Krisnadwipayana International Journal of Management Studies
Volume 5 Issue 2 (July – December) 2025 Printed ISSN : 2776-0413
DOI: http://dx.doi.org/10.35137/kijms.v5i2.992 Electronic ISSN : 2775-5029
Juparna Purba, et all : 152 - 167

The Influence of Competence and Motivation on Employee Performance with Organizational Commitment as an Intervening Variable at PT Pegadaian (Persero) Jakarta

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Abstract

Employee performance is a crucial factor in supporting the successful achievement of organizational goals amid dynamic business competition. This study aims to analyze the influence of competence, motivation, and organizational commitment on employee performance, both directly and through organizational commitment as a mediating variable at PT Pegadaian (Persero) Jakarta. Using a census method involving 65 employees and path analysis techniques, the results show that competence and motivation have a significant effect on employee performance, both directly and indirectly through organizational commitment as an intervening variable. The implications of this study emphasize that the company needs to strengthen competency development programs and work motivation strategies to enhance employee commitment, which in turn will improve overall organizational performance.

Keywords: competence, motivation, organizational commitment, and employee performance

INTRODUCTION

Today, the world is experiencing changes that have such a big impact, especially due to the development of the digital world. This development by experts is called the era of disruption, an era in which all sectorsfeel the impact, both the economic, political, and education sectors that also feel the impact of digital transformation (Farhan et al., 2024). Rapid technological advancements encourage people to meet their needs and desires quickly and accurately. This condition has intensified competition in the banking and financial services industry, pushing institutions to continuously improve their performance in order to achieve corporate targets and capture market share. Non-bank financial institutions have a direct impact on society, as their function is to operate in the financial sector by collecting and redistributing funds to the public. This situation poses a significant challenge to the long-term sustainability of companies.

This condition has also occurred at PT Pegadaian (Persero) Jakarta, which in recent years has experienced losses measured by its failure to achieve company targets. The target achievement data of PT Pegadaian (Persero) Jakarta are as follows: in 2022, the company set a target of 100 but only achieved 75; in 2023, the target was 100 with a realization of only 63; and in the following year, the target of 100 was only realized at 66.

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Juparna Purba, et all : 152 - 167

Therefore, to maximize the predetermined company targets, various efforts have been made to enhance the skills and knowledge of each employee, with the expectation of improving employee performance. Employee performance at PT Pegadaian (Persero) Jakarta still has many shortcomings, which have impacted the company's target achievements. One of the factors contributing to the decline in employee performance is competence. Competence drives individual performance improvement, which ultimately contributes positively to achieving company targets. Competence—reflected in knowledge, skills, and attitudes—serves as the fundamental capital for each employee to carry out assigned tasks effectively (Yulianto et al., 2022).

In addition to competence, employee motivation also plays a role in determining the level of employee performance. Motivation is crucial for individuals in carrying out work activities within an organization or company. This situation is related to the sacrifices employees make in terms of time, energy, and thought for the company, as well as the company's feedback in the form of rewards and punishments. Issues related to employee motivation can be observed in the fact that some employees are still unable to achieve divisional targets, and employee absenteeism—measured by lateness and absences—remains high (data show above 20%). These data indicate low work motivation among individual employees, which negatively affects the company's ability to achieve its targets optimally (Setrojoyo et al., 2022).

In efforts to improve employee motivation, other factors influencing employee performance are also needed, such as organizational commitment, which contributes to shaping the level of employee performance. Employee loyalty and willingness to remain committed to the company reflect organizational commitment. Issues related to organizational commitment can be seen from data and phenomena such as the large number of senior employees resigning or moving to competitor companies. This situation becomes a serious problem if PT Pegadaian (Persero) Jakarta is unable to anticipate and find solutions to prevent it from continuing. This negative impact may further reduce company targets, as competent employees are no longer part of the organization (Rafa'i et al., 2023).

LITERATURE REVIEW

Employee Performance

Employee performance measures behaviors and outcomes related to work. These outcomes can be assessed in terms of productivity and attitudes in completing tasks compared to predetermined plans, expectations, coworkers' performance, and the individual's fundamental role within the organization. This study, however, was conducted in the banking sector (Hoang, 2015).

Organizational Commitment

Commitment is an internal drive within an individual that encourages actions supporting organizational success. Such success aligns with the organization's main objectives, and individuals prioritize organizational interests over personal interests. Organizational commitment is an attitude that reflects employee loyalty and represents a continuous process through which

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Juparna Purba, et all : 152 - 167

organizational members express their concern for the success and well-being of the organization they serve (Siswanto et al., 2023).

Competence

Competence is a crucial component of human resource success in achieving organizational goals. The term competence originates from the word "competent," meaning capable or having ability. This ability refers to an individual's capacity to behave and act in ways that help achieve work objectives. Personal competence is closely related to work theory, which suggests that every job requires individuals who are skilled in their respective disciplines. In developing job evaluations, work activities and competencies integrate into a unified whole (Mitchell et al., 2020).

Motivation

The term motivation derives from the Latin word movere, meaning to drive or move. Motivation is a psychological process arising from both internal and external factors. It consists of a set of attitudes and values that influence individuals to achieve certain goals aligned with their personal objectives. Motivation is also defined as a process of physiological or psychological deficiency that drives behavior toward goals and incentives. Therefore, understanding the motivation process depends on comprehending the relationship between needs, drives, and incentives (Pranogyo et al., 2022).

METHOD

This study employed a census sampling method because the number of permanent employees at PT Pegadaian (Persero) Jakarta was fewer than 200. Therefore, the researcher chose saturated sampling (census), where all members of the population are included as the sample. Since the total number of permanent employees was 65, all were selected as research participants.

A research instrument is a tool used to measure various observable phenomena, whether natural or social. In this study, the researcher used a questionnaire distributed to permanent employees of PT Pegadaian (Persero) Jakarta. The questionnaire was systematically and structurally designed to measure research variables, including competence, motivation, organizational commitment, and employee performance.

According to Sugiyono (2022), saturated sampling is a sampling technique in which all population members are used as samples. This aligns with Arikunto (2013), who states that if the number of research subjects is fewer than 100, it is better to include all of them, making the study a population or census research. Given that PT Pegadaian (Persero) Jakarta had 65 permanent employees (fewer than 200), the researcher selected the saturated sampling method to obtain more representative and accurate results.

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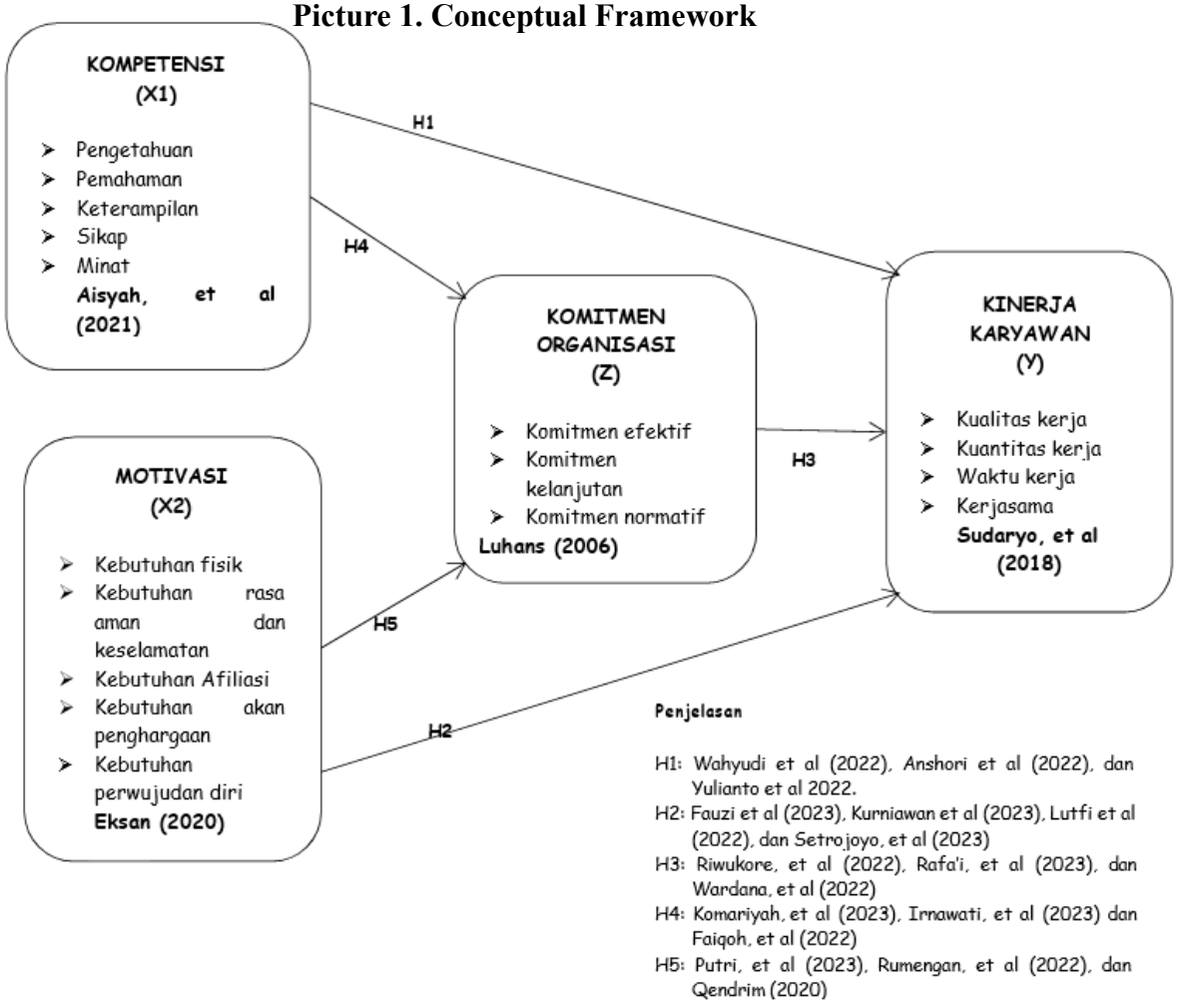
Juparna Purba, et all : 152 - 167

The research instrument used was a structured questionnaire. Initial questions were designed to collect quantitative data, enabling the researcher to process, control, and verify the data effectively. After preparing questions aligned with the research objectives and company issues, the questionnaire was distributed using the Semantic Differential Scale.

The Semantic Differential Scale is used to measure attitudes and is arranged along a continuum line, where highly positive responses are placed on one end (e.g., right side) and highly negative responses on the opposite end (e.g., left side), or vice versa. This scale consists of a series of bipolar (two-pole) adjectives, such as "good–bad" and "strong–weak," to measure respondents' attitudes or characteristics. Data obtained through this scale are interval data.

Based on the explanation above and the described methodology, the conceptual framework model of this study can be illustrated as follows:

Picture 1. Conceptual Framework



RESULTS AND DISCUSSION

Instrument Test

Krisnadwipayana International Journal of Management Studies
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Juparna Purba, et all : 152 - 167

Validity Test

This study employed the Pearson correlation (r-count) available in the SPSS application. The requirement for stating that a questionnaire item is valid is that the correlation between each item score and the total score must exceed 0.3 (r > 0.3).

In this study, the researcher distributed questionnaires to all permanent employees of PT Pegadaian (Persero) Jakarta, with a total of 34 items. The questionnaire consisted of four variables: Competence (X1) with 10 items, Motivation (X2) with 10 items, Organizational Commitment (Z) with 6 items, and Employee Performance (Y) with 8 items.

The results of the validity test formulation can be seen in the following table:

Table 1. Validity Test Result

Competence Variable Question (X1)	**(r count)**	**(r table)**	**Information**
Item 1	0,887	0,2441	Valid
Item 2	0,948	0,2441	Valid
Item 3	0,843	0,2441	Valid
Item 4	0,849	0,2441	Valid
Item 5	0,831	0,2441	Valid
Item 6	0,858	0,2441	Valid
Item 7	0,948	0,2441	Valid
Item 8	0,944	0,2441	Valid
Item 9	0,933	0,2441	Valid
Item 10	0,96	0,2441	Valid
Motivation Variable Question (X2)	**(r count)**	**(r table)**	**Information**
Item 1	0,856	0,2441	Valid
Item 2	0,878	0,2441	Valid
Item 3	0,939	0,2441	Valid
Item 4	0,966	0,2441	Valid
Item 5	0,861	0,2441	Valid
Item 6	0,867	0,2441	Valid
Item 7	0,947	0,2441	Valid
Item 8	0,932	0,2441	Valid
Item 9	0,943	0,2441	Valid
Item 10	0,947	0,2441	Valid
Organization Commitment Variable (Z)	**(r count)**	**(r table)**	**Information**

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Juparna Purba, et all : 152 - 167

Item 1	0,856	0,2441	Valid
Item 2	0,878	0,2441	Valid
Item 3	0,939	0,2441	Valid
Item 4	0,932	0,2441	Valid
Item 5	0,943	0,2441	Valid
Item 6	0,954	0,2441	Valid

Employee Performance Variable Question (Y)	**(r count)**	**(r table)**	**Information**
Item 1	0,856	0,2441	Valid
Item 2	0,966	0,2441	Valid
Item 3	0,861	0,2441	Valid
Item 4	0,867	0,2441	Valid
Item 5	0,947	0,2441	Valid
Item 6	0,932	0,2441	Valid
Item 7	0,943	0,2441	Valid
Item 8	0,952	0,2441	Valid

Source: SPSS data processing results, 2025

Based on Table 1 above, it can be seen that all questionnaire items are considered valid, as each item has a Pearson correlation (r-count) value greater than 0.2441 ($r > 0.2441$) and a significance value (Sig. 2-tailed) less than 0.05. Therefore, it can be concluded that the research can proceed to the next stage because all variables—competence, motivation, organizational commitment, and employee performance—are valid and have passed the validity test.

Reliability Test

The reliability test functions to ensure that the measurement results are consistent and trustworthy through the optimization of the measurement instrument, so that the data can be declared reliable. A questionnaire instrument is considered reliable if it meets the reliability criterion, namely a Cronbach's Alpha value greater than 0.7. To obtain good reliability test results, all respondents are required to answer all questionnaire items seriously and carefully.

In this study, the researcher calculated the Cronbach's Alpha coefficient using SPSS (Statistical Package for the Social Sciences) version 25.0. The results of the reliability test for all variables can be seen in the following table:

Table 1. Reliability Test Result

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Juparna Purba, et all : 152 - 167

Variable	*Cronbach's Alpha*	*Cut off (r table)*	Information
Competence (X1)	0,984	0,7	Reliable
Motivation (X2)	0,993	0,7	Reliable
Organization Commitment	0,986	0,7	Reliable
Employee Performance (Y)	0,990	0,7	Reliable

Sumber: Hasil olah data SPSS, 2025

Based on Table 2 above, it is explained that all variables have Cronbach's Alpha values greater than 0.7. The Cronbach's Alpha value for the Competence variable (X1) is 0.984, for the Motivation variable (X2) is 0.993, for the Organizational Commitment variable (Z) is 0.986, and for the Employee Performance variable (Y) is 0.990.

Based on these four Cronbach's Alpha values, it can be concluded that the questionnaire is reliable and trustworthy, and therefore can be used for data analysis in this study.

Results of the Basic Assumption Test

Data Normality Test

The results of the normality test were obtained using the One-Sample Kolmogorov-Smirnov technique. In determining whether the data are normally distributed, the decision is based on the significance value (Asymp. Sig. 2-tailed). The significance value shown above is 0.200, which is greater than 0.05.

Therefore, based on the decision criteria of the Kolmogorov-Smirnov normality test, it can be concluded that the data are normally distributed. The results of the normality test are presented below:

Table 2. Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		65
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.49898838
Most Extreme Differences	Absolute	.114
	Positive	.114
	Negative	-.091
Test Statistic		.114
Asymp. Sig. (2-tailed)		.360[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Source: SPSS data processing results, 2025

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Juparna Purba, et all : 152 - 167

Based on Table 3, the Kolmogorov-Smirnov Test Statistic value is 0.114 with an Asymp. Sig. (2-tailed) value of 0.360. Therefore, the data are considered to be normally distributed.

Based on the results of the normality test for both sub-structural equations, it can be concluded that the normality assumption is fulfilled. This indicates that the residual data are normally distributed, so regression analysis and path analysis in this study can be conducted more validly and in accordance with the underlying statistical assumptions.

Linearity

The linearity test is used to determine whether there is a linear relationship between the two variables being tested. This test was conducted using SPSS 25 through the Test for Linearity at a significance level of 0.05. A linear relationship is considered to exist if the significance value (Linearity) between two variables is less than 0.05. However, another perspective states that a linear relationship can also be identified if the significance value of Deviation from Linearity is greater than 0.05.

The results of the linearity test are as follows:

Table 4. Linearity Test Result

ANOVA Table Kinerja Karyawan * Kompetensi

			Sum of Squares	df	Mean Square	F	Sig.
Kinerja Karyawan * Kompetensi	Between Groups	(Combined)	135.464	12	11.289	1.222	.294
		Linearity	9.163	1	9.163	.992	.324
		Deviation from Linearity	126.302	11	11.482	1.243	.284
	Within Groups		480.320	52	9.237		
	Total		615.785	64			

ANOVA Table Kinerja Karyawan * Motivasi

			Sum of Squares	df	Mean Square	F	Sig.
Kinerja Karyawan * Motivasi	Between Groups	(Combined)	467.299	13	35.946	12.346	.000
		Linearity	450.931	1	450.931	154.880	.000
		Deviation from Linearity	16.368	12	1.364	.468	.924
	Within Groups		148.486	51	2.911		
	Total		615.785	64			

ANOVA Table Kinerja Karyawan * Komitmen Organisasi

			Sum of Squares	df	Mean Square	F	Sig.
Kinerja Karyawan * Komitmen Organisasi	Between Groups	(Combined)	222.959	11	20.269	2.735	.007
		Linearity	187.857	1	187.857	25.346	.000
		Deviation from Linearity	35.102	10	3.510	.474	.900
	Within Groups		392.826	53	7.412		
	Total		615.785	64			

Source: SPSS data processing results, 2025

Classical Assumption

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Juparna Purba, et all : 152 - 167

Multicollinearity Test

The multicollinearity test is conducted to determine whether there is similarity or high correlation among independent variables within a regression model. If such correlation exists, the regression model is considered to have a multicollinearity problem.

The multicollinearity test is performed by examining the Tolerance value and the Variance Inflation Factor (VIF). The hypotheses tested in the multicollinearity analysis are as follows:

- H0: VIF < 10, meaning there is no multicollinearity.
- Ha: VIF > 10, meaning there is multicollinearity.

A regression model is considered free from multicollinearity if the Variance Inflation Factor (VIF) value is less than 10. Based on the table below, it can be concluded that the model does not experience multicollinearity among the independent variables, as the VIF values for competence (1.043), Motivation (2.554), and Organizational Commitment (2.536) are all less than 10.

Table 5. Multicollinearity Test Result

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Kompetensi	,959	1,043
	Motivasi	,392	2,554
	Komitmen Organisasi	,394	2,536

a. Dependent Variable: Kinerja Karyawan

Source: SPSS data processing results, 2025

Heteroscedasticity

The heteroscedasticity test aims to examine whether there is inequality in the variance of residuals from one observation to another within a regression model. If the variance of residuals remains constant across observations, it is referred to as homoscedasticity; if it differs, it is called heteroscedasticity.

One method to detect the presence of heteroscedasticity is the Glejser test. The Glejser test is conducted by regressing the absolute residual values on the independent variables. The results are considered significant if the significance value exceeds the 5% confidence level ($\alpha = 0.05$).

The results of the heteroscedasticity test are presented in the following table:

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Juparna Purba, et all : 152 - 167

Table 6. Heteroscedasticity Test Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.221	.182		1.215	.229
	Kompetensi	.003	.011	.149	2.282	.779
	Motivasi	.044	.048	2.253	3.921	.361
	Komitmen Organisasi	.079	.082	2.482	2-.975	.334

a. Dependent Variable: ABS

Source: SPSS data processing results, 2025

Based on Table 6 (Glejser test table), the significance (Sig.) values are above 5%. From these results, it can be concluded that heteroscedasticity does not occur, indicating that the regression model is appropriate for further testing.

Autocorrelation

The autocorrelation test aims to determine whether, in a linear regression model, there is a correlation between the error term in period t and the error term in period t–1 (previous period). If such a correlation exists, it is referred to as an autocorrelation problem.

To detect autocorrelation, a statistical test can be conducted using the Durbin-Watson (DW) test. One limitation of this test is that the exact distribution of the statistic is not precisely known. The decision is made by comparing the calculated DW value with the Durbin-Watson table values, which consist of two critical values: the lower bound (dl) and the upper bound (du).

The results of the Durbin-Watson (DW) test in this study are as follows:

Table 7. Autocorrelation Test Result

Model	R	R	Adjusted R Square	Std. Error of the	Durbin-
1	.999[a]	.999	.999	.305	1.843

a. Predictors: (Constant), Organizational Commitment, Competence, Motivation b. Dependent Variable: Employee Performance

Source: SPSS data processing results, 2025

Thus, it can be explained that if the Durbin-Watson (DW) value lies between the upper bound (du) and (4 − du), then the autocorrelation coefficient is equal to zero, meaning that there is no autocorrelation.

Krisnadwipayana International Journal of Management Studies
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Juparna Purba, et all : 152 - 167

Path Analysis

Sub-Structure I Path Analysis

The causal relationships among variables in Sub-Structure I are illustrated in Figure 2 below. Sub-Structure I consists of one endogenous (dependent) variable, namely Organizational Commitment (Z), and two exogenous (independent) variables, namely Competence (X1) and Motivation (X2). The structural model for Sub-Structure I is described as follows:

Based on the calculations conducted in the Sub-Structure I path analysis, it was found that the path coefficient for the Competence variable (X1) is significant, while the Motivation variable (X2) is not significant at $\alpha = 0.05$. The calculated t-value for Competence (X1) is greater than the t-table value of 1.69 (t-table calculated using $n - k = 65 - 2 = 1.69$), whereas the t-value for Motivation (X2) is smaller than the t-table value.

The calculated t-values for each variable are as follows:

$\rho(yx1) = \beta$ (Beta) = 0.006 (t-count = 2.411 with probability value (Sig.) = 0.002)

$\rho(yx2) = \beta$ (Beta) = 0.940 (t-count = 37.438 with probability value (Sig.) = 0.000)

Table 3. Sub-Structure Path Analysis I

Model	Path Coefficient	t-count	t-table(α = 0.05	*Probability*	R^2	Information
P	0,006	2.411	1,69	0,002	0,998	Significant
P	0,940	37.438	1,69	0,000		Significant

Sumber: Hasil olah data SPSS, 2025

Furthermore, after conducting the three tests, the residual coefficient for the structural equation in Sub-Structure I path analysis can be formulated as $\rho(\varepsilon_1) = \sqrt{(1 - 0.998)} = 0.002$.

Thus, the structural equation for Sub-Structure I can be expressed as follows:

$Y = 0.006X_1 + 0.940X_2 + 0.002$

The following is the corresponding path diagram:

Picture 2. Sub-Structure Path Analysis I

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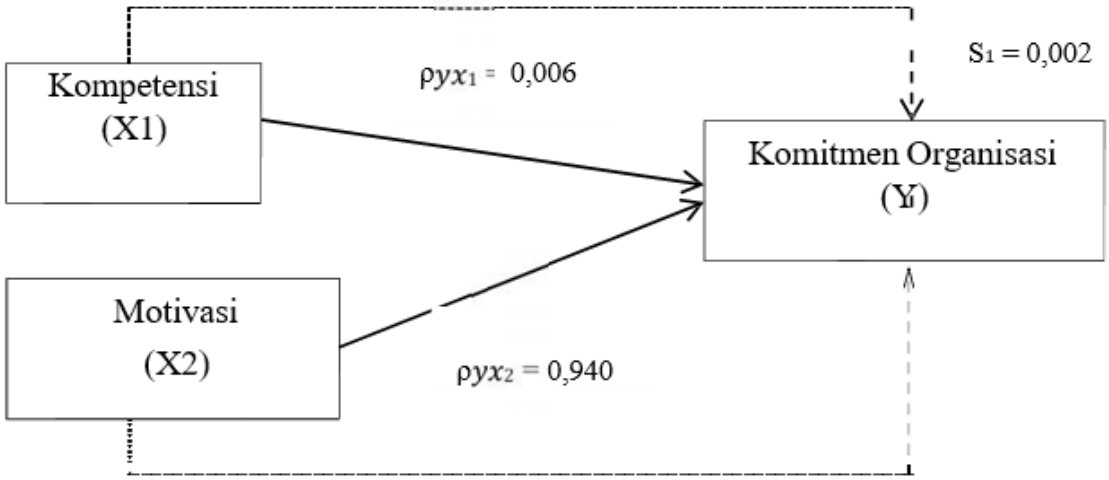
Juparna Purba, et all : 152 - 167

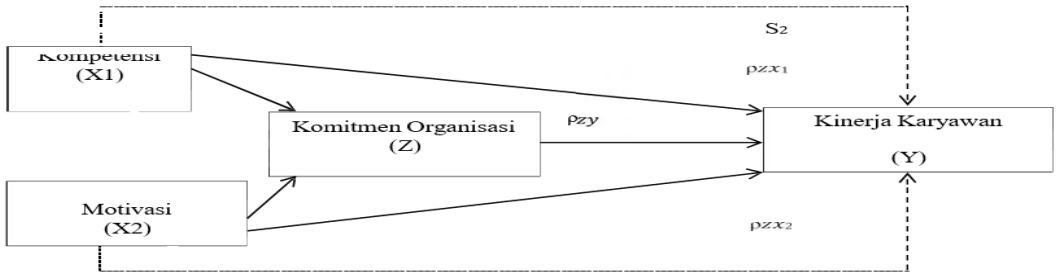


Source: SPSS data processing results, 2025

Sub-Structure II Path Analysis

The causal relationships among variables in Sub-Structure II are illustrated in Figure 3 below. Sub-Structure II consists of two endogenous (dependent) variables, namely Organizational Commitment (Z) and Employee Performance (Y), as well as two exogenous (independent) variables, namely Competence (X1) and Motivation (X2).

The structural model for Sub-Structure II is illustrated as follows:



Persamaan struktural II ialah:

$Z = \rho zx_1 + \rho zx_2 + \rho zy + S_2$

Keterangan:

$\rho zx1$ = Koefisien jalur antara Kompetensi (X1) dengan Kinerja Karyawan (Y)
$\rho zx2$ = Koefisien jalur antara Motivasi (X2) dengan Kinerja Karyawan (Y)
ρzy = Koefisien jalur antara Komitmen Organisasi (Z) dengan Kinerja Karyawan(Y)
S2 = Koefisien *residual/Error residual*

Picture 3. Sub-Structure Path Analysis I

Based on the calculations conducted in the Sub-Structure II path analysis, it was found that the path coefficients of all three variables—Competence (X1), Motivation (X2), and

Krisnadwipayana International Journal of Management Studies
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Juparna Purba, et all : 152 - 167

Organizational Commitment (Z)—are significant at α = 0.05. This is because the calculated t-values for all three variables are greater than the t-table value of 1.69 (with the t-table calculated using the formula n − k = 65 − 2 = 1.69).

The calculated t-values for each variable can be explained as follows:

Table 4. Sub-Structure Path Analysis II

Model	Path Coefficient	t-count	Sig.	R^2	Information
P	0.06	3.47	.001	0,999	Significant
P	0.80	9.72	.000		Significant
P	0.13	3.50	.000		Significant

Source: SPSS data processing results, 2025

Furthermore, after conducting the three tests, the residual coefficient for the structural equation in Sub-Structure II path analysis can be formulated as:

$$\rho(\varepsilon_2) = \sqrt{(1 - 0.999)} = 0.001.$$

Thus, the structural equation for Sub-Structure II can be expressed as follows:

$$Y = 0.062X_1 + 0.809X_2 + 0.130Z$$

The following is the corresponding path diagram:

Table 5. Sub-Structure I dan Sub-Structure II Path Analysis

Model	Path Coefficient	t-count	t-table (α =	*Probability*	R 2	S	Information
S							
P	0,	2,4	1,	0,000	0,998	0,002	Significant
P	0, 94	37,438	1, 6	0,646			Significant
S							
P	0.	2,3	1,	0,023	0,742	0,001	Significant
P	0.	2,6	1,	0,011			Significant
P	0.	4,0	1,	0,000			Significant

Source: SPSS data processing results, 2025

Based on the recapitulation of Sub-Structure I and Sub-Structure II, the overall path diagram, or the result of the causal relationships, can be illustrated as follows:

Krisnadwipayana International Journal of Management Studies
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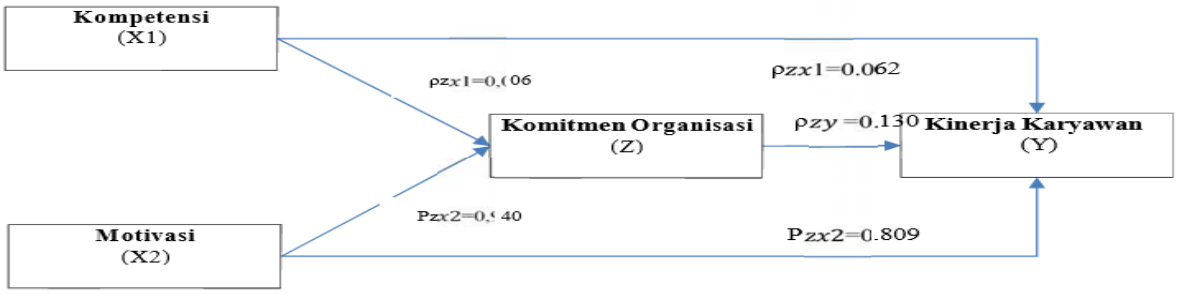
Printed ISSN : 2776-0413
Electronic ISSN : 2775-5029



Source: SPSS data processing results, 2025

Based on the path analysis conducted previously in Sub-Structure I and Sub-Structure II, hypothesis testing was carried out to determine the influence between variables in both sub-structures, as follows:

Sub-Structure I

Effect of Competence (X1) on Organizational Commitment (Z) (Partial)

The results indicate that Ha is accepted because Sig ≤ 0.05 (0.002 < 0.05) and t-count > t-table (2.411 > 1.69). Therefore, it can be concluded that Competence (X1) has a significant and positive effect on Organizational Commitment (Z). This finding aligns with previous studies by Komariyah et al. (2023), Irnawati et al. (2023), and Faiqoh et al. (2022), which also reported that competence affects organizational commitment.

Effect of Motivation (X2) on Organizational Commitment (Z) (Partial)

The results indicate that Ha is accepted, because Sig ≤ 0.05 (0.000 < 0.05) and t-count > t-table (37.438 > 1.69). Therefore, it can be concluded that Motivation (X2) does not have a significant effect on Organizational Commitment (Z). This is consistent with previous research by Qendrim (2020) and Rumengan et al. (2022), which found similar results regarding motivation and organizational commitment.

Effect of Competence (X1) and Motivation (X2) on Organizational Commitment (Z) (Simultaneous)

The results indicate that Ha is accepted because Sig ≤ 0.05 (0.000 < 0.05). Therefore, it can be concluded that Competence (X1) and Motivation (X2) simultaneously have a significant effect on Organizational Commitment (Z). This aligns with research by Allo (2022), which showed that both competence and motivation influence organizational commitment.

Sub-Structure II

Effect of Competence (X1) on Employee Performance (Y)

The results indicate that Ha is accepted because Sig ≤ 0.05 (0.000 < 0.05) and t-count > t-table (3.471 > 1.69). Therefore, Competence (X1) has a significant and positive effect on Employee

Volume 5 Issue 2 (July – December) 2025 Printed ISSN : 2776-0413
DOI: http://dx.doi.org/10.35137/kijms.v5i2.992 Electronic ISSN : 2775-5029
Juparna Purba, et all : 152 - 167

Performance (Y). This is consistent with research by Wahyudi (2022), Anshori et al. (2022), and Yulianto et al. (2022).

Effect of Motivation (X2) on Employee Performance (Y)

The results indicate that Ha is accepted because Sig ≤ 0.05 (0.000 < 0.05) and t-count > t-table (9.727 > 1.69). Therefore, Motivation (X2) has a significant and positive effect on Employee Performance (Y). This aligns with findings by Nurasniar (2022), Indrawan et al. (2022), Setrojoyo et al. (2023), and Kurniawan (2023).

Effect of Organizational Commitment (Z) on Employee Performance (Y)

The results indicate that Ha is accepted because Sig ≤ 0.05 (0.000 < 0.05) and t-count > t-table (3.503 > 1.69). Therefore, Organizational Commitment (Z) has a significant and positive effect on Employee Performance (Y). This is supported by previous studies by Rafa'i (2023), Riwukore (2022), and Wardana (2021).

Effect of Competence (X1), Motivation (X2), and Organizational Commitment (Z) on Employee Performance (Y) (Simultaneous)

The results indicate that Ha is accepted because Sig ≤ 0.05 (0.000 < 0.05). Therefore, Competence (X1), Motivation (X2), and Organizational Commitment (Z) simultaneously have a significant effect on Employee Performance (Y). This is consistent with the findings of Rakhmalina (2021).

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the research results and analysis of the influence of competence and motivation on employee performance, with organizational commitment as an intervening variable (case study at PT Pegadaian (Persero) Jakarta) using path analysis, the conclusions are:

1. Competence (X1) has a significant effect on Organizational Commitment (Z).
2. Motivation (X2) does not have a significant effect on Organizational Commitment (Z).
3. Competence (X1) and Motivation (X2) simultaneously have a significant effect on Organizational Commitment (Z).
4. Competence (X1) has a significant effect on Employee Performance (Y).
5. Motivation (X2) has a significant effect on Employee Performance (Y).
6. Organizational Commitment (Z) has a significant effect on Employee Performance (Y).
7. Competence (X1), Motivation (X2), and Organizational Commitment (Z) simultaneously have a significant effect on Employee Performance (Y).

Recommendations for PT Pegadaian (Persero) Jakarta

Volume 5 Issue 2 (July – December) 2025 Printed ISSN : 2776-0413
DOI: http://dx.doi.org/10.35137/kijms.v5i2.992 Electronic ISSN : 2775-5029
Juparna Purba, et all : 152 - 167

- Regarding competence, its influence on organizational commitment can be implemented by assigning tasks that match employees' talents and skills.

- Regarding motivation, to improve organizational commitment, employee motivation should be enhanced. Specifically, for physical needs, initiatives such as providing lunch facilities and refreshments during breaks can be implemented.

- Both competence and motivation, when optimized, can have a positive impact on increasing individual employee commitment, ultimately benefiting overall company performance.

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