

Analysis of Competencies and Work Motivation as Determinants of Organizational Commitment and its Impact on Employee Performance at PT. Friends of Digital Printing

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Abstract: : This study aims to analyze the influence of competence and work motivation as determinants of organizational commitment and its impact on employee performance at PT. Friends of Digital Printing. The background of this research is based on the importance of continuous employee performance improvement through strengthening internal factors such as competence, work motivation, and organizational commitment that determine the effectiveness of human resources in the company. In the context of the competitive digital printing industry, employees' ability to adapt, work efficiently, and show loyalty to the organization is an important aspect in maintaining the company's sustainability and competitiveness. This research uses a quantitative approach with descriptive and verifiable methods. The research population is all employees of PT. Sahabat Digital Printing with a total of 67 respondents who were selected through saturated sampling techniques. Data collection was carried out through the distribution of questionnaires and field observations. Data analysis was carried out using path analysis. The results of the study show that the variables of competence and work motivation have a partial and simultaneous positive and significant influence on organizational commitment, and organizational commitment has a positive and significant influence. This research emphasizes the importance of human resource development strategies through technical and non-technical competency training, providing motivation oriented to individual needs, and strengthening organizational commitment to improve employee performance. Thus, the results of this research can be the basis for the management of PT. Sahabat Digital Printing in designing a more effective and sustainable HR development policy.

Keywords: : Competence; Work Motivation; Organizational Commitment; Employee Performance

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1. Introduction

Based on Government Regulation Number 23 of 2004 concerning Performance Management System, it emphasizes the importance of encouraging work motivation through the provision of awards, incentives, and a supportive work environment. This is in line with efforts to increase employee loyalty and commitment to the company. Mangkunegara (2017), performance as the result of individual work in accordance with the standards that have been set. Good performance is a manifestation of competence, work motivation, and strong organizational commitment. Robbins & Judge (2019), that employee

performance is the extent to which an employee is able to perform the tasks expected of their role in the organization, which includes the effectiveness, efficiency, and quality of the work results achieved. This performance is influenced by individual factors, the environment, and organizational support. Sutrisno (2016) in Human Resource Management states that employee performance is the level of achievement of work results that is measured based on the tasks and responsibilities given to individuals, as well as the extent to which these results meet or exceed predetermined expectations. Internal and external factors such as training and motivation affect this performance.

According to Spencer and Spencer (2020), competence is a fundamental characteristic possessed by a person, such as knowledge, skills, and attitudes that affect the success of performance in a particular job. Competency encompasses various aspects that can be developed and measured to assess a person's performance in their work role. Meanwhile, Boyatzis (2018), competence is the capacity or ability of a person to perform various tasks in a work role effectively, which includes skills, knowledge, and personal characteristics. These competencies are important in supporting the achievement of high performance and achieving expected results. Furthermore, Dubois and Rothwell (2019), explain that competence is a combination of skills, knowledge, and abilities required to succeed in a particular job. These competencies can be technical skills, interpersonal abilities, or specialized knowledge that support effective work performance.

According to Robbins and Judge (2021), work motivation is a process that initiates, directs, and sustains goal-oriented behaviors in work. Work motivation encompasses an individual's deep need to achieve satisfaction in their work, which can be influenced by a variety of internal and external factors. Meanwhile, according to Herzberg (2020), in theory, two factors suggest that work motivation is influenced by two main factors: motivating factors (related to job satisfaction) and hygienic factors (related to job dissatisfaction). Motivating factors include achievements, recognition, and meaningful work, while hygienic factors include salary, working conditions, and company policies. Furthermore, Luthans (2020), work motivation is a process that explains the intensity, direction, and perseverance of individuals in achieving their work goals. Work motivation can be influenced by internal factors, such as psychological and emotional needs, as well as external factors, such as social incentives and influences. Maslow (2020), stated that work motivation is related to fulfilling various human needs, ranging from basic physiological needs to self-actualization needs. When basic needs are met, individuals will be motivated to achieve higher goals, such as rewards or personal achievements at work. Strengthened by Vroom (2020), states that work motivation is the result of the process of individual assessment of the possible desired outcomes of an effort carried out. Motivation for work is determined by three main factors: expectations (the belief that effort will result in performance), instrumentalities (the belief that performance will produce the desired outcome), and valence (the value that individuals give to those outcomes).

Robbins & Judge (2021), argues that organizational commitment is the extent to which an employee feels attached or loyal to the goals and values of the organization in which he or she works. This commitment has an effect on the employee's desire to stay in the organization and to achieve a common goal. Employees with high commitment will be more dedicated to work and more likely to have positive behaviors at work. Porter, Steers, Mowday & Boulian (2020), organizational commitment as a level of trust, acceptance of organizational values and goals, and willingness to participate in organizational efforts to achieve those goals. This commitment is closely related to job satisfaction and individual performance in the organization. Employees who have a high commitment tend to be more productive and have stronger loyalty to the organization. Allen & Meyer (2020), the

concept of organizational commitment in the context of organizational theory that includes emotional, normative, and calculator dimensions. They emphasize that an organization's commitment is not only determined by a feeling of attachment, but also by the influence of social norms and the costs associated with the decision to leave the organization. These dimensions interact with each other in determining a person's level of commitment to the organization. Luthans (2021), stated that organizational commitment refers to the strength of employee bonds to the organization and the organization's goals. Employees who have high commitment will go out of their way to support and realize the organization's goals, as well as exhibit behaviors that support the survival and growth of the organization.

According to Robbins & Judge (2021) Employee performance is "the level of achievement of work outcomes achieved by individuals in an organization, which includes effectiveness and efficiency in carrying out tasks as well as contributing to organizational goals." This performance is not only influenced by individual abilities and efforts, but also by external factors such as support from the organization and the state of the work environment. Dessler (2020) Dessler defines employee performance as "a process in which an individual strives to achieve goals and standards set by the organization. This includes tasks and roles performed well, as well as achievements in producing products or services that meet the organization's expectations." Performance can also be measured through regular evaluations and feedback. Armstrong (2020) Armstrong defines performance as "the ability to achieve the desired outcomes of the organization, which is measured by how well employees carry out their duties and responsibilities, as well as their contribution to the organization's goals." Performance includes measurable achievements that can be evaluated from the output produced by individuals. Borman & Motowidlo (2020) According to Borman and Motowidlo, employee performance is "an assessment of how an employee performs recorded and unrecorded tasks, as well as their ability to adapt to roles in the workplace. This includes both the achievement of the planned work results and the quality of interpersonal relationships created in the context of the work." This performance involves two main aspects, namely task performance and behavioral performance.

The results of the pre-survey of 20 respondents at PT. Sahabat Digital Printing shows that average employee performance, organizational commitment, employee competence and work motivation are in the "*Quite Good*" category Harrison (2017), Boyatzis (2008), and Armstrong (2020) emphasized that competencies that include knowledge, skills, and work attitudes contribute to the effectiveness and efficiency of performance. The findings of Dessler (2020) and Putra et al. (2021) also show that improving competence has a significant effect on employee performance.

This research makes a new contribution by confirming the relevance of competency theory (Spencer & Spencer, 2020) and Herzberg's (2020) two-factor motivation theory in the context of the digital printing industry, which until now has rarely been explored empirically in Indonesia. This industry has unique characteristics in the form of project-based work, tight time targets, and high demands for creativity, so that the dynamics of employee competence and motivation play a more complex role than conventional manufacturing or service sectors. As such, this research extends the application of motivation and competency theories to the technology-based creative sector, while providing a contextual understanding of how these two factors shape organizational commitment and employee performance.

This study aims to analyze the influence of competence and work motivation on organizational commitment and employee performance within a project-based and design-oriented work environment. Unlike previous studies that primarily focused on routine

administrative or service-oriented settings, this research extends Competency Theory (Spencer & Spencer, 2020) by examining how competencies particularly those involving creative problem-solving, innovation, and collaboration manifest in dynamic, project-driven organizations. In such contexts, employees' ability to integrate technical expertise with critical thinking and adaptive behavior becomes essential for sustaining commitment and achieving superior performance. Therefore, this study not only tests the direct and indirect relationships among competence, motivation, and commitment but also contributes theoretically by contextualizing competency-based performance models in innovative and design-intensive workplaces.

2. Method

PT Sahabat Digital Printing is a company engaged in digital printing services that serves promotional and publication needs for various business sectors. The company is classified as a medium-sized company with 67 employees divided into design, production, marketing, and administration divisions. The organizational structure is functional, where each division has clear responsibilities according to their respective fields of expertise, and all operational activities are coordinated directly by the general manager. The company's work culture emphasizes speed, accuracy, and creativity in meeting customer demands, in line with the competitive and quick result-oriented nature of the digital printing industry. The main types of work performed include graphic design, digital press setup, customer service, and visual promotion project management. These organizational characteristics provide an important context for understanding how employee competencies and work motivation play a role in shaping organizational commitment and improving performance.

This research uses a quantitative approach with descriptive and verifiable methods. According to Cohen, Manion, and Morrison (2018), quantitative methods are a systematic and objective research approach to collect, measure, and analyze numerical data or measurable data, using numbers and statistics to identify patterns, test hypotheses, and make generalizations about a population or phenomenon. Meanwhile, according to Creswell (2014), descriptive analysis is a statistical method used to describe and summarize data in detail, with the aim of presenting easy-to-understand information about the characteristics or patterns contained in the data without making further inferences. The data collection technique in this study was carried out through questionnaires and observations, while the analysis model used was path analysis with a total of 67 respondents.

The number of respondents in this study was 67 employees, which represents the entire population of PT. Sahabat Digital Printing. Therefore, the research employed a saturated sampling technique (census), where all members of the population were included as respondents. Although the sample size may be considered relatively small for path analysis, its use is methodologically acceptable because the analysis covers the entire population rather than a subset. According to Hair et al. (2019), when the population size is limited and all units are observed, statistical representativeness is not the primary concern; instead, the focus is on capturing complete data for the organization being studied. Hence, the use of path analysis in this research is still relevant, as it aims to analyze causal relationships among observed variables within a specific organizational context, rather than to generalize findings to a wider population.

Path analysis was chosen as the most appropriate analytical method in this study because it allows examination of both direct and indirect causal relationships among the observed variables, namely competence (X1), work motivation (X2), organizational commitment (Y), and employee performance (Z). Theoretically, this approach is consistent

with the framework of organizational behavior proposed by Robbins and Judge (2021) and the competency model of Spencer and Spencer (2020), which suggest that individual characteristics and motivation influence attitudes and commitment, which in turn affect performance outcomes. According to Hair et al. (2019), path analysis is particularly suitable for testing mediation models that involve hierarchical causal chains among latent variables measured through observed indicators. In this research, organizational commitment serves as an intervening variable that mediates the influence of competence and motivation on performance; hence, path analysis provides a comprehensive view of how these constructs interact to produce behavioral outcomes. This method also enables the quantification of total, direct, and indirect effects, offering empirical support for theories explaining performance as a multidimensional construct influenced by human resource factors.

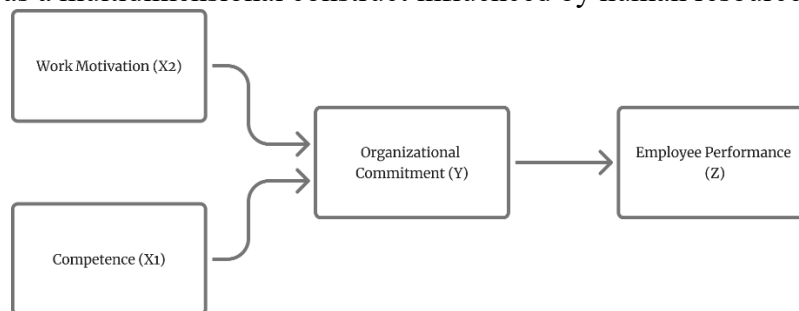


Figure 1. Conceptual Framework

3. Results and Discussions

The validity test is carried out to ensure that the research instrument is able to measure the data according to the variables being studied. According to Sugiyono (2010), a statement item is declared valid if the calculated r value is greater than 0.300. Based on data processing from 67 respondents, all items in the four variables of competency research, work motivation, organizational commitment and employee performance were declared valid, because the results of the calculation of the average score were above 0.300.

3.1 Reliability Test Results

Based on the results of the reliability test on the four variables of the Research, the following results were obtained:

Table 1. Characteristics of Online Driver Respondents

No.	Variable	Cronbach's Alpha	t table	Category
1.	Competencies	0,931	0,700	Reliable
2.	Work motivation	0,923	0,700	Reliable
3.	Organizational commitment	0,948	0,700	Reliable
4.	Employee Performance	0,953	0,700	Reliable

Source: Data processed by the researcher (2024)

The results of the validity test and reliability test state that all variables are valid and reliable, so it means that the instrument (questionnaire) used is valid or reliable.

3.2 Results of the Normality Test of the Measuring Instrument

The results of the data calculation show that all variables follow a normal distribution with a p -value of > 0.05 (Sudjana, 2010), which is described in the following table:

Table 2. Descriptive Statistics

		Competence	Motivation Work	Commitment Organization	Performance Employee
N		67	67	67	67
Normal Parameters, b	Mean	48,3881	49,0299	50,6119	54,9104
	Std. Deviation	5,73653	4,23539	4,98773	4,27371
Most Extreme Differences	Absolute	0,124	0,106	0,177	0,110
	Positive	0,124	0,106	0,160	0,110
	Negative	-0,103	-0,067	-0,177	-0,110
Test Statistic		0,124	0,106	0,177	0,110
Asymp. Sig. (2-tailed) ^c		0,060	0,059	0,062	0,072

Source: Data with SPSS 26 Processing

The data in the table above shows that all variable data consisting of competencies, work ethic, organizational commitment and employee performance variables following the normal data distribution using the Kolmogorov-Smirnov test shows a p-value of > 0.05 , where Asymp, the significance obtained from the processing results for $X1 = 0.060$, $X2 = 0.059$, $Y = 0.062$, $Z = 0.072$, greater than the significance level, then the data to measure the research variables show results that there are no significant differences or accept H_a , meaning that the sample comes from a normally distributed population or there is no significant difference between the sample data from a normally distributed population.

3.3 Descriptive and Variable Research Results

The descriptive analysis aims to describe the responses of respondents about competence, work motivation, as independent *variables*, organizational commitment as *intervening variables*, and employee performance as dependent *variables*.

Competency Implementation Variables

The results of the research on the competency variable (X1), were formed with the dimensions of Knowledge, Skills, Attitudes and Values, Critical Thinking Skills. Armstrong (2020). The following are the 14 statements submitted to measure competence.

Tabel 3. Respondents' Responses to Competency

NO	Dimension	Number of Statements	Average	Criterion
1	Knowledge	4	3,47	Good
2	Skills	4	3,52	Good
3	Attitudes and Values	3	3,48	Good
4	Critical Thinking Skills	3	3,69	Good
Total		14	3,53	Good

Source: Data processing results, 2024

Variable Work motivation

The results of the study on the variables of work motivation were formed by Physiological Needs, Security Needs, Social Needs, Reward Needs and Self-Actualization Needs. Maslow in Santoso (2021). The following are 14 statements submitted to measure work motivation.

Table 4. Respondents' Responses to Work Motivation

NO	Dimension	Number of Statements	Average	Criterion
1	Physiological Needs	3	3,49	Good
2	Security Needs	3	3,18	Pretty Good
3	Social Needs	3	3,63	Good
4	Award Requirements	3	3,50	Good
5	The Need for Self-Actualization	2	3,87	Good
Total		14	3,51	Good

Source: Data processing results, 2024

Organizational Commitment Variable

The results of the research on the organizational commitment variable (Y) the dimension of organizational commitment was formed with the dimensions of Affective Commitment, Continuance Commitment, and Normative Commitment. Meyer & Allen in Busro (2018). The following are the 14 statements submitted to measure the organization's commitment.

Table 5. Respondents' Responses to Organizational Commitments

N O	Dimension	Number of Statements	Average	Criterion
1	<i>Affective Commitment</i>	5	3,43	Good
2	<i>Continuance Commitment</i>	5	3,64	Good
3	<i>Normative Commitment</i>	4	3,82	Good
Total		14	3,62	Good

Source: Data processing results, 2024

Employee Performance Variables

The results of the study on employee performance variables (Z) were formed by work quality, quantity of work and work attitude. Mangkunegara (2021). The following are the 14 statements submitted to measure employee performance.

Table 6: Respondents' Responses to Employee Performance

NO	Dimension	Number of Statements	Average	Criterion
1	Quality of Work	5	3,57	Good
2	Working Quantity	5	4,14	Good
3	Work Attitude	4	4,10	Good
Total		14	3,93	Good

Source: Data processing results, 2024

3.4 Variable Analysis

The Influence of Competency (X1) and Work Motivation (X2) on Organizational Commitment (Y) and Its Implications for Employee Performance (Z)

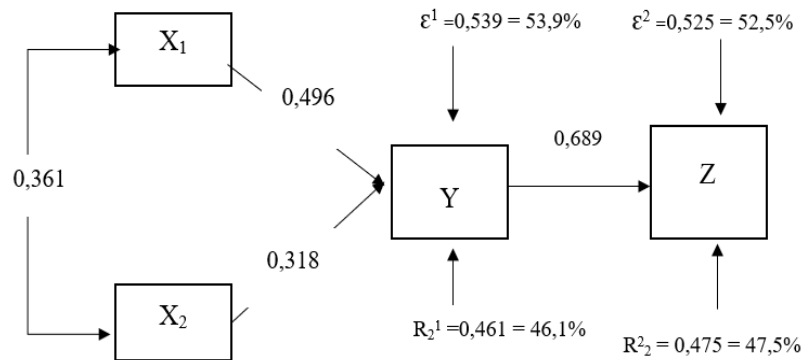


Figure 2. The Influence of Competence and Work Motivation on Organizational Commitment

Table 7. Path Coefficient Values

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,383	5,715		1,992	0,051
Competence	0,431	0,086	0,496	5,040	0,000
Work Motivation	0,375	0,116	0,318	3,232	0,002

a. Dependent Variable: Organizational Commitment

Table 8. Direct and Indirect Influence of Competence and Work Motivation on Organizational Commitment

Variable	Direct Influence	Indirect Influence		Total Indirect Influence	Total Impact
		X1	X2		
Competencies (X1)	24,60%		5,69%	5,69%	30,30%
Work Motivation (X2)	10,11%	5,69%		5,69%	15,81%
Total	34,71%	5,69%	5,69%	11,39%	46,10%

Source: processed by the author from 2024 data

The results of the calculation of the coefficient of determination (r squared) expressed as a percentage illustrate the contribution of all independent variables, namely competence (X1) and work motivation (X2) in determining the variation in organizational commitment (Y) is 0.461 or 46.1%. Meanwhile, other factors that were not studied and also affected the organization's commitment were shown by the value ρ_e or 0.539 or 53.9%.

Table 9. The Influence of Competence and Work Motivation on Organizational Commitment

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.679a	0,461	0,444	3,71909	0,461	27,354	2	64	0,000

Source: Data processed SPSS 26 (2024)

The Effect of Organizational Commitment on Employee Performance

The results of the analysis of the influence of organizational commitment variables on employee performance can be explained in Figure 4.4 below:

Table 10: The Effect of Organizational Commitment on Employee Performance

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.689a	0,475	0,467	3,12015	0,475	58,823	1	65	0,000

a. Predictors: (Constant), Organizational Commitment

Based on the table above, the total influence (determinant coefficient) of organizational commitment on employee performance is 0.475 or 47.5%. This shows that employee performance is influenced by organizational commitment by 47.5%, meaning that the higher the organizational commitment that is made, it will produce employee performance according to desire, because with high organizational commitment will be created high employee performance. The influence of other variables outside the study model was 0.525 or 52.5%, this indicates that there are still other variables that can affect employee performance, which are not described in the research model.

3.5 Hypothesis Test

Table 11. The Influence of Competency, and Work Motivation Partially on Organizational Commitment

Structural	Path Coefficients	t count	t table	Conclusion
ρ_{yX_1}	0,496	5,040	1,68	H0 is rejected, There is a positive and significant influence of competence on organizational commitment.
ρ_{yX_2}	0,318	3,232	1,68	H0 is rejected, There is a positive and significant influence of work motivation on organizational commitment

Source: SPSS 26 Processing Results

For the coefficient of the path X1 to Y = 0.496, a calculated t value of 5.040 is obtained by taking a significance level of α of 5%, then the value of the t_{table} or $t_{0.05.67} = 1.68$, so that because $t_{calculation} = 5.040$ is greater than $t_{table} = 1.68$, H0 is rejected or in other

words there is a positive and significant influence of competence (X1) on organizational commitment (Y).

Table 12. Simultaneous Test of Competency Variables (X1), and Work Motivation (X2), Partially Against Organizational Commitment Variables (Y)

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	756,687	2	378,343	27,354	.000b
Residual	885,224	64	13,832		
Total	1641,910	66			

Source: SPSS Data Processing 26

Based on the calculation, the Fcal value was obtained as 27.354 where the rejection criterion H0 if Fcal is greater than Ftable or $F_{0} > F_{Table}$, with free degrees $v_1 = 2$ and $v_2 = 67-2-1$ and a confidence level of 95%, then from the distribution table F the value of Ftable is obtained = 2.68. Because 27.354 is greater than 2.68, H0 is rejected, meaning that it can be concluded that there is a linear relationship between competence (X1), and work motivation (X2) to the organizational commitment variable (Y), or it can be interpreted that there is a positive and significant influence simultaneously (together) between competence (X1), and work motivation (X2) on organizational commitment (Y), with the value of the determination coefficient (R2) = 0.416 or 46.1% and the influence of the variable Outside the model 53.9% (errovar = 0.539).

3.6 Substructure Path Coefficient Testing 2

Testing the variables Partial organizational commitment to employee performance

Table 13. Results of the Organizational Commitment Variable Test (Y) to Employee Performance (Z)

Structural	Path coefficient	t-count	T- Table	Conclusion
ρ_{zy}	0,689	7,670	1,68	H0 is rejected, There is a positive and significant influence of organizational commitment on employee performance

Source: SPSS 26 Processing Results

Testing Variables Simultaneous Organizational Commitment to Employee Performance

Table 14. Results of Simultaneous Organizational Commitment Variable Test (Y) On Employee Performance (Z)

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	572,664	1	572,664	58,823	.000b
Residual	632,799	65	9,735		
Total	1205,463	66			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Commitment

Source: SPSS Data Processing 26

Based on the calculation, the F_{cal} value was obtained as 58.823, where the rejection criterion H_0 if the F_{cal} is greater than F_{Table} or $F_0 > F_{Table}$, with the free degrees $v_1=1$ and $v_2 = 67-2-1$ and a confidence level of 95%, then from the distribution table F the value of $F_{table} = 2.68$ is obtained. Because 58.283 is greater than 2.68, H_0 is rejected, meaning that it can be concluded that there is a linear relationship between organizational commitment (Y) and employee performance (Z), so it can be interpreted that there is a positive and significant influence between organizational commitment (Y) on employee performance (Z).

3.7 Discussion

The following table shows the average value and standard deviation as well as the respondent's answer criteria, where the respondent's answer criteria are from the very bad to very good criteria.

Table 15: Mean Scores, Standard Deviations and Answer Criteria

Variable	Average Score	Standard Deviation	Value Range	Answer Criteria
Competence	3,53	1,038	2,50—4,57	Good Enough to Be Excellent
Work Motivation	3,51	1,008	2,51—4,51	Good Enough to Be Excellent
Organizational commitment	3,62	1,009	2,60—4,62	Good Enough to Be Excellent
Employee performance	3,93	0,973	2,95—4,89	Good Enough to Be Excellent

Source: Data Processing Results 2024

The Influence of Competency on Organizational Commitment

Based on the results of data processing, it can be seen that competence has a direct influence of 24.60%, competence has an indirect influence on organizational commitment through a variable of 5.69% work motivation, and the total influence is 30.30%. in line with the results of Purnama & Yuliana's (2023) research: This study shows that employee competence and commitment to the organization have a direct impact on performance in the tourism sector. Researchers found that employees who felt competent and committed to the organization performed better. This research shows that competencies possessed by employees, both technical and non-technical competencies, have a positive influence on employee performance. Good competencies, such as adequate skills and knowledge, enable employees to carry out tasks more efficiently and effectively. These results are in line with the theory that improving competence can increase work productivity and the quality of work results (Santos & Oliveira, 2018).

The findings of this study strengthen the theoretical link between competence, motivation, and organizational commitment as outlined in Self-Determination Theory (Deci & Ryan, 2000) and the Competency Theory by Spencer and Spencer (2020). Employees who possess strong competencies particularly *critical thinking skills* demonstrate a higher level of affective commitment because they are better equipped to analyze work challenges, generate creative solutions, and align personal goals with organizational objectives. According to Deci and Ryan, intrinsic motivation emerges when individuals perceive autonomy and competence in their roles, which in turn enhances emotional attachment to the organization. Similarly, Spencer and Spencer's model emphasizes that cognitive and behavioral competencies, such as analytical reasoning and

problem-solving, contribute to deeper engagement and identification with organizational values. In the context of this study, the development of critical thinking not only supports effective performance but also reinforces affective commitment, as employees who feel intellectually challenged and valued are more likely to internalize the organization's mission and maintain long-term dedication.

The Influence of Work Motivation on Organizational Commitment

Based on the results of data processing, it can be seen that the work motivation variable has a direct influence of 10.11%, work motivation has an indirect influence on organizational commitment through the competency variable of 5.69%, and the total influence is 15.81%, in line with the opinion of Rachman & Widiartanto (2022), this study shows that work motivation has a positive influence on employee performance, while competence and organizational commitment does not have a significant impact. This indicates that internal factors such as motivation determine performance more than other factors. It is important for organizations to focus their efforts on increasing work motivation as a way to improve performance. Suryani & Pratiwi (2022): This study emphasizes that intrinsic motivation, which comes from within the individual, has a greater impact on employee performance. They found that when employees felt motivated internally, they were more likely to show a high commitment to the job and improve their performance. Budianto et al. (2022), this study examined the manufacturing sector and found that work motivation has a great influence on organizational commitment and performance, with a greater influence on middle managers. This suggests that effective management can increase work motivation which in turn impacts performance. Nguyen & Nguyen, (2020), Another study shows that work motivation, both intrinsic and extrinsic motivation, has a significant impact on organizational commitment. Motivated employees tend to be more committed to the organization, show higher loyalty, and strive to make the maximum contribution to the organization's goals. The study also revealed that strong work motivation can improve relationships between employees and organizations, which in turn improves their performance.

The Simultaneous Influence of Competence and Work Motivation on Organizational Commitment

The result of the calculation of the determination coefficient (R squared) expressed as a percentage illustrates the contribution of all independent variables, namely competence and work motivation in determining the variation in organizational commitment, is 0.461 or 46.1%. Meanwhile, other factors that were not studied and also affected the effectiveness of the service were shown by the value $\rho y \epsilon 1 = 0.539$ or 59.3%. in line with Widiadnya et al. (2022): This study found that organizational competence, motivation, and commitment all have a significant effect on employee performance at PT BPR ASHI. This shows that organizations that invest time and resources in developing employees' competencies as well as motivating them in the right way can gain significant performance improvements. The results of Mulyani et al.'s (2023) research show that competence and work motivation have a positive influence on organizational commitment, which ultimately improves employee performance. This research emphasizes the importance of developing employee competencies through training and strengthening motivation to create a higher commitment to the organization. Setiawan & Nugroho (2023): This study found that high employee competence and motivation development through training greatly affect performance in the banking sector. The development of technical competencies and soft skills turns out to be very important in improving employee performance and loyalty. Kusuma & Dewi (2022),

this study revealed that work motivation obtained through training and competency development in retail companies will increase organizational commitment. Employees who have higher motivation and competence show better performance outcomes. Frost & Zhang, (2019), further research revealed that the combination of good competence and high work motivation has a positive impact on employee performance. Competent and motivated employees perform better, which leads to increased productivity and organizational efficiency. Therefore, organizations need to pay special attention to competency development and the creation of a work environment that supports employee motivation

The Influence of Organizational Commitment on Employee Performance

The results of the calculation of the determination coefficient (R squared) expressed as a percentage describe the amount of organizational commitment to determine the variation in employee performance (Z), the amount of organizational commitment contribution to the employee performance variable is 0.475 or 47.5%, while the influence of other variables outside the model (*pyel*) by 0.525 or 52.5%. in line with the opinion of Hadi et al. (2022): In this study, organizational commitment was found to function as a mediator between work motivation and performance. This suggests that despite high work motivation, strong organizational commitment will strengthen the link between motivation and performance improvement. Hussain & Pasha, (2021), organizational commitment plays a role as a factor that strengthens the relationship between competence and employee performance. Employees who have a high commitment to the organization tend to show better performance because they feel responsible for the success of the organization. This research shows that employees who feel they have an emotional and professional connection to the organization will try harder to achieve common goals. Hidayat & Junaidi (2022) in their research stated that organizational commitment has a significant positive influence on employee performance. They found that employees who had a high commitment to the organization tended to perform better due to a greater sense of attachment and responsibility. Putra and Yuliani (2023) found that organizational commitment contributes directly to an increase in employees' intrinsic motivation, which ultimately impacts their performance. The study also notes that affective commitment plays the most dominant role in increasing employee productivity.

The strong influence of competence and work motivation on organizational commitment and employee performance can be explained through both theoretical and practical perspectives within the digital printing industry. From a theoretical standpoint, the findings align with Spencer and Spencer's (2020) competency model, which emphasizes that job performance is driven by underlying individual characteristics such as knowledge, skills, and attitudes that enable effective role execution. Similarly, Herzberg's (2020) two-factor theory supports the notion that motivation, particularly intrinsic factors like achievement and recognition, is essential for sustaining commitment in dynamic work settings. Practically, in the digital printing industry which operates under tight deadlines and relies on project-based work employees are required to demonstrate a combination of technical competence (such as operating digital printing machines, managing design software, and ensuring color precision) and behavioral competence (team collaboration, adaptability, and problem-solving). High competence allows employees to manage multiple projects efficiently, while strong motivation ensures consistent engagement despite pressure and time constraints. Therefore, in a project-based environment where task interdependence and creativity are critical, competence and motivation become the main determinants of sustained organizational commitment and superior performance outcomes.

4. Conclusions

Competence is in the category of good to very good, with the highest dimension of critical thinking skills and the lowest knowledge. The highest statements indicate the ability to remember and apply information, while the lowest indicate a lack of courage in taking action. Work motivation is classified as quite good to very good, with the highest dimension of skills. The highest statement indicates that employees get enough rest time, while the lowest is related to the lack of health insurance and protection from the company. Organizational commitment shows quite good results, with the highest dimensions of self-actualization and the lowest skills. The highest statement describes the drive to be creative and innovative, while the lowest is related to health insurance and protection that is not yet optimal. Employee performance is included in the category of good to very good, with the highest dimension of normative commitment and the lowest affective commitment. The highest statement indicates a sense of obligation and loyalty to the organization, while the lowest describes a sense of pride that is not yet fully strong.

Competencies have a positive and significant effect on employee performance, meaning that the higher the ability, skills, and knowledge, the greater the contribution to the organization's goals. Work motivation also has a positive and significant effect on performance, because high motivation encourages increased effort, commitment, and target achievement. Competence and work motivation simultaneously have a positive effect on organizational commitment, showing that competent and motivated employees have a stronger commitment. Furthermore, organizational commitment has a positive and significant effect on employee performance, where high loyalty and attachment increase the contribution to the success of the organization.

Companies need to improve employee knowledge through regular technical and non-technical training, especially in the aspects of decision-making and the courage to act. Self-development programs such as coaching and mentoring are also important to strengthen critical and innovative thinking skills. Management is advised to improve the reward system and employee welfare, especially related to health insurance and job protection. In addition, awarding performance-based awards and providing a comfortable work environment will increase employee morale and loyalty. To strengthen organizational commitment, companies need to foster a sense of belonging through open communication, employee involvement in decision-making, and creating a work culture that supports creativity and innovation. Regular evaluation of performance achievements and constructive feedback are needed so that employees are motivated to improve their work results. In addition, strengthening the values of loyalty and pride in the company can improve performance in a sustainable manner. Management needs to build an integrated HR management system, where increasing competence, motivation, and commitment go in harmony. This effort will create a productive work environment and support the optimal achievement of organizational goals.

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