
THE EFFECT OF ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH WORKABILITY AS AN INTERVENING VARIABLE

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ABSTRACT

The purpose of this study is to find out and analyze the effect of organizational commitment on employee performance with workability as an intervening variable in the Population and Civil Registry Office of Ngawi Regency. The analysis method used is path analysis. The population in this study was all employees at the Ngawi Regency Population and Civil Registration Service, which amounted to 74 people. The study also used census studies. The results showed that organizational commitment has a positive and significant effect on employee performance in the Population and Civil Registration Service of Ngawi Regency. Work ability has a positive and significant effect on the performance of employees in the Population and Civil Registration Service of Ngawi Regency. It is not proven that organizational commitment has a significant effect on the performance of employees with work ability as an intervening variable in the Ngawi Regency Population and Civil Registration Service.

Keywords: employee performance, organizational commitment, workability.

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INTRODUCTION

In principle, human resources (HR) is a very urgent component in an organization, including government organizations (Andriani et al., 2022). This is possible because human resources, apart from being the driving force, are also the executors of the organization. Because of this, there is a perception that the ability of the Regional Government can be reflected in the quality of its human resources. This is in line with the writings of (Dwiyanto, 2013), which state that the Regional Government's ability, seen from its officials human resources, can accommodate government activities, public services, and development. It was further written that many local governments admit that the human resource capacity of their apparatus still needs to be improved.

In addition, the performance of employees (state civil servants) has often received scrutiny from various groups. Various mass media report almost every day about the poor performance of the state civil apparatus. For the primary reasons, employees are considered less productive, less creative, less professional in providing services to the community, and have a low work ethic. However, the current development is much different. This is possible due to an increase in the level of education of state civil servants who previously had a high school education background. Now most of them have undertaken further studies to graduate with a bachelor's degree. This increase in performance quality is reflected, among other things, in a variety of service quality that is getting better and being felt by the wider community. However, it is undeniable that there are still a few complaints, but they are better than before. This includes what happened to the Population and

Civil Registration Office of Ngawi Regency. In providing services to the community, a combination of online and manual services is carried out to reduce queues relatively (Kasmir, 2016).

Suppose it is related to the laws and regulations in Indonesia. In that case, performance development is also a benchmark to determine the level of competence. This is reflected in Law Number 43 of 1999 concerning Staffing Principles, Presidential Decree Number: 103 of 2001 concerning Position, Duties, Functions, Authorities, Organizational Structure, and Working Procedures of Non-Departmental Government Institutions, as amended several times (Febriadi, 2019). Changes to regulations regarding the Organizational Structure and Work Procedures are most recently regulated by Minister of Home Affairs Regulation No. 13 of 2021 concerning Organization and Work Procedures of the Ministry of Home Affairs (Achmad, 2023).

Based on Presidential Decree Number: 9 of 2004; Decree of the Minister of PAN of the Republic of Indonesia Number: 25/KEPM.PAN/4/2002 dated 25 April 2002 concerning Guidelines for the Development of the Work Culture of State Apparatuses, career development is a benchmark for the competency of Civil Servants. "Based on the above regulations, employees participating in office administration training activities are one of the indicators for realizing employee competence and later it is hoped that they will receive attention from the leadership by Law Number: 43 of 1999 and PP Number: 53 of 2010 which discussed the discipline of civil servants which had an impact on the career development of civil servants."

The Department of Population and Civil Registration of the Ngawi Regency is one of the work units in the Ngawi Regency Government, which was formed based on the Ngawi Regency Regional Regulation Number 8 of 2008 concerning the Organization and Work Procedures of the Inspectorate, Regional Development Planning Agency, and Regional Technical Institutions. The Population and Civil Registration Office of the Ngawi Regency is located at Jl. Wareng Jl. Ahmad Yani No. 546, Wareng, Beran, Kec. Ngawi, Ngawi Regency, East Java 63216. While the duties and functions of Dukcapil include providing services to the community regarding the following matters (Dukcapil document 2022). There are three types of cards namely electronic Identity Card (KTP-el), Family Card, and Child Identity Card (KIA). In the form of letters, there are 14, namely: transfer certificates, transfer certificates, certificate of moving overseas, certificate of coming from overseas, certificate of residence, birth certificate, death birth certificate, certificate of marriage cancellation, certificate of divorce cancellation, death certificate, certificate of child adoption, certificate of relinquishment of Indonesian citizenship, certificate of identity substitute, and certificate of civil registration. In the form a dead, there are 6, namely: birth certificate, death certificate, marriage certificate, divorce certificate, and child recognition deed and child validation deed.

In providing services for the matters mentioned above, the Population and Civil Registration Office of Ngawi Regency uses standard SOPs to make it easier for employees and the public who need services. From the various SOPs that were successfully identified, they included SOP for submitting biodata, SOP for filing a family card, SOP for filing a birth certificate, SOP for filing a death certificate, SOP for filing a marriage certificate, and SOP for filing a divorce certificate (Emron et al., 2016).

Based on the initial study, it is known that the employees of the Office of Population and Civil Registration Ngawi Regency in 2022 consist of 74 people with details as follows: based on structural position: Echelon II, 1 person (1.35%); Echelon III up to 5 people (6.76%), Echelon IV as many as 13 people (17.57%); The staff is 55 people (74.32%). Next, based on education level: S-2 total of 9 people (12.16); S-1 as many as 19 people (25.68%); D-3 / SM as many as 1 people (1.35%); SLTA as many as 44 people (59.46); and Middle School as many as 1 people (1.35). It was next based on rank: Goals. IV/b as many as 2 people (2.70%); goal. IV/an as many as 4 people (5.41%); Gol III/d as many as 8 people (10.81); goal. III/c as many as 9 people (12.17%); goal. III/b as many as 8 people (10.81%); goal. III/a as many as 2 people (2.70%); goal. II/d as much as 1 person (1.35%); and Goals. II/c as many as 40 people (54.05).

According to PP Number: 53 of 2010 article 1 junto PP Number 94 of 2021 concerning Employee Discipline it is stated that the discipline of Civil Servants (PNS) or State Civil Apparatus (ASN) is the ability of Civil Servants or ASN to comply with obligations and avoid the prohibitions specified in the statutory regulations and official regulations which, if not complied with or violated, are subject to disciplinary punishment. So the performance of employees at the Department of Population and Civil Registration of Ngawi Regency is also reflected in the level of employee discipline (Hasibuan & Hasibuan, 2016). The tendency for employees to be disciplined or not is reflected in the recapitalization of employee absences which is recapitalized once a week and the accumulated recap once a month. An example of the recapitalization of absenteeism for Dukcapil Ngawi Regency employees in the third week of September 2022 is as follows: that is, out of 74 employees in the Dukcapil Ngawi Regency from 18 working days, 1 employee attends training for 4 days, 1 employee permits for 1 day, 3 employees take 6 days off each, and 26 employees attending out of town services each varying from 1 day to 5 days and the remaining 43 employees are on whole duty for 18 working days (Recapitulation of Employee Attendance Recapitalization of Dukcapil Ngawi regency).

Employee training and development programs can improve employees' skills, knowledge, and experience in their work. Work environment, thus training, and development programs provide opportunities for employees to play a role in the organization. Training and development are essential for employees to work more masterfully and professionally toward the work held or will be held in the future. Not too far away, training and development are often carried out in educational institutions to improve the performance of employees who are considered unable to carry out their jobs due to the development of community needs in education (Wagner & Hollenbeck, 2020). In a specific description, the potential employees may have fulfilled the administrative requirements for their work. However, employees must follow or balance developments following the tasks they hold or will hold. This has encouraged local governments to facilitate training and career development for employees in order to obtain good, effective, and efficient performance results (Priansa, 2018).

Based on the background above, the purpose of this study is to find out and analyze the effect of organizational commitment on employee performance with workability as an intervening variable in the Population and Civil Registry Office of Ngawi Regency. The benefit of this study is to increase understanding of the factors that affect employee performance in the Ngawi Regency Population and Civil Registry Office, especially factors related to organizational commitment and workability. By

knowing these factors, management can design strategies to improve employee performance in the organization. Other benefits can also provide a deeper view of the importance of organizational commitment and workability in improving employee performance. This research can show that employees who have a high level of organizational commitment and good workability tend to perform better than employees who do not have the same level of organizational commitment and workability.

METHODS

The population is a collection or aggregation of all elements or individuals who are a study's information source. The population in this study were all employees at the Department of Population and Civil Registration of Ngawi Regency, totaling 74 people. The sample is a portion of the population taken to represent the entire population so that the group can represent the characteristics of the population (Ghozali et al., 2016). Considering that the population is only 74 people or relatively few, this study uses a census study, which is a study where all elements in the research area are examined. That is, in this study, all members of the population were sampled. Data collection techniques used are questionnaires, documentaries, and observations. The analysis technique used is instrument test, descriptive analysis, statistical analysis, and mediation effect test (Arikunto, S, 2017).

RESULTS AND DISCUSSION

Validity test

Based on statistical calculations, the results of the validity test can be summarized in the following table:

Table 1. Results of Organizational Commitment Variable Validity				
Variable	Items	R count	R table	Information
Organizational Commitment	1	0.672	0.256	Valid
	2	0.631		Valid
	3	0.741		Valid
	4	0.722		Valid
	5	0.652		Valid
	6	0.637		Valid
	7	0.572		Valid
	8	0.558		Valid
	9	0.673		Valid
	10	0.645		Valid

Source: Results of validity test calculations from primary data

Based on the results of the validity test on the workability variable, as summarized in table 4 above, the smallest Rcount value is 0.538; the highest is 0.762. So, all Accounts are greater than Rtables by 0.256 so that it can be stated that all items are valid.

Table 2. Results of the Validity of the Ability to Work Variable

Variable	Items	R count	R table	Information
Workability	1	0.701	0.256	Valid
	2	0.562		Valid
	3	0.656		Valid
	4	0.762		Valid
	5	0.598		Valid
	6	0.549		Valid
	7	0.636		Valid
	8	0.655		Valid
	9	0.693		Valid
	10	0.538		Valid
	11	0.704		Valid
	12	0.567		Valid

Source: Results of validity test calculations from primary data.

Based on the results of the validity test on the workability variable, as summarized in table 4 above, the smallest Rcount value is 0.538, and the highest is 0.762. So, all Accounts are greater than Rtables by 0.256 so that it can be stated that all items are valid.

Table 3. Results validity Variable Performance

Variable	Items	R count	R table	Information
Performance	1	0.653	0.256	Valid
	2	0.612		Valid
	3	0.645		Valid
	4	0.578		Valid
	5	0.564		Valid
	6	0.711		Valid
	7	0.667		Valid
	8	0.589		Valid
	9	0.712		Valid
	10	0.655		Valid
	11	0.692		Valid
	12	0.529		Valid
	13	0.612		Valid
	14	0.714		Valid

Source: Results calculation test validity from data primary

Based on the results of the validity test on the performance variables, as summarized in table 3 above, the smallest Rcount value is 0.529, and the highest is 0.714. So, all Accounts are greater than Rtables by 0.256, so it can be stated that all items are valid.

Reliability Test

The reliability test is intended to determine the instrument's reliability as a measuring tool. In this study, the reliability index is reflected in Cronbach's alpha (α) value; that is, if Cronbach's alpha (α) value is more significant ($>$) 0.60. The instrument can be declared reliable; conversely, if Cronbach's alpha (α) value is more minor ($<$) 0.60, the instrument is declared unreliable. The results of the reliability test are summarized in table 6 below:

Table 4. Reliability Results

Variables	Cronbach's Alpha	Standard Reliability	Information
Organizational Commitment	0.781>	0.60	Reliable
work abilities	0.832>	0.60	Reliable
Work	0.746>	0.60	Reliable

Source: Results of Primary Data Processing

The reliability index numbers reflected in Cronbach's Alpha in table 6 above show that Cronbach's alpha value for each variable is more significant than 0.60. It can be stated that the research instrument is reliable or can be trusted as a measuring tool.

Correlation Analysis

This correlation analysis is used to examine the effect of organizational commitment on performance and the effect of workability on performance. Based on the results of statistical calculations using the SPSS program, the results are shown in Table 7 below:

Table 5. Correlations

		X1	X2	Y
X1	Pearsons Correlation	1	,746(**)	,814(**)
	Sig. (2-tailed)		,009	,002
	The sum of Squares and Cross-products	840,571	796, 286	687,857
	Covariances	20,502	19,422	16,777
	N	74	74	74
X2	Pearsons Correlation	,746(**)	1	,791(**)
	Sig. (2-tailed)	,009		,006
	The sum of Squares and Cross-products	796,286	1210,476	899,429
	Covariances	19,422	29,524	21,937
	N	74	74	74
Y	Pearsons Correlation	,814(**)	,791(**)	1
	Sig. (2-tailed)	,002	,006	
	The sum of Squares and Cross-products	687,857	899,429	806,286
	Covariance	16,777	21,937	19,666
	N	74	74	74

The Effect of Organizational Commitment on Performance

From table 5 above, the correlation coefficient value of organizational commitment to performance is 0.814. This shows that the effect of organizational commitment on performance is positive and very strong. So, if organizational commitment increases, then performance will also increase. Conversely, if organizational commitment decreases, then performance will also decrease. At the same time, the significance value is 0.002. This means that organizational commitment has a significant effect on performance. Based on all of this, the hypothesis that organizational

commitment has a positive and significant effect on the performance of the Population and Civil Registration Office of Ngawi Regency employees is proven, and the truth is accepted.

Effect of Work Ability on Performance

From table 5 above, it can also be seen that the value of the correlation coefficient of workability on performance is 0.791. This shows that the effect of workability on performance is positive and very strong. So, if workability increases, then performance will also increase; conversely, if workability decreases, then performance will also decrease. At the same time, the significance value is 0.006. This means that workability has a significant effect on performance. Based on that, the hypothesis, which reads as suspected workability has a positive and significant effect on the performance of employees of the Population and Civil Registration Office of Ngawi Regency, is proven, and the truth is accepted.

F Test (Simultaneous Test)

The F test or simultaneous test (simultaneous test) is intended to test the effect of organizational commitment and workability simultaneously on performance. The results of the F test calculations with the help of the SPSS program are shown in table 8 below:

Table 6. Model Summary(b)

Model	R	R Square	Adjusted R Square	std. The error in the Estimates
1	.847(a)	.717	.548	1.36564

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

b Dependent Variable: Employee Performance

Based on the results of the F test, as shown in Table 8 above, shows that the correlation coefficient of organizational commitment and workability simultaneously on employee performance is 0.847. This means that the effect of organizational commitment and workability simultaneously on employee performance is powerful. While the coefficient of determination is 0.717, it means that employee performance can be explained by organizational commitment and workability factors simultaneously by 71.70%. In comparison, 28.30% is explained by other factors outside the two variables. Furthermore, the calculated F results are shown in Table 7 below:

Table 7. ANOVA

	Model	q	df	Means Square	F	Sig.
1	Regression	2,880	3	.826		
	residual	41,048	74	1,802	12,476	.000a)
	Total	43,828	74			

a Predictors: (Constant), Organizational Commitment, Workability

b Dependent Variable: Employee Performance

From the results of the F test in table 7 above, the calculated F value is 12.476 with a significance level of 0.000 (<0.05). If consulted with the F table, then F count = 12.476 $>$ 4.05 means that H_0 is rejected and H_a is accepted, so it can be stated that organizational commitment and workability simultaneously have a significant effect on employee performance. This is also evident from the significant value of 0.000 $<$ the probability value of 0.05.

Intervening Test

The intervening test is intended to prove that the variable of workability can be a variable that mediates between organizational commitment and employee performance. To analyze it, organizational commitment's direct and indirect effect on employee performance is calculated. As for the provisions, if the indirect effect of organizational commitment on employee performance through workability is greater than the direct effect of organizational commitment on employee performance, then workability can be a variable that mediates between organizational commitment to employee performance. To carry out direct and indirect calculations it is carried out from the value of the standardized regression coefficients of each independent variable on the dependent variable, and a path analysis image is made as follows:

Table 8. Coefficients(a)

Model		Unstandardized Coefficients		standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	16,857	2,690		2,862	,000
	Commitment Organization	,295	,812	,368	2,442	,002
	Ability Work	,218	,783	,247	2,391	,006

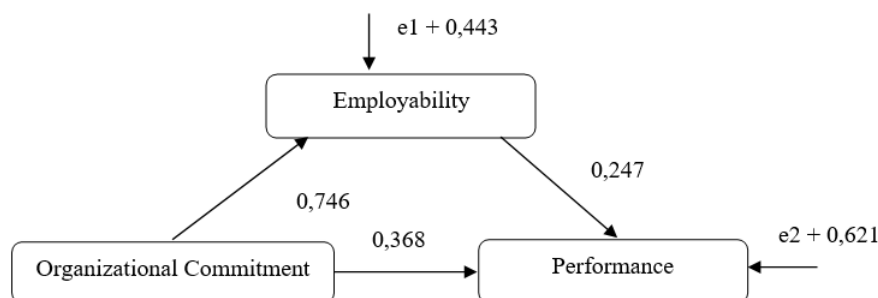


Figure 1. Intervening Analysis of Organizational Commitment to Employee Performance Through Work Ability

The magnitude of the error value on each effect of the independent variable on the dependent can be obtained through the following calculations:

$$Pe_1 = \sqrt{1 - 0.7462} = 0.443$$

$$Pe_2 = \sqrt{1 - 0.6152} = 0.621$$

From the path analysis diagram above, the direct effect of organizational commitment on employee performance is 0.368. At the same time, the indirect effect is through workability of 0.746

$\times 0.247 = 0.184$. The calculation results show that the indirect effect through workability is smaller than the direct effect on performance. These results illustrate that organizational commitment has a direct effect on employee performance. So, the effect of organizational commitment on performance is not through workability. Alternatively, it can be stated that workability is not an intervening variable or one that mediates between workability and employee performance.

The discussion here is intended to clarify the results of statistical calculations and, at the same time to analyze the research results according to the proposed hypothesis. The discussion is as follows:

The Effect of Organizational Commitment on Performance

Based on the results of statistical tests, it is known that organizational commitment has a positive and significant effect on employee performance at the Department of Population and Civil Registration of Ngawi Regency. This shows that if organizational commitment is increased, employee performance will also increase. This follows the description of (Robbins, 2014) that if an organization is highly committed, it is always oriented to its goals and resources. In turn, its resources will maximize to contribute optimally to the organization. In addition, this research aligns with the results that there is a positive and significant relationship between organizational commitment and employee performance. This is shown by the correlation coefficient (r) of 0.533, which is significant at the level $\alpha = 0.05$. The contribution of organizational commitment to employee performance is 28.40%. Furthermore, the research results are also in line with the results of (Enggar Dwi Jatmiko, Bambang Swasto, and Gunawan Eko N., 2015), which concluded that there is a positive and significant influence of organizational commitment on employee performance (Andry SD, Djamhur H., 2013).

The Effect of Work Ability on Performance

From the results of statistical tests, it is proven that workability has a positive and significant effect on employee performance at the Department of Population and Civil Registration of Ngawi Regency. This shows that if workability increases, employee performance will also increase. The results of this study follow the opinion of (W. Widodo, 2017), which states that individual ability is a value possessed by an employee (apparatus) and becomes a force in responding to any incidents or problems in the work environment. In addition, well-formed individual abilities will positively influence organizational performance. Administering government, development, and community service requires high ability and skills (professionalism) with several requirements. Because of this, state administration can be categorized as a profession where not everyone can carry out the state administration, except for people with higher educational backgrounds and adequate experience, skills, skills, and expertise (T. Widodo et al., 2018). In line with that (Munir, 2018) wrote that ability to work is a condition in someone full of sincerity, efficient, and effective in carrying out work to produce optimal performance (Munir, 2018). Likewise, in the opinion of (Robbins, 2014) states that the level of employee performance will depend heavily on the ability factors of the employee, such as level of education, knowledge, and experience, where the higher the level of ability, the higher the performance.

The Effect of Organizational Commitment on Employee Performance with Work Ability as an Intervening Variable

Based on the results of the intervening analysis, it is known that organizational commitment directly affects employee performance at the Department of Population and Civil Registration of Ngawi Regency. This is evident from the value of the indirect effect, namely through workability of 0.184, which is smaller than the direct effect on employee performance of 0.368. From this, it can be interpreted that the effect of organizational commitment on performance is not through workability. Alternatively, it can be stated that workability is not an intervening variable or one that mediates between workability and employee performance. So, the hypothesis that organizational commitment significantly affects employee performance with workability as an influencing variable at the Population and Civil Registry Office of Ngawi Regency is not proven.

CONCLUSION

Based on the data analysis and discussion results, it can be concluded as follows: It has been proven that organizational commitment has a positive and significant effect on employee performance at the Department of Population and Civil Registration of Ngawi Regency. It has been proven that workability has a positive and significant effect on employee performance at the Department of Population and Civil Registration of Ngawi Regency. Organizational commitment is not proven to significantly affect employee performance, with workability as an intervening variable at the Department of Population and Civil Registration of Ngawi Regency.

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