



AN INTEGRATIVE MODEL OF COMPETENCE, COMMITMENT, AND PERFORMANCE IN ACHIEVING ORGANISATIONAL EFFECTIVENESS

By

Apris Beniawan¹, Lijan Poltak Sinambela², Tri Waluyo³

^{1,2,3}Ilmu Manajemen Fakultas Ekonomi dan Bisnis, Universitas Nasional

E-mail: beniawan@yahoo.com

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ABSTRACT

This study explores an integrative model of competence, commitment, and performance in achieving organizational effectiveness. Modern organizations face increasingly complex challenges that require strategic human resource approaches. Competence encompasses the knowledge, skills, and attitudes that enable individuals to perform tasks effectively. Organizational commitment reflects employees' emotional and psychological attachment to the organization's values and goals. Performance is the tangible outcome of accumulated competence and commitment, manifested in productivity, work quality, and contributions to strategic objectives. The research was conducted at Barantin using a quantitative approach with Structural Equation Modeling (SEM) via SmartPLS. The sample consisted of 160 purposively selected respondents. The results indicate that employee performance has the most dominant influence on organizational effectiveness (original sample value 0.559; T-statistic 6.677), followed by organizational commitment (0.264; T-statistic 3.530), and work competence (0.161; T-statistic 2.887). All three variables show statistically significant effects on organizational effectiveness. This integrative model confirms that enhancing organizational effectiveness cannot rely on improving a single factor alone. Instead, it requires the synergy of competence, commitment, and performance. These findings support previous literature and offer a practical framework for HR policymakers to design sustainable and adaptive managerial interventions in response to evolving workplace dynamics.

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Corresponding Author:

Apris Beniawan

Ilmu Manajemen Fakultas Ekonomi dan Bisnis, Universitas Nasional

E-mail: beniawan@yahoo.com

1. INTRODUCTION

Organisational development is a dynamic process that aims to improve operational effectiveness and efficiency through planned changes in various aspects of the organisation. Important elements that are often the main focus in organisational effectiveness are employee competence, commitment, and performance. Competence refers to the combination of knowledge, skills, and abilities that an individual possesses to effectively perform the tasks required by the organisation. Meanwhile, leadership refers to an individual's ability to influence, direct, and motivate team members or the organisation to achieve predetermined goals. In the Competence element, (Boyatzis, 2008) in his book 'Competencies in the 21st Century' defines competence as the foundation of individual performance in an organisation. High competence enables employees to perform their tasks efficiently and effectively, better overcome challenges, and adapt to changes in the work environment.

In his research, Boyatzis shows that emotional and social competencies are important predictors of effective work performance. These competencies include the ability to recognise and manage one's own emotions and those of

others, which is a critical aspect of working together and communicating within a team. Competencies are not only important in ensuring that employees can perform their tasks well, but also in building self-confidence and motivation. Employees with adequate competencies feel more confident in facing challenges and are more motivated to achieve better results, which impacts increased employee commitment to the organisation and helps in achieving the organisation's long-term goals. (McClelland, 1973) emphasises the importance of competencies in organisational performance. McClelland also states that competencies are a better predictor of job success than traditional factors such as IQ. Competencies that include technical, interpersonal, and conceptual skills are essential for work effectiveness in various contexts.

Furthermore, Sinambela (2021) states that employee competency development should not be merely formal or administrative but should be directed toward tangible results such as improved performance and contributions to the organisation's strategic goals. He highlights that employee competencies not supported by intrinsic motivation and commitment to organisational values will result in superficial and unsustainable performance. Therefore, the establishment of a competency-based management system and commitment is a strategic approach that can ensure the sustainability and effectiveness of the organisation in the long term.

However, competence alone is not enough. Organizational commitment is also needed, namely the extent to which individuals feel emotionally and psychologically attached to their organization. Commitment acts as a driving force that maintains motivation, loyalty, and resilience in facing work challenges. A study by Martins & Manzano-Sánchez (2025) found that a high level of employee commitment can strengthen the relationship between competence and performance. This suggests that intrinsic motivation acts as a catalyst in transforming abilities into productive actions.

The integration of competence and commitment, as outlined by Sinambela (2021), also requires a transparent and fair performance measurement system. Performance is assessed not only based on individual output, but also on the extent to which an individual is able to collaborate, share knowledge, and strengthen synergy within a work team. Therefore, the integrative model of competence, commitment, and performance presented in various global studies is further strengthened by findings in the local Indonesian context, as seen in Sinambela's (2021) study.

Performance, as the third dimension in this model, is the tangible result of the accumulation of competence and commitment. Performance is not only measured by the number of tasks completed, but also by quality, efficiency, innovation, and contribution to achieving the organization's strategic goals. In an integrative context, employee performance cannot stand alone but is a reflection of internal support systems such as leadership, organizational culture, and effective internal communication (Maiwada, 2025).

An integrative model of competency, commitment, and performance is crucial when organizations seek to implement data-driven managerial interventions. A study by Tsekouropoulos et al. (2025) in the healthcare sector demonstrated that leaders who understand the relationship between these three elements are able to create more accurate human resource management strategies that are adaptive to digital change and responsive to patient needs.

Furthermore, the implementation of this model has also been shown to support organizational effectiveness in the government sector. A study by Ampauleng & Abdullah (2025) showed that public organizations that develop the competencies of ASN (State Civil Apparatus) through continuous training and fostering work commitment can improve Organizational Citizenship Behavior (OCB), a strong indicator of collective performance and organizational effectiveness.

From a strategic human resource perspective, Sugiharto et al. (2025) emphasizes the importance of balanced HR mapping between productivity and employee well-being. This integrative model strengthens this balanced approach by aligning psychological (commitment), technical (competence), and outcome (performance) aspects within a single organizational management framework.

A similar approach is also applied in the higher education sector. Sunitha et al. (2025) explain that increasing the effectiveness of educational institutions can be achieved through the integration of competency-based training, commitment-building psychological interventions, and continuous performance evaluation of lecturers and academic staff.

Research by Ogu & Okoye (2025) at Nnamdi Azikiwe University, Nigeria, highlights that integrating competency training and employee emotional engagement can improve public service delivery in an academic context. Similarly, research by Suhendi (2025) found that implementing a coaching culture based on emotional and intellectual spirituality (ESQ 3.0) significantly improved individual and company performance through an integrative approach.

In the increasingly complex and competitive dynamics of modern organizations, achieving organizational effectiveness is a primary strategic objective. Organizational effectiveness depends not only on the systems and structures in place but is also largely determined by internal factors stemming from human resources. Among these factors, individual competence, commitment, and performance play a crucial role. Competence describes the extent to which an individual possesses the knowledge, skills, and attitudes necessary to carry out tasks effectively. Meanwhile,



commitment reflects an employee's dedication and emotional attachment to the organization and its values. The combination of high competence and strong commitment theoretically drives increased individual performance, which in turn contributes to overall organizational effectiveness.

However, in practice, the relationship between these three elements is not always linear or simple. Many organizations experience a gap between individual potential and actual performance outcomes, indicating the need for an integrative modeling approach that maps the structural and functional relationships between competence, commitment, and performance on organizational effectiveness. This model is expected to provide a theoretical and practical framework for understanding the mechanisms of influence between these variables and serve as a reference in formulating more strategic human resource management policies. Therefore, this integrative research and modeling are crucial for encouraging organizations to compete sustainably in a constantly changing environment.

2. LITERATURE REVIEW

Work Competence

Competence is a critical component in the success of human resources in achieving organisational goals. Competency originates from the term 'competent,' which means capable, as in 'ability.' This ability refers to an individual's capacity to behave and act in ways that help them achieve their goals (Amrutha & Geetha, 2021; González-González & García-Almeida, 2021). Work theory, dynamics theory, quality orientation theory, problem-solving theory, team theory, independence theory, creation theory, integrated ability theory, asset theory, and window theory are some of the perspectives used to understand the concept of individual competencies in human resource management. According to Mitchell et al. (2020); Yu & Ko, (2017), personal competencies are related to work theory. Based on this principle, every job requires the presence of skilled individuals in their respective fields. In developing job evaluations, work activities and competencies merge into a single entity. As mentioned earlier, this theory is relevant to the dynamics theory proposed by Rothwell (Tang & Vandenberghe, 2020). This theory states that there are behavioural and action dynamics in humans that cause them to be diligent or lazy. Individuals with high skill levels typically have significant potential in terms of work dynamics. Conversely, high levels of laziness indicate low work dynamics. Work dynamics are defined as changes in an individual's ability to want or not want to go to work. According to Turner et al.'s (2017) quality orientation theory, every competent individual cannot be separated from quality orientation. The best results from relentless hard work are always prioritised in quality orientation. The more problems a job faces, the greater the opportunity to achieve quality orientation. This quality orientation paradigm addresses the issue of individual competence. Kumar et al. (2019) propose that competence is the solution to human resource and organisational challenges in their problem-solving theory. Low employee performance and job satisfaction are issues for businesses, and improving individual competence is one solution to these problems. This shows that personal competence plays a vital role in achieving organisational goals.

Organisational Commitment

Organisational commitment is defined by Porter and Lawer (1965) as a desire that develops in employees that drives them to make maximum effort for the good of the institution, to want to remain in it, and to accept the main objectives and values of the institution. This definition was revised by Greenberg and Baron (2000), who stated that organisational commitment is the level of identification employees feel towards the organisation they work for, which influences the level of commitment they demonstrate and their willingness to leave it.

Organisational commitment can be distinguished based on three different perspectives. At the end of the 20th century, Meyer and Allen (1991, 1997) developed the social exchange perspective previously described by Becker (1960). They described what is known as continuity or permanent commitment, which is based on the small investments that workers have developed over time and which hinder the possibility of their voluntary resignation from the organisation.

This continuity commitment is more prevalent among older and more experienced employees, who are more willing to remain in their jobs (Gambino, 2010; Cheng & Chan, 2008; Ramoo et al., 2013), although this also depends on the availability of other job opportunities in their environment (Laschinger et al., 2000).

From a psychological perspective, there is also affective commitment, characterised by employees' desire to remain members of the organisation, identify with it, and embrace its values and goals in exchange for certain psychological rewards such as recognition or support from their team (Mowday et al., 1979; Mathieu & Zajac, 1990). In the context of civil servants, affective commitment has been positively associated with job satisfaction and the intention to remain employed (Laschinger et al., 2000).

Similarly, McCallum et al. (2014) noted that team structure and organisational network behaviour with employees show a positive relationship with affective commitment. As in many other organisations, affective commitment is closely related to the level of trust in the organisation.

Meyer and Allen (1997) also introduced the concept of normative commitment, which is more related to work ethics and a sense of responsibility acquired and upheld by individuals in their work. This commitment encourages employees to perform their work well in various situations, even when they do not fully agree with the characteristics of the job or the organisation where they work.

Normative commitment has been extensively discussed in the scientific literature (Top et al., 2012; Al-Hussami et al., 2013), and various studies and case studies indicate that this commitment is influenced by several factors, such as gender, age, residential background, work context, and institutional type.

Government agencies often encourage continuity or tenure commitment, due to labour shortages as previously explained, by offering high salaries and additional benefits. However, this can mask low levels of affective and normative commitment among employees (Gellatly et al., 2014). In the context of public bureaucracy, both errors that occur and the consequences of such errors can be minimised if employees have a sufficiently high level of organisational commitment, although this is not always easy to achieve (Somunoğlu İkinci et al., 2012).

Employee Performance

Performance originates from the term job performance or actual performance, which refers to the quality and quantity of work achieved by an individual. The definition of performance (job performance) is the quality and quantity of work achieved by an employee in performing their functions in accordance with the responsibilities assigned to them.

According to Al Mehrzi and Singh (2016), performance is the overall result or level of success of an individual during a certain period in performing tasks compared to various possibilities, such as work standards, targets, or agreed-upon criteria. Additionally, Yang et al. (2016) state that performance is essentially what an employee does or does not do. Performance management encompasses all activities undertaken to improve the performance of a company or organisation, including the performance of each individual and work group within the company. According to Bin & Shmailan (2016), employee performance is the actions taken by employees in performing the work assigned by the company. Performance in carrying out their functions is not independent but is always related to employee job satisfaction and the level of compensation provided, and is influenced by individual skills, abilities, and characteristics. According to Binangun (2012), performance indicators can be measured by: the number of tasks completed, the quality of work, timeliness, attendance, and teamwork ability.

Organisational Effectiveness

There is a question that arises regarding how to assess the relative level of success of an organisation, as well as what managers and employees strive for in order to achieve organisational goals. According to several experts, one of whom is Robbins (1994:53), 'Organisational effectiveness is defined as an organisation achieving its goals.' a similar view to Robbins' definition is that 'Organisational effectiveness is the degree of accuracy in achieving a target by utilising available resources' (Mohyi, 2012:197). Based on these two opinions regarding organisational effectiveness, the researcher defines organisational effectiveness as the accuracy of an organisation in achieving its objectives by leveraging its resources. 'Studying organisational effectiveness involves combining organisational factors, such as structure and technology, with individual factors, such as motivation, commitment, and work performance' (Steers, 1984). Therefore, if there is something or a goal that an organisation seeks to achieve, it is important to note that the synergy between organisational factors and the behaviour of human resources is crucial in striving to achieve organisational goals and maintaining its sustainability.

3. RESEARCH METHOD

This study uses a quantitative method to test the hypothesis regarding the causal relationship between talent management variables and employee performance. The data collection technique used in this study is a questionnaire. The sampling technique used is purposive sampling. This technique involves selecting subjects not based on strata, random selection, or geographical areas, but rather based on specific objectives (Arikunto, 2010:183). The sample size in this study is 160 employees. The analysis method used in this study is a quantitative analysis method using Structural Equation Modelling (SEM) through SmartPLS software. In this study, the types of data presented are primary data and secondary data.



4. RESULTS
Measurement Model Test (Outer Model)

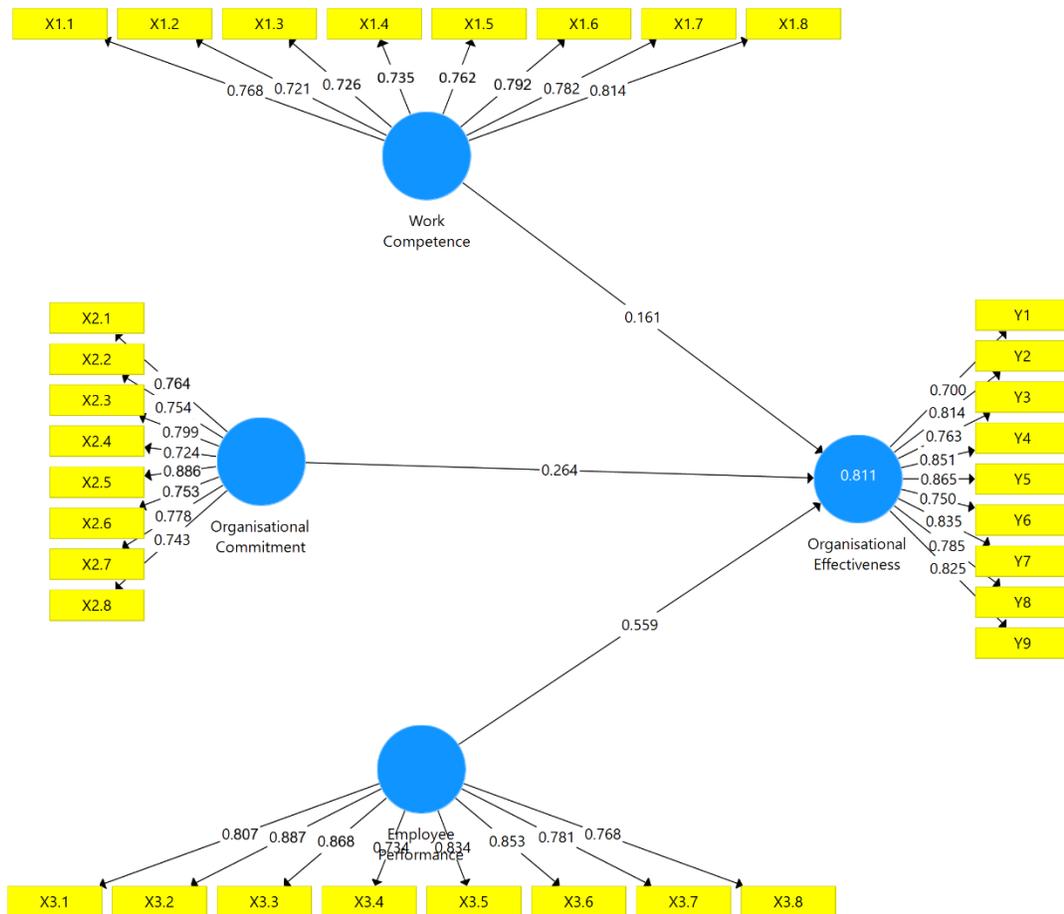


Figure 1. Measurement Model

From Figure 1, the model produced above shows that almost all loading factor values are above 0.5. This means that almost all indicators are valid. There is only one item with a value below 0.5.

Structural Model Test (Inner Model)

This is conducted to test the causal relationship between variables or to test hypotheses. The structural model of the study can be seen in the figure below:

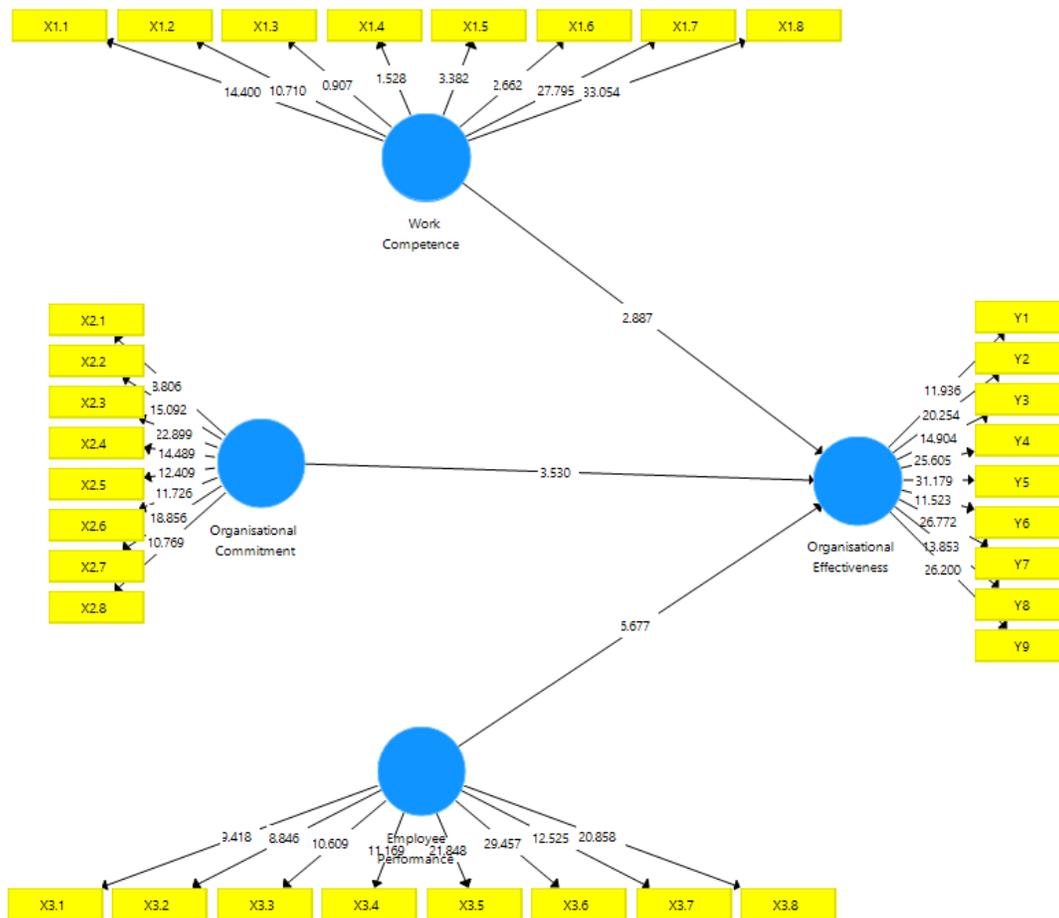


Figure 2. Structural Model

It can be seen that almost all paths in the model meet the significance level, namely a T Statistic value greater than 1.96 and P-Values below 0.05.

Determination Test (R²)

The R square values for each variable can be seen in the table below:

Table 1. R Square

	R Square	R Square Adjusted
Organisational Effectiveness	0.811	0.807

From Table 1, it can be seen that the R square value of the work productivity variable is 0.811, which means that the work productivity variable can be explained by independent variables by 81.1%, and the rest is influenced by other variables not explained in this study.

Predictive Relevance

Predictive Relevance, according to Ghozali (2011), can be measured using the predictive relevance value (Q²), where the interpretation of Q² is the same as the total determination coefficient in path analysis. A model is considered to have relevant predictive value if the Q² value is greater than zero (0). The Q² value has a range of 0 < Q²

Table 2. Predictive Relevance



	SSO	SSE	Q ² (=1-SSE/SSO)
Employee Performance	1272.000	1272.000	
Organisational Commitment	1272.000	1272.000	
Organisational Effectiveness	1431.000	700.408	0.511
Work Competence	1272.000	1272.000	

Based on these calculations, it can be concluded that the predictive relevance value in this study is 0.551 and can be considered relevant.

Hypothesis Testing

In this study, hypothesis testing was conducted by considering the P-value, t-statistics, and path coefficient. When the P-value is < 0.05 and the t-statistics is > 1.64, it indicates that there is an influence of the independent variable on the mediating variable and the dependent variable.

Table 3. Hypothesis Testing

	Original Sa...	Sample Me...	Standard D...	T Statistics (O/STDEV)	P Values
Employee Performance -> Organisational Effectiveness	0.559	0.552	0.084	6.677	0.000
Organisational Commitment -> Organisational Effectiveness	0.264	0.268	0.075	3.530	0.000
Work Competence -> Organisational Effectiveness	0.161	0.167	0.056	2.887	0.004

Based on the results presented in the table, it can be explained that all three independent variables—Employee Performance, Organisational Commitment, and Work Competence—have a significant effect on the dependent variable, namely Organisational Effectiveness. This is evidenced by the p-values of each variable, all of which are below the threshold of 0.05, indicating that the hypotheses stating there is an influence can be accepted.

First, Employee Performance demonstrates the strongest influence on Organisational Effectiveness, with an original sample value of 0.559. The T-statistic value of 6.677, which is well above the critical value of 1.96, indicates that this relationship is highly significant statistically. This means that the better the employee performance, the more effective the organisation will be in achieving its goals and carrying out its functions.

Second, Organisational Commitment also has a significant influence, with an original sample value of 0.264 and a T-statistic of 3.530. This result suggests that organisational commitment positively contributes to organisational effectiveness, although its effect is not as strong as employee performance. Employees with a high level of organisational commitment tend to actively participate, maintain consistent performance, and help the organisation achieve its targets.

Third, Work Competence shows the smallest positive effect among the three variables, with an original sample value of 0.161 and a T-statistic of 2.887. Although its contribution is relatively smaller, the influence remains statistically significant. Good work competence enables employees to complete tasks effectively and efficiently, ultimately supporting improvements in organisational effectiveness.

Overall, these results indicate that to enhance organisational effectiveness, organisations should prioritise improving employee performance, strengthening organisational commitment, and ensuring adequate work competence. Enhancing all three aspects simultaneously will yield a significant positive impact on organisational effectiveness.

5. DISCUSSION

An Integrative Model of Competence, Commitment, and Performance in Achieving Organisational Effectiveness

Based on the research conducted at Barantin, it was found that Employee Performance has the most dominant influence on Organisational Effectiveness, with an original sample value of 0.559 and a T-statistic of 6.677. This indicates that improving employee performance directly contributes significantly to enhancing organisational effectiveness at Barantin. Furthermore, Organisational Commitment also shows a positive effect, with an original sample value of 0.264 and a T-statistic of 3.530, meaning that emotional attachment, loyalty, and a sense of belonging to the organisation help drive the achievement of organisational goals. Meanwhile, Work Competence has the lowest influence among the three variables, with an original sample value of 0.161 and a T-statistic of 2.887, but its effect remains statistically significant. Strong work competence is still a vital foundation for employees to carry out tasks effectively and efficiently.

These results indicate that in the context of Barantin, organisational effectiveness is the result of the synergy between employee performance, organisational commitment, and work competence. However, the largest portion of

the contribution comes from employee performance, suggesting that increasing productivity, work quality, and timely task completion should be the main priority.

These findings align with the study by Ahmad & Manzoor (2017), which stated that employee performance significantly influences organisational effectiveness because productive employees can accelerate the achievement of strategic goals. Similarly, Meyer & Allen (1997) highlighted that high organisational commitment increases employees' active participation in achieving targets. Spencer & Spencer (1993) also emphasised that work competence is a crucial factor in ensuring tasks are completed effectively.

However, some studies have shown differing results. Al-Madi et al. (2017) found that the influence of work competence on organisational effectiveness is not always significant if it is not accompanied by adequate motivation and workplace support. Ricketta (2002) also noted that the relationship between organisational commitment and effectiveness can weaken if the performance management system is not functioning optimally.

Therefore, the findings from Barantin strengthen the integrative model linking competence, commitment, and performance in achieving organisational effectiveness. All three aspects must be improved simultaneously, with the greatest focus on enhancing employee performance as the primary driver of organisational success.

6. CONCLUSION

This study concludes that organizational effectiveness is significantly influenced by three key factors: work competence, organizational commitment, and employee performance. Among these, employee performance contributes the most to achieving organizational goals. Organizational commitment strengthens the link between competence and performance, while competence serves as the foundational element for task execution. Therefore, organizations must develop HR strategies that simultaneously enhance all three aspects to achieve sustainable and adaptive effectiveness in a dynamic environment.

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