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HOW CAN ORGANIZATIONAL COMMITMENT IMPROVE EMPLOYEE PERFORMANCE?

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ABSTRACT

More specifically, the research objectives are as follows: To analyze the influence of competence on employee performance at the Bali Province Human Resources Development Agency. To analyze the influence of organizational culture on employee performance at the Bali Province Human Resources Development Agency, to analyze the influence of competence on organizational commitment at the Bali Province Human Resources Development Agency to analyze the influence of organizational culture on organizational commitment at the Bali Province Human Resources Development Agency. To analyze the effect of organizational commitment on employee performance at the Bali Province Human Resources Development Agency. Based on the results of the analysis and discussion that has been carried out, the conclusions of this research are as follows: Competence has a positive and significant effect on employee performance. Organizational culture has a positive and significant effect on employee performance. Competence has a positive and significant effect on organizational commitment. Organizational culture has a positive and significant effect on organizational commitment. Organizational commitment has a positive and significant effect on employee performance.

INTRODUCTION

Civil servant performance appraisal cannot be separated from work motivation. Employee performance improvement is always carried out in order to achieve the prime service target for the community, namely the creation of services provided

by government officials in accordance with standards and can create a positive image.

A leader who hopes to achieve maximum performance in his organization must pay attention to the factors that affect the employee's own performance, one of which is competence. According to Moeheriono (2014: 3-4), competence is a basic characteristic that can affect individual or team performance. Competence has a causal or causal relationship with the criteria used as a reference, being effective or performing prime or superior in a particular workplace or situation. According to Moeheriono (2009: 13), argues that in each individual there are several characteristics of basic competencies, namely consisting of character, motives, self-concept, knowledge and skills. Based on this theory,

Organizational culture as one of the value systems adopted in an organization will have a positive influence on employee activities. Besides that, according to Robbins (2010: 279) defines organizational culture as a system of shared meaning adopted by members who differentiate the organization from other organizations. It must be taught to members including new members, namely as a correct way of studying, thinking and feeling the problems at hand. The coercion of a culture can cause incompatibility between employees and the organization so that it can affect the psychological condition of employees who feel uncomfortable working together. Employee discomfort has an impact on employee performance. Mas'ud (2013: 133) organizational culture is formed by indicators. The indicators of Organizational Culture can be interpreted in four concepts, namely: professionalism, distance management, trust in colleagues and integrity.

In an institution, to achieve the performance that is expected, it is also strongly supported by the commitment of employees in the organization (Robbins, 2014). Commitment is determination, determination, and promise to do or realize something that is believed. Organizational commitment reflects the extent to which an individual identifies the organization and its goals (Kreitner&Kinicki, 2014).

Robbins (2014) states that organizational commitment is a component of behavior. Organizational commitment is a condition where an employee sides with an organization and its goals, and intends to maintain its membership. High someone's involvement in a job means taking sides with the particular job of an individual, while high organizational commitment means siding with the organization that recruits the individual.

LITERATURE REVIEW

Competence

The definition and meaning of competence put forward by Spencer & Spencer in Moeheriono (2010: 3-4), namely the characteristics that underlie a person related

to the effectiveness of individual performance in their work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as reference, effective or have a prime or superior performance in the workplace or in certain situations. Competence and commitment are the main capital of an organization to improve employee performance so that in carrying out each task and job they are given they can do with high self-confidence accompanied by high work loyalty as well.

From the description above, it is in line with Rozi and Yamali's research (2017). The research results show that the competence of experts partially has a positive and significant effect on Organizational Commitment. Rohman's research (2017) Based on the results of statistical tests that have been conducted, it shows that competence has a significant effect on organizational commitment.

Competence affects employee performance management as stated by Armstrong (2004: 91), that performance management is related to inputs and processes (objectives and competencies) as well as outputs and outcomes (results and contributions). Performance appraisal is based on an understanding of the knowledge, skills, skills and behaviors required to carry out a task well.

In this case, it means that performance is influenced by the competence of each individual which is determined by the training and development of human resources to reach that level desired. Sedarmayanti (2011: 126) states that competence is a fundamental characteristic of a person that has a direct effect on performance, or can predict very good performance. In other words competence is extraordinary performance that is done more often in more situations, with better results of the policy assessors do.

From the description above, the results of research by Martini, et, al (2016), which state that competence has a positive and significant effect on employee performance. The more competent an employee is, the higher the employee's performance in a company. Hassan (2017) research states that competence has a positive and significant effect on performance, meaning that if competence is improved, employee performance will increase.

ORGANIZATIONAL CULTURE

Culture is essentially a process of integration of human behavior that includes thoughts, speech and actions with the learning process. In their lives, humans are influenced by the culture in which they are located. The same thing will happen in an organization or company, the mix of all values, beliefs and behavior of each member of the organization will form the organizational culture.

Organizational Commitment is the attitude of employees who are interested in the goals, values and goals of the organization which is shown by the acceptance of individuals for the values and goals of the organization and has a desire to relate to the organization, a willingness to work hard so that individuals feel at home and want to stay in the organization in order to achieve their goals and objectives. continuity of the organization.

According to Muriman et al (2010: 271) states that organizational culture has a major effect on job satisfaction, if organizational members are satisfied with their work, then the feeling of satisfaction is actualized in the form of commitment to the organization. And also the importance of this organizational commitment is owned by members of the organization, because members have a high commitment to the organization, they will be motivated and more satisfied with their work, which in general they become less interested in leaving their organization.

Usmany's research results (2016) show that there is a significant influence between organizational culture and organizational commitment. Based on the results of this study, it can be seen that organizational culture plays a very important role as one of the triggers for the growth of organizational commitment to employees. So the better the perception of each member of the organization regarding the organizational culture in the workplace the higher the commitment to the organization.

Furthermore, Siswanto's research (2015) in his research results states that organizational culture has a very large and most significant influence on employee commitment compared to other variables, namely compensation policy.

According to Gibson in Sutanto (2012: 172), employees or employees are the driving force for organizational operations, if the employee's performance is good, then the organizational performance will also increase. Many factors affect employee performance, one of which is organizational culture. Organizational culture is a general perception shared by all members of the organization, so that every employee who becomes a member of the organization will have values, beliefs and behavior in accordance with the organization. As for the explanation according to Robbins (2011: 189) which reveals that a strong organizational culture is needed to increase job satisfaction and employee performance which in turn will also affect the overall organizational performance. Therefore, every organization needs to form a strong organizational culture.

From the description above, it is in accordance with the results of research by Sagala et al (2015). Research shows that organizational culture has a significant effect on employee performance. Research Salihu, et, al (2016). The final study revealed that there is a direct and significant relationship between employee involvement and employee work productivity. Thus this study shows that every organization must carry out regular assessments to determine the performance of its employees.

ORGANIZATIONAL COMMITMENT

Organizational commitment is a condition Where employees take sides and care for a particular organization and its goals, and intend to maintain its membership in that organization. High organizational commitment is needed in an organization, because the creation of a high commitment will affect the professional work situation. Employee commitment is an important factor to

improve organizational performance. Commitment expresses both thought and action and effort to identify the interests of people loyal to object-object the.

Melizawati's research (2015) With the results of her research it can be concluded that organizational commitment has an important influence on employee performance. Research Al Zefeiti's (2017) research findings show that organizational commitment has a significant impact on employee performance dimensions.

HYPOTHESIS

From the above phenomena the development of the hypothesis is as follows:

1. Hypothesis 1 (H1). Competence has a positive effect on organizational commitment at the Bali Province Human Resources Development Agency.
2. Hypothesis 2 (H2.) Organizational culture has a positive effect on organizational commitment at the Bali Province Human Resources Development Agency.
3. Hypothesis 3 (H3). Competence has a positive effect on employee performance at the Bali Province Human Resource Development Agency.
4. Hypothesis 4 (H4). Organizational culture has a positive effect on employee performance at the Bali Province Human Resources Development Agency.
5. Hypothesis 5 (H5): Commitment organization has a positive effect on employee performance at the Bali Province Human Resource Development Agency.

METHOD

The location of this research was carried out at the Bali Province Human Resources Development Agency, and when the research began in the first week of September 2019, the population in this study were all permanent employees at the Bali Province Human Resource Development Agency, totaling 42 people. Based on the data obtained on The Human Resources Development Agency of Bali Province with 42 employees people then in this study will take all employees on Provincial Human Resources Development Agency.

The variables in this study can be identified into 3, namely exogenous variables, mediating variables, and endogenous variables. In this study, the exogenous variables are Competence (X1) and Organizational Culture (X2). In this study, the intervening variable is organizational commitment (Y1). In this study, the endogenous variable is the employee performance (Y1). Competence is measured by 4 indicators. Organizational culture is measured by 5 indicators. Organizational commitment is measured by 5 indicators. Employee performance is measured by 6 indicators.

The data used in this study are primary data collected from a questionnaire with various indicators that have been outlined in a questionnaire statement. To test the hypothesis and produce a fit model, this study uses Structural Equation Modeling

(SEM) with a variance-based or component-based approach with Partial Least Square (PLS).

RESEARCH RESULTS AND DISCUSSION

Hypothesis testing results

Direct impact testing.

Recapitulation of test results validity path coefficient (path coefficient) on each path for the direct effect presented in Table 1 provides information for hypothesis testing. The results of testing the five hypotheses in this study can be described as follows:

Table 1. Direct effect testing results

Relationship Between Variables	Path Coefficient (Bootstrapping)	T-Statistic	Information
Competence -> Organizational commitment	0.455	4,475	Significant
Organizational culture -> Organizational commitment	0.423	4,023	Significant
Competence-> Employee performance	0.386	3,794	Significant
Organizational culture -> Employee performance	0.272	2,120	Significant
Organizational commitment -> Employee performance	0.340	2,846	Significant

Source: Data processed, 2019

The results of testing the five hypotheses in this study can be described as follows:

- 1) Competence (X1) is proven to have a positive and significant effect on organizational commitment (Y1). This result is indicated by a positive path coefficient of 0.455 with T-statistic = 4.475 (T-statistic > 1.96). These results indicate that hypothesis-1 (H1): Competence has a positive effect on organizational commitment is proven empirically. In accordance with the results obtained, it can be stated, the better the competence, the better the employee's organizational commitment to the Bali Province Human Resource Development Agency.
- 2) Organizational culture (X2) is proven to have a positive and significant effect on organizational commitment (Y1). This result is shown by a positive path coefficient of 0.423 with T-statistic = 4.023 (T-statistic > 1.96). These results indicate that hypothesis-2 (H2): Organizational culture has a positive and significant effect on organizational commitment is empirically proven. In accordance with the results obtained, it can be stated that the better the

organizational culture will be able to increase the commitment of employee organizations at the Bali Province Human Resource Development Agency.

3) Competence (X1) is proven to have a positive and significant effect on employee performance (Y2). This result is shown by the positive path coefficient of 0.386 with a statistical t value of 3.794. (T-statistic > 1.96). The statistical value is above the critical value of 1.96. The results of this test prove hypothesis-3 (H3), which states that competence has a positive and significant effect on employee performance. This means that the better the competence, the higher the employee performance or vice versa the lower the competence, the lower the employee performance at the Bali Province Human Resource Development Agency.

4) Organizational culture (X2) was found to have a positive and significant effect on employee performance (Y2). This result is indicated by a positive path coefficient of 0.272 with T-statistic = 2.120 (T-statistic > 1.96). These results indicate that hypothesis-4 (H4): Organizational culture has a positive effect on employee performance is proven empirically. In accordance with the results obtained, it can be stated that the better the organizational culture will be able to improve the performance of employees at the Bali Province Human Resource Development Agency.

5) Organizational commitment (Y1) is proven to have a positive and significant effect on employee performance (Y2). This result is shown by a positive path coefficient of 0.340 with T-statistic = 2.846 (T-statistic > 1.96). These results indicate that hypothesis-5 (H5): Organizational commitment has a positive and significant effect on employee performance is empirically proven. In accordance with the results obtained, it can be stated, the better the employee's organizational commitment, the better the employee's performance at the Bali Province Human Resource Development Agency.

Testing indirect influence through mediation variables

In the following examination, the mediating role of the variable organizational commitment (Y1) will be examined on the indirect effect of competence (X1) and organizational culture (X2) on employee performance (Y2). The examination of the indirect effect in this study canis presented the results of the analysis are in Table 2.

Table 2 Recapitulation of mediation test results

No	Mediating Variables	(a)	(b)	(c)	(d)	Information
.	Organizational commitment to:					
1	Competence -> Employee performance	0.154 (Sig)	3,794 (Sig)	4,475 (Sig)	2,846 (Sig)	Partial Mediation
2	Organizational culture -> Employee performance	0.144 (Sig)	2,120 (Sig)	4,032 (Sig)	2,846 (Sig)	Partial Mediation

Information: Significant (Sig.) = T-statistic > 1.96 at α : 5%

Source: Data processed, 2019

The information that can be obtained from Table 2 above can be presented in the following description:

1) The influence of competence on employee performance is mediated by organizational commitment ($X1 \rightarrow Y1 \rightarrow Y2$)

Organizational commitment (Y1) is able to positively and significantly mediate the indirect effect of competence (X1) on employee performance (Y2). These results are shown from the mediation test which shows that the effect of (a), (b), (c), and (d) has a significant value.

In Table 2, the path coefficient of the influence of competence on employee performance through organizational commitment is 0.154 with a P value of 0.042. The results of this test prove that the influence of competence on employee performance through organizational commitment is positive and significant.

Based on the results above, it can be interpreted that if the higher the organizational commitment based on high competence, the employee performance will also increase. The mediation effect of the organizational commitment variable (Y1) on the indirect effect of competence (X1) on employee performance (Y2) is partial (partial mediation). These findings provide an indication that the variable organizational commitment (Y1) is not a key determinant of the influence of competence (X1) on employee performance (Y2).

2). The influence of organizational culture on employee performance is mediated by organizational commitment ($X2 \rightarrow Y1 \rightarrow Y2$)

Organizational commitment (Y1) is able to mediate the indirect effect of organizational culture (X2) on employee performance (Y2). These results are shown from the mediation test that shows the influence of (a), (b), (c), and (d) which has a significant value.

In Table 2, the path coefficient of the influence of organizational culture on employee performance through organizational commitment is 0.144 with a P value of 0.008. The results of this test prove that the influence of organizational culture on employee performance through organizational commitment is positive and significant.

Based on these results it can be interpreted that if the higher the organizational commitment based on high organizational culture, the employee performance will also increase. The mediation effect of the organizational commitment variable (Y1) on the indirect effect of organizational culture (X1) on employee performance (Y2) is partial (partial mediation). These findings provide an indication that the variable organizational commitment (Y1) is not a key determinant of the influence of organizational culture (X2) on employee performance (Y2).

In order to determine the overall effect for each relationship between the variables studied, a recapitulation of the direct effect, indirect effect and total effect can be presented in Table 3 below.

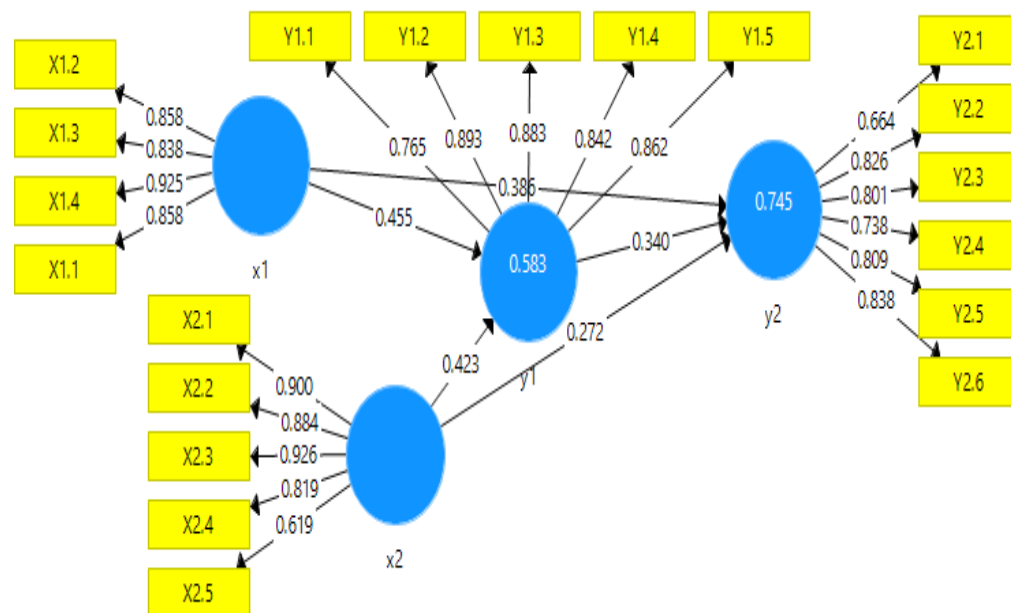
Table 3. Direct effect, indirect effect, and total effect

No.	Variable Relationships	Direct Influence	Indirect Influence	Total Effect
1	Competence -> Organizational commitment	0.455 (Sig)	-	0.455
2	Competence-> Organizational commitment-> Employee performance	3,794 (Sig)	0.154 (Sig)	3,948
3	Organizational culture -> Organizational commitment	0.423 (Sig)	-	0.423
4	Organizational culture -> Organizational commitment -> Employee performance	1,988 (Sig)	0.144 (Sig)	2,132
5	Organizational commitment -> Employee performance	2,846 (Sig)	-	2,846

Source: Data processed, 2019

Based on Table 3, it is shown that the mediating effect of the organizational commitment variable (Y1) on the indirect effect of competence (X1) on employee performance (Y2) is greater, namely with a path coefficient of 0.154 compared to the mediating effect of the organizational commitment variable (Y1) on the indirect effect. Organizational culture (X2) on employee performance (Y2) with the resulting path coefficient of 0.144. Thus, overall, the total influence on the pathway of organizational culture-> organizational commitment-> employee performance (2,132) is smaller than the path of competence-> organizational commitment-> employee performance (3,948). These findings provide an indication of competence and organizational culture which is getting higher makes employees increasingly increase organizational commitment.

Based on the results of testing the hypotheses described above, a path diagram is compiled as shown in Figure 1 below:



Gamba1. Hypothesis Testing Results

Based on the results of the direct effect calculation analysis, the indirect effect and the total effect show that competence has the highest total effect value, so this is the finding that competence has the greatest influence on employee performance compared to other variables such as organizational culture and organizational commitment.

DISCUSSION OF RESEARCH RESULTS

Competence affects organizational commitment.

The results of hypothesis testing regarding the influence of competence on organizational commitment show a positive and significant effect. The results obtained mean that the increasing competence of the Bali Province Human Resources Development Agency will increase the commitment of employee organizations. The findings of this study will provide information that competence is formulated as the ability to carry out or perform a job or task which is based on skills and knowledge and is supported by the work attitude required by the job. Competence and commitment are the main capital of an organization to improve employee performance so that in carrying out each task and job they are given they can do with high self-confidence accompanied by high work loyalty as well. This research support Isnain (2012) research that competence and commitment have a positive and significant effect on the performance of the employees of the Tojo district youth education and sports offices; Fakhrul and Yamali (2017) that show that the competence of experts partially has a positive and significant effect on Organizational Commitment. Rohman's research (2017)

that shows that competence has a significant effect on organizational commitment.

Organizational culture affects organizational commitment.

The results of testing the hypothesis regarding the influence of organizational culture on organizational commitment show a positive and significant influence. The results obtained give a meaning, that the better the organizational culture at the Bali Province Human Resources Development Agency will increase employee organizational commitment. Organizational Commitment, namely the attitude of employees who are interested in the goals, values and goals of the organization as shown by the acceptance of individuals for the values and goals of the organization and having a desire to relate to the organization, a willingness to work hard so that individuals feel at home and want to stay in the organization in order to achieve their goals and objectives. continuity of the organization. Culture in essence is a process of integration of a human behavior which includes thoughts, speech and actions with the learning process. In their lives, humans are influenced by the culture in which they are located. The same thing will happen in an organization or company, the mix of all values, beliefs and behavior of each member of the organization will form the organizational culture.

Based on the research results, there is a significant relationship between organizational culture and organizational commitment to nurses. Based on the results of this study, it can be seen that organizational culture plays a very important role as one of the triggers for the growth of organizational commitment to nurses. So with the better the perception of each member of the organization regarding organizational culture in placework, the higher the commitment to the organization. This research support Muriman et al (2010: 271) states that organizational culture has a positive effect on organizational commitment, if organizational members are satisfied with their work, then the feeling of satisfaction is actualized in the form of commitment to the organization. And also the importance of this organizational commitment is owned by members of the organization, because members have a high commitment to the organization, they will be motivated and more satisfied with their work, which in generally they become less interested in leaving their organization. While Robbins (2011: 189) also states that the culture of spirituality in organizations related positive with creativity, employee satisfaction, team performance, and organizational commitment. Furthermore, Irvianti, LSD, et al (2011: 342) in their research results state that organizational culture has a very large and most significant influence on employee commitment compared to other variables, namely compensation policy. Sopiah (2010: 56) also states that the understanding of the positive and significant influence of organizational culture on employee performance is that the better the organizational culture is built, the higher the employee's organizational commitment and then the impact on performance improvement.

Competence affects employee performance.

Hypothesis test results indicate a positive and significant influence of competence on employee performance. These results give a meaning that the better the competence of employees at the Bali Province Human Resources Development Agency, the better the employee performance or vice versa the lower the competence, the lower the employee performance. In this case, it means that performance is influenced by the competence of each individual which is determined by training and human resource development to reach that level desired. Sedarmayanti (2011: 126) states that competence is a fundamental characteristic of a person that has a direct effect on performance, or can predict very good performance. In other words competence is extraordinary performance that is done more often in more situations, with better results of the what policy assessors do. Like the results of research from Arcynthia (2013), which states that competence has a positive and significant effect on employee performance. The more competent an employee is, the higher the employee's performance in a company. Widodo and Haryanto (2010), in their research stated that competence has a positive and significant effect on performance, meaning that if competence is improved, employee performance will increase. While the results of Asmoro's (2015) study found that competence has a positive and insignificant effect on performance, meaning that if competence is improved, it is not certain that employee performance will increase. Organizational commitment (Y1) is able to positively and significantly mediate the indirect effect of competence on employee performance (Y2). The results of this test can be proven empirically. Based on these results, it can be interpreted that the higher the employee organizational commitment based on the better competency, the employee performance will increase in the Bali Province Human Resources Development Agency. Information that can be conveyed from then the performance of employees will increase at the Bali Province Human Resource Development Agency. Information that can be conveyed from then the performance of employees will increase at the Bali Province Human Resource Development Agency. Information that can be conveyed from effect mediation variable Organizational commitment to indirect influence variable Competence on employee performance (Y2) is Partial Mediation. These findings provide clues that variable Organizational commitment (Y1) is not a key determinant of the influence of competence (X1) on employee performance (Y2)

Organizational culture affects employee performance.

Hypothesis testing from the analysis conducted in this study found that organizational culture has a positive and significant effect on employee performance. These results indicate that the better the employee organizational culture will be able to improve the performance of employees at the Bali Province Human Resources Development Agency. The findings of this study suggest that organizational culture is a general perception shared by all members of the organization, so that every employee who is a member of the organization will have values, beliefs and behavior in accordance with the organization. As for the

explanation according to Robbins (2011: 189) which reveals that a strong organizational culture is needed to increase job satisfaction and employee performance which in turn will also affect the overall organizational performance.

Therefore, every organization needs to form a strong organizational culture. Organizations need to disseminate values primarily to all employees. From the description above, it is in accordance with the results of research by Sagala et al (2015). Research shows that organizational culture has a significant effect on employee performance. Research Salihu, et, al (2016). Organizational culture has a direct effect on employee performance. Research by Lydiah and Wambugu (2015) Based on the results, this study is able to reveal that the values of organizational culture have a more significant influence on employee performance. Organizational commitment (Y1) is able to positively and significantly mediate the indirect effect of organizational culture (X2) on employee performance (Y2). The results of this test can be proven empirically. Based on these results it can be interpreted that the higher the commitment of the employee organization based on the organizational culture (X2), the higher the employee's performance will increase in the Bali Province Human Resources Development Agency. Information that can be conveyed from effect mediation variable Organizational commitment to indirect influence variable Organizational culture (X2) on employee performance (Y2) is Partial Mediation. These findings provide clues that variable Organizational commitment (Y1) is not a key determinant of the influence of organizational culture (X2) on employee performance (Y2).

The effect of organizational commitment on employee performance.

Hypothesis test results show that organizational commitment has a positive and significant effect on employee performance. In accordance with the results obtained, it can be stated that high organizational commitment will encourage the realization of organizational goals effectively. The better the employee's organizational commitment, the better the employee's performance at the Bali Province Human Resources Development Agency. Organizational commitment is a condition where employees take sides and care for a particular organization and its goals, and intend to maintain its membership in that organization. High organizational commitment is needed in an organization, because the creation of a high commitment will affect the professional work situation. Employee commitment is an important factor to improve organizational performance. Commitment expresses both thought and action and effort to identify the interests of people loyal to object-that object. Nydia (2012) conducted a study on the effect of organizational commitment on the performance of field employees at Coco Pertamina MT Haryono, which stated that the variable organizational commitment had a significant effect on performance, and the normative commitment component was the component of organizational commitment with the most dominant influence on employee performance. NS Lukman, Adolfina (2015) also conducted a study entitled work environment analysis, organizational

commitment, and compensation for employee performance at PT. Bank Sulut Manado, the results of research simultaneously, work environment, organizational commitment, and compensation have an effect on employee performance in the bank of North Sulawesi, and organizational commitment is the most dominant variable. The research conducted by Indriyanto (2016) on the effect of organizational commitment and compensation on employee performance at the Semarang Research and Development Center shows that there is a positive effect of organizational commitment on employee performance at the Semarang Institute for Religious Research and Development. Another study conducted by Y. Verawati, Utomo (2015), The Effect of Organizational Commitment, Participation and Motivation on Employee Performance at PT. Bank Lippo Tbk, Kudus Branch, explained that partially the Commitment and Motivation variables are proven to have an influence on performance variables. Another study conducted by Verawatia and Utomo (2015), The Effect of Organizational Commitment, Participation and Motivation on Employee Performance at PT. Bank Lippo Tbk, Kudus Branch, explained that partially the Commitment and Motivation variables are proven to have an influence on performance variables. Another research conducted by Verawati and Utomo (2015), The Effect of Organizational Commitment, Participation and Motivation on Employee Performance at PT. Bank Lippo Tbk, Kudus Branch, explained that partially the Commitment and Motivation variables proved to have an influence on performance variables. This research Utama, Sapta, Yuesti, (2018) of which Commitment variables proved to have an influence on performance variables

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, it can be concluded from the research that competence has a positive and significant effect on organizational commitment. The results of these findings can be interpreted that the better the competence at the Bali Province Human Resource Development Agency, the more motivation of employees to work will increase. Organizational culture has a positive and significant effect on organizational commitment. The results of these findings can be interpreted that the increasing organizational culture at the Bali Province Human Resources Development Agency will arouse employee motivation to work. Competence has a positive and significant effect on employee performance. These findings can be interpreted that the better the competence at the Bali Province Human Resource Development Agency, the better employee performance will be. Organizational culture has a positive and significant effect on employee performance. These findings can be interpreted that the higher the organizational culture in working at the Bali Province Human Resources Development Agency, the employee performance will increase. Organizational commitment has a positive and significant effect on employee performance. The results of this study give meaning, if the higher organizational commitment of employees working at the Bali Province Human Resources Development Agency, the employee's performance at work will

increase. Organizational commitment is able to mediate positively and significantly on the indirect effect of competence on employee performance at the Bali Province Human Resources Development Agency. Based on these results it can be interpreted that if the higher the organizational commitment based on high competence, the employee performance will also increase. The mediating effect of the variable organizational commitment on the indirect effect of competence on employee performance is partial (partial mediation). These findings provide an indication that the variable organizational commitment is not a key determinant of the influence of competence on employee performance. Organizational commitment is able to mediate positively and significantly on the indirect effect of organizational culture on employee performance. at the Bali Province Human Resources Development Agency. Based on these results it can be interpreted that if the higher the organizational commitment based on high organizational culture, the employee performance will also increase. The effect of mediating variable organizational commitment on the indirect effect of organizational culture on employee performance is partial (partial mediation). These findings provide an indication that the variable organizational commitment is not a key determinant of the influence of organizational culture on employee performance.

SUGGESTION

In order to improve the performance of employees at the Bali Province Human Resources Development Agency, the leader should be in increasing the competence of employees, namely at Skills owned by an employee as the capacity needed to carry out a series of tasks that develop from the results of training and experience. A person's expertise is reflected in how good he is someone in carrying out a specific activity, such as operating an equipment, communicating effectively. This is done considering the respondent's description of the Competency indicator, namely Skills is the lowest. In an effort to improve the performance of an employee at the Bali Province Human Resources Development Agency, the leader should create good coordination between organizational units. an organization if it wants to maintain a strong culture then the organization must be consistent and make every effort to apply it continuously to its employees. This matter done considering that the respondent's description of the indicators of organizational efforts for the creation of good coordination between organizational units is the lowest.

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