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The Effect of Compensation and Competence on Employee Performance Through Organizational Commitment as an Intervening Variable

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Abstract

This study aims to examine the direct influence of compensation, employee performance, and organizational commitment, as well as the indirect influence of compensation and competence, mediated by organizational commitment, at the Gerindra Party Branch Office in Demak Regency. This is due to several factors, including the substandard quality of human resources, as evidenced by the presence of the smart system, which has led to poor employee performance. Employee competencies in skills, knowledge, and attitude are still relatively low, given that most employees have a high school education background compared to diploma and bachelor's degrees. Compensation related to bonuses received by these employees is very low, impacting their performance. Difficulty using the smart system application has resulted in a decline in legislative candidate performance in increasing both candidate and party votes. Employee organizational commitment is suboptimal. The research method used is an associative quantitative method with a correlational approach. The population in this study was all 70 employees of the Demak Branch Office. The sampling technique was saturated sampling. The data collection process used a questionnaire administered to 70 respondents. This study employed linear regression analysis using SPSS software. The results of the study indicate that compensation significantly influences employee performance. Competence significantly influences employee performance, organizational commitment significantly influences employee performance, compensation significantly influences organizational commitment, competence significantly influences organizational commitment, organizational commitment can mediate the effect of compensation on competence, and organizational commitment can mediate the effect of competence on employee performance.

Introduction

The formation of the Gerindra Party was considered urgent. It was declared close to the registration and campaign period for the general election, on February 6, 2008. The declaration outlined the party's vision, mission, and struggle manifesto: the realization of an independent, sovereign, united, democratic, just, prosperous, civilized, and God-fearing Indonesian society based on Pancasila, as enshrined in the Preamble to the 1945 Constitution of the Republic of Indonesia. National culture and national insight must be the primary assets for strengthening unity. Thus, our differences become a blessing and a strength for the Indonesian nation (Arief et al., 2021; Kustanti et al., 2024; Isra et al., 2025). However, the majority of the people still wallow in suffering, and our political system is incapable of formulating and implementing a

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national economy that elevates the dignity of the majority of Indonesians from poverty. Even in our efforts to build the nation, we are trapped in a market economy (Szelenyi & Manchin, 2024; Ciravegna & Michailova, 2021). This market economy has devastated the nation's economy, creating a difficult situation for the people and the nation. This has resulted in a ballooning number of poor and unemployed people. In such a situation, the Indonesian nation has no choice but to create an atmosphere of national independence by building a people-oriented economic system. The Gerindra Party is called to serve the nation and state and is determined to fight for prosperity and justice in all areas (Witianti et al., 2025; Hardiyansyah, 2022; Hijran et al., 2018).

Human resources play a crucial role, given that organizational performance is significantly influenced by the quality of its human resources. Furthermore, high-quality natural resources are beneficial in adapting to rapidly changing business climates (Bell et al., 2013; van Riel et al., 2025; Yu et al., 2024). Once a company has established a strategy and objectives, the next step is to plan the human resources needed to achieve those objectives. As a human resource, employee performance is the work achieved by an individual, with varying levels of ability and skill in carrying out and completing their work. Mangkunegara (2014) argues that employee performance (work achievement) is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. In 2019, the Gerindra Party Branch (DPC) in Demak Regency won 8 seats in the legislative elections, and in 2024, the Gerindra Party Branch (DPC) in Demak Regency won 7 seats in the legislative elections, resulting in a decrease in the Gerindra Party's DPRD (Regional People's Representative Council) seat acquisition.

For the 2024 elections, the Gerindra Party Branch (DPP) developed a smart system application. The smart system is a web-based application designed to assist the DPC in its work related to vote counting, vote acquisition, and zoning. The Smart System application requires competent personnel to operate it (Ferine et al., 2024; Alimova, 2024; Wong & Lin, 2024). Training is also required for staff to operate the application. The Smart System application requires full commitment from the Gerindra Party Branch (DPC) in Demak Regency to ensure its long-term sustainability. Problems encountered in the field, including delays in information dissemination regarding the Smart System application, have made it difficult for the Gerindra Party Branch (DPC) in Demak Regency to use the application, resulting in a decline in the performance of legislative candidates in increasing their vote share and party votes. Lack of competence is a matter of concern in operating the Smart System application (Aarif et al., 2025; Mazhar et al., 2024; Alamoush et al., 2024). Training related to the Smart System is often conducted at the Gerindra DPC office in Demak Regency, but in reality many employees are absent/do not attend the training (Hui et al., 2025; Pyne et al., 2023). This indicates that organizational commitment is not yet optimal, which can impact performance. Based on the description above, the author views the importance of compensation as a factor. Interviews conducted with several employees revealed that the compensation received by these employees was very low, impacting their performance (Fitri, 2024; Kolla et al., 2024; Solomon & Du Plessis, 2024). Compensation is also necessary for employees to be enthusiastic about participating in the Smart System training. Keith Davis, in A.A. Anwar Prabu Mangkunegara (2014), explains that the factors influencing employee performance are ability and motivation. According to A. Dale Timple in A.A. Anwar Prabu Mangkunegara (2014), performance factors consist of internal and external factors. Internal factors relate to a person's characteristics, and external factors relate to influences from the surrounding environment (Al-jbour et al., 2024; Hussein et al., 2025; Raoof et al., 2024). Based on existing data, employees at the Gerindra Branch Office in Demak Regency have a higher education background than those with Diploma 3 and Bachelor's

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degrees. In addition to formal education, researchers also found that employees receive institutional guidance, training, or other skills courses, thus optimizing their competency skills and improving their performance. However, employees are not fully engaged with this guidance, leading many to discontinue their education.

Indicates that employee attendance during the smart system training was not optimal, given that many employees at the Gerindra Branch Office in Demak Regency were absent during 2023, resulting in a lack of organizational commitment. This study also included organizational commitment as an intervening variable to determine whether organizational commitment influences employee performance and to determine whether compensation and competence influence employee commitment to the organization, thus indirectly influencing employee performance. Leaders help foster employee commitment to the organization. According to Allen and Meyer (in Aamodt, 2015), there are three components of organizational commitment: Affective commitment, which relates to the desire to remain committed to the organization. The key to this commitment is "want to." In this type of commitment, individuals perceive a congruence between their personal values and the organization's values.

Continuance commitment, which is a commitment based on rational needs. In other words, this commitment is formed based on profit and loss considerations, considering what must be sacrificed to remain with the organization. The key to this type of commitment is a cost-benefit analysis (Padgett et al., 2024; Budiyanto et al., 2024; Wu & Lin, 2025). Normative commitment, which is a commitment based on the individual's own norms, contains the individual's belief in responsibility towards the organization. Individuals feel compelled to stay because of loyalty. The key to this commitment is the obligation to remain with the organization (ought to). This type of commitment is based on the individual's personal moral values. This is also supported by performance assessment data from the Gerindra Branch Office in Demak Regency. The Gerindra Branch Office in Demak Regency demands good performance from employees to carry out their duties. Performance assessments at Hiba Group companies are conducted every six months. The elements of the performance assessment include: a) Compliance with regulations, b) Service Orientation, c) Commitment, d) Work initiative, and e) Teamwork. These elements are compared to the standard values in the following table during the assessment. The employee performance of PT Bintang Putra Alexander was good in February 2022, but in 2023, employee performance decreased by 5.2 points compared to 2022. This decline was evident in all aspects of Compliance with Regulations, Service Orientation, Commitment, Work Initiative, and Cooperation, indicating a performance issue with the employees of the Gerindra Branch Executive Board (DPC Gerindra) in Demak Regency. Research on the employee performance of the Gerindra Branch Executive Board (DPC Gerindra) in Demak Regency is essential to predict the extent to which factors influence employee performance.

Method

This chapter explains the methodological approach applied during the research process from the beginning until the completion of the study. The discussion covers the research location and period, paradigm and design, definitions and measurements of research variables, population and sample, research instruments, data collection techniques, and data analysis techniques.

Research Location and Period

The research was conducted at the DPC Gerindra Office in Demak Regency. The study took place from March to May 2024, during which data collection and analysis were carried out to

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obtain the necessary information for this thesis. To ensure that the research process followed a systematic plan, the activities were organized into stages that included proposal preparation, supervision, data collection, analysis, and thesis defense, as detailed in the research schedule presented in Table III.1.

Research Paradigm

A paradigm reflects a researcher's fundamental belief in viewing the world and shaping the way knowledge is approached. This study adopted a quantitative paradigm, which emphasizes theory testing through the measurement of research variables in numerical form and the use of statistical analysis. As Indiantoro and Supomo (2014) explain, the quantitative paradigm is appropriate for studies that aim to establish causal relationships between variables through structured data collection and analysis.

Research Design

The research employed a quantitative design grounded in positivist philosophy. This design requires precise measurement of research variables to generate conclusions that can be generalized across contexts. Following Sugiyono (2018), quantitative research relies on the study of populations or samples, the use of research instruments, and statistical techniques to test hypotheses. In this study, the research design was applied to analyze the influence of compensation and competence on employee performance with organizational commitment serving as an intervening variable at the DPC Gerindra Office, Demak.

Conceptual and Operational Definitions of Variables

To clarify the variables used in this study, both conceptual and operational definitions were established. Conceptually, employee performance is understood as the outcomes of work produced by employees in relation to organizational objectives. Compensation refers to all forms of rewards, whether direct or indirect, monetary or non-monetary, received by employees as recognition of their contributions. Competence is defined as the ability to perform tasks effectively based on knowledge, skills, and attitudes. Organizational commitment is described as employees' willingness and belief to remain in the organization and identify with its goals. Operationally, compensation (X1) and competence (X2) serve as independent variables, employee performance (Y) as the dependent variable, and organizational commitment (Z) as the intervening variable. The measurement of these variables employed a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Indicators of each variable are presented in Table III.2, which specifies the dimensions and number of items used in the questionnaire.

Population, Sample, and Sampling Technique

The population of this research consisted of all employees of the DPC Gerindra Office in Demak Regency, totaling 70 individuals. Since the population size was fewer than 100, this study used a saturated sampling technique, also known as a census, where the entire population was included as the research sample. Thus, all 70 employees participated as respondents. This approach was taken in line with Arikunto's (2012) recommendation that when the population is small, the sample should include the entire population to achieve accurate and reliable results.

Research Instruments

The research instrument used was a structured questionnaire. Before distributing the questionnaire, tests of validity and reliability were conducted to ensure accuracy and consistency of the instrument. Validity was assessed by comparing the correlation coefficient

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of each item with the critical r-value, with items deemed valid if r-count exceeded r-table at a 0.1 significance level. Reliability was tested using Cronbach's Alpha, with values greater than 0.6 considered acceptable. The questionnaire was divided into sections measuring employee performance, compensation, competence, and organizational commitment, each of which contained several items reflecting the operational indicators of the variables, as presented in Tables III.3 to III.6.

Data Collection Techniques

Data collection in this study involved both primary and secondary sources. Primary data were obtained through questionnaires distributed directly to the sample, allowing respondents to provide answers based on their perceptions and experiences. The questionnaire employed a Likert scale to measure attitudes and opinions. Secondary data were collected through a literature study, which included books, journals, reports, and previous research relevant to the topic. The combination of these two methods ensured that the study was supported by both empirical data and theoretical references.

Data Analysis Techniques

The data analysis process began with prerequisite tests, including tests of normality and homogeneity, to confirm that the data met the requirements for further statistical analysis. Normality was tested using skewness and kurtosis ratios, while homogeneity was examined with Levene's Test. Hypothesis testing was then carried out through simple and multiple regression analysis to examine the effects of compensation and competence on both organizational commitment and employee performance. The coefficient of determination (R^2) was used to measure the extent to which independent variables contributed to the dependent variable, while t-tests assessed the significance of each variable individually. Correlation analysis was applied to measure the strength of relationships between variables.

To analyze mediation effects, the study employed path analysis, which estimates causal relationships among variables using regression techniques, supported by SPSS software. The Sobel Test was applied to confirm whether organizational commitment significantly mediated the relationship between compensation and competence with employee performance. A mediating effect was considered significant if the calculated t-value exceeded the critical t-table value at the 0.05 significance level.

Result and Discussion

Data Quality Test Results

The initial stage after distributing the questionnaires to respondents was to carefully examine and sort the responses. A total of 70 respondents participated in this study, and all of them completed the questionnaires completely. The questionnaire responses were then processed for data processing. The research instruments were first tested using validity and reliability tests before further analysis was conducted.

Validity Test

The validity of the data in this study was measured using the Pearson Product-Moment (r) correlation technique in IBM SPSS 24 software. In this study, the validity of the questionnaire items was tested by calculating the correlation coefficient of each item with the total score obtained. The correlation coefficient for each item was then compared with the critical r value (r table) for a total of 89 respondents, which was 0.2084. The validity test requirement is that r count > r table. If this requirement is not met, the questionnaire item must be deleted and not

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used in further analysis. Validity testing was conducted for each question or statement in the variables Compensation (X1), Competence (X2), Organizational Commitment (Z), and Employee Performance (Y). Validity testing in this study was conducted by measuring the degree of correlation between each question item and each of these variables.

Table 1. Employee Performance Test (Y)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y1	32.5429	15.788	.749	.857
Y2	32.4143	17.232	.582	.872
Y3	32.5429	15.788	.749	.857
Y4	32.7429	16.658	.669	.864
Y5	32.5143	17.181	.631	.868
Y6	32.7143	16.236	.635	.868
Y7	32.4143	17.493	.670	.866
Y8	32.4000	17.925	.412	.887
Y9	32.5143	17.442	.578	.872

Based on the results of the data processing above, it can be calculated that all the questions for the employee performance variable (Y) are proven to be valid, so that no questions are excluded from the calculation.

Table 2. Compensation Validity Test (X1)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1_1	45.0000	34.145	.565	.896
X1_2	44.8571	33.226	.728	.888
X1_3	44.9429	34.142	.642	.892
X1_4	45.0286	31.767	.789	.883
X1_5	44.9429	33.881	.615	.893
X1_6	44.8143	33.342	.736	.887
X1_7	44.8857	34.074	.658	.891
X1_8	44.9857	32.130	.775	.884
X1_9	44.7571	34.621	.552	.896
X1_10	44.9286	35.169	.488	.899
X1_11	44.9000	35.657	.432	.902
X1_12	44.9571	35.404	.474	.900

Based on the results of the data processing above, it can be calculated that all the questions for the compensation variable (X1) are proven to be valid, so that no questions are excluded from the calculation.

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Table 3. Competency Validity Test (X2)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2_1	33.5286	18.630	.797	.891
X2_2	33.5571	18.598	.740	.894
X2_3	33.5571	18.714	.770	.892
X2_4	33.5000	19.442	.685	.899
X2_5	33.5143	18.920	.793	.891
X2_6	33.4714	19.035	.673	.900
X2_7	33.6571	19.127	.640	.902
X2_8	33.6714	20.369	.415	.919
X2_9	33.4857	19.297	.735	.896

Based on the results of the data processing above, it can be calculated that all the questions for the Competency variable (X2) are proven to be valid, so that no questions are excluded from the calculation.

Table 4. Validity Test of Organizational Commitment (Z)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z1	32.1000	15.888	.637	.835
Z2	32.3143	16.219	.435	.856
Z3	32.2571	15.643	.616	.836
Z4	32.3571	14.929	.706	.826
Z5	32.2857	15.598	.693	.829
Z6	32.3000	15.141	.718	.825
Z7	32.5571	16.163	.476	.851
Z8	32.5286	16.659	.513	.846
Z9	32.5000	16.543	.450	.852

Based on the results of the data processing above, it can be calculated that all the questions for the organizational commitment variable (Z) are proven to be valid, so that no questions are excluded from the calculation.

Table 5. Cronbach Alpha Value

Variable	Cronbach's Alpha Value
Employee Performance	0.881
Competence	0.901

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Compensation	0.909
Organizational Commitment	0.855

Table 5. above shows that the Cronbach alpha value of the Employee Performance, Competence, Compensation and Organizational Commitment variables is 0.881, 0.901, 0.908 and 0.855, it can be said that these variables are very reliable.

Table 6. Data Normality Significance Test (One-Sample Kolmogorov-Smirnov Test)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		70
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.14096099
Most Extreme Differences	Absolute	.073
	Positive	.073
	Negative	-.049
Test Statistic		.073
Asymp. Sig. (2-tailed)		.200[c,d]
a.Test distribution is Normal.		
b.Calculated from data.		
c.Lilliefors Significance Correction.		
d.This is a lower bound of the true significance.		

Table 6. can be explained by the Normality Test of the Compensation (X1), Competence (X2), Organizational Commitment (Z) equation with the Employee Performance (Y) variable. The calculated Sig. (=0.200) is greater than the Sig. criterion (=0.05). Based on the test, it can be concluded that the equation has normally distributed data.

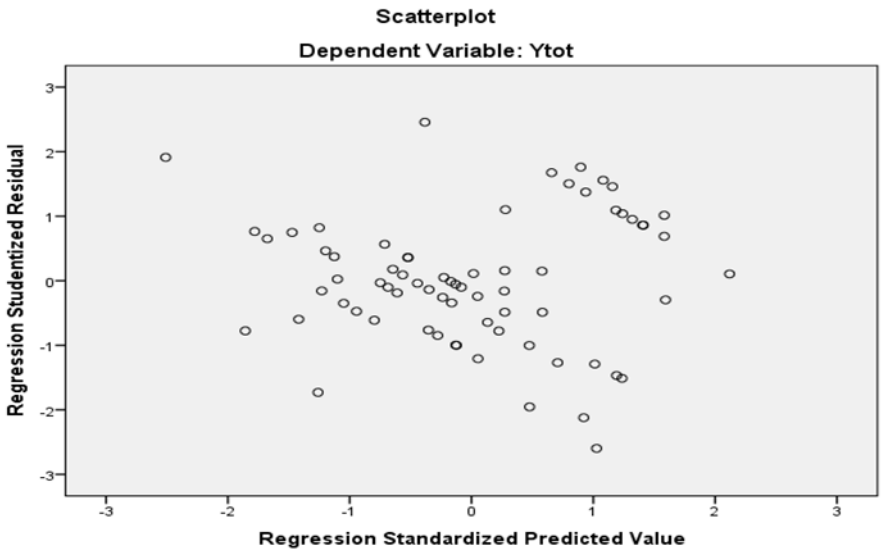

Figure 1. Heteroscedasticity Test.

A good regression model typically does not experience heteroscedasticity. A scatterplot graph can determine whether a regression model experiences heteroscedasticity. If a specific pattern is found in the graph, it indicates heteroscedasticity. shows that the points are randomly distributed, both above and below the number 0 on the Y-axis. Therefore, it can be concluded that there is no heteroscedasticity in the regression model in this study.

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Table 7. Results of Multicollinearity Test for Equation 1

Variable	Tolerance	VIF	Description
Compensation (X1)	0.832	1.202	No Multicollinearity
Competence (X2)	0.514	1.945	No Multicollinearity
Organizational Commitment (Z)	0.473	2.112	No Multicollinearity

The multicollinearity test was carried out using SPSS as in the table above, and the VIF results were 1.202 for variable X1 (compensation), 1.945 for variable X2 (competence), and 2.112 for variable Z (organizational commitment), which means that all independent variables (X) have a VIF value <10, meaning that there is no multicollinearity problem between the independent variables.

Table 8. Autocorrelation Test Results

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.729[a]	.531	.509	3.21155	1.765
a. Predictors: (Constant), Ztot, X1tot, X2tot					
b. Dependent Variable: Ytot					

Based on the data in table 8. above, it can be explained that there is no autocorrelation in the regression model of equation 1 because the Watson durbin value of 1.765 is greater than the du limit, namely 1.5245 and less than (4-du) 4-1.5245=2.4755. It can be concluded that there are no problems or symptoms of autocorrelation.

Table 9. Linearity Test Results

Variable	Deviation from Linearity	Description
Compensation (X1)	0.734	Linear
Competence (X2)	0.449	Linear
Organizational Commitment (Z)	0.894	Linear

Based on table 9. the results of the linear compensation test (X1) obtained a P-value of 0.734 or 73.4%, competence (X2) obtained a p-value of 0.449 or 44.9%, and organizational commitment (Z) obtained a p-value of 0.894 or 89.4%. Because each p-value > α 0.05 or 5%, the regression line of service quality, trust and patient satisfaction is linear.

Table 10. Regression Equation of Compensation Variable (X1) on Employee Performance (Y)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.432	3.864		5.288	.000
	X1tot	.330	.078	.455	4.218	.000

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a. Dependent Variable: Ytot

Based on the table of simple linear regression test results above, a linear regression equation can be made as follows: Y = 20.432 + 0.330X1 The regression value shows that without service quality, the compensation constant value is 20.432 and each additional unit of compensation will increase employee performance by 0.330 units.

Table 11. F-Test of Compensation Variable (X1) on Employee Performance (Y)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	300.920	1	300.920	17.795	.000[b]
	Residual	1149.880	68	16.910		
	Total	1450.800	69			
a. Dependent Variable: Ytot						
b. Predictors: (Constant), X1tot						

In table 11. above shows that F count 17.795. Meanwhile, F table is obtained using the calculation calculator df1=1, df2=68 with a probability level of 0.05, resulting in F table=3.98 so that F count (17.795)> F table (3.98) with a significance level of 0.000<0.05. In connection with this, it can be concluded that the regression equation Y = 20.432 + 0.330X1 is very meaningful and significant.

Table 12. Coefficient of Determination of Compensation Variable (X1) with Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.455[a]	.207	.196	4.11218
a. Predictors: (Constant), X1tot				

Based on Table 12 above, the correlation coefficient (R) is 0.455. This indicates that the higher the value, the greater the compensation value. The R2 value is 0.207, meaning that 20.7% of employee performance is influenced by the compensation variable. The remaining 79.3% is influenced by other variables not examined in this study.

Table 13. Regression Equation of Competency Variable (X2) on Employee Performance (Y)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.166	3.441		4.407	.000
	X2tot	.568	.090	.606	6.280	.000
a. Dependent Variable: Ytot						

Based on the table of simple linear regression test results above, a linear regression equation can be made as follows: Y = 15.166+ 0.568X2 The regression value shows that without

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competence, the employee performance constant value is 15.166 and each additional unit of competence will increase employee performance by 0.568 units.

Table 14. F-Test of Competency Variable (X2) on Employee Performance (Y)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	532.569	1	532.569	39.440	.000[b]
	Residual	918.231	68	13.503		
	Total	1450.800	69			
a. Dependent Variable: Ytot						
b. Predictors: (Constant), X2tot						

In table 14. above shows that F count 39.440 While F table is obtained using the calculation calculator df1 = 1, df2 = 68 with a probability level of 0.05, resulting in F table = 3.98 so that F count (39.440)> F table (3.98) with a significance level of 0.000 <0.05. In connection with this, it can be concluded that the regression equation Y = 15.166 + 0.568X2 is very meaningful and significant.

Table 15. Coefficient of Determination of Competency Variable (X2) with Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606[a]	.367	.358	3.67470
a. Predictors: (Constant), X2tot				

Based on Table 15 above, it can be seen that the correlation coefficient (R) is 0.606. This indicates that the greater the competency value, the greater the employee performance value. The R2 value is 0.367, which means that 36.7% of employee performance is influenced by the competency variable. The remaining 62.3% is influenced by other variables not yet examined in this study.

Table 16. Regression Equation of Organizational Commitment (Z) on Employee Performance (Y)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.076	3.370		3.287	.002
	Ztot	.701	.092	.679	7.629	.000
a. Dependent Variable: Ytot						

Based on the table of simple linear regression test results above, a linear regression equation can be made as follows: Y = 11.076 + 0.701Z The regression value shows that without organizational commitment, the employee performance constant value is 11.076 and each additional unit of organizational commitment will increase employee performance by 0.701 units.

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Table 17. F-Test of Organizational Commitment Variable (Z) on Employee Performance (Y)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	669.090	1	669.090	58.203	.000[b]
	Residual	781.710	68	11.496		
	Total	1450.800	69			
a. Dependent Variable: Ytot						
b. Predictors: (Constant), Ztot						

In table 17. above shows that F count 58.203 While F table is obtained using the calculation calculator df1 = 1, df2 = 68 with a probability level of 0.05, resulting in F table = 3.98 so that F count (58.203)> F table (3.98) with a significance level of 0.000 <0.05. In connection with this, it can be concluded that the regression equation Y = 11.076 + 0.701Z is very meaningful and significant.

Table 18. Coefficient of Determination of Organizational Commitment (Z) and Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679[a]	.461	.453	3.39054
a. Predictors: (Constant), Ztot				

Based on Table IV.32 above, it can be seen that the correlation coefficient (R) is 0.679. This indicates that the greater the value of Organizational Commitment, the greater the value of employee performance. The R2 value is 0.461, which means that 46.1% of employee performance is influenced by the organizational commitment variable. The remaining 53.9% is influenced by other variables not yet examined in this study.

Table 19. Regression Equation of Compensation Variable (X1) on Organizational Commitment (Z)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.342	3.836		5.824	.000
	X1tot	.287	.078	.409	3.695	.000
a. Dependent Variable: Ztot						

Based on the table of simple linear regression test results above, a linear regression equation can be made as follows: Z = 22.342 + 0.287 X1 The regression value shows that without Compensation, the constant value of Organizational Commitment is 22.342 and each additional unit of compensation will increase Organizational Commitment by 0.287 units.

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Table 20. F-Test of Compensation Variable (X1) on Organizational Commitment (Z)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	227.514	1	227.514	13.651	.000[b]
	Residual	1133.286	68	16.666		
	Total	1360.800	69			
a. Dependent Variable: Ztot						
b. Predictors: (Constant), X1tot						

In table 20. above shows that Fcount 13.651. Meanwhile, Ftable is obtained using the calculation calculator df1=1, df2=68 with a probability level of 0.05, resulting in Ftable=3.98 so that Fcount (13.651)> Ftable(3.98) with a significance level of 0.000<0.05. In connection with this, it can be concluded that the regression equation Z = 22.342 + 0.287 X1 is very meaningful and significant.

Table 20. Coefficient of Determination of Compensation Variable (X1) with Organizational Commitment (Z)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409[a]	.167	.155	4.08240
a. Predictors: (Constant), X1tot				

Based on Table 20 above, it can be seen that the correlation coefficient (R) is 0.409. This indicates that the greater the Compensation value, the greater the value of organizational commitment. The R2 value is 0.167, which means that 16.7% of Organizational Commitment is influenced by the Compensation variable. The remaining 83.3% is influenced by other variables not examined in this study.

Table 21. Regression Equation of Competence Variable (X2) on Organizational Commitment (Z)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.534	3.006		4.170	.000
	X2tot	.632	.079	.697	8.006	.000
a. Dependent Variable: Ztot						

Based on the table of simple linear regression test results above, a linear regression equation can be made as follows: Z = 12.534+ 0.632 X2 The regression value shows that without competence, the constant value of Organizational Commitment is 12.534 and each additional unit of competency will increase organizational commitment by 0.632 units.

Table 22. F-Test of Competence Variable (X2) on Organizational Commitment (Z)

ANOVA[a]

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Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	660.272	1	660.272	64.092	.000[b]
	Residual	700.528	68	10.302		
	Total	1360.800	69			
a. Dependent Variable: Ztot						
b. Predictors: (Constant), X2tot						

In table 22. above shows that Fcount is 64.092. Meanwhile, Ftable is obtained using the calculation calculator df1=1, df2=68 with a probability level of 0.05, resulting in Ftable=3.98 so that Fcount (64.092)> Ftable(3.98) with a significance level of 0.000<0.05. In connection with this, it can be concluded that the regression equation Z = 12.534+ 0.632 X2 is very meaningful and significant.

Table 23. Coefficient of Determination of Competence Variable (X2) with Organizational Commitment (Z)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697[a]	.485	.478	3.20966
a. Predictors: (Constant), X2tot				

Based on Table 23 above, it can be seen that the correlation coefficient (R) is 0.697. This indicates that the greater the Competence value, the greater the Organizational Commitment value. The R2 value is 0.485, which means that 48.5% of organizational commitment is influenced by the trust variable. The remaining 51.5% is influenced by other variables not yet examined in this study.

Table 24. SPSS Output of Compensation Regression Equation (X1) on Organizational Commitment (Z)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.342	3.836		5.824	.000
	X1tot	.287	.078	.409	3.695	.000
a. Dependent Variable: Ztot						

Based on the SPSS output above, the first regression equation can be made, namely: Z = 22.342+0.287X1 with an Unstandardized Beta Compensation value of 0.287 and a standard error of 0.078.

Table 25. SPSS Output of Regression Equation of Compensation (X1) and Organizational Commitment (Z) on Employee Performance (Y)

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

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1	(Constant)	6.779	3.789		1.789	.078
	X1tot	.155	.069	.213	2.253	.028
	Ztot	.611	.098	.592	6.247	.000
a. Dependent Variable: Ytot						

Based on the SPSS output above, the second regression equation can be made, namely: Y = 6.779 + 0.155X1 + 0.611Z with an Unstandardized Beta value of organizational commitment of 0.611 and a standard error of 0.098.

Table 26. SPSS Output of Competency Regression Equation (X2) on Employee Performance (Z)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.534	3.006		4.170	.000
	X2tot	.632	.079	.697	8.006	.000
a. Dependent Variable: Ztot						

Based on the SPSS output above, the first regression equation can be made, namely: Z = 12.534 + 0.632X2 with an Unstandardized Beta Competency value of 0.632 and a standard error of 0.079.

Table 27. SPSS Output of the Regression Equation of Competence (X2) and Organizational Commitment (Z) on Employee Performance (Y)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.703	3.469		2.509	.015
	X2tot	.242	.113	.258	2.133	.037
	Ztot	.516	.125	.499	4.129	.000
a. Dependent Variable: Ytot						

Based on the SPSS output above, the second regression equation can be made, namely: Y = 8.703 + 0.242X2 + 0.516Z with an Unstandardized Beta value for organizational commitment of 0.516 and a standard error of 0.125.

The Effect of Compensation (X1) on Employee Performance (Y)

The regression analysis revealed that compensation has a significant and positive influence on employee performance, as indicated by the equation Y = 20.432 + 0.330X1. This finding demonstrates that compensation acts as a key driver of motivation and productivity in the workplace. Employees who perceive their compensation as fair and reflective of their contributions tend to exert greater effort and display higher engagement levels (Ali et al., 2023; Ferreira et al., 2022). The R^2 value of 0.207 shows that compensation explains 20.7% of the

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variance in employee performance, implying that while pay is a substantial factor, other organizational and personal determinants also shape performance outcomes.

This result aligns with previous empirical studies that identify compensation as a critical predictor of employee effectiveness and commitment (Lusaputra & Suryani, 2024; Boateng et al., 2021). Scholars emphasize that competitive compensation not only attracts talent but also sustains employee morale and job satisfaction, which in turn enhances performance (Awan et al., 2020; Kim & Kang, 2023). Furthermore, equitable pay practices foster a perception of organizational justice, which has been shown to moderate the relationship between compensation and performance outcomes (Wang et al., 2024).

The Effect of Competence (X2) on Employee Performance (Y)

The regression coefficient for competence ($\beta = 0.568$) indicates a strong positive effect on employee performance. Employees possessing higher levels of skill, knowledge, and professional expertise consistently exhibit superior task performance and adaptability (Wang & Chuang, 2020; Otoo, 2021). The R^2 value of 0.367 suggests that competence explains 36.7% of performance variation, reflecting its dominant role in shaping productivity within dynamic organizational environments.

This finding is consistent with Lusaputra and Suryani (2024), who reported that competence significantly enhances employee performance through improved work quality and decision-making. It also resonates with contemporary research asserting that competence development programs and continuous learning initiatives are integral to achieving sustainable performance outcomes (Saleem et al., 2023; Budiarto et al., 2022). In knowledge-based organizations, competence is not only a human capital attribute but also a strategic resource that fuels innovation and long-term competitiveness (Ismail et al., 2020; Zaim et al., 2021).

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

The results of this study further confirm that organizational commitment exerts a substantial influence on employee performance, as indicated by the regression coefficient of 0.701. Commitment reflects employees' psychological attachment and loyalty to their organization, which motivates them to exert effort beyond formal job requirements (Jemimut et al., 2024). With an R^2 value of 0.461, organizational commitment explains nearly half of the variance in performance, emphasizing its central role in employee behavior and organizational outcomes.

This finding is consistent with prior literature suggesting that committed employees are less likely to engage in counterproductive behaviors and more likely to demonstrate citizenship behaviors that enhance organizational effectiveness (Lusaputra & Suryani, 2024; Sharma & Kaur, 2020). Moreover, high levels of commitment contribute to reduced turnover and increased job satisfaction, which directly enhance performance (Chen et al., 2022; Hanaysha & Tahir, 2021). In contemporary contexts, commitment also interacts with psychological empowerment and perceived organizational support, amplifying its effect on performance (Pazetto et al., 2024).

The Effect of Compensation (X1) on Organizational Commitment (Z)

The relationship between compensation and organizational commitment, as reflected by the regression equation $Z = 22.342 + 0.287X1$, indicates that fair and adequate compensation significantly strengthens employees' sense of belonging and loyalty. An R^2 value of 0.167 shows that while compensation influences commitment, the effect is moderate, suggesting that non-financial factors—such as leadership support and career growth—also play essential roles (Akhtar et al., 2022; Mensah & Tawiah, 2020).

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These results are consistent with Lusaputra and Suryani (2024), who found that compensation positively affects commitment. Numerous studies affirm that compensation satisfaction mediates the link between job satisfaction and organizational commitment, shaping employees' emotional bonds with their organization (Yusoff et al., 2021; Rahman et al., 2022). When compensation is perceived as fair, employees internalize organizational goals more readily, resulting in greater loyalty and sustained engagement (Agyemang et al., 2019; Nur & Wahyuni, 2024).

The Effect of Competence (X2) on Organizational Commitment (Z)

The regression model Z = 12.534 + 0.632X2 suggests that competence exerts a strong and positive influence on organizational commitment. Employees who feel competent and capable tend to experience higher self-efficacy and organizational identification, which foster stronger affective and normative commitment (Lusaputra & Suryani, 2024; Ng & Ahmad, 2020). With an R^2 value of 0.485, competence accounts for nearly half of the variance in organizational commitment, underscoring its pivotal role.

These findings corroborate the idea that competence enhances employees' confidence and alignment with organizational values, resulting in a deeper emotional attachment (Zainuddin et al., 2022; Mahmud & Nor, 2021). The literature suggests that competence-driven employees are also more resilient during organizational change and more likely to support strategic initiatives (Rahman & Zainal, 2023; Mustapha et al., 2022). In this regard, competence serves not merely as a technical asset but also as a psychological resource that reinforces organizational commitment.

The Effect of Compensation (X1) on Employee Performance (Y) through Organizational Commitment (Z)

The mediation analysis using the Sobel test (t = 3.1688) reveals that organizational commitment significantly mediates the effect of compensation on employee performance. This implies that compensation not only influences performance directly but also indirectly by fostering stronger organizational commitment. Employees who feel adequately compensated are more committed, and this commitment subsequently enhances their performance outcomes (Berber & Gašić, 2024).

This mediation aligns with recent empirical findings demonstrating that organizational commitment is a key pathway through which reward systems affect performance (Ambilichu et al., 2024). Studies in various sectors also affirm that intrinsic and extrinsic rewards jointly enhance commitment and consequently performance (Kaur & Kaur, 2022; Mubarok et al., 2020). Hence, compensation functions not only as a transactional element but also as a relational mechanism reinforcing employees' psychological attachment to their work and organization.

The Effect of Competence (X2) on Employee Performance (Y) through Organizational Commitment (Z)

The final model demonstrates that competence indirectly enhances employee performance through the mediating role of organizational commitment, with the Sobel test showing a t-value of 3.6684. This indicates that when employees perceive themselves as competent, they develop stronger organizational attachment, which motivates them to perform more effectively (Cheng et al., 2021).

This result is consistent with contemporary research highlighting that commitment mediates the relationship between competence and performance across industries (Vijh et al., 2022; Park

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et al., 2022). Competent employees tend to experience higher job satisfaction, which translates into enhanced commitment and superior performance outcomes (Wibowo & Nugroho, 2020; Farooq et al., 2023). Thus, organizations should prioritize competence development not only as a performance-enhancing strategy but also as a commitment-strengthening process.

Conclusion

The results of the study show that compensation has a significant effect on employee performance, indicating that fair and adequate rewards play a crucial role in motivating employees to achieve better outcomes. Competence also demonstrates a significant effect on employee performance, suggesting that the skills, knowledge, and abilities possessed by employees are fundamental in driving organizational productivity. Similarly, organizational commitment significantly influences employee performance, emphasizing the importance of employees' emotional attachment and loyalty to the organization in enhancing their work results. Furthermore, compensation is found to have a significant effect on organizational commitment, meaning that well-structured compensation systems not only improve performance directly but also strengthen employees' sense of belonging to the organization. Competence likewise has a significant effect on organizational commitment, which shows that employees with higher levels of capability tend to feel more responsible and dedicated to their workplace. Additionally, organizational commitment is proven to mediate the effect of compensation on employee performance, highlighting its role as a bridge that enhances the relationship between financial rewards and performance outcomes. Finally, organizational commitment also mediates the effect of competence on employee performance, signifying that when employees' competencies are supported by strong organizational commitment, their performance levels can be maximized more effectively.

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