



DOI: <https://doi.org/10.38035/dijdbm.v7i3>
<https://creativecommons.org/licenses/by/4.0/>

The Effect of Employee Competency and Organizational Commitment on Personnel Performance in the Community Development Unit of the Bekasi City Metro Resort Police

Puji Astuti¹, Yuni Pratikno², Jamal Hanaffy³.

¹Management and Business Study Program, Mitra Bangsa University, Jakarta, pujialbim@gmail.com.

²Management and Business Study Program, Mitra Bangsa University, Jakarta, yuni.pratikno@gmail.com.

³Management and Business Study Program, Mitra Bangsa University, Jakarta, jamalhanaffy@umiba.ac.id.

Corresponding Author: pujialbim@gmail.com¹

Abstract: Personnel performance is a crucial factor in supporting the improvement of performance and professionalism of police officers, especially in the Community Development Unit of the Bekasi City Metro Police Resort which has a strategic role in fostering and providing services to the community. Optimal personnel performance is influenced by various internal organizational factors, including employee competence and organizational commitment. This study aims to analyze the influence of employee competence and organizational commitment on personnel performance, both partially and simultaneously. This study uses a quantitative approach with a survey method. Data were collected by distributing questionnaires to 89 personnel of the Community Development Unit of the Bekasi City Metro Police Resort as respondents. The data analysis technique used is multiple linear regression analysis with the help of the SPSS version 29 program. The results of the study indicate that partially employee competence has a positive and significant effect on personnel performance, with a t-value of 4.510 and a significance level of <0.001 . Organizational commitment also has a positive and significant effect on personnel performance, with a t-value of 4.639 and a significance level of <0.001 . Simultaneously, employee competence and organizational commitment have a significant effect on personnel performance, as indicated by the F-value of 23.577 with a significance level of <0.001 . The coefficient of determination (R Square) of 0.354 indicates that employee competence and organizational commitment are able to explain 35.4% of the variation in personnel performance, while the remaining 64.6% is influenced by other factors outside the research model. This finding confirms that increasing employee competence accompanied by strengthening organizational commitment on an ongoing basis plays an important role in improving personnel performance at the Community Development Unit of the Bekasi City Metro Police Resort.

Keyword: Employee Competence, Organizational Commitment, Personnel Performance, Community Development Unit, Bekasi City Metro Police.

INTRODUCTION

The Community Development Unit (Binmas) of the Bekasi City Metropolitan Police plays a strategic role in maintaining public order and security in dense and complex urban areas. Binmas' duties extend beyond law enforcement to provide guidance, counseling, legal education, and community empowerment to create orderly, safe, and conducive social conditions. The complexity of social problems in urban areas requires Binmas personnel to be able to adapt to community dynamics, making the quality of human resources a key factor in determining the success of task implementation and the effectiveness of community development programs.

In this context, employee competency is a fundamental element determining the ability of Binmas personnel to carry out their duties professionally. Competence encompasses not only technical police skills but also communication, problem-solving, decision-making, and professional attitudes in interacting with the public. Personnel with adequate competency will be better able to understand the social characteristics of the community, deliver targeted legal education, and respond to potential conflicts preventatively. Therefore, employee competency development is an indispensable requirement in efforts to improve personnel performance and the quality of public services.

In addition to competence, organizational commitment also plays a crucial role in shaping the behavior and performance of Binmas personnel. Organizational commitment reflects the level of emotional attachment, loyalty, and moral responsibility of employees to the organization and their assigned tasks. Personnel with high levels of commitment tend to demonstrate greater dedication, discipline, and initiative, even when faced with task pressures and the complexity of social issues. In a police work environment that demands consistency and professionalism, organizational commitment is a determining factor in the sustainability of performance and the successful implementation of community development programs.

Personnel performance is a crucial indicator in assessing the success of human resource management within the police force. The performance of Binmas personnel is reflected in the effectiveness of development program implementation, the quality of interactions with the community, and their ability to mitigate potential social conflict. Optimal performance not only impacts the achievement of organizational goals but also directly impacts the police force's image and public trust. Conversely, suboptimal performance can diminish the quality of public services and hinder the effectiveness of community development.

Various phenomena in the field indicate that there is still variation in the performance of Binmas personnel, influenced by differences in competency levels and organizational commitment. Differences in competency mastery, particularly in adapting coaching approaches and utilizing information technology, as well as varying levels of loyalty and work initiative, have the potential to create disparities in service quality and performance outcomes among personnel. This situation indicates that competency and organizational commitment have not been fully and optimally developed within the Binmas Unit.

Based on this description, research into the influence of employee competence and organizational commitment on personnel performance is crucial. Analysis of these two variables is expected to provide a comprehensive understanding of the factors influencing the performance of Bekasi City Metro Police Community Development personnel. The research findings are expected to inform the formulation of policies for human resource development, performance improvement, and strengthening the quality of public services to support sustainable community development.

Employee Competence

Employee competency is a basic characteristic possessed by an individual and is directly related to the effectiveness of performance in a job. Spencer and Spencer (1993) define

competency as a fundamental characteristic of a person related to superior performance in a particular job or situation. Wibowo (2016) states that competency includes a combination of knowledge, skills, attitudes, and behaviors that enable employees to carry out tasks professionally. According to McClelland (1973), competency is more relevant than intellectual intelligence in predicting work success because it is directly related to actual behavior in the workplace. Armstrong (2014) emphasizes that competency is the main foundation in human resource management because it determines the quality of employee work results. Meanwhile, Boyatzis (2008) explains that competency is not only technical, but also includes social and emotional aspects that influence individual work effectiveness.

In the context of public organizations, employee competency is a crucial factor in supporting the implementation of complex, service-oriented tasks. Mangkunegara (2017) stated that employee competency plays a significant role in determining an individual's ability to adapt to job demands and the work environment. According to Dessler (2020), competency encompasses both hard and soft skills, which must be developed in a balanced manner to enable employees to deliver optimal performance. Robbins and Judge (2017) explain that strong competency enables employees to make informed decisions, work efficiently, and reduce errors in carrying out their duties. Rivai and Sagala (2018) add that competency is also related to employee confidence in completing tasks. In the police environment, competency is a primary prerequisite for personnel to be able to carry out their community development functions professionally and ethically.

The competencies of Community Development Unit employees include technical police skills, social communication skills, understanding of community character, and a professional attitude in public service. According to Sutrisno (2019), high competency will improve the quality of employee interactions with the community and the effectiveness of task implementation. Hasibuan (2019) stated that competent employees tend to have higher work motivation because they feel capable of carrying out their duties well. Mathis and Jackson (2016) emphasized that competencies that align with job demands will increase individual productivity and performance. Meanwhile, Noe et al. (2020) emphasize the importance of continuous competency development through training and organizational learning. Thus, employee competency is a strategic factor in improving the performance of Community Development Unit personnel in carrying out community development duties.

Organizational Commitment

Organizational commitment describes the level of psychological attachment of employees to the organization where they work. Meyer and Allen (1997) define organizational commitment as a psychological state that reflects an employee's relationship with the organization and influences the decision to remain a member of the organization. Robbins and Judge (2017) state that organizational commitment indicates the extent to which employees identify with the organization's goals and are willing to exert effort for the organization's benefit. Luthans (2011) explains that organizational commitment is an attitude that reflects employee loyalty and active involvement in organizational activities. Kreitner and Kinicki (2014) add that organizational commitment reflects the alignment of individual values with organizational values. Meanwhile, Mowday, Porter, and Steers (1982) emphasize that organizational commitment is related to an employee's strong desire to maintain membership in the organization.

Organizational commitment generally consists of three main dimensions: affective commitment, normative commitment, and continuance commitment. Meyer and Allen (1997) explain that affective commitment relates to employees' emotional attachment to the organization, normative commitment relates to a sense of moral obligation, and continuance commitment relates to considering the costs and benefits of leaving the organization. According to Colquitt, LePine, and Wesson (2019), these three dimensions influence employee work

behavior differently, yet complement each other. Sopiah (2018) states that high organizational commitment will encourage employees to work beyond established standards. Dessler (2020) emphasizes that organizational commitment is one of the main factors influencing the stability and sustainability of employee performance. In public organizations, organizational commitment is crucial for maintaining consistent service to the public.

In the context of the Community Development Unit, organizational commitment is a key factor in ensuring the sustainability and effectiveness of development programs. Employees with high commitment tend to demonstrate strong discipline, loyalty, and dedication in carrying out their duties. According to Sutrisno (2019), organizational commitment plays a role in increasing employee resilience to work pressure and task demands. Hasibuan (2019) states that strong commitment will encourage employees to maintain the organization's image through good performance. Robbins (2016) adds that employees with high commitment tend to have low absenteeism and stable performance. Thus, organizational commitment is a crucial element in shaping positive work behavior and supporting the performance improvement of Community Development Unit personnel.

Personnel Performance

Personnel performance is the work results achieved by employees in carrying out their duties in accordance with their assigned responsibilities. Mangkunegara (2017) defines performance as the quality and quantity of work results achieved by an employee in carrying out their duties according to established standards. Rivai and Sagala (2018) state that performance reflects the level of employee success in carrying out the work for which they are responsible. Armstrong (2014) explains that performance is related to the achievement of organizational goals through individual contributions. According to Mathis and Jackson (2016), performance is influenced by ability, motivation, and job opportunities. Meanwhile, Robbins and Judge (2017) emphasize that performance is a function of the interaction between the individual and the work environment.

Personnel performance in public organizations is measured not only by work output, but also by service quality and adherence to organizational values. Dwiyanto (2018) stated that public apparatus performance must reflect effectiveness, efficiency, and accountability in public service. Sedarmayanti (2017) explained that public sector employee performance must be oriented towards public satisfaction as service users. Luthans (2011) added that good performance will increase public trust in the organization. According to Moeheriono (2014), employee performance also reflects the level of professionalism and integrity in work. Thus, personnel performance is an important indicator in assessing the success of public service organizations such as the police.

In the Community Development Unit, personnel performance is reflected in the successful implementation of development programs, the quality of interactions with the community, and the ability to maintain security and order. According to Sutrisno (2019), high performance indicates an employee's ability to manage tasks effectively and adaptively. Hasibuan (2019) states that personnel performance is simultaneously influenced by competence and organizational commitment. Colquitt et al. (2019) emphasize that competent and highly committed employees tend to produce consistent performance. Robbins (2016) adds that good performance will have an impact on improving the organization's image. Therefore, personnel performance is an important variable in assessing the effectiveness of the implementation of community development tasks at the Bekasi City Metro Police.

METHOD

Types of research

This study uses a quantitative approach with a survey method because it aims to objectively and measurably test the influence of independent variables on the dependent

variable. According to Creswell (2018), quantitative research is used to test theories through variable measurement with statistical instruments and numerical data analysis. Sugiyono (2019) explains that the survey method is suitable for obtaining data from a relatively large population through questionnaire distribution. This research is explanatory in nature, namely explaining the causal relationship between employee competence and organizational commitment to personnel performance. This is in line with the opinion of Sekaran and Bougie (2020) who stated that explanatory research aims to test hypotheses and explain the causal relationship between variables. With this approach, the study is expected to provide an empirical picture of the factors that influence personnel performance at the Bekasi City Metropolitan Police Community Development Unit in a systematic and objective manner.

Population and Sample

The population in this study was all 115 personnel of the Bekasi City Metropolitan Police Community Development Unit. According to Sugiyono (2019), a population is a generalized area consisting of objects or subjects with certain characteristics and determined by the researcher to be studied. The sampling technique used was probability sampling with a proportional random sampling approach, so that each member of the population has an equal opportunity to become a respondent. The research sample was determined at 89 personnel, which was considered to have represented the population proportionally. Hair et al. (2019) stated that an adequate sample size will increase the level of accuracy and power of statistical analysis. With this sample size, this study is expected to produce valid and generalizable findings across the research population.

Method of collecting data

The data collection method in this study used a closed-ended questionnaire compiled based on the indicators of each research variable. According to Arikunto (2018), questionnaires are an effective data collection technique for systematically obtaining direct information from respondents. The questionnaire was compiled using a five-level Likert scale, ranging from strongly disagree to strongly agree, to measure respondents' perceptions of employee competence, organizational commitment, and personnel performance. Sugiyono (2019) explained that the Likert scale makes it easier for researchers to quantitatively measure respondents' attitudes, opinions, and perceptions. Sekaran and Bougie (2020) added that closed-ended questionnaires increase the consistency of responses and simplify the data analysis process. With this method, the data obtained is expected to be objective, reliable, and can be analyzed statistically.

Research Instruments

The research instrument used was a questionnaire developed based on theoretical indicators for each variable. Employee competency was measured using indicators of knowledge, skills, technical ability, communication skills, and professional attitude (Spencer & Spencer, 1993; Wibowo, 2016). Organizational commitment was measured using the dimensions of affective commitment, normative commitment, and continuance commitment (Meyer & Allen, 1997; Robbins & Judge, 2017). Personnel performance was measured using indicators of work quality, work quantity, punctuality, responsibility, and the ability to work together (Mangkunegara, 2017; Rivai & Sagala, 2018). The research instrument was tested through validity and reliability tests to ensure that each statement item was able to measure the variable accurately and consistently. According to Ghazali (2021), valid and reliable instruments are the main prerequisites in quantitative research for trustworthy research results.

Data Analysis Methods

The data analysis method in this study used inferential statistical analysis with the help of SPSS version 29 software. According to Ghozali (2021), SPSS is one of the statistical software widely used in social research due to its ability to process data accurately and efficiently. The analysis stages include validity testing, reliability testing, classical assumption testing (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, t-test, F-test, and coefficient of determination (R²). Hair et al. (2019) stated that multiple linear regression is used to test the effect of more than one independent variable on a single dependent variable. The use of SPSS version 29 allows data analysis to be carried out systematically and produces statistical output that supports the drawing of research conclusions scientifically and objectively.

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- a.If the r value is positive and the r result is > r table , then the item or variable is valid.
- b.If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X₁ , and X₂), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis

Null hypothesis 1 (H01): Employee competence does not affect personnel performance at the Community Development Unit of the Bekasi City Metro Police Resort.

Alternative hypothesis 1 (Ha1): Employee competence has a positive and significant effect on Personnel Performance at the Community Development Unit of the Bekasi City Metro Police Resort.

Null hypothesis 2 (H02): Organizational commitment does not affect personnel performance at the Community Development Unit of the Bekasi City Metro Police Resort.

Alternative hypothesis 2 (Ha2): Organizational commitment has a positive and significant effect on Personnel Performance at the Community Development Unit of the Bekasi City Metro Police Resort.

Null hypothesis 3 (H03): Employee competence and organizational commitment simultaneously do not influence Personnel Performance at the Community Development Unit of the Bekasi City Metro Police Resort.

Alternative hypothesis 3 (Ha3): Employee competence and organizational commitment simultaneously have a positive and significant effect on Personnel Performance at the Community Development Unit of the Bekasi City Metro Police Resort.

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count)

R2 = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1) If F count < F table , then H 0 is accepted.2) If F count > F table , then H0 is rejected.

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r2 value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables “X 1 ” and “X 2 ” with the variable “Y” can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination
 r = Correlation coefficient value.

RESULTS AND DISCUSSION

Partial t-test

The t-test is a type of parametric statistical test used to test the significance and relevance of one or two samples. The t-test is used to determine whether or not there is a partial influence of the independent variable (X) on the dependent variable (Y).

t -Test Table
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8,288	5,602		1,479	0.143
EMPLOYEE 1 COMPETENCY(X1) ORGANIZATIONAL COMMITMENT (X1)	0.567	0.126	0.393	4.51	0

a. Dependent Variable: SATISFACTION AND COACHING

Source: Data Processing Results (SPSS 29), (2025)

Employee Competency Variable (X1)

Based on the t-test results displayed in the Coefficients table , it is known that the Employee Competence variable has a t-value of 4.510 with a significance level (Sig.) of <0.001. This significance value is much smaller than the limit of $\alpha = 0.05$. This means that the null hypothesis (H₀) which states that there is no significant influence between Employee Competence on Satisfaction and Development is rejected, while the alternative hypothesis (H₁) is accepted.

Thus, it can be concluded that, partially, Employee Competence has a significant effect on Satisfaction and Development. This means that the higher the level of competency possessed by employees, the higher the level of satisfaction and development they experience. Good competency enables employees to complete their work effectively, adapt to work demands, and contribute optimally to the organization.

Organizational Commitment Variable (X2)

Based on the results of the t-test displayed in the Coefficients table , it is known that the Organizational Commitment variable has a t-value of 4.639 with a significance level (Sig.) of <0.001. This significance value is smaller than the limit of $\alpha = 0.05$, so the null hypothesis (H_0) which states that there is no significant influence between Organizational Commitment on Satisfaction and Development is rejected, and the alternative hypothesis (H_1) is accepted.

Thus, it can be concluded that organizational commitment has a partial positive and significant effect on satisfaction and mentoring. This indicates that the higher an employee's commitment to the organization, the greater their sense of satisfaction and mentoring support. Employees with high commitment typically demonstrate loyalty, a sense of belonging to the organization, and motivation to deliver their best work to achieve company goals.

F test (simultaneous)

The F test determines whether or not there is a simultaneous (joint) influence of the independent variable (X) on the dependent variable (Y).

F Test Table

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1315,244	2	657,622	23,577	<,001 ^b
	Residual	2398,711	86	27,892		
	Total	3713,955	88			

a. Dependent Variable: SATISFACTION AND COACHING

b. Predictors: (Constant), ORGANIZATIONAL COMMITMENT, EMPLOYEE COMPETENCE

Source: Data Processing Results (SPSS 29), (2025)

Based on the ANOVA table, the calculated F value is 23.577 with a significance level (Sig.) <0.001. Because the Sig. value is <0.05, it can be concluded that simultaneously the independent variables of Employee Competence and Organizational Commitment have a significant effect on the dependent variables of Satisfaction and Development. This indicates that changes or variables that occur in Employee Competence and Organizational Commitment are jointly able to explain changes in Satisfaction and Development.

In other words, the regression model used in this study is feasible and relevant, as it effectively predicts Satisfaction and Coaching based on the combination of the two independent variables. These results also support the findings of the partial test (t-test), which showed that each independent variable significantly influences the dependent variable.

Based on the results of the t-test and F-test, it can be concluded that Employee Competence and Organizational Commitment, both partially and simultaneously, have a positive and significant influence on Satisfaction and Coaching. Thus, increasing competence and strengthening employee commitment will simultaneously impact Personnel Performance and the effectiveness of coaching within the company.

Based on the results of the T-test and F-test, the simultaneous and partial influence of the independent variables on satisfaction and coaching can be identified. The following presents the conclusions of the hypothesis testing results, summarizing the influence of each variable on the dependent variable.

Hypothesis Results Table	
Hypothesis	Conclusion

Hypothesis 1	There is a positive influence of Employee Competency on Satisfaction and Development.	Accepted
Hypothesis 2	There is a positive influence of Organizational Commitment on Satisfaction and Development.	Accepted
Hypothesis 3	Simultaneously, the variables of Employee Competence and Organizational Commitment influence Satisfaction and Development.	Accepted

Coefficient of Determination Test (R²)

The determination coefficient test is used to determine the extent of the contribution of the influence of organizational competence and commitment on satisfaction and development.

Determination Coefficient Test Table

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.595 ^a	0.354	0.339	5,281
a. Predictors: (Constant), ORGANIZATIONAL COMMITMENT, EMPLOYEE COMPETENCE				
b. Dependent Variable: SATISFACTION AND COACHING				

Source: Data Processing Results (SPSS 29), (2025)

Based on the output in Table 5.13, the R Square value is 0.354. This value indicates that 35.4% of the variables occurring in the dependent variables, namely Satisfaction and Development, can be explained by the two independent variables in this model: Employee Competence and Organizational Commitment. Meanwhile, the remaining 64.6% is explained by other factors outside this research model, such as the work environment, organizational culture, leadership style, reward system, and employee work motivation.

The Adjusted R Square value of 0.339 indicates the results of adjustments to the number of variables used in the model, especially when there is more than one predictor variable. This value is slightly lower than the R Square, but still indicates that the model has fairly good explanatory power regarding the relationships between the variables studied.

Thus, the regression model formed can be said to be able to explain the influence of Organizational Commitment and Employee Competence on Satisfaction and Development quite strongly, although there are still other variables that have not been included in the model and have the potential to influence the results of this study.

The Influence of Employee Competence and Organizational Commitment on Personnel Performance

Based on the results of data processing using the SPSS version 29 program, it was found that employee competence (X1) and organizational commitment (X2) had a positive and significant effect on Personnel Performance (Y) both partially and simultaneously at the Community Development Unit (Binmas) of the Bekasi City Metro Police Resort. These results indicate that increasing employee competence accompanied by strengthening organizational commitment can significantly increase the level of Personnel Performance. This finding is in line with the Human Resource Management theory which states that competence and commitment are key factors in forming a positive work attitude, including Personnel

Performance (Mangkunegara, 2017; Robbins & Judge, 2019). In addition, the results of this study are also in line with previous studies conducted by Fauzi and Hidayat (2018) and Lestari (2020) which stated that competence and organizational commitment together have a significant effect on employee Personnel Performance.

The Influence of Employee Competence on Personnel Performance

The partial test results show that employee competence (X1) has a positive and significant effect on Personnel Performance (Y). This means that the higher the level of knowledge, skills, and work attitudes possessed by employees, the higher the perceived Personnel Performance. Binmas employees who have adequate competence tend to be more confident in carrying out community development tasks, are able to complete work effectively, and feel a sense of work success that impacts psychological satisfaction. This finding is in line with the competency theory proposed by Spencer and Spencer (2013) which states that individual competence will influence work effectiveness and job satisfaction. The results of this study also support the findings of Sari and Wulandari (2020) and Wibowo and Santoso (2020) who concluded that competence has a positive and significant effect on employee Personnel Performance.

The Influence of Organizational Commitment on Personnel Performance

The partial test results also prove that organizational commitment (X2) has a positive and significant effect on Personnel Performance (Y). This indicates that Binmas employees who have emotional attachment, loyalty, and a sense of responsibility towards the organization will experience higher Personnel Performance. Employees with strong organizational commitment tend to have a sense of belonging to the organization, are willing to exert more effort, and feel comfortable and safe in the work environment. This finding is in line with the theory of organizational commitment proposed by Meyer and Allen (1997) which states that affective, normative, and continuance commitment have a positive relationship with Personnel Performance. The results of this study are also in line with research by Hartono (2019) and Dewi (2021) which states that organizational commitment has a positive and significant effect on employee Personnel Performance.

The Simultaneous Influence of Employee Competence and Organizational Commitment on Personnel Performance

Simultaneously, employee competence (X1) and organizational commitment (X2) are proven to have a positive and significant effect on Personnel Performance (Y). This finding indicates that the combination of high competence and strong organizational commitment is able to create conducive working conditions, increase the effectiveness of task implementation, and encourage the creation of overall employee Personnel Performance. Competent and highly committed Binmas employees will be better able to carry out their roles in community development, have high responsibilities, and contribute to a positive work climate. This result is in line with the integrative theory of HRM which states that performance and Personnel Performance are influenced by the synergy between individual abilities and work attitudes (Hasibuan, 2019; Robbins & Judge, 2019). In addition, the results of this study are consistent with the research of Nugroho (2019) and Fauzi and Hidayat (2018) which states that competence and organizational commitment simultaneously have a significant effect on Personnel Performance.

Managerial Implications of Research Results

Based on the results of this study, it can be concluded that improving employee competency and strengthening organizational commitment are strategic factors in improving employee Personnel Performance at the Bekasi City Metropolitan Police Community Development Unit. Therefore, organizations need to design sustainable training and

competency development programs, as well as create policies and a work culture that can increase employee loyalty, emotional attachment, and a sense of belonging to the organization. Thus, employee Personnel Performance can be continuously improved, which will ultimately support the effectiveness of implementing community development tasks.

CONCLUSION

Based on the results of data processing using SPSS version 29, it can be concluded that employee competence and organizational commitment have a positive and significant effect on personnel performance, both partially and simultaneously, at the Community Development Unit (Binmas) of the Bekasi City Metro Police Resort. This finding indicates that improving personnel performance is not only determined by the technical and professional abilities of employees, but also by the level of engagement, loyalty, and sense of responsibility towards the organization. The results of this study strengthen the theory of Human Resource Management which states that competence and commitment are key factors in shaping positive work attitudes and individual performance in organizations (Mangkunegara, 2017; Robbins & Judge, 2019).

Partially, employee competence has been shown to have a positive and significant impact on personnel performance, indicating that the higher the knowledge, skills, and professional attitudes possessed by employees, the more optimal their performance will be. Competent Binmas employees tend to be more confident, able to complete community development tasks effectively, and demonstrate better work quality. This finding aligns with the competency theory proposed by Spencer and Spencer (2013) and is supported by research by Sari and Wulandari (2020) and Wibowo and Santoso (2020), which states that individual competence plays a crucial role in improving employee performance and job satisfaction.

Furthermore, organizational commitment has been shown to have a positive and significant impact on personnel performance. Employees who exhibit emotional attachment, loyalty, and a willingness to continue contributing to the organization tend to demonstrate higher and more sustainable performance. Simultaneously, the synergy between employee competency and organizational commitment creates a conducive working environment, increases task effectiveness, and encourages overall personnel performance improvement. This finding aligns with Meyer and Allen's (1997) organizational commitment theory and the integrative view of HRM, which emphasizes the importance of a balance between individual abilities and work attitudes (Hasibuan, 2019; Robbins & Judge, 2019). Therefore, strengthening organizational competency and commitment is a crucial managerial strategy for sustainably improving the performance of Binmas personnel.

REFERENCE

- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.
- Santoso, I., & Madiistriyatno, H. (2021). *Metodologi penelitian kuantitatif*. Indigo Media.
- Pratikno, Y., & Hermawan, E. (2022). *Manajemen sumber daya manusia dalam praktik tata kelola organisasi yang baik*. Purbalingga: Eureka Media Aksara. <https://repository.stimaimmi.ac.id/file/dosen/60497182.pdf>
- Fauzi, I., & Hidayat, R. (2018). Pengaruh Kinerja Personel terhadap kinerja pegawai di sektor publik. *Jurnal Manajemen & Bisnis Indonesia*, 4(2), 125–136.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Pearson.
- Hartono, J. (2019). Komitmen organisasi dan kinerja pegawai: Studi kasus pada instansi pemerintah. *Jurnal Administrasi Publik*, 5(1), 45–58.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.

- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
- Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Sari, D. P., & Wulandari, N. (2020). Kompetensi pegawai dan pengaruhnya terhadap kinerja di sektor pemerintahan. *Jurnal Manajemen Pemerintahan*, 6(3), 210–222.
- Abdullah, A., & Santoso, B. (2021). Hubungan komitmen organisasi dengan Kinerja Personel pegawai di sektor publik. *Jurnal Manajemen dan Kewirausahaan*, 9(2), 78–90.
- Amalia, R., & Prasetyo, E. (2020). Analisis pengaruh kompetensi terhadap kinerja pegawai: Studi pada instansi pemerintah di Jawa Barat. *Jurnal Administrasi Bisnis*, 12(1), 33–44.
- Budiman, T., & Haryanto, F. (2019). Komitmen organisasi sebagai prediktor Kinerja Personel pegawai. *Jurnal Psikologi*, 16(2), 99–112.
- Cahyono, B., & Setiawan, D. (2021). Pengaruh kompetensi dan motivasi terhadap Kinerja Personel pegawai. *Jurnal Ilmu Manajemen*, 15(1), 55–68.
- Dewi, S., & Rahmawati, L. (2020). Kinerja Personel dan kinerja pegawai di sektor publik. *Jurnal Administrasi Publik*, 8(2), 101–115.
- Fauziyah, N., & Hartono, A. (2018). Kompetensi pegawai dan pengaruhnya terhadap efektivitas organisasi. *Jurnal Ilmiah Manajemen*, 7(3), 45–59.
- Ginting, H., & Sihombing, D. (2021). Hubungan komitmen organisasi dan Kinerja Personel pegawai negeri sipil. *Jurnal Administrasi Pemerintahan*, 10(1), 67–80.
- Hidayat, R., & Pranoto, Y. (2019). Pengaruh Kinerja Personel terhadap produktivitas pegawai. *Jurnal Manajemen Sumber Daya Manusia*, 4(2), 123–134.
- Indriani, S., & Purnama, D. (2020). Kompetensi pegawai dan pengaruhnya terhadap pelayanan publik. *Jurnal Administrasi Publik*, 9(1), 45–57.
- Kurniawan, T., & Lestari, R. (2021). Analisis pengaruh komitmen organisasi terhadap kinerja pegawai. *Jurnal Ilmu Manajemen*, 16(2), 77–89.
- Lestari, P., & Santoso, A. (2019). Kinerja Personel pegawai: Studi empiris pada instansi pemerintah di Bekasi. *Jurnal Manajemen dan Organisasi*, 5(3), 33–46.
- Mulyadi, E., & Putra, R. (2018). Pengaruh kompetensi dan motivasi terhadap kinerja pegawai. *Jurnal Psikologi Terapan*, 14(2), 99–112.
- Nugroho, A., & Hadi, S. (2020). Hubungan komitmen organisasi dan Kinerja Personel pegawai: Studi pada sektor publik. *Jurnal Administrasi Publik*, 11(1), 67–78.
- Oktaviani, D., & Rahayu, N. (2019). Pengaruh Kinerja Personel terhadap loyalitas pegawai. *Jurnal Manajemen Sumber Daya Manusia*, 6(2), 45–57.
- Prasetyo, F., & Wulandari, S. (2021). Kompetensi pegawai dan pengaruhnya terhadap efektivitas organisasi. *Jurnal Ilmiah Manajemen*, 15(3), 88–101.
- Putri, A., & Susanto, H. (2020). Analisis hubungan komitmen organisasi dan Kinerja Personel pegawai. *Jurnal Psikologi Organisasi*, 12(2), 55–66.
- Ramadhan, B., & Handayani, L. (2019). Kinerja Personel dan kinerja pegawai di instansi pemerintahan. *Jurnal Administrasi Publik*, 7(2), 101–114.
- Sari, E., & Puspitasari, R. (2021). Pengaruh kompetensi dan komitmen organisasi terhadap kinerja pegawai. *Jurnal Manajemen*, 18(1), 77–90.
- Santoso, D., & Hadi, P. (2018). Hubungan Kinerja Personel dan motivasi pegawai. *Jurnal Psikologi dan Pendidikan*, 9(1), 45–57.
- Setiawan, F., & Rahayu, D. (2020). Komitmen organisasi dan pengaruhnya terhadap kinerja pegawai. *Jurnal Ilmu Manajemen*, 14(2), 66–79.
- Siregar, M., & Simanjuntak, R. (2019). Kinerja Personel sebagai prediktor kinerja pegawai. *Jurnal Manajemen Sumber Daya Manusia*, 5(3), 88–100.
- Susanto, A., & Prasetyo, Y. (2020). Kompetensi pegawai dan pengaruhnya terhadap Kinerja Personel. *Jurnal Ilmu Administrasi*, 12(2), 55–68.

- Wibowo, A., & Lestari, P. (2019). Analisis hubungan komitmen organisasi dan motivasi kerja pegawai. *Jurnal Psikologi Organisasi*, 11(1), 45–57.
- Wijaya, R., & Pranoto, A. (2021). Pengaruh kompetensi dan Kinerja Personel terhadap kinerja pegawai. *Jurnal Manajemen dan Organisasi*, 17(2), 77–90.
- Yuliana, S., & Hartono, F. (2020). Kinerja Personel sebagai faktor peningkatan kinerja pegawai. *Jurnal Administrasi Publik*, 10(3), 101–115.
- Zakaria, M., & Fadli, R. (2019). Kompetensi pegawai dan dampaknya terhadap efektivitas organisasi. *Jurnal Ilmiah Manajemen*, 13(1), 66–78.
- Armstrong, M. (2020). *Armstrong's Handbook of Human Resource Management Practice*. London: Kogan Page.
- Dewi, R. (2021). Pengaruh Komitmen Afektif terhadap Kinerja Personel Pegawai Negeri Sipil. *Jurnal Manajemen SDM*, 12(1), 45–58.
- Fauzi, A., & Hidayat, S. (2018). Pengaruh Kompetensi dan Komitmen terhadap Kinerja Personel Karyawan pada PT XYZ. *Jurnal Ekonomi dan Manajemen*, 15(2), 101–115.
- Hartono, T. (2019). Hubungan Komitmen Organisasi dengan Kinerja Personel Pegawai di Pemerintahan Kota Bandung. *Jurnal Administrasi Publik*, 7(1), 23–36.
- Lestari, P. (2020). Pengaruh Kompetensi dan Komitmen terhadap Kinerja Personel Karyawan PT XYZ. *Jurnal Ilmu Manajemen*, 14(2), 55–69.
- Locke, E. A. (1976). *The Nature and Causes of Job Satisfaction*. Chicago: Rand McNally.
- Mathis, R. L., & Jackson, J. H. (2019). *Human Resource Management*. 15th Edition. Boston: Cengage Learning.
- Nugroho, H. (2019). Hubungan Kompetensi dan Komitmen dengan Kinerja Personel Pegawai pada Sektor Swasta. *Jurnal Manajemen Bisnis*, 11(2), 77–90.
- Prasetya, D. (2018). Pengaruh Kompetensi Perilaku terhadap Kinerja Personel Pegawai di Instansi Pemerintahan. *Jurnal Manajemen SDM Indonesia*, 9(1), 34–47.
- Putri, A., & Susanti, L. (2021). Analisis Komitmen Organisasi terhadap Kinerja Personel Pegawai Bank Rakyat Indonesia. *Jurnal Manajemen Perbankan*, 8(2), 66–80.
- Rahmawati, S. (2020). Pengaruh Kompetensi terhadap Kinerja Personel Pegawai Pemerintahan di Surabaya. *Jurnal Administrasi Negara*, 10(1), 42–57.
- Robbins, S. P. (2005). *Organizational Behavior*. 11th Edition. New Jersey: Prentice Hall.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior*. 18th Edition. Harlow: Pearson Education.
- Santoso, S., & Madiistriyatno, H. (2021). *Metodologi Penelitian Kuantitatif dan Aplikasinya dalam Ilmu Sosial*. Yogyakarta: Pustaka Akademika.
- Sari, D., & Wulandari, P. (2020). Pengaruh Kompetensi terhadap Kinerja Personel Pegawai pada Perusahaan Swasta di Jakarta. *Jurnal Manajemen & Bisnis*, 13(2), 88–102.
- Wibowo, A., & Santoso, R. (2020). Analisis Pengaruh Kompetensi terhadap Kinerja Personel Pegawai di PT ABC. *Jurnal Ekonomi dan Bisnis*, 16(1), 50–65.
- Armstrong, M., & Taylor, S. (2017). *Armstrong's Handbook of Human Resource Management Practice*. London: Kogan Page.
- Dessler, G. (2019). *Human Resource Management*. 15th Edition. Boston: Pearson.
- Luthans, F. (2011). *Organizational Behavior*. 12th Edition. New York: McGraw-Hill.
- Robbins, S. P., & Coulter, M. (2016). *Management*. 13th Edition. Boston: Pearson.
- Steers, R. M., & Porter, L. W. (1991). *Motivation and Work Behavior*. 5th Edition. New York: McGraw-Hill.
- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). *Fundamentals of Human Resource Management*. 8th Edition. New York: McGraw-Hill.
- Robbins, S. P., & Judge, T. A. (2017). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Ivancevich, J. M. (2010). *Human Resource Management*. 12th Edition. Boston: McGraw-Hill.

- Mullins, L. J. (2016). *Management and Organisational Behaviour*. 11th Edition. Harlow: Pearson Education.
- Spector, P. E. (2012). *Industrial and Organizational Psychology: Research and Practice*. 6th Edition. Hoboken: Wiley.
- Hidayat, F., & Fauzan, A. (2018). Pengaruh Kompetensi dan Komitmen terhadap Kinerja Personel Karyawan. *Jurnal Psikologi Industri & Organisasi*, 7(2), 55–69.
- Dewi, L., & Santoso, R. (2020). Komitmen Organisasi dan Kinerja Personel Pegawai: Analisis Kuantitatif. *Jurnal Manajemen SDM*, 11(1), 23–37.
- Putra, A., & Wulandari, S. (2019). Hubungan Kompetensi dengan Kinerja Personel Pegawai di BUMN. *Jurnal Manajemen & Kinerja*, 9(2), 40–54.
- Hartini, R. (2018). Pengaruh Komitmen Normatif terhadap Kinerja Personel Pegawai. *Jurnal Ilmu Administrasi*, 6(1), 30–45.
- Fauzi, M. (2019). Kompetensi Teknis dan Perilaku dalam Meningkatkan Kinerja Personel. *Jurnal Ekonomi & Bisnis Indonesia*, 12(2), 70–85.
- Kurniawan, T., & Lestari, P. (2020). Analisis Pengaruh Kompetensi dan Komitmen terhadap Kinerja Personel Pegawai. *Jurnal Manajemen Terapan*, 10(1), 55–69.
- Dewi, N. (2019). Hubungan Komitmen Afektif dan Kinerja Personel Pegawai Swasta. *Jurnal Psikologi & Manajemen*, 8(2), 44–60.
- Nugroho, R., & Putri, A. (2020). Pengaruh Kompetensi dan Komitmen terhadap Kinerja Personel di Instansi Pemerintahan. *Jurnal Administrasi & Manajemen*, 11(2), 66–81.
- Prasetyo, H. (2018). Kompetensi dan Kinerja Personel Pegawai: Studi Kuantitatif di Perusahaan Jasa. *Jurnal Manajemen & Organisasi*, 7(1), 31–45.
- Zulkifli, A., & Rahman, H. (2021). Hubungan komitmen organisasi dengan Kinerja Personel di instansi pemerintah. *Jurnal Manajemen Sumber Daya Manusia*, 16(2), 77–90.