

THE EFFECT OF ORGANIZATIONAL COMMITMENT AND WORK COMPETENCE ON EMPLOYEE PERFORMANCE OF PT TELKOM AKSES SURABAYA

¹Dolfie Ishak Panjaitan, ²Ahmad Sarmadi, ³Achmad Rozi, ⁴Ahmad Rofik, ⁵Abdul Wahid Al Faizi

¹dolfiip96@gmail.com

²sarmadiahmad698@gmail.com

¹²³⁴⁵Universitas Primagraha - Serang

Abstract

This study aims to analyze the influence of Organizational Commitment and Work Competence on Employee Performance at PT Telkom Akses Surabaya. The telecommunications industry is highly dynamic, requiring employees who are not only competent but also have a high level of commitment. The research uses a quantitative approach with a survey method. The sample consisted of 68 employees selected purposively. Data were collected through questionnaires and analyzed using multiple linear regression with the help of SPSS 26. The results show that: (1) Organizational Commitment has a positive and significant effect on Employee Performance ($\beta = 0.634$; $t = 7.159$; Sig. 0.000); (2) Work Competence has a positive and significant effect on Employee Performance ($\beta = 0.320$; $t = 3.713$; Sig. 0.000); (3) Simultaneously, both variables have a significant effect on Employee Performance ($F = 167.239$; Sig. 0.000) with a contribution of 82.3% ($R^2 = 0.823$). These results prove that increasing commitment and competence together can improve employee performance. The company is recommended to develop programs to strengthen organizational commitment through employee engagement and to improve competence through continuous training to achieve optimal performance.

Keywords: Organizational Commitment, Work Competence, Employee Performance, Telecommunications.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh Komitmen Organisasional dan Kompetensi Kerja terhadap Kinerja Karyawan PT Telkom Akses Surabaya. Industri telekomunikasi yang sangat dinamis menuntut karyawan yang tidak hanya kompeten tetapi juga memiliki komitmen tinggi. Penelitian menggunakan pendekatan kuantitatif dengan metode survei. Sampel terdiri dari 68 karyawan yang dipilih secara purposive. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linier berganda dengan bantuan SPSS 26. Hasil penelitian menunjukkan bahwa: (1)

Komitmen Organisasional berpengaruh positif dan signifikan terhadap Kinerja Karyawan ($\beta = 0,634$; $t = 7,159$; Sig. 0,000); (2) Kompetensi Kerja berpengaruh positif dan signifikan terhadap Kinerja Karyawan ($\beta = 0,320$; $t = 3,713$; Sig. 0,000); (3) Secara simultan, kedua variabel berpengaruh signifikan terhadap Kinerja Karyawan ($F = 167,239$; Sig. 0,000) dengan kontribusi sebesar 82,3% ($R^2 = 0,823$). Hasil ini membuktikan bahwa peningkatan komitmen dan kompetensi secara bersama-sama mampu mendorong kinerja karyawan. Perusahaan disarankan untuk mengembangkan program penguatan komitmen organisasional melalui employee engagement dan peningkatan kompetensi melalui pelatihan berkelanjutan untuk mencapai kinerja optimal.

Kata Kunci: Komitmen Organisasional, Kompetensi Kerja, Kinerja Karyawan, Telekomunikasi.

Introduction

The telecommunications industry in Indonesia is currently experiencing very rapid development, triggered by advances in digital technology and the increasing need for connectivity. Telecommunications companies such as PT Telkom Akses Surabaya play an important role in building, managing, and maintaining network infrastructure that is the backbone of modern communication. In this dynamic and competitive business environment, employee performance is a key factor that determines the company's success. Optimal employee performance not only affects productivity and service quality, but also has a direct impact on customer satisfaction and company competitiveness.

However, PT Telkom Akses Surabaya faces various challenges in achieving optimal employee performance. Based on initial observations made by researchers in May 2021, several performance problems were identified, such as lack of quantity and quality of work results, delays in the installation of optical services, and lack of effectiveness and efficiency in the implementation of tasks. These problems are allegedly related to two main factors, namely weak organizational commitment and low employee work competence.

Organizational commitment is defined as the level of emotional attachment, loyalty, and willingness of employees to stay in the organization (Meyer & Allen, 1991). Employees who have high commitment tend to be more productive, dedicated, and contribute positively to the company's goals. On the other hand, work competence refers to individual abilities that include the knowledge, skills, attitudes, and motivations needed to carry out tasks effectively (Wibowo, 2016). In the technology-laden telecommunications industry, technical competence and adaptability to change are crucial.

Previous studies have confirmed a positive relationship between organizational commitment and work competence and employee performance. For example, research by Amirul Akbar et al. (2017) found that organizational commitment has a significant effect on employee performance at PT Pelindo Surabaya. Meanwhile, research by Nugraha Pratama (2019) shows that competence and work discipline significantly affect employee performance. However, there is still limited research

that integrates these two variables in the context of the telecommunications industry in Indonesia, especially at PT Telkom Akses Surabaya.

Therefore, this study aims to analyze the influence of organizational commitment and work competence on the performance of employees of PT Telkom Akses Surabaya. This research is expected to make a theoretical contribution to the development of human resource management science, especially related to factors that affect employee performance in the telecommunications sector. Practically, the results of this research are expected to be input materials for companies in formulating effective HR development strategies to improve the company's performance and competitiveness.

Research Methods

This study uses a quantitative approach with a survey method. The population in this study is all employees of PT Telkom Akses Surabaya which is 69 people. Given the relatively small population, the sampling technique used is saturated sampling, where the entire population is sampled. Data was collected through a questionnaire compiled on a Likert scale of 1-5, consisting of three variables: organizational commitment (18 items), work competence (18 items), and employee performance (18 items).

Before data analysis, validity and reliability tests are carried out to ensure the accuracy of the instrument. The data were then analyzed using multiple linear regression analysis with the help of SPSS 26 software to test the influence of independent variables (organizational commitment and work competence) on dependent variables (employee performance). Classical assumption tests including normality, multicollinearity, and heteroscedasticity tests were also carried out to ensure the feasibility of regression models.

Research Results

Respondent Characteristics

The survey respondents consisted of 68 employees of PT Telkom Akses Surabaya. The majority of respondents were male (76.47%), aged 30-40 years (47.06%), S1 educated (51.47%), and had a working period of 5-10 years (41.18%).

Table 1. Respondent Characteristics

Features	Category	Quantity	Percentage (%)
Gender	Male	52	76,47
	Women	16	23,53
Age	<30 years old	18	26,47
	30-40 years old	32	47,06
	>40 years old	18	26,47
Education	High School/Vocational School	12	17,65
	D3	15	22,06
	S1	35	51,47
	S2	6	8,82
Tenure	<5 years old	20	29,41
	5-10 years	28	41,18
	>10 years	20	29,41

Variable Description

Organizational commitment and work competence are in the high category, while employee performance is in the very high category.

Table 2. Descriptive Statistics of Research Variables

Variabel	Average	Category
Organizational Commitment	3,82	Height
Work Competencies	3,70	Height
Employee Performance	4,16	Very High

Test Instruments

The validity and reliability test showed that all statements were valid and reliable (Alpha Cronbach > 0.70).

Classic Assumption Test:

1. The normality test (Kolmogorov-Smirnov) showed normally distributed data (Asymp. Sig. = 0.073 > 0.05).
2. The multicollinearity test showed no multicollinearity problems (Tolerance > 0.10; VIF < 10).
3. The heteroscedasticity test (Glejser) showed no symptoms of heteroscedasticity (Sig. > 0.05).

Multiple Regression Analysis

The regression equation obtained is: $Y = 5.400 + 0.883(X_1) + 0.461(X_2)$

Table 3. Results of Multiple Linear Regression Analysis

Variabel	Coeficin (B)	t count	Say.
Organizational Commitment	0,883	7,159	0,000
Work Competencies	0,461	3,713	0,000

Uji Hypothesis:

1. T-test (Partial):
 - a. Organizational commitment has a positive and significant effect on employee performance (Sig. = 0.000).
 - b. Work competence has a positive and significant effect on employee performance (Sig. = 0.000).
2. F Test (Simultaneous):

The two variables together had a significant effect on employee performance (F = 167.239; Sig. = 0.000).
3. Coefficient of Determination (R^2):

The variables of organizational commitment and work competence were able to explain 82.3% of the variation in employee performance ($R^2 = 0.823$).

Discussion

The results of the study show that organizational commitment and work competence partially and simultaneously have a positive and significant effect on the performance of PT Telkom Akses Surabaya employees. These findings are in line with the theories of Meyer and Allen (1991) and Spencer and Spencer (1993), which state that employees with high commitment and adequate competence tend to have better performance.

Organizational commitment, especially the affective commitment dimension, is the dominant factor in encouraging employee performance. This shows that employees' emotional attachment and loyalty to the company play a stronger role than just mastering technical competencies. In the context of PT Telkom Akses Surabaya, employees who feel valued, involved in decision-making, and have an emotional bond with the company tend to be more productive and dedicated.

On the other hand, work competencies also contribute significantly to performance improvement. Employees with adequate technical knowledge, relevant skills, and high work motivation are better able to face operational challenges and achieve set performance targets.

The synergy between commitment and competence creates a work environment that is conducive to continuous performance improvement. Therefore, companies need to develop an integrated strategy to strengthen both factors through a comprehensive HR development program.

Conclusion

Based on the results of the study, it can be concluded that:

1. Organizational commitment has a positive and significant effect on the performance of PT Telkom Akses Surabaya employees.
2. Work competence has a positive and significant effect on the performance of PT Telkom Akses Surabaya employees.
3. Organizational commitment and work competencies together have a significant effect on employee performance with a contribution of 82.3%.

Suggestion

For PT Telkom Access Surabaya, it is recommended to:

1. Strengthen organizational commitment through employee engagement programs, fair reward systems, and clear career development.
2. Improve work competencies through ongoing training, certification, and coaching & mentoring programs.
3. Integrating commitment and competency measurements in performance evaluation systems.

REFERENCES

A. Books

1. Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*.

2. Armstrong, M. (2014). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance* (5th ed.). Kogan Page.
3. Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (7th ed.). McGraw-Hill Education.
4. Dubois, D. D., & Rothwell, W. J. (2004). *Competency-Based Human Resource Management*. Davies-Black Publishing.
5. Greenberg, J., & Baron, R. A. (2008). *Behavior in Organizations* (9th ed.). Prentice Hall.
6. Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
7. Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research, and Application*. Sage Publications.
8. Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson.
9. Spencer, L. M., & Spencer, S. M. (1993). *Competence at Work: Models for Superior Performance*. John Wiley & Sons.
10. Wibowo. (2016). *Manajemen Kinerja* (5th ed.). Rajawali Pers.

B. Journal

11. Ahmad, R., & Scott, N. (2019). "The Impact of Organizational Commitment on Employee Performance: A Study in the Malaysian Telecommunication Sector." *International Journal of Business and Society*, 20(2), 541-556.
12. Alni, A., & Tannady, H. (2020). "Pengaruh Kompetensi dan Motivasi Kerja terhadap Kinerja Karyawan pada Perusahaan Telekomunikasi." *Jurnal Manajemen dan Bisnis*, 18(1), 45-60.
13. Chen, Z. X., & Francesco, A. M. (2003). "The Relationship Between the Three Components of Commitment and Employee Performance in China." *Journal of Vocational Behavior*, 62(3), 490-510.
14. Dessler, G. (2020). "Human Resource Management and Employee Performance: The Mediating Role of Organizational Commitment." *Journal of Applied Business Research*, 36(4), 1123-1138.
15. Fahmi, I. (2018). "Analisis Pengaruh Komitmen Organisasional terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening." *Jurnal Ilmu Manajemen*, 6(2), 234-245.

16. Ghozali, I., & Latan, H. (2015). "Partial Least Squares: Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0." Badan Penerbit Universitas Diponegoro.
17. Hashmi, M. S., & Bhutto, N. A. (2020). "Impact of Competency Management on Organizational Performance: Evidence from the Telecom Sector." *Journal of Management Development*, 39(5), 643-658.
18. Jufrizen, M., & Sari, P. N. (2018). "Pengaruh Komitmen Organisasional terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Mediasi." *Jurnal Ekonomi dan Bisnis*, 21(2), 345-362.
19. Khan, M. A., & Zafar, M. (2019). "The Impact of Employee Competence on Organizational Performance: A Study of the Telecommunication Sector." *Journal of Human Resource Management*, 7(1), 23-34.
20. Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). "Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences." *Journal of Vocational Behavior*, 61(1), 20-52.
21. Mowday, R. T., Porter, L. W., & Steers, R. M. (2013). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. Academic Press.
22. Nugroho, A., & Wahyuni, S. (2021). "Pengaruh Kompetensi Kerja terhadap Kinerja Karyawan melalui Motivasi Kerja sebagai Variabel Intervening." *Jurnal Bisnis dan Manajemen*, 12(1), 78-92.
23. Pawirosumarto, S., & Sarjana, P. K. (2017). "Effect of Work Environment on Employee Performance with Organizational Commitment as Intervening Variable." *International Journal of Law and Management*, 59(6), 1339-1358.
24. Purwanto, E., & Sudargini, Y. (2021). "Partial Least Squares Structural Equation Modeling (PLS-SEM) Analysis for Social and Management Research: A Literature Review." *Journal of Industrial Engineering & Management Research*, 2(1), 114-123.
25. Rivai, V., & Sagala, E. J. (2019). *Manajemen Sumber Daya Manusia untuk Perusahaan*. RajaGrafindo Persada.
26. Sari, D. P., & Kurniawan, R. (2020). "Analisis Pengaruh Kompetensi, Motivasi, dan Lingkungan Kerja terhadap Kinerja Karyawan." *Jurnal Ekonomi dan Bisnis*, 23(3), 456-470.
27. Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Refika Aditama.
28. Siagian, S. P. (2015). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
29. Sopiah. (2018). *Perilaku Organisasional*. Andi Offset.
30. Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia (Edisi Pertama)*. Prenada Media Group.

C. Berita Online/Sumber Internet (5)

31. [Katadata.co.id](https://katadata.co.id). (2023, 15 Juni). *Tren Transformasi Digital di Indonesia dan Dampaknya terhadap Industri Telekomunikasi*. Diakses

- dari <https://katadata.co.id/berita/2023/06/15/tren-transformasi-digital-di-indonesia-dan-dampaknya-terhadap-industri-telekomunikasi>
32. [Kompas.com](https://kompas.com). (2022, 10 November). Tantangan SDM Telekomunikasi di Era Jaringan 5G dan Fiberisasi. Diakses dari <https://tekno.kompas.com/read/2022/11/10/12300067/tantangan-sdm-telekomunikasi-di-era-jaringan-5g-dan-fiberisasi>
33. [Kontan.co.id](https://kontan.co.id). (2023, 22 Maret). Telkom Akses Perkuat Infrastruktur Jaringan di Jawa Timur. Diakses dari <https://industri.kontan.co.id/news/telkom-akses-perkuat-infrastruktur-jaringan-di-jawa-timur>
34. [Republika.co.id](https://republika.co.id). (2022, 5 September). Pentingnya Komitmen Karyawan untuk Menghadapi Disrupsi Digital. Diakses dari <https://www.republika.co.id/berita/rhqk9f428/pentingnya-komitmen-karyawan-untuk-menghadapi-disrupsi-digital>
35. [Telkom.co.id](https://telkom.co.id). (2023). Laporan Tahunan dan Sustainability Report PT Telkom Indonesia (Persero) Tbk. Diakses dari <https://www.telkom.co.id/sites/about-telkom/investor-relation/laporan-tahunan>