



Analysis of Competency and Commitment to Employee Performance in University (Systematic Literature Review)

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ABSTRACT

This scientific article presents the application of competence, commitment, and performance of employees in universities, and also the importance of these three variables in higher education. The research method used is that the technique in reflection is graphic, the analyst gathers the specified information from additional sources and analyzes and refines it if necessary. Research information is collected through additional data. Supporting information is collected through google scholar, Elsevier books, and research. The scored PICO framework (population/problem, intervention, comparison) was used to determine the scope of the study. Research results from the three variables in this article provide a result of scientific articles that have been studied with objects in universities so that these three variables are jointly used in the treasures of science, especially in human resources. The three variables in this article can be a reference for other researchers to use together in a future study with the same research object or different methods, so as to produce research that can contribute to the general public

INTRODUCTION

Employee are the most important employee owned by Organizations, in other words, can be changed into other organizational field resources as the world changes (Pringgabayu, 2021) As a result of changes in the global business environment, there is now more competition among providers of higher education services, and each is working to offer more high-quality services. Private universities must adopt a new vision that incorporates elements of adaptability, speed, innovation, and integration. Flexible human resources are crucial for speed, innovation, and integration (Siregar & Sihombing, 2021). Competitive advantage comes from human resources. As a result, businesses need to make the best use of all their resources, like building a highly skilled and competitive workforce for the global market (Edison et al., 2017)

According to (Delima, 2016) We have found that improving the skills, knowledge and skills of our employees leads to better performance to compete with competing organizations in the market. In addition, organizational success can be achieved. Universities require the involvement of educators, faculty, and leaders in the governance of higher education institutions and institutions, and more than any other institution, rely on the commitment and dedication of faculty. (Oshagbemi, 2000) For the long-term success of an organization, all employees within the organization must perform at their best and be fully committed to the company's goals. An organization's success depends on the skills and commitment of its employees. Employee commitment to an organization is an important psychological behavior, and engaged employees perform better at work than uninvolved employees (Krishnanathan & Mangaleswaran, 2018) Every employee's commitment is very important, Commitment allows employees to take more responsibility for their work than uncommitted employees. (Simatupang & Saroyeni, 2018).

Colleges that emphasize commitment demonstrate that they care and are interested in the needs and professional growth of their employees. They provide adequate support in terms of staffing, training and coaching. With this investment, the university demonstrates its commitment to helping employees reach their full potential and succeed in their careers, There is evidence that improving organizational engagement is important for enhancing employee performance (Noor et al., 2016) employee performance must be measured by organizational commitment. Highly motivated employees must do their best. Those who join business organizations must be committed (Ridwan et al., 2020)

In the context of higher education, organizational competence and commitment play an important role in shaping the success and effectiveness of an educational institution. Competence refers to the collective expertise, competence, and skills of the university, while commitment to employee performance refers to the commitment and support of the university in improving the performance and professional growth of its employees. According to Sharma (2015), (Mohammed, 2021) But in the future, university graduates will become doctors, engineers, lawyers, entrepreneurs, managers, and leaders who decide the future of the country. This article Presents the

application of competencies, commitment, and performance of employees in universities, and also the importance of these three variables in higher education.

THEORETICAL REVIEW

Employee Performance

Work is the accomplishment of tasks or the application of policy programs to realize the goals, objectives, vision, and mission of the organization through organizational strategic planning. When the organization has already established success criteria for particular employees or groups of employees, performance can be recognized and measured, (Moeheriono, 2014), According to (Thao & Hwang, 2015) A worker's performance is how successfully they complete a task, as judged by their manager or the organization as being accepted efficiently and effectively in accordance with current standards and making use of the resources available in a changing environment. By providing training to staff members and enhancing their output, management can produce performance (Susanto, Sawitri, & Suroso, 2023)

Commitment

According to (Chatzoudes & Chatzoglou, 2022) Psychological structures that characterize the relationship between organizational members and the organization and influence individual decisions regarding continued membership in the organization. Members who are committed to their organizations have a better life as members of their organizations than those who are not committed to their organizations. According to (Zen et al., 2023) Designing a program to improve the work performance of employees within an organization requires an organizational effort.

According to (Jumawan & Widjaja, 2023) Only with proactive top-level support can we as an organization fulfill our commitment to raising the caliber of our human resources. An employee who is committed to their organization and wants to stay a part of it will support that organization's objectives and aspirations. High organizational commitment indicates a preference for the company that employed the individual, while high professional commitment indicates a preference for the individual's specific job. The member's emotional connection to the organization is related to this commitment. People want to stay with the organization because they concur with its objectives and tenets. According to research, those who are highly emotionally engaged want to stay with an organization because they share its goals and are willing to work to further them (Saks, 2006);(Noviardy & Aliya, 2020);(Zulkarnain & Hadiyani, 2014); (Wuryani, 2013); (El-Kassar & Singh, 2019); (Ocen et al., 2017).

Competency

According to (Wirawan, 2015) Human resource competencies describe the characteristics of knowledge, skills, behaviors and experiences that people need to effectively perform a particular job or role. Competence is the combination of attitudes, knowledge, behaviors, and skills exhibited by a person that performs a task with optimal results. According to (Rony & Aryanto, 2020) Competencies can enhance performance and job completion goals. According to research, competencies also assist employers in recognizing the potential and level of effort put forth by employees to produce the best possible results for the

company (Susanto, 2021); (Susanto, Soehaditama, et al., 2023); (Susanto, Sawitri, Ali, et al., 2023). Competencies are the innate abilities, knowledge, attitudes and values of a person that are reflected in their ability to think and act consistently. In other words, competence means not just one's knowledge and ability, but also the willingness to do what is known to achieve a benefit consistent with research (Jumawan, 2023); (Febrian et al., 2023); (Venn et al., 2022); (Sawitri et al., 2019); (Swanson et al., 2020), (Taryaman et al., 2017).

METHODOLOGY

The techniques used in this reflection are graphical in nature, The analyst gathers the specified information from additional sources and analyzes and refines it if necessary. Research information is collected through additional data. Supporting information is collected through google scholar, Elsevier books, and research. The scored PICO framework (population/problem, intervention, comparison) was used to determine the scope of the study. The scope of study limitations is presented in Table 1 for an overview of the relevant literature. Table 2 provides an explanation of the use of metrics in research articles and the conclusions of those articles.

Table 1. Description of PICO

Component	Subject
Problem	Employee
Intervention	Human Resources
Comparison	n/a
Outcome	Adding knowledge treasures in the field of Human Resources

Determining eligibility criteria and quality assessment is an additional step. The research article includes a list of research questions they want to be answered and a description of the literature review they will conduct using a database on current affairs, Employee Performance, Commitment, and Competency. Articles are selected based on notability criteria, and systematic review objectives, and used as literature sources in meta-analyses. The inclusion and exclusion criteria are 1) scientific articles written in foreign languages; 2) scientific articles or research articles published in English or Indonesian journals are not considered; Published articles are not limited to the year of increase in the number of searches; and Figure 1 shows the literature and literature comparison to support the evaluation of the language synthesis process.

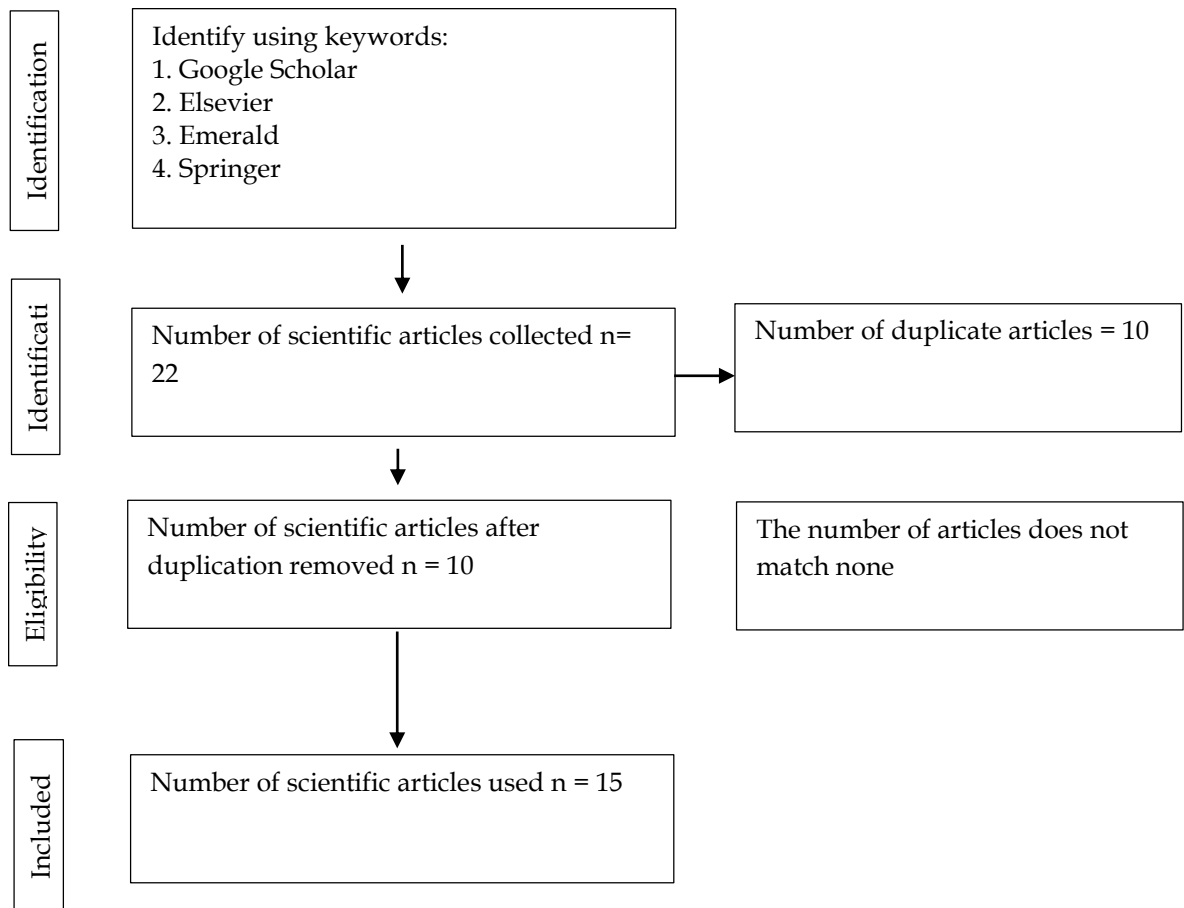


Figure 1. Scientific Article Selection Process

Table 2. Distribution of Articles

No	Article	Author	Journal	Publisher	Purpose
1.	The Effect of Competence and Motivation Cultural Organization towards Organizational Commitment and Performance on State University Lecturers in East Kalimantan Indonesia	(Setyadi & Sriekanin gsih, 2015)	European Journal of Business and Management, Vol.7, No.17, 2015	IISTE	to be aware of and assess the effects of East Kalimantan State University's organizational culture, work motivation, and competence on organizational engagement and academic achievement
2.	The Effect of Competence, Motivation and Organizational	(Rantesal u et al., 2016)	Quest Journals Journal of Research in Business and	www.questjournals.org	Learn how organizational competencies, motivation and culture

	Culture on Employee Performance: the Mediating Role of Organizational Commitment		Management Volume 4 ~ Issue 9 (2016) pp: 08-14		influence organizational engagement and employee performance
3.	University-industry collaborations and product innovation performance: the moderating effects of absorptive capacity and innovation competencies	(Kobarg et al., 2018)	J Technol Transf	Springer	Investigating these mitigation effects, the following results were obtained, development internal absorbency had a negative but not at all effect on the relationship between UIC and incremental innovation performance
4	Human Resource Competencies, Organizational Culture, and Employee Performance	(Indiyati et al., 2021)	Quest Journals Journal of Research in Business and Management Volume 4 ~ Issue 9 (2016) pp: 08-14	www.questjournals.org	Partially and simultaneously test and analyze the effectiveness of human resources and organizational culture on Bio Farma employee performance
5.	How Motivation, Competency, and Working Environment Affect Employee Performance in Indonesian Private University	(Pringgabaya, 2021)	Journal of Economics, Finance and Management Studies, Volume 4 Issue 09 September 2021	www.ijefm.co.in	1) Motivation, competence, working conditions and performance of staff of private universities of applied sciences; 2) knowledge of the effect of motivation on employee job performance; and 3) knowledge of the effect of employee performance on job performance. 4) knowledge of the impact of the working environment on employee performance; 5) Simultaneous knowledge of the influence of staff motivation, ability and work environment on

					work performance at a private university of applied sciences
6.	The Performance Improvement and the Competitiveness of Private Universities (PTS) in North Sumatera through the Strategy of Building Institutional Competence	(Siregar & Sihombing, 2021)	Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 4, No 1, February 2021, Page: 639-653	www.bircu-journal.com	To examine whether learning direction, internal environment, and reputation affect organizational performance. And to test whether qualifications affect the performance of the institution. The unit of analysis for this study is a private university
7.	The Mediating Role of Employee Agility on The Relationship between Digital Competency and Employee Performance among Civil Servants in Malaysian Public University	(Nadzim, Sitin & Halim, 2022)	Global Business and Management Research: An International Journal Vol. 14, No. 3s (2022)		Identifying the mediating role of employee agility in the relationship between digital literacy and employee performance among public university personnel in Malaysia
8.	MODEL OF EMPLOYEE PERFORMANCE : THE EMPIRICAL STUDY AT CIVIL SERVANTS IN GOVERNMENT OF WEST JAVA PROVINCE	(Noor et al., 2016)	IJER © Serials Publications 13(3), 2016: 707-719	IJER	To analyze and obtain empirical evidence on the impact of organizational culture, climate and leadership styles on organizational engagement, which partially or wholly affect the performance of local governments and officials in West Java.
9.	Enhancing organizational commitment and employee performance through employee engagement An empirical check	(Nazir & Islam, 2017)	South Asian Journal of Business Studies Vol. 6 No. 1, 2017 pp. 98-114	Emerald Publishing	Exploring the Relationships Between Perceived Organizational Support, Employee Engagement, Employee Performance, and Emotional Engagement in the Indian Higher Education Context

10.	The Effect of Discipline, Motivation and Commitment to Employee Performance	(Simatupang & Saroyeni, 2018)	IOSR Journal of Business and Management (IOSR-JBM) Volume 20, Issue 6. Ver. I. (June. 2018), PP 31-37	www.iosrjournals.org	To determine the impact of discipline, motivation and organizational commitment on the performance of the Senderawasi University Rector staff.
11.	Organizational Commitment and Employee Performance with Special Reference to Administrative Officers at the University of Jaffna, Sri Lanka	(Krishnanathan & Mangaleswaran, 2018)	International Journal of Educational Studies ISSN: 2641-533X Vol. 1, No. 3, pp. 168-173 2018	Academic Publishing Group	Investigating the relationship between organizational engagement and job performance at the University of Jaffna, Sri Lanka, and investigating the impact of organizational engagement on manager job performance.
12.	The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance	(Hendri, 2019)	International Journal of Productivity and Performance Management Vol. 68 No. 7, 2019 pp. 1208-1234	Emerald publishing	The impact of organizational learning on employee job satisfaction, the impact of organizational learning on employee engagement with the organization, the impact of organizational learning on employee performance, and the impact of job satisfaction on employees should be investigated. . Impact of Organizational Involvement on Performance and Employee Performance of His PTPN XIII (Limited Liability Company) in West Kalimantan

13. Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behaviour	(Ridwan et al., 2020)	Systematic Reviews in Pharmacy Vol 11, Issue 12, December 2020	Analysis of the partial and simultaneous impact of organizational support, organizational engagement, and perceptions of organizational civic behaviour on employee performance in one of the private universities of SPMI West Sumatra.	
14. Lecturer Support and Their Performance at Universities: Mediating Role of Commitment	(Mohamed, 2021)	International Journal of Social Sciences & Educational Studies June 2021, Vol.8, No.2	Major Perceived Peer Support (PCS), Perceived Supervisor Support (PSS), and Perceived Organizational Support (POS) in Affective Faculty Attachment (AC) and Continuing Attachment (CC) role. And as a result, you will have academic success.	
15. THE EFFECT OF WORK ENVIRONMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT THE DEPARTMENT OF POPULATION CONTROL AND FAMILY PLANNING SAROLANGUN REGENCY	(Pusparani et al., 2021)	Dinasti International Journal of Management Science (DIJMS) Volume 3, Issue 2, November 2021	Dinasti Publisher	Analysis of the impact of work environment and job satisfaction on employee performance in Sarorangung Regency leadership and family planning, either directly or indirectly through organizational engagement.

RESULTS

The above description of the indicator table helps this article introduce the papers used as literature on the university research topic. This includes the first

results of the study (Setyadi & Sriekaningsih, 2015) with the Studies show that competencies, motivation, and organizational culture do not significantly affect teacher performance indirectly through organizational engagement. This indicates that the organizational commitment variable is not a mediating variable for public college performance-related entitlements, work motivation, and organizational culture. East Kalimantan, next study (Rantesalu et al., 2016) with Competence and organizational culture findings have a positive and significant impact on organizational engagement. Work motivation has a negative impact on organizational engagement, but the impact is small. Competence, organizational culture, and commitment to an organization have a significant positive impact on employee performance. Work motivation has a negative impact on employee performance, but the impact is small. Organizational commitment, as a mediating variable that explains the impact of work motivation on employee performance, is just as unproven as it explains the impact of competence and organizational culture on performance

The next study from (Kobarg et al., 2018) study stated that an in-depth analysis of University - Industry Collaboration (UIC) and provided an overview of research in the field, explained the difference in UIC results. In addition, our findings have potential, the next study (Pringgabayu, 2021) 63.3%, the overall influence of competence (X2) on employee performance (Y) of 14.8% and the overall influence of Work. Environment (X3) Employee productivity (Y) of 7.7%. If the influence of Competence, Motivation and Corporate Culture together or simultaneously has a total effect of 85.8%, the next study (Nadzim, Sitin & Halim, 2022) (3) Employee flexibility mediates the relationship between digital competence and employee performance .

Studies from (Nazir & Islam, 2017) with research results of Perceptions of organizational support positively impact employee performance and emotional engagement. Additionally, employee involvement was found to mediate this relationship, which was later found to be, the case study from (Simatupang & Saroyeni, 2018) The study found that discipline had a positive and significant impact on the performance of staff in the General Affairs Office of the Cenderawasih University Rector. Motivation has a positive and significant impact on the performance of staff in the General Affairs Office of the Cenderawasih University Rector. Organizational efforts have a positive and significant impact on the performance of the staff of the General Affairs Office of the Cenderawasih University Rector., further studies from (Krishnanathan & Mangaleswaran, 2018) with the results of The study found that organizational engagement has a significant impact on employee performance. The study found that employee involvement in the organization can improve employee performance.

The next study from (Ridwan et al., 2020) Staff engagement and organized civic action in private universities in West Sumatra, both part and part-time, have a positive and significant impact on staff performance. The following study, which outlines research findings, states that perceptions of peer support and perceptions of organizational support have a significant impact on continued

engagement. Additionally, support from peers and managers was found to have a significant positive impact on college teacher performance.

DISCUSSION

From the above results, applications to existing universities with competence, commitment and employee performance as variables, selection and application from research results according to existing discussions, and to existing research subjects in various countries including Indonesia itself applications were analyzed. The above findings in this article provide evidence and confirmation that what was investigated and made constitutes conclusions and recommendations.

CONCLUSIONS AND RECOMMENDATIONS

The three variables in this article provide a result of scientific articles that have been studied with objects in universities so that these three variables are jointly used in the treasures of science, especially in human resources.

The three variables in this article can be a reference for other researchers to use together in a future study with the same research object or different methods, so as to produce research that can contribute to the general public.

FURTHER STUDY

This scientific article in the future can be helpful for other researchers in variables that there are also the same object to develop or conduct similar research.

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