



The Effect of Ability, Motivation and Commitment on Employee Performance at KPP Pratama Jember

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Abstract: This *literature review* article entitled The Effect of Ability, Motivation and Commitment on Employee Performance is a scientific article that aims to build a hypothesis regarding research on the influence between variables that will be used in further research, within the scope of Human Resource Management science. The method of writing this *Literature Review* article is the *library research* method, which is sourced from online media such as *Google Scholar*, *Mendeley* and other academic online media. The results of this *literature review* are: 1) ability to influence employee performance; 2) motivation influences employee performance; and 3) commitment affects employee performance.

Keyword: Employee Performance, Capability, Motivation and Commitment

INTRODUCTION

Every student, whether undergraduate (S1), undergraduate (S2) or undergraduate (S3), must conduct research in the form of theses, theses and dissertations. Likewise lecturers, researchers and other functional staff must actively conduct research and create scientific articles to be published in scientific journals at home and abroad.

Writing scientific papers is one of the requirements for students to complete their studies at most universities in Indonesia. This provision applies to all levels of education, namely undergraduate thesis (S1), undergraduate thesis (S2) and third-level dissertation (S3).

Based on empirical experience, it turns out that many students and writers find it difficult to find supporting articles for their scientific work as previous research or as relevant research. Relevant articles are needed to strengthen the theory under study, to see the relationship or influence between variables and build hypotheses. This article discusses the effect of ability, motivation, and commitment on employee performance, a *literature review study* in the field of Human Resource Management.

LITERATURE REVIEW

Employee Performance

Performance of employees is the quality and quantity of the achievement of tasks, whether carried out by individuals, groups or companies (Osborn, 1991). Employee

performance dimensions or indicators (Osborn, 1991) include: Quantity: The ability of employees to complete a sufficient number of tasks; Quality: The ability of employees to produce quality products or services according to established standards; Time: The employee's ability to complete tasks within the stipulated time; Cost: The ability of employees to complete tasks in an efficient and cost-effective manner; Initiative: The ability of employees to take action independently and find solutions to problems that arise.

Rivai in his book "Human Resource Management for Companies: From Theory to Practice" defines performance as the result of individual work seen from the point of view of achieving predetermined work goals. Performance can also be seen from the effectiveness and efficiency of individuals in carrying out their duties and their contribution to achieving organizational goals. In addition, performance also includes the ability of individuals to develop themselves and adapt to changes in the work environment. Employee performance dimensions or indicators (Rivai, 2009), namely: Technical ability: The ability of employees to master and perform the tasks required in their work; Quality of work: The ability of employees to produce quality products or services, according to established standards; Quality of teamwork: The ability of employees to work together with colleagues and build good relationships with others; Work attitude: The ability of employees to show a positive attitude and discipline in carrying out their duties and being able to adapt to changes in the work environment.

Meanwhile, according to Tika (2006) performance is the result of a job function or activity of a person or group within an organization that is influenced by various factors to achieve organizational goals within a certain period of time. Employee performance dimensions or indicators according to Tika (2006) include: Financial Perspective: includes financial indicators such as income, profit, return on investment (ROI), and costs; Customer Perspective: includes indicators of customer satisfaction, customer loyalty, market share, and customer retention; Internal Business Process Perspective: includes indicators of productivity, efficiency, quality, and innovation; Learning and Growth Perspective: includes indicators of employee training and development, employee motivation, and organizational capabilities and capabilities in dealing with change. The performance of these employees has been studied by many previous researchers including Edwin A. Locke and Gary P. Latham (1990), Amartya Sen (1985) and Robert Kaplan and David Norton (1992).

Ability

Abilities according to Greenberk and Baron (2013) are mental and physical capacity to carry out various tasks . Greenberk and Baron (2013) determine the dimensions or indicators of ability as follows : Skills: the ability to perform specific tasks effectively and efficiently; Knowledge: understanding of the information needed to perform a particular task; Motivation: the desire or drive that drives someone to work well and achieve optimal results; Situational characteristics: Situational factors such as support from colleagues and a conducive work environment can affect a person's ability to carry out tasks.

Ability (*ability*) according to Robbins and Judge (2008) means the capacity of an individual to perform various tasks in a job. According to Robbins and Judge (2009), there are three main dimensions or indicators of ability, namely: Cognitive Ability (*Cognitive Ability*): Cognitive ability includes verbal ability, numerical ability, spatial ability, memory ability, and problem solving ability. Cognitive abilities relate to the ability to understand information and process it effectively; Physical Ability (*Physical Ability*): Physical ability includes strength, speed, endurance, coordination, and agility. Physical ability is required in jobs that require physical activity such as work in construction or security; Interpersonal Ability (*Interpersonal Ability*): Interpersonal skills include the ability to communicate, the ability to build good relationships with others, and the ability to work together in teams. Interpersonal skills are

especially important in jobs that involve interacting with other people such as customer service or team management.

The definition of ability according to As'ad (2000) is an individual characteristic such as *manual skill* which is a person's potential strength to act and is unstable. There are three main dimensions of ability, namely: Intellectual Ability (*Intellectual Ability*): Intellectual abilities include verbal, numerical, spatial, memory, and problem solving abilities. Intellectual ability also includes the ability to learn and master new information; Physical Ability (*Physical Ability*): Physical ability includes strength, speed, endurance, balance, and agility. Physical ability is needed in jobs that require physical activity such as work in construction or sports; Psychomotor Ability (*Psychomotor Ability*): Psychomotor ability includes the ability to coordinate vision and movement, and the ability to move precisely and controlled. Psychomotor abilities are needed in jobs that require physical skills such as dancing or playing a musical instrument. Ability has been studied by many previous researchers including Colquitt, Lepine, and Wasson (2013), Sinungan (2003), and Zainun (2012).

Motivation

Motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals (Robbins, 2008). The dimensions or indicators of motivation according to Robbins (2008) are: Satisfaction of needs: Needs are strong drives that prompt a person to act. Robbins said that motivation arises when a person feels that his needs have been met and is satisfied with the results. Therefore, it is important for organizations to understand the needs of employees and provide appropriate rewards or incentives to motivate them; Belief in the ability to perform tasks: According to Robbins, the belief that one can succeed in carrying out the tasks one faces is an important factor in motivating a person. If someone believes that he has the ability to do the task, then he will feel motivated and try to achieve good results; Set goals: Robbins emphasizes that a person will be motivated if they have clear and measurable goals. In this case, goals must be specific, measurable, achievable, relevant, and time-bound. If someone has clear goals, then he will be more focused and passionate in pursuing these goals.

According to Hasibuan (2012) motivation questions how to direct the power and potential of subordinates so that they want to work together productively, succeed in achieving and realizing predetermined goals.

Dimensions or indicators of motivation according to M Yusuf S Hasibuan (2012), namely: Job satisfaction: Job satisfaction can be measured by the extent to which employees' needs are met in their work, including the need for recognition, achievement, career development, and a conducive work environment; Distributive justice: Distributive justice relates to employees' feelings that the rewards they receive are proportional to their contributions to the organization. Hasibuan states that distributive justice can be influenced by factors such as consistency in giving rewards, openness in the decision-making process, and transparency in communication; Good leadership: Good leadership can affect employee motivation through factors such as recognizing achievements, providing clear directions, providing opportunities for self-development, and providing support in facing challenges; Organizational culture: Organizational culture can affect employee motivation through factors such as organizational values, norms, and expectations that are espoused within the organization. Hasibuan stated that a positive organizational culture can motivate employees to contribute optimally in achieving organizational goals; Conducive work environment: A conducive work environment can influence employee motivation through factors such as a harmonious working atmosphere, adequate facilities and recognition of employee contributions.

Abraham Maslow (1954) said that motivation is how to fulfill the main needs of human self-actualization. Dimensions or indicators of motivation according to Abraham Maslow

(1954) are: **Physiological Needs:** These are the basic needs that must be met for a person to survive. Physiological needs include the need for food, drink, air, shelter, sleep and other biological needs; **Safety Needs:** Once the physiological needs are met, the individual will have the need to feel safe and protected from physical and psychological harm. These needs include needs for financial security, physical security, job security, and social security; **Social Needs:** Once security needs are met, the individual has a need to connect with others and belong to a social group. These needs include the need for affection, friendship, intimacy, and community involvement; **Esteem Needs:** Once social needs are met, individuals have a need to feel valued, acknowledged, and respected by others. These needs include the need for achievement, recognition, appreciation, and status; **Self-Actualization Needs:** These are the highest and most complex needs in Maslow's hierarchy of needs. Self-actualization needs include the need to express personal potential, find meaning in life, and achieve higher personal goals.

This motivation has been studied by many previous researchers including (Kadarisma, 2012), (Schmid et al, 2006), and (Sarwat et al, 2011).

Commitment

According to Allen and Mayer (1990) commitment is a psychological construct which is a characteristic of the relationship between members of an organization and its organization and has implications for an individual's decision to continue membership in an organization. Allen and Mayer (1990) developed a three-dimensional model of organizational commitment, namely: *Affective Commitment:* Affective commitment involves the positive feelings and emotional connection of individuals to the organization for which they work. Individuals with affective commitment will feel happy, satisfied, and grateful for the experiences they get at work. Indicators of affective commitment include loyalty, emotional attachment, and pride in the organization; *Continuance Commitment:* Continuance commitment related to costs or investments that have been issued by individuals to the organization. Individuals with continuance commitment will remain in the organization because they feel the costs and investments that have been made to the organization will be lost if they leave. Indicators of continuance commitment include the sacrifice of time, energy and other resources, as well as financial commitments; *Normative Commitment:* Normative commitment is related to conformity of individual values and norms with those of the organization. Individuals with normative commitment feel that they have a moral and ethical responsibility to the organization in which they work. Indicators of normative commitment include value conformity, loyalty to organizational principles, and adherence to organizational rules and procedures.

According to Moorhead and Griffin (2010) commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. There are two dimensions or indicators of commitment according to Moorhead and Griffin (2010), namely: *Affective Commitment:* Affective commitment involves employees' positive feelings and emotional connection to their work, team, and organization in which they work. Individuals with affective commitment will feel happy, satisfied, and grateful for the experiences they get at work. Indicators of affective commitment include loyalty, emotional attachment, and pride in work and organization; *Calculative Commitment:* Calculative commitment relates to the cost or investment that employees have made in their work, team and organization. Individuals with calculative commitment will stay in a job, team, or organization because they feel the costs and investment made in the job will be lost if they leave. Indicators of calculative commitment include the sacrifice of time, energy and other resources, as well as financial commitments. Commitment according to Robbin and Judge (2017) is a condition in which an employee sides with a particular organization and its goals and desire to maintain membership in that organization.

There are three dimensions or indicators of commitment according to Robbin and Judge (2017), namely: Affective Commitment: Affective commitment is related to the level of emotional attachment of employees to the organization where they work. Employees with affective commitment feel happy and satisfied with their jobs, and have positive feelings about the organization. Indicators of affective commitment include loyalty, involvement, and loyalty; Continuation Commitment: Continuance commitment is related to employees' perceptions of the cost-benefits of remaining with the organization. Employees with continuous commitment will remain in the organization because they feel that the costs they have to incur if they leave the organization are greater than the benefits they will receive. Indicators of continuous commitment include the fear of losing or losing the sacrifices that have been made during work; Normative Commitment: Normative commitment relates to the morality and values of employees towards the organization in which they work. Employees with normative commitment believe that the organization they work for is a good and decent place to work, and they feel morally bound to stay with the organization. Indicators of normative commitment include conformity of values, morality and principles, as well as trust in the organization. This commitment has been examined by many previous researchers including Porter, Steers, Mowday, Boulian in Yusuf (2017:21-22), Robinson in Yanuarti (2014:222), and Mathis and Jackson (2006:98).

RESEARCH METHOD

Literature Review article is the Qualitative Descriptive method and *Library Research* , sourced from the *Google Scholar online application* , *Mendeley* and other online academic applications.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. According to Ali and Limakrisna (2013), one of the main reasons for conducting qualitative research is that it is exploratory in nature.

FINDINGS AND DISCUSSION

Relevant Article Reviews

Conduct *a review* of relevant articles as a basis for setting research hypotheses by explaining the results of previous research, explaining the similarities with the research plan and the differences in the research plan with previous authors.

Table 1: Relevant article reviews

No	Authors (Year)	Previous Research Results	Similarities With This Article	The Difference With This Article	Hypothesis
1	Ratika Sari Dewi, Taufani C. Kurniaitun, Abubakar (2018)	ability and motivation have a positive and significant impact on employee performance	motivation affects employee performance	ability to influence employee performance	H1
2	Nina Octavia, Keuamala Hayati, and Mirwan Karim (2020)	ability, motivation and commitment have a positive and significant impact on employee performance	ability & motivation affect employee performance	commitment affects employee performance	H1
3	Adzansyah, Achmad Fauzi, Ivanida Putri, Nurul Afni Fauziah, Salma Klarissa, Vivi	ability and motivation have a positive and significant impact on employee performance	ability & motivation affect	ability and motivation effect on	H1

	Bunga Damayanti (2023)		employee performance		
.4	Indra Marjaya, Fajar Pasaribu (2019)	ability and motivation have a positive and significant impact on employee performance	motivation affects employee performance	ability to influence employee performance	H2
.5	Jeky, Sofia, Wehelmina (2018)	ability, motivation and commitment have a positive and significant impact on employee performance	ability & motivation affect employee performance	commitment affects employee performance	H2
6	Suwardi, Joko Utomo (2011)	ability and motivation have a positive and significant impact on employee performance	ability & motivation affect employee performance	ability and motivation effect on	H2
7	Deo, Yoyok (2014)	ability and motivation have a positive and significant impact on employee performance	motivation affects employee performance	ability to influence employee performance	H3
8	Ulva Idayanti, Hairul, Dwi Wahyu Artingsih (2021)	ability, motivation and commitment have a positive and significant impact on employee performance	ability & motivation affect employee performance	commitment affects employee performance	H3
9	Yudi Supiyanto (2015)	ability and motivation have a positive and significant impact on employee performance	ability & motivation affect employee performance	ability and motivation effect on	H3

Influence Analysis between Variables

Effect of ability on employee performance.

Ability affects employee performance, where dimensions or indicators of ability (intellectual abilities, physical abilities, and psychomotor abilities) affect employee performance dimensions or indicators), (Ratika Sari Dewi, Taufani C. Kurniaitun, Abubakar, 2018). To improve employee performance by paying attention to abilities, what must be done by management is to always think well in responding to situations, besides that it is also necessary to take a moment to understand the situation so that it can maintain good performance, where interactions in work are more harmonious and can maintain good performance. (Nina Octavia, Keuamala Hayati, and Mirwan Karim, 2020).

Ability affects employee performance, if ability is perceived either by customers or consumers then this will be able to improve the quality of employee performance, (Adzansyah, Achmad Fauzi, Ivanida Putri, Nurul Afni Fauziah, Salma Klarissa, Vivi Bunga Damayanti, 2023). Ability to influence employee performance, this is in line with research conducted by: (Goleman, 2017), (Drigas and Papoutsis, 2018), and (Robbin, Judge, 2017).

The effect of motivation on employee performance.

Motivation affects employee performance, where the dimensions or indicators of motivation (hard work, future orientation, high level of aspirations, task orientation and seriousness of the task, effort to progress, persistence in work, relationships with colleagues,

time utilization) affect the dimensions or employee performance indicators (quality, quantity, timeliness, effectiveness, independence & work commitment), (Indra, Fajar, 2019). To improve employee performance by paying attention to abilities, what must be done by management is to look at the workload that exists in the company, where it can be explained that the higher the workload received by an employee will affect the performance of the employee (Jeky, Sofia, Wehelmina, 2018). Employees who have high motivation tend to have high performance against the company. Proper work motivation will be able to advance and develop the company because employees will carry out tasks in accordance with their fields on the basis of awareness. (Suwardi, Joko, 2011). Motivation affects employee performance, this is in line with research conducted by: (Suwardi, Joko 2011), (Putri Novrita, 2021), and (Rangga, Djamhur, Ika, 2013).

The effect of commitment on employee performance.

Commitment affects employee performance, where the dimensions or indicators of ability (verbal ability, inductive reasoning, memory, body coordination and stamina) affect the dimensions or indicators of employee performance (quantity of work, quality of work, dependability, initiative and personal qualities), (Deo, Yoyok, 2014). To improve employee performance by paying attention to commitment, what must be done by management is to make effective decisions about one's work commitments that lead to the desired actions in accordance with the expected goals where by knowing these motives, and creating goals is to improve skills and skills, so that it can develop positive behavior for the employees it manages. (Ulva, Hairul, Dwi, 2021). Commitment affects employee performance, to improve employee performance, one of which needs to be increased company commitment so that employees have more attachment and loyalty to the company through increased participation and awareness of the importance of understanding the company's vision and mission, (Yudi, 2015).

Conceptual Framework for Research

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking of this article is processed as below.

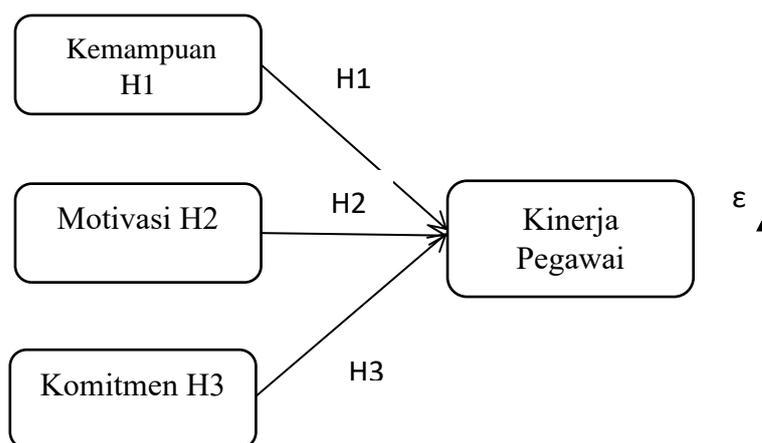


Figure 1: Conceptual Framework

Conceptual framework picture above, then: ability, motivation, and commitment influence on employee performance.

Apart from these three exogenous variables that affect employee performance, there are other variables that affect employee performance, some of which are:

1. Organizational Culture: (Harini et al., 2020) , (Elmi et al., 2016) and (Limakrisna et al., 2016) ,
2. Discipline: (Elmi et al., 2016) , (Ali, 1926) , (Agussalim et al., 2016)
3. Governance: (Ansori & Ali, 2017) , (No et al., 2017) , (Agussalim et al., 2020) .

CONCLUSIONS AND SUGGESTION

Conclusion

Based on the theory, relevant articles and discussion, hypotheses can be formulated for further research: Organizational culture influences employee performance; Discipline affects employee performance; Governance affects employee performance.

Suggestion

Based on the conclusions above, the suggestion for writers who raise the theme of employee performance in the future is that there are still many factors that influence employee performance, apart from ability, motivation, and commitment, therefore further studies are needed to look for other factors. the. Some examples of other factors that affect employee performance apart from the three variables examined in this article are organizational culture, discipline, and governance.

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