

THE INFLUENCE OF COMPETENCE AND ORGANIZATIONAL COMMITMENT ON THE PERFORMANCE OF LEGISLATIVE MEMBERS WITH ORGANIZATIONAL CULTURE AS AN INTERVENING VARIABLE AT THE REGIONAL HOUSE OF REPRESENTATIVES OF KAMPAR REGENCY

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Abstract:

This study aims to describe, analyze, and determine the influence of competence and organizational commitment on the performance of council members, with organizational culture as an intervening variable in the Kampar Regency People's Representative Council (DPRD). This study employed a quantitative statistical research design. Data collection techniques used were observation, questionnaires, and documentation. The sample in this study consisted of 45 council members in Kampar Regency. Partial Least Squares (PLS) analysis was used to analyze the data. The results showed that competence positively influenced council member performance. Organizational commitment positively influenced council member performance. Organizational culture positively influenced council member performance. Competence positively influenced organizational culture. Commitment positively influenced organizational culture. Competence positively influenced council member performance through organizational culture. Commitment positively influenced council member performance through organizational culture. Similarly, with competence, although its influence was positive, the influence of commitment on performance through organizational culture was not statistically significant. It indicates that while commitment is important in improving performance, organizational culture is not always able to significantly bridge this relationship in the context of DPRD members.

Keywords: Competence, Organizational Commitment, Performance, Organizational Culture

INTRODUCTION

Human Resource Management (HRM) is a crucial aspect of an organization because it plays a role in managing the workforce so they can work effectively and efficiently to achieve organizational goals. According to Hasibuan (2019), Mangkunegara (2020) explains that HRM focuses not only on workforce utilization but also on improving employee quality through training and development. Superior human resources will significantly contribute to increasing organizational competitiveness, both in the public and private sectors. Therefore, organizations must ensure that HR management is carried out effectively to achieve their stated goals.

Human resource excellence is a key factor in organizational success. Sutrisno (2021) states that organizations with a quality workforce will more easily face challenges and competition. Superior human resources are capable of creative thinking, innovation, and high adaptability in various situations. Superior human resources are determined not only by technical competence but also by leadership, communication, and teamwork (Wibowo, 2016). Organizations seeking to grow must invest in improving the skills and competencies of their employees to improve overall organizational performance.



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In an organizational context, human resources play a crucial role in determining performance. Handoko (2021) adds that organizations seeking to improve their performance must ensure their workforce enjoys good welfare, a conducive work environment, and a management system that supports employee competency development. Therefore, superior human resources are a crucial asset in achieving organizational effectiveness.

Organizational performance is influenced by various factors, including competence, organizational commitment, and organizational culture. According to Priansa (2020), employee competence plays a role in determining their work effectiveness. High competence enables individuals to complete tasks better and more efficiently. In addition to competence, organizational commitment is also a key factor in organizational performance. High commitment makes employees more loyal to the organization and encourages them to contribute their best (Siagian, 2019). Meanwhile, organizational culture serves as a guideline for employee behavior at work, which ultimately impacts overall organizational performance (Robbins & Judge, 2021).

Competence is the combination of skills, knowledge, and attitudes necessary to perform tasks effectively. According to Wibowo (2021), competency encompasses technical, managerial, and social aspects that every individual in an organization must possess. Strong competency enables employees to complete their work effectively and efficiently. Meanwhile, according to Sedarmayanti (2020), employee competency can be improved through various training programs, certifications, and work experience. Organizations seeking to improve their performance must invest in employee competency development so they possess skills appropriate to job demands. Organizational commitment is defined as employee loyalty and attachment to the organization where they work. According to Mowday et al. (2019), organizational commitment consists of three main aspects: affective commitment (emotional attachment to the organization), continuance commitment (awareness of the consequences of leaving the organization), and normative commitment (a sense of moral obligation to remain with the organization). Siagian (2020) adds that high organizational commitment will improve employee performance because they feel a sense of attachment to the organization and are willing to exert more effort in carrying out their duties.

Organizational culture is the values, norms, and beliefs that shape individual behavior within an organization. According to Schein (2021), a strong organizational culture will create a conducive work environment and increase employee productivity.

According to Robbins & Judge (2021), a good organizational culture must reflect the organization's vision and mission and be consistently implemented by all members. With a strong culture, an organization can improve coordination among employees, reduce conflict, and create a more harmonious work environment.

One government organization that is required to perform well is the Kampar Regency Regional Representative Council (DPRD). The Kampar Regency DPRD consists of 45 members tasked with formulating regional policies and overseeing the implementation of regional government. As a legislative body, the DPRD has several main duties, including: Legislative Function, creating and Establishing Regional Regulations (Perda) that serve as the legal basis for regional governance; Budget Function: preparing and overseeing the Regional Revenue and Expenditure Budget (APBD). Supervisory Function: overseeing the implementation of the regional government to ensure compliance with applicable regulations.

One of the main problems facing the Kampar Regency DPRD is the low level of education of its members. Data shows that most DPRD members only have a high school education, which can impact their understanding of regional policy formulation.

The Influence of Competence on Employee Performance. According to Robbins and Judge (2020), employee competency encompasses the abilities, knowledge, and skills relevant to performing work effectively. Strong competency enables employees to work with higher productivity, produce optimal work quality, and meet organizational targets.

In Human Resource theory, Competency-Based HRM emphasizes that improving employee competency directly impacts performance. Similarly, Human Capital theory states that employee competency is a vital asset for an organization. Previous research, such as that conducted by Setiawan (2019), Suryani (2021), and Lestari (2023), found that improving competency has a significant positive impact on employee performance.

The Influence of Commitment on Employee Performance. Employee commitment to an organization, as explained by Mathis and Jackson (2019), is an emotional attachment and sense of belonging that motivates employees to strive to achieve organizational goals. High commitment increases employee motivation and loyalty, resulting in improved performance.

Based on the Affective Commitment theory in human resource management, employees who feel an emotional attachment to the organization will be motivated to deliver their best performance. Organizational Commitment Theory also states that employee commitment is a key factor in organizational performance. Research by Pratama (2018), Dewi (2020), and Santoso (2022) shows that employee commitment significantly improves employee performance in various sectors.

The Influence of Organizational Culture on Employee Performance. Organizational culture reflects the values, norms, and beliefs formed in the work environment, as stated by Daft (2021). A positive culture can create an environment that supports employee productivity and performance.

The Theory of Organizational Culture states that a strong culture motivates employees to adhere to organizational standards and expectations.

High-Performance Culture Theory also suggests that a culture that supports productivity drives higher performance. Previous research by Rahmawati (2018), Firmansyah (2021), and Azizah (2023) shows that a conducive organizational culture significantly improves employee performance.

The Influence of Competence on Organizational Culture. Employee competence can shape and enrich organizational culture. Armstrong (2019) explains that competent employees are able to adopt and disseminate organizational values, thereby strengthening a positive organizational culture. Based on Behavioral Competence theory, employee competencies that align with organizational culture will create an innovative and collaborative environment. The Theory of Cultural Development also suggests that employees with appropriate competencies will contribute to the formation of a strong culture. Previous research by Hutagalung (2019), Nugroho (2020), and Aulia (2022) supports that employee competence significantly strengthens organizational culture.

The Influence of Commitment on Organizational Culture. High employee commitment supports the consistent implementation of organizational culture. According to Gibson and Ivancevich (2018), employee commitment plays a role in maintaining an established organizational culture. Employee Commitment theory suggests that highly committed employees tend to adjust to and adhere to organizational values. The Theory of Organizational Cohesion states that employee commitment can strengthen organizational culture through shared values. Research findings by Rahmadani (2019), Luthfi (2021), and Ningsih (2023) confirm a significant relationship between commitment and organizational culture.

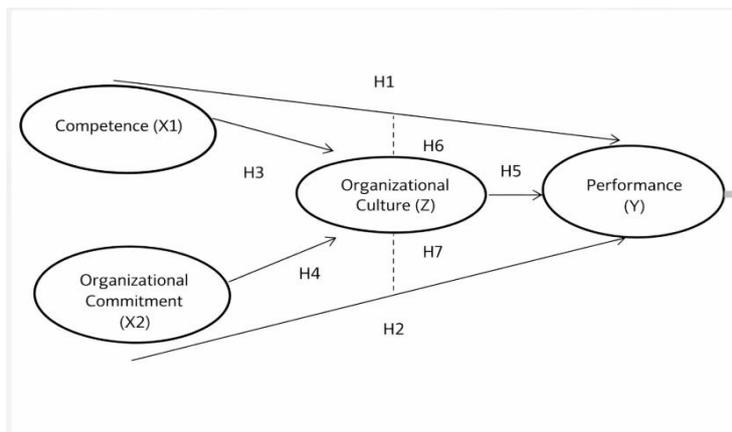
The Influence of Competence on Employee Performance Through Organizational Culture. Employee competence can influence performance through organizational culture as a mediating variable. Armstrong (2020) revealed that strong employee competence will improve the quality of organizational culture, which in turn drives better performance. Competency Performance Theory

and Mediated Cultural Impact Theory in human resource management indicate that organizational culture can strengthen the impact of competence on performance. Research by Widodo (2019), Syafitri (2020), and Pradipta (2022) demonstrates that organizational culture plays a significant role in mediating the influence of competence on employee performance.

The Influence of Commitment on Employee Performance Through Organizational Culture.

High employee commitment strengthens a positive organizational culture, which in turn impacts employee performance. According to Cultural Commitment theory, employee commitment will strengthen organizational culture and, indirectly, improve employee performance. Organizational Theory, the study of Cultural Mediation in human resources, also states that organizational culture can act as a bridge that strengthens the relationship between commitment and performance. Research by Kusuma (2018), Rahayu (2021), and Fadilah (2023) concluded that employee commitment, through organizational culture, has a positive impact on employee performance.

Based on the description above, the following is a diagram of the conceptual framework model:



Source: Author's Modification, 2024
Figure 1. Research Framework

METHODS

This research uses a quantitative approach based on the philosophy of positivism as proposed by Sugiyono (2017). This approach aims to test hypotheses through the objective measurement of variables using numerical data analyzed statistically. Quantitative research was chosen because it can systematically explain relationships between variables, generate generalizations, and provide conclusions that can be tested.

The data sources used consist of primary and secondary data. Primary data were obtained directly from respondents through questionnaires, observation, and documentation. Meanwhile, secondary data were obtained from various written sources such as books, journals, reports, and official documents relevant to the research. This research was conducted at the Kampar Regency DPRD Secretariat from November 2024 to February 2025. The study population consisted of all 45 members of the Kampar Regency DPRD, all of whom were sampled using a census technique.

Data collection was conducted through observation to understand working conditions directly, a five-point Likert-scale questionnaire to measure respondents' perceptions, and documentation to supplement the research data. The variables studied included performance as the dependent variable, and competence and organizational commitment as independent variables,



with organizational culture as the intervening variable. Each variable was measured based on dimensions and indicators based on expert theory.

Data analysis was conducted using validity and reliability tests to ensure the research instruments were accurate and consistent. Next, hypotheses were tested through path analysis using the Structural Equation Modeling (SEM) approach. This analysis was used to examine the direct and indirect influences between variables, evaluate the measurement model (outer model) and structural model (inner model), and assess the contribution of independent variables in explaining the dependent variable through path coefficients and R-squared values.

RESULT AND DISCUSSION

This study involved 45 respondents, members of the Kampar Regency Regional People's Representative Council (DPRD), with diverse characteristics in terms of gender, age, and education. The majority of respondents were male (62.22%), while women were 37.78%. In terms of age, the majority were between 45 and 54 years old (40%), followed by those aged 35 and 44 (33.33%), indicating a predominance of the mature and productive age group. Based on education, the majority of respondents had a bachelor's degree (53.33%) and a master's degree (24.45%), thus generally possessing a strong academic background sufficient to support their legislative duties.

The analysis of respondents' responses indicates that the competency variable falls in the good to excellent category, with an average score of 3.98. Several indicators, such as empathy towards colleagues, confidence in facing challenges, decision-making ability, and technical skills, scored very well. The organizational commitment variable also fell in the good category, with an average score of 3.60, reflecting loyalty, active involvement, and responsibility to the organization, although emotional bonds still have room for improvement. Meanwhile, the performance variable obtained an average score of 3.63 and was in the good category, indicating that respondents were able to complete work according to targets, maintain quality, work efficiently, and contribute to teamwork. The organizational culture variable was also assessed as good, with an average score of 3.63, where organizational values and norms were deemed capable of increasing employee productivity and loyalty. Overall, the results of the study indicate that competence, organizational commitment, organizational culture, and performance are in a positive and mutually supportive condition.

The Influence of Competence on Council Member Performance. Data analysis shows a positive relationship between organizational commitment and council member performance. It suggests that any increase in organizational commitment will be followed by an increase in the performance of Kampar Regency DPRD members.

This finding is supported by recent research conducted by Setiawan (2019), Suryani (2021), and Lestari (2023), which found a positive and significant relationship between organizational commitment and government employee performance. They stated that strong organizational commitment encourages individuals to work more responsibly and demonstrate high loyalty to organizational goals. In the context of DPRD members, this means that commitment to legislative, budgetary, and oversight duties drives increased productivity and the quality of service to the public.

The Influence of Commitment on Council Member Performance. Data analysis shows a positive relationship between organizational commitment and the performance of Kampar Regency DPRD members. It means that the higher a council member's level of commitment to their institution, the higher their performance. This finding is supported by the findings of Pratama (2018), Dewi (2020), and Santoso (2022), who stated that organizational commitment is a key factor in improving the performance of public sector employees, including legislative bodies. When

individuals feel a sense of ownership and responsibility for the organization, they strive to make the best possible contribution in carrying out their duties.

The Influence of Organizational Culture on Council Member Performance. Data analysis shows a positive influence of organizational culture on the performance of Kampar Regency DPRD members. It indicates that any improvement in the quality of organizational culture will be followed by an increase in council member performance.

This finding is supported by research by Rahmawati (2018), Firmansyah (2021), and Azizah (2023), which states that a strong organizational culture with aligned values, norms, and practices can improve the discipline, responsibility, and productivity of organizational members. In the context of the DPRD, an organizational culture that upholds openness, integrity, and collaboration can create a work environment that encourages improved legislator performance.

The Influence of Competence on Organizational Culture. Data analysis shows a positive influence between council member competence and organizational culture. It means that the higher the competence of Kampar Regency DPRD members, the better the organizational culture.

This research aligns with findings from Hutagalung (2019), Nugroho (2020), and Aulia (2022), which suggest that individuals with high competence are more likely to adapt to organizational values and norms and can become agents of organizational cultural change. Within the Regional People's Representative Council (DPRD), competence in understanding regulations, political communication, and public issue management plays a significant role in fostering a professional and adaptive work culture.

The Influence of Commitment on Organizational Culture. The data analysis shows a positive influence between organizational commitment and organizational culture within the Kampar Regency Regional People's Representative Council (DPRD). It suggests that as council members' commitment to the organization increases, the resulting organizational culture also strengthens.

This finding is supported by research by Rahmadani (2019), Luthfi (2021), and Ningsih (2023), which found that organizational commitment can create a conducive work climate and foster shared values that serve as the foundation of organizational culture. DPRD members who are highly dedicated to the institution's vision and mission support the formation of a strong, service-oriented work culture.

The Influence of Competence on Council Member Performance Through Organizational Culture. The analysis shows a positive influence of organizational commitment on DPRD member performance through organizational culture as an intervening variable. Therefore, although the relationship is positive, the influence of commitment on performance through organizational culture cannot be declared statistically significant at the 95% confidence level. These findings indicate that organizational culture is not yet fully capable of bridging the influence of commitment on performance improvement.

These results are supported by a study by Fadli and Rosdiana (2020), which stated that organizational commitment is indeed important, but it does not always produce maximum performance without the support of a strong and adaptive organizational culture. Hidayat (2022) added that in some public organization contexts, the role of organizational culture as a mediator is highly dependent on leadership, transparency, and internal communication.

The Influence of Commitment on Council Member Performance Through Organizational Culture. The analysis results indicate a positive influence of organizational commitment on the performance of Regional Representative Council (DPRD) members through organizational culture as an intervening variable. Therefore, although the relationship is positive, the effect of commitment on performance through organizational culture cannot be declared statistically significant at the 95%

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CONCLUSION

Based on the research findings on the influence of competence, commitment, and organizational culture on the performance of members of the Kampar Regency Regional Representative Council (DPRD), it can be concluded that these three variables have a direct, positive effect on council member performance. Improved competence, such as understanding regulations and political communication skills, has been shown to boost work effectiveness and productivity. Similarly, high organizational commitment increases responsibility, loyalty, and the quality of public service. A strong organizational culture, characterized by the values of integrity, transparency, and collaboration, also plays a role in fostering more disciplined and professional performance.

Furthermore, competence and commitment also have a positive effect on organizational culture, indicating that the individual qualities of council members contribute to an adaptive and professional work environment. However, the role of organizational culture as a mediating variable in the relationship between competence and commitment on performance did not demonstrate statistically significant effects. It indicates that although organizational culture plays an important role, the performance of DPRD members is more directly influenced by the competence and commitment of each member.

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