



# Analyzing the Impact of Competence, Work Culture, and Organizational Commitment on Employee Performance at CV Relajoli Singaraja, Bali

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## ABSTRACT

This study investigates the effects of competence, work culture, and organizational commitment on employee performance at CV. Relajoli Singaraja, Bali. Employing a quantitative approach, the research utilized a survey methodology, administering questionnaires to 45 permanent employees, with multiple linear regression analysis applied to the data. Findings reveal that these variables exert positive and significant influences on employee performance, both individually (partial effects) and collectively (simultaneous effects), wherein competence emerges as the predominant predictor. These results underscore the strategic imperative of bolstering employee competencies and cultivating a supportive work culture to elevate organizational productivity. Such enhancements align with established management literature emphasizing human capital development in Indonesian contexts.

**Keywords:** Examining Competence, Work Culture, Organizational Commitment, and Their Impact on Employee Performance

## I. INTRODUCTION

Employee performance constitutes a pivotal factor in organizational success and sustainability. For small and medium-sized enterprises (SMEs) like CV. Relajoli Singaraja Bali, human resources represent a strategic asset underpinning competitive viability amid intensifying business dynamism. Optimal performance signifies not merely individual accomplishments but also managerial efficacy writ large, necessitating human resource strategies that prioritize competence enhancement, positive work culture cultivation, and organizational commitment fortification.

CV. Relajoli Singaraja Bali operates as a service and distribution firm specializing in local product management and customer service within Bali's competitive landscape. It confronts challenges such as work output variability, underutilized individual skills, and disparities in employee discipline and loyalty, underscoring the interplay of competence, work culture, and commitment in performance dynamics.

Competence, as delineated by Spencer and Spencer (1993), integrates knowledge, skills, and attitudes yielding superior performance, enabling task comprehension, efficient execution, and organizational goal alignment. At CV. Relajoli Singaraja Bali, elevating competence demands technical training, professionalism nurturing, and capability-based evaluation systems.

Work culture embodies shared organizational values and norms guiding daily operations (Robbins & Judge, 2017), fostering discipline, accountability, and collaboration while mitigating conflicts and morale erosion. For CV. Relajoli Singaraja Bali, a culture emphasizing service excellence, teamwork, and innovation is imperative for collective productivity.

Meyer and Allen's (1991) three-component model posits organizational commitment as encompassing affective attachment, continuance calculus, and normative obligation, promoting responsibility, retention, and peak effort. Strengthening it at CV. Relajoli Singaraja Bali involves equitable rewards, defined career paths, and transparent leadership communication.

This empirical inquiry dissects the influence of competence, work culture, and organizational commitment on employee performance at CV. Relajoli Singaraja Bali, advancing human resource management theory while furnishing actionable strategies for sustained competitiveness.

## II. LITERATURE REVIEW

### 2.1 Competence

Competence is defined as an individual's underlying characteristic that is causally related to effective or superior performance (Spencer & Spencer, 1993). It includes knowledge, skills, abilities, and behavioral attributes that contribute to successful job outcomes. High competence enables employees to handle complex tasks, make sound decisions, and support organizational objectives.

### 2.2 Work Culture

Work culture refers to the system of shared meanings and values held by members that distinguishes one organization from another (Robbins & Judge, 2017). A positive work culture acts as a social glue that binds employees together and motivates them toward organizational goals. Core cultural elements such as innovation, teamwork, and accountability contribute significantly to performance quality.

### 2.3 Organizational Commitment

Organizational commitment represents the psychological attachment and sense of belonging an individual feels toward their workplace (Meyer & Allen, 1991). It encompasses affective, continuance, and normative dimensions. Employees with high commitment demonstrate greater loyalty, lower turnover intentions, and a willingness to exert extra effort to achieve organizational success.

### 2.4 Employee Performance

Employee performance reflects the level of accomplishment in carrying out tasks relative to established standards and objectives (Mangkunegara, 2017). It involves both qualitative and quantitative outcomes, often influenced by individual and organizational factors such as competence, motivation, and work environment.

## III. RESEARCH METHOD

### 3.1 Research Design

This study employed a quantitative associative design with a cross-sectional survey method. The research targeted all 45 employees of CV. Relajoli Singaraja Bali as the population and used a census approach.

### 3.2 Data Collection

Data were gathered through a structured questionnaire consisting of items measured using a five-point Likert scale (1= strongly disagree to 5 = strongly agree). Variables included:

- Independent variables: Competence ( $X_1$ ), Work Culture ( $X_2$ ), and Organizational Commitment ( $X_3$ )
- Dependent variable: Employee Performance (Y)

### 3.3 Data Analysis

The collected data were processed using SPSS version 25. Analytical techniques included validity and reliability testing, multiple linear regression, and hypothesis testing through simultaneous (F-test) and partial (t-test) analyses at a 5% significance level. The model fit was evaluated using the coefficient of determination ( $R^2$ ).

## IV. RESEARCH RESULT AND DISCUSSION

### 4.1 Descriptive Statistics

The mean scores for each variable were as follows:

- Competence: 4.25 (high)
- Work Culture: 4.18 (good)
- Organizational Commitment: 4.22 (high)
- Employee Performance: 4.30 (very good)

These results indicate that, overall, employees perceive a positive internal organizational atmosphere.

### 4.2 Multiple Linear Regression Analysis

The regression equation obtained was:

$$Y=0.298X^1+0.261X^2+0.305X^3+e \quad Y=0.298X^1+0.261X^2+0.305X^3+e$$

The determination coefficient ( $R^2=0.74$ ) suggests that 74% of the variance in employee performance is explained by competence, work culture, and organizational commitment, while the remaining 26% is influenced by other factors.

The t-test results reveal that all three independent variables significantly affect employee performance ( $p < 0.05$ ), with organizational commitment showing the strongest effect ( $t = 4.21$ ), followed by competence ( $t = 3.94$ ), and work culture ( $t = 3.12$ ).

### 4.2 Discussion

The findings confirm that competence significantly contributes to employee performance. Employees with strong technical and interpersonal skills perform tasks more precisely and adapt well to new challenges. This aligns with Spencer and Spencer's (1993) argument that competence forms the foundation of effective work behavior.

A supportive work culture further enhances collaboration, responsibility, and innovation. It encourages employees to align personal values with organizational goals, thereby improving overall productivity. Consistent with Robbins and Judge (2017), culture functions as a stabilizing force that guides behavior within the organization.

The study also highlights organizational commitment as the most influential variable. High commitment drives employees to remain with the organization, maintain consistent performance, and willingly contribute beyond their job scope. This supports Meyer and Allen's (1991) theory emphasizing the emotional and moral bonds that underpin

employee engagement. The results are consistent with previous empirical studies by Wahyuni (2020) and Puspitasari (2022), which identified the same predictors of performance in Indonesian SMEs.

## V. CONCLUSION AND SUGGESTION

### 5.1 Conclusion

1. Competence, work culture, and organizational commitment each exert a positive and significant influence on employee performance at CV. Relajoli Singaraja Bali.
2. Organizational commitment is the most dominant factor affecting performance among the three variables studied.
3. Collectively, these variables explain 74% of the variation in employee performance, indicating that human resource quality and organizational environment play strategic roles in performance enhancement.

### 5.2 Suggestion

1. Enhance Employee Competence: Implement continuous training and professional development programs to improve technical expertise and interpersonal effectiveness.
2. Strengthen Work Culture: Encourage a culture emphasizing discipline, collaboration, and innovation through transparent communication and shared organizational values.
3. Foster Organizational Commitment: Develop performance-based reward systems, define clear career pathways, and maintain open managerial communication to deepen employees' emotional engagement and loyalty.

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