizational behavior, especially in Indonesia. As a research policy, firm executives are strengthening their commitment to paying attention to employee competency, particularly incompetence and behavior. To strengthen core competencies, the company's leadership must cultivate the firm's core values, and then, in behavioral competence, the company leadership must be able to motivate people so that their work productivity grows.

Keywords: Organizational Commitment, Work Competence, Employee Work Productivity

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Corresponding Author:
Asep Sutarman, Faculty of
Economics and Business Uni-
versitas Muhammadiyah Prof.
Dr. HAMKA, Indonesia, E-
mail: asep_sutarman@uhamka.ac.id, DOI: <http://dx.doi.org/10.21776/ub.jam.2022.020.02.09>

Indonesia has a high attractiveness for foreign investors to invest in Indonesia. They are not easily influenced by other issues related to politics, law, and employment currently hot. Indonesia is still one of the investment destinations due to relatively high economic growth. However, Indonesia must improve the infrastructure sector to

support the growth of the manufacturing industry in the real sector, such as facilitating licensing, legal certainty, and political stability, all of which are very important in attracting investors. There are several challenges entrepreneurs and industry face in the current era of globalization and the current millennium. The business world is changing fast, and uncertainty and competition are very tight. Indonesia faces the challenge of productivity to compete with other countries members of the ASEAN Economic Community.

Because of their job and emotional intelligence, these teachers cannot be members of their great commitment to their company. This quantitative study investigated the association between work attitudes, organizational commitment, and emotional weariness among Malaysian vocational school teachers. In this study, the organizational commitment was used as a moderator between work attitude and teacher emotional intelligence (Ahad et al., 2021). Unlike Muhib et al. (2019), whose research investigates the role of organizational trust in organizational commitment via organizational involvement as a moderator. This study used organizational commitment as an independent variable, with organizational involvement as a mediator and trust in the organization as a dependent variable. The level of organizational trust was found to influence organizational commitment in this study. Khorassani (2012) investigates the elements that determine employee performance in Iran and discovers significant failure rates, indicating that these firms may have positive weaknesses. Namazie and Frame (2007) stated that Iranian managers and supervisors reported low productivity and performance in global corporations. Khorassani (2012) and Namazie and Frame (2007) Telicu Interest Research investigate numerous dimensions connected to humans. Competency, organizational commitment, culture, and productivity are all important considerations. This study concentrates on this problem because some of the earlier transients failed and were timed by the product.

Increasing work productivity is a challenge that must be faced by all elements in the company's organization. All efforts to increase work productivity include activities and strategies in carrying out, efficiency in making savings, eliminating waste, keeping machines and company assets maintained, and can be operated smoothly and maximally. The most important thing is to pay special attention to human resources in the company so that efforts to increase work productivity can be achieved.

The organization's success in reaching its goals is greatly dependent on the preparedness and efficiency of its members; if they are not motivated, their morale will be low, resulting in lower output and performance. Simultaneously, pleasure, happi-

ness, and satisfaction assist in earning incentives and rewards, resulting in improved performance, productivity, efficiency, and effectiveness. As a result, reward and incentive systems must be well understood, and leveraging such systems must be identified to encourage each person individually. Positive employee conduct benefits all parties in all directions; yet, positive employee behavior can only be accomplished via incentives, bonuses, and a reward system (Osabiya, 2015). Research has shown that all competencies may boost motivation. Employee behavior and attitude can be determined by environmental and internal motivation, gained and not obtained, individual and non-individual. However, depending on their requirements, desires, orientations, and preferences, some employees are more suited to one form of incentive while others are better suited to another. Internal or substance incentives deal with inner and moral benefits, such as rewards and rewards for performance, greater attention, recognition, and good impressions. Increased compensation can improve performance and organizational commitment through strong management. The organization must evaluate the competence of its workers to increase its production of the organization. However, this is difficult because organizations have difficulty capturing and retaining knowledge.

Khorassani (2012) and Namazie and Frame (2007) Telicu Interest Research investigate numerous dimensions connected to humans. Competency, organizational commitment, culture, and productivity are all important considerations. This study concentrates on this problem because some of the earlier transients failed and were timed by the product. Other researchers should conduct the research in a combined (quantitative and qualitative) manner, taking into account demographic characteristics, because the research is being conducted on students at educational institutions and other organizations. The results must be generalized to other groups Muhib et al. (2019) identify the calling by emphasizing the relationship between job skills, organizational structure, and job productivity by utilizing organizational structure as a variable media.

The findings of this study are expected to bring maximum benefits to the community, as evidenced by theoretical and practical elements. The practical aspects will benefit the community, the company's leadership, and policymakers will provide input, improvement, and development. The industry will have a high competitive advantage, having quality human resources, high work competencies, commitment,

and high work productivity. The purpose of this study is to learn, analyze, and empirically prove the following: the effect of employee work competencies on work productivity, the effect of organizational commitment on employee work productivity, and whether or not the role of organizational commitment in the influence of work competencies on employee work productivity exists.

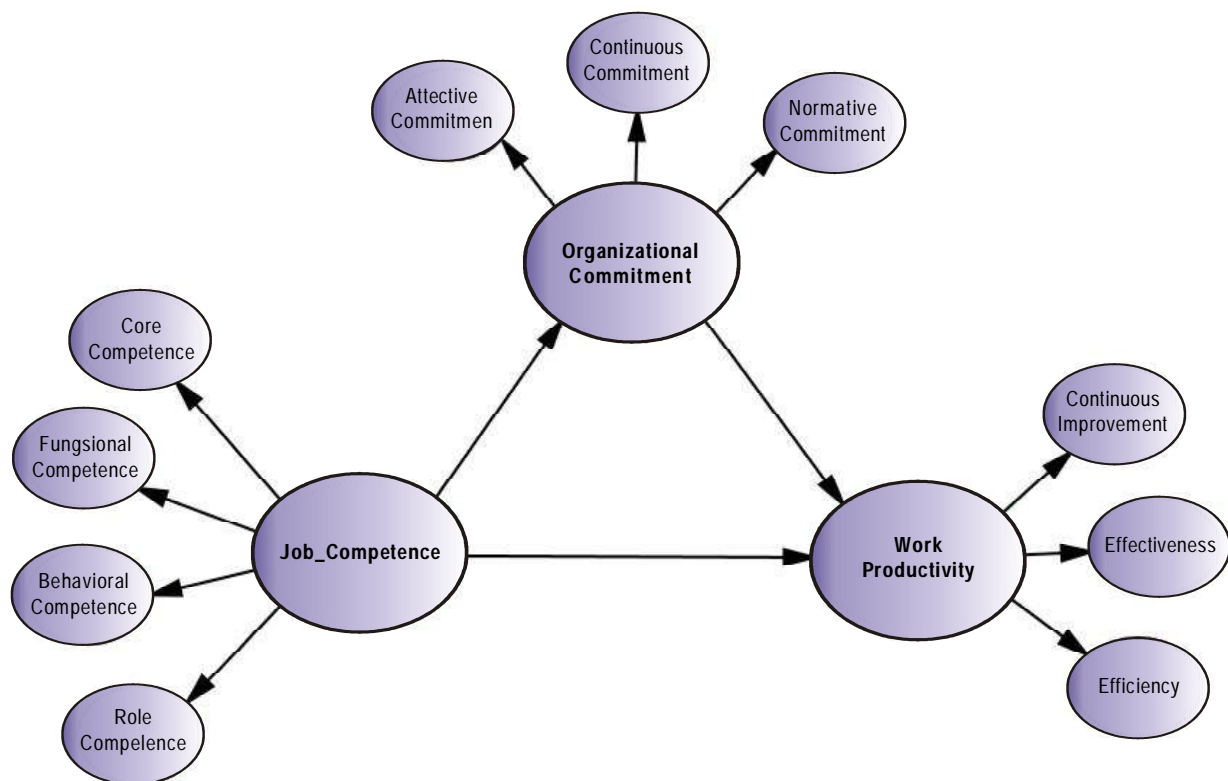


Figure 1. Conceptual Framework

HYPOTHESIS DEVELOPMENT

The Effect of Work Competence on Employee Productivity

Competence is employees' knowledge, skills, and work attitudes in carrying out their duties. If employees have high competence, it will impact increasing production results and work productivity because these employees can complete tasks

quickly and precisely and achieve what is set. The organization must evaluate the competence of its workers to increase its production of the organization. However, this is difficult because organizations have difficulty capturing and retaining the knowledge of their employees. This study reviews selected literature on knowledge management and entrepreneurial competence. This research contributes to assessing employee performance to increase productivity (Hassan et al., 2018).

Function competency is critical in a firm organization since this program may increase employee skills and abilities (Zwick, 2015). Employee competency is also intended to attract skilled and adaptable individuals for an agency's future motions (Srikaningsih and Setyadi, 2015). Education and training are important not just for the workers involved but also for the company. Because improving employees' talents or skills can boost employee job productivity (Wulnye et al., 2018). Asmarani et al. (2021) stated that the effective contribution of professional competency variables to teacher job efficiency is 70.2 percent. As a result, the more one's competency, the greater work productivity. Rusilowati and Wahyudi (2020) stated that competency affects production. Nisa (2020) stated that competencies directly impact work productivity.

H1: Work competence has a positive effect on employee productivity.

The Influence of Work Competence on Organizational Commitment

Competence is very important for employees to have in carrying out work tasks. Employees who have high competence will multiply their results and productivity. Thus, they will get an award from the company. If the award is received and felt by the employee, then the employee will increase organizational commitment. Judisseno (2013) stated that one of the basic characteristics affecting a person's competence is the instinct to consistently respond quickly and precisely to a situation and information received. A manager can guarantee good performance in the long term and sustainability. That means a manager's commitment to the company. One category of competence is a personal attribute which is an individual's intrinsic competence and relates to how people think, feel, learn, and develop. If an employee feels that the company fulfills his attributes, it will increase organizational commitment (Wibowo, 2014).

Fadli et al. (2012) stated that work competence significantly affects work commitment. It is explained that employees who can work with insight and make decisions can easily adapt and socialize and impact company success, loyalty, and involvement. Martini

et al. (2018) stated that the data analysis found employee competencies and dimensions of organizational commitment showed a significant positive effect on employee productivity. The findings also revealed that the organizational commitment dimensions of emotional, normative, and continuity commitment operate as a partial mediator of the link between competence and employee productivity. Anwar and Aima (2019) stated that organizational commitment characteristics affect employee job productivity. Martini et al. (2018) revealed that the organizational commitment dimensions of affective commitment, normative commitment, and sustainable commitment acted as a partial mediator of the relationship between skills and employee performance.

H2: Work competence has a positive effect on organizational commitment

Employee Productivity as a Result of Organizational Commitment

Work productivity is the ratio of outcomes/results divided by the resources used. That means that if employees have worked with high productivity, the company will benefit. Every profit and progress of the company must be known and felt by employees so that employees feel they have and are partly responsible. If this has been established, the organizational commitment will be strong because employees will be loyal and have a sense of belonging and responsibility towards the company. Zurnali (2010) stated that there are several dimensions of organizational commitment: the willingness to try the best for the organization and the willingness to work hard. That is the basis for increasing work productivity.

Osa and Amos (2014) stated that employee commitment was significant to organizational productivity. Organizational commitment significantly affects employee productivity, such as improving organizational performance and effectiveness. Meyer et al. (2013) Stated that everybody within the organization must be committed to advance, comply with the rules, end up a portion of the organization and endeavor to preserve the organizational victory that has been accomplished. This organizational commitment incorporates four components to

be specific emotional, regulating, maintainable and imminent as requests to realize organizational objectives. The findings of previous researchers provide evidence that organizational commitment affects employee productivity (Suliman, 2002; Suharto, 2005; Khan et al., 2014). McCunn et al. (2018) stated that perceived productivity is strongly and favorably associated with felt control capacities and affective organizational commitment.

Furthermore, emotional organizations' control capability and commitment correlate considerably with the number of perceived productive hours. Oyewobi et al. (2019) stated that organizational dedication has a favorable relationship with production.

H3: Organizational commitment has a positive effect on employee productivity

Organizational Commitment Mediates the Effect of Work Competence on Employee Productivity

Increased productivity will be achieved if there is a strong commitment from employees and the company. Therefore organizational commitment is used to mediate, strengthen, and analyze research by acting as an intervening variable. Employee productivity is the added value of individual employees, which can be measured, which can be seen from the effectiveness and efficiency of employees in production or sales activities (Singapore, 2011). Mathis (2001) explained that productivity is a measure of the quantity and quality of the work that has been done by considering the human resources to do the work.

Employee productivity is closely related to organizational commitment. Organizations such as companies consist of employees or individuals who join in a group who have a common perception of common unity, achieve common goals and interdependence in the company organization. Robbins et al. (2013) explained that organizational commitment is how a worker identifies an organization, its goals, and expectations to remain a member of the organization. An employee feels satisfied and has a commitment related to several factors, including; individual influence, satisfaction with life, job expecta-

tions, fit with the organization, perceptions of fairness, co-workers, stressors, and the work itself. If these factors can be achieved properly, employees will be satisfied and committed to the company.

The low competence of employees is the beginning of organizational commitment and low performance. The low competence is caused, among others, by the level of education, skills, experience, and work attitude in the mastery and expertise of employees. Employee skills can be improved through training programs. Employee experience is still limited day-to-day. Employee work attitudes have not been oriented to innovation and professional work skills. Human resources with high competence can be built by increasing knowledge, skills, experience, work attitudes, and mastery of skills. Work competence can increase organizational commitment and employee performance (Rantesalu et al., 2017). Previous research evidence shows that work competence has a significant relationship to organizational commitment and employee performance. (Bani-Hani and AlHawary, 2009; Kanfer et al., 2010; Sujana, 2012). Anwar and Aima (2019) stated that organizational commitment variables did not mediate the effects of competency variables on employee work productivity. Martini et al. (2018) stated that the dimensions of organizational commitment, which included affective commitment, normative commitment, and sustainable commitment, acted as a partial mediator of the relationship between competence and employee performance.

H4: Organizational commitment mediates the effect of work competence on employee productivity

METHOD

This research uses quantitative research, and the employees of manufacturing firms are the research's unit of analysis. The independent variable in this study is work competence. In contrast, the dependent variables are work productivity and organizational commitment as intervening variables that connect, mediate, accelerate, and mediate. The independent variables have a clear and significant influence on the dependent variable. Employee productivity is measured by three indicators: continuous improvement, effectiveness, and efficiency.

Organizational commitment is measured by three indicators: affective commitment, continual commitment, and normative commitment. Work competence is measured by four indicators: core competence, functional competence, behavioral competence, and role competence. All variables were measured by a questionnaire using a Likert scale of 1-5. Conducting surveys is the procedure used to collect data. The survey is a major data collection method that relies on communication with individual sample representatives (Wibisono Dermawan, 2013). The survey was conducted by distributing instruments to 300 respondents. The questionnaire was filled out and completed by the respondent.

Inferential analysis used the Structural Equation Model (SEM) method with AMOS software version 20.0, which was used to analyze the data collected in this study. Waluyo (2011) stated that SEM analysis is a set of statistical techniques that allow the simultaneous testing of a relatively “complicated” series of relationships. The complicated relationship in question is a series built between one or more dependent variables with one or more independent variables. SEM may be used as a simultaneous equation system, linear causal analysis, path analysis (path analysis), covariance structure analysis, and structural equation modeling (Wijanto, 2008). The Sobel Test formula was used to analyze the mediation model.

RESULTS

A questionnaire and an interview are part of the survey activity. In addition to distributing a questionnaire, researchers conducted interviews with corporate leaders to obtain data directly from the source. Researchers also performed a survey and collected secondary data from institutions, institutions, and enterprises. The variables' indicators are tested using the index match technique. In the GOF test, the value of convergent validity will be seen to test the validity of an indicator in research. The maximum likelihood estimate (MLE) approach was employed in this investigation using the crucial t-count (cr) value of 1.96. The confirmatory factor analysis (CFA) method was used to test the items in the research questionnaire. So that it can be ana-

lyzed the relationship between the constructs and indicators of the research developed. Cronbach's alpha and extracted variance (VE) was also used to construct the reliability. Based on Table 1, the Confirmatory Factor Analysis (CFA) test used an assessment standard of 0.5. The results of the analysis carried out in this study are presented in the form of figures and tables. Thus in Table 1, it can be said that all indicators in the study are valid.

Table 2 has shown construct reliability (CR) of 0.7 and extract variance (VE) of each construct of 0.5. It can be concluded that all constructs are reliable. Based on the results of the CFA test, CR AVE, it can be concluded that all indicators in the study can be used to measure and research variables.

This study used the Goodness of Fit (GOF) full SEM model, shown in Figure 2. The Goodness of fit test has resulted in the calculation results that can be concluded that Chi-Square = 371.734, Degree of Freedom = 330, The Minimum Sample Discrepancy Function Divided with Degrre of Freedom = 1.126, Goodness of Fit Indeks = 0.903, Adjusted Goodness Fit of Index = 0.903, Comparative Fit Index = 0.994, Normed Fit Index = 0.947, Incremental Fit Indeks = 0.994, Root Mean Square Error of Approximation = 0.021, and Root Mean Square Residual = 0.030.

The findings of the GOF criteria have reached the specified limit value. That has shown that the research model in this study is suitable. Research model can be used to investigate and test the suggested hypotheses.

The path coefficients are illustrated in table 3 and table 4. Shows the results of a direct effect which reveals that Job Competence has a positive effect on Work Productivity, Job Competence has a positive effect on Organizational Commitment, and Organizational Commitment has a positive effect on Work Productivity. Next, based on the mediation test using the Sobel test, it is known that Organizational Commitment mediates the effect of Job Competence on Work Productivity. Thus it can be concluded that all the hypotheses of this study are accepted.

Table 1 Based on the Fit Model's Loading Factors, the Validity Test Result

Variable	Indicators	Constructs	Estimate	Conclusion
Job_Competence	JC3	Core_Competence	.866	Valid
	JC2	Core_Competence	.892	Valid
	JC1	Core_Competence	.719	Valid
	JC6	Fungsional_Competence	.822	Valid
	JC9	Behavioral_Competence	.768	Valid
	JC8	Behavioral_Competence	.871	Valid
	JC7	Behavioral_Competence	.844	Valid
	JC12	Role_Competence	.757	Valid
	JC11	Role_Competence	.840	Valid
	JC10	Role_Competence	.736	Valid
Work_Productivity	WP1	Continuous_Improvement	.853	Valid
	WP2	Continuous_Improvement	.833	Valid
	WP3	Continuous_Improvement	.809	Valid
	WP4	Effectiveness	.908	Valid
	WP5	Effectiveness	.817	Valid
	WP6	Effectiveness	.859	Valid
	WP7	Efficiency	.767	Valid
	WP8	Efficiency	.714	Valid
	WP9	Efficiency	.834	Valid
Organizational_Commitment	OC1	Affective_Commitment	.872	Valid
	OC2	Affective_Commitment	.903	Valid
	OC3	Affective_Commitment	.916	Valid
	OC4	Continuous_Commitment	.887	Valid
	OC5	Continuous_Commitment	.829	Valid
	OC6	Continuous_Commitment	.837	Valid
	OC7	Normative_Commitment	.840	Valid
	OC8	Normative_Commitment	.809	Valid
	OC9	Normative_Commitment	.800	Valid

Table 2. Fit Model-Based Reliability Test Results

Variables	ConstructReliability ≥ 0.7	VarianceExtracted ≥ 0.5	Result
Job Competence	0.951	0.662	Reliable
Work Productivity	0.950	0.678	Reliable
Organizational Commitment	0.961	0.732	Reliable

Table 3. Estimates of Structural Parameters: Path Analysis Model (N=300)

Structural Path	Estimate	t value	p value	Results
Job Competence → Work Productivity	0.275	4.221	0.000	Significant
Job Competence → Organizational Commitment	0.556	7.117	0.000	Significant
Organizational Commitment → Work Productivity	0.287	4.226	0.000	Significant

Table 4. Mediation Role Analysis

Structural Path	Estimate	t value	p value	Results
Job Competence → Organizational Commitment				
→ Work Productivity	Sobel test statistic	3.638	0.000	Significant

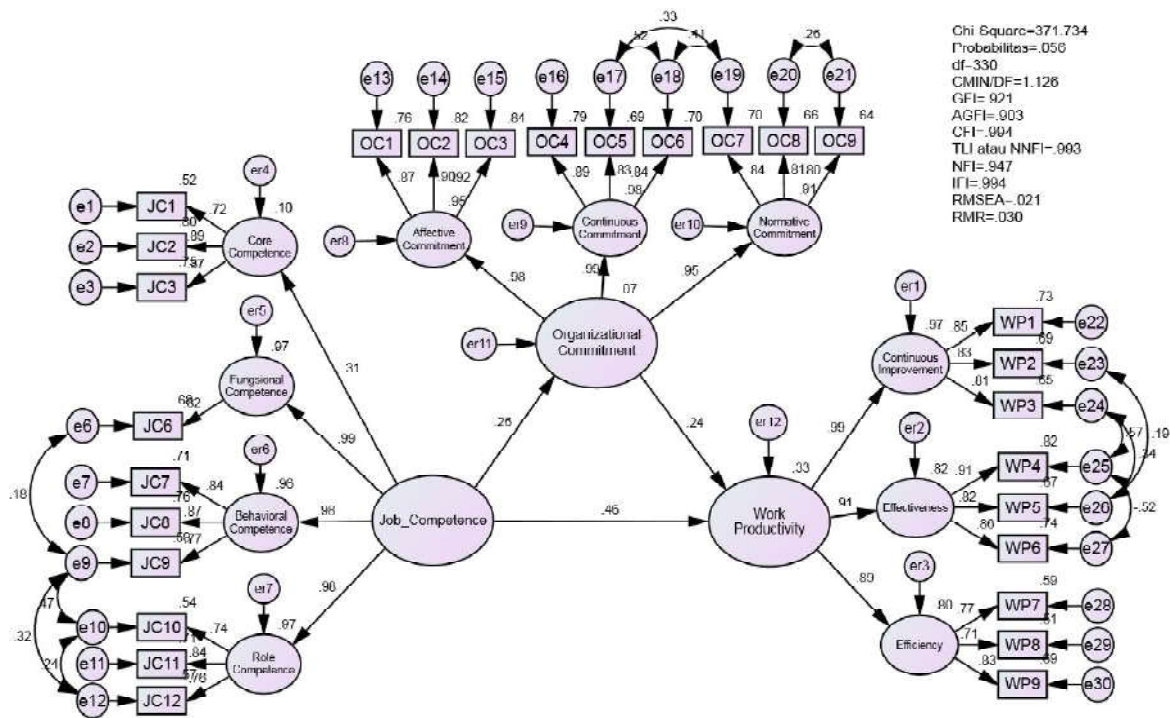


Figure 2. Mediation Role in Increase Employee Productivity

DISCUSSION

The first study’s findings indicate that job competency affects work productivity. Core competencies, functional competencies, behavioral competencies, and role dimensions are used to assess work competency variables. This link might mean that changes in work productivity are influenced by variables related to job competence. The implication of this empirical research is that the higher the degree of job productivity, the higher the level of work competence. The findings of this study are consistent with or support research by Apriliyantini et al. (2016) at PT. Astra International Tbk-Honda, Singaraja branch, revealed that intellectual competence has a beneficial effect on staff productivity. Abbaszadeh et al. (2012) discovered that the manager’s character could determine employee productivity compared

to the manager’s skills, so it can be said that work competence has a positive and significant influence on work productivity. Education and training are important not just for the workers involved but also for the company. Because improving employees’ talents or skills can boost employee job productivity (Wulnye et al., 2018). Asmarani et al. (2021) stated that the effective contribution of the professional competence variable to the job productivity variable of teachers is 70.2 percent. As a result, the higher the level of competence, the higher the level of work productivity. Rusilowati and Wahyudi (2020) stated that competency affects production. Nisa (2020) stated that the findings of this study show that competence has a direct impact on work productivity.

Work competency affects organizational commitment. The variable of work competence is mea-

sured using four dimensions. Four dimensions are core competence, functional competence, behavioral competence, and role competence. This relationship states that job competency characteristics can influence changes in organizational commitment. This empirical research finding implies that the higher the amount of organizational commitment, the higher the level of work competency. The findings of this study are consistent with or support research by Fadli et al. (2012) stated that the work competence of PLN Rengasdengklok has a positive and significant effect on work commitment. It is explained that employees can work with insight, make decisions, are easy to adapt, and are sociable. It could affect company success, loyalty, and involvement in PLN. It can be said that work competence has a positive and significant effect on work commitment. Anwar and Aima (2019) stated that the organizational commitment variable impacts employee job productivity. Furthermore, Martini et al. (2018) discovered that the organizational commitment dimensions of affective commitment, normative commitment, and continuation commitment operate as partial mediators of the relationship between competence and employee performance.

According to the findings of the third study, organizational commitment affects work productivity. The dimension of affective commitment, which is related to comfort, pride, and conformity, is the most dominant dimension of the organizational commitment variable, measured through three dimensions, namely the dimension of affective commitment, the dimension of continuance commitment, and the dimension of normative commitment. The findings of this study are consistent with or support prior research by Amos and Osa (2014) at a Nigerian Beer PLC (Brewery PLC), stating that organizational commitment is important for productivity. Employee productivity is significantly influenced by organizational commitment, such as improved performance and effectiveness. Bhakti and Dixit (2012) convey research findings in the vehicle component industry (Auto-component industry) that employee commitment to organizational goals emphasizes affective commitment. The vehicle component industry must ensure employee commitment by taking continuous

actions to maintain and improve employee productivity, so it can be said in general that organizational commitment has a positive and significant impact. McCunn et al. (2018) stated that perceived controllability and affective organizational commitment are strongly and positively associated with perceived productivity. Furthermore, affective organizational commitment and controllability are highly connected with the number of perceived productive working hours. Oyewobi et al. (2019) stated that organizational dedication has a favorable relationship with production.

According to the findings of the fourth study, work competence and organizational commitment have a positive and significant effect on work productivity. It was also shown that organizational commitment is a good mediating variable for competence affecting employee work productivity. The findings of this investigation are consistent with Martini et al. (2018). The study also discovered that the dimensions of organizational commitment, which include affective commitment, normative commitment, and continuation commitment, operate as a partial mediator of the relationship between competence and employee performance. However, this result contradicts Anwar and Aima (2019), which demonstrated that the organizational commitment variable did not mediate the competency variable on employee work productivity.

CONCLUSIONS

Job competence was found to have a favorable influence on work productivity and organizational commitment. According to the research findings, organizational dedication positively impacts staff productivity. Organizational commitment has a strong beneficial impact on employee productivity by moderating the effect of competence. The study's conclusion is to boost staff productivity by enhancing employee competency and organizational commitment. If you want to improve your expertise, you need to improve your organization's dedication. In this study, the organizational commitment variable had the greatest influence on staff productivity. Several indicators that can increase organizational commitment include; affective commitment,

continuous commitment, and normative commitment.

Meanwhile, several indicators can improve employee competence, including; care competence, functional competence, behavioral competence, and role competence. Successful companies are always supported by qualified, competent, and productive human resources. Today's competence is an important part of improving employee performance because competence is the ability and competence of resources in various fields, which will become a company's competitive advantage. Companies have strategies for dealing with business challenges to increase productivity and company performance. The competencies required for the same area of expertise will be different in other companies. Thus, every company must possess competence because it is a core business and strategy.

RECOMMENDATIONS

The next research plan needs to examine further internal and external factors that affect employee work productivity so that it will be easier to detect the strengths and weaknesses of factors that affect employee work productivity. The right strategy for increasing work productivity can be formulated by knowing these factors.

IMPLICATIONS

Building a strong organizational commitment (affective, continuous, normative commitment) can increase staff productivity; therefore, job competencies must be prioritized (care competence, functional competence, behavioral competence, role competence). As a result, staff productivity will rise, as projected by the corporation.

LIMITATIONS

Because this study primarily focuses on one institution, namely manufacturing enterprises, it is difficult to generalize the research findings. The research will undoubtedly yield outcomes that would be different if conducted on other subjects. This study solely uses the survey approach with closed questionnaires. Therefore, it is less focused on ana-

lyzing expectations and what respondents truly want. As a result, the results reached are solely based on the data gathered through the written instrument. This study is conceptually constrained by three variables that directly or indirectly impact: competence, organizational commitment, and employee productivity.

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