

Competence, Motivation, Job Satisfaction and Organizational Commitment as Determinants of Employee Performance at the Medan City Market PUD

Suendrizar, Yohny Anwar, Kiki Farida Ferine

Abstract

This study aims to analyze the influence of Competence, Motivation, Job Satisfaction, and Organizational Commitment on Employee Performance at the Medan City Market PUD, both partially and simultaneously. The type of research used is quantitative research with an associative approach. The population in this study is all permanent employees and contract PUD Pasar Medan City which totals 740 people. The determination of the number of samples was carried out using the Slovin formula with an error rate of 10%, so that a sample of 88 respondents was obtained which was determined through the proportionate stratified random sampling technique. The data analysis technique used was multiple linear regression analysis with the help of the SPSS program. The results of the study showed that partially, Competence had a positive and significant effect on Employee Performance in the Medan City Market PUD, while Motivation, Job Satisfaction, and Organizational Commitment did not show a significant influence on Employee Performance. Simultaneously, the four independent variables were proven to have a significant effect on Employee Performance, with the level of the model's ability to explain variations in Employee Performance being relatively high. The results of the determination coefficient test showed an Adjusted R Square value of 0.679, which means that Competence, Motivation, Job Satisfaction, and Organizational Commitment were simultaneously able to explain 67.9% of the variation in Employee Performance in the Medan City Market PUD, while the remaining 32.1% was explained by other factors outside this research model.

Keywords: Competence, Motivation, Job Satisfaction, Organizational Commitment, Employee Performance

Suendrizar¹

¹Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: rizalsuend@gmail.com¹

Yohny Anwar², Kiki Farida Ferine³

^{2,3}Management, Universitas Pembangunan Panca Budi, Indonesia

e-mail: yohnyanwar@dosen.pancabudi.ac.id², kikifarida@dosen.pancabudi.ac.id³

3rd International Conference Epicentrum of Economic Global Framework (ICEEGLOF)

Theme: Cross-Sector and Cross-Disciplinary Strategies for Achieving the SDGS

<https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF>

Introduction

The Regional Public Company (PUD) of Pasar Kota Medan is a regionally owned business entity that manages the traditional market as well as being one of the sources of Regional Original Revenue (PAD) through market levies. The performance of the Medan City Market PUD in managing traditional markets, such as the Sei Sicaming Market, was found to be not optimal in terms of productivity, service quality, and responsiveness, so that the levy target was not achieved (Butarbutar & Ridwan, 2023). This problem is exacerbated by repeated conflicts between traders and management regarding market management policies, which shows that the performance of the PUD Pasar organization is highly dependent on the individual performance of its employees. To respond to this pressure, the Medan City Market PUD began to utilize information technology to speed up administration and increase the effectiveness of employee performance (Dongoran & Syahbudi, 2025), in line with the demands of the times where public sector organizations are faced with an uncertain, and rapidly changing environment or VUCA (Taskan et al., 2022).

The Medan City Market PUD is required to adapt to the changing times, competition with modern retail and e-commerce, as well as the pressure of digitizing public services. Technology is now an important element to speed up administration, monitor the market in real-time, and provide services more efficiently, so that employees are required to have digital competencies, not just conventional administrative skills. This means that employee performance today is determined by a combination of competence, work motivation in the midst of public pressure, job satisfaction, and commitment to regional organizations that continue to be highlighted by the public. Employee performance is defined as the results of work achieved by a person based on the standards that have been set by the organization, both in terms of quality, quantity, punctuality, and responsibility in carrying out their duties (Astuti & Amalia, 2021). (Mangkunegara, 2017) said that employee performance is the result of work in terms of quality and quantity achieved by a person in carrying out tasks according to the responsibilities given to him. The behavior and work outcomes of these individuals are not essentially independent, but are influenced by various organizational and psychological factors, as explained in the study of organizational behavior (Robbins & Judge, 2021). The determinants of employee performance themselves can differ between groups, including based on the demographic characteristics of employees (Sariani et al., 2021).

One of the main factors that determine the high and low performance of employees is competence. Competence is an ability based on skills and knowledge that is supported by work attitudes and their application in carrying out tasks according to organizational standards (Edison et al., 2018). Competence is closely related to performance because the higher an employee's mastery of technical knowledge and skills, the easier it will be for him or her to complete the job effectively; This is proven that competence has a significant effect on employee performance (Makiah & Suryani, 2024) and (Iskamto, 2022). In the management of regional markets that are increasingly digitized, competence is an important need so that employees are able to operate information systems, provide fast services, and solve various operational problems professionally. Various studies show that competence has a positive influence on improving employee performance because the higher the competence has, the better the individual's ability to produce optimal performance (Janah et al., 2023).

In addition to competence, work motivation is also an important determinant in improving performance. Work motivation is an internal and external drive that generates a person's enthusiasm, direction, and perseverance in achieving organizational goals. Work motivation is an internal and external drive that moves a person to be passionate and involved in their work, which determines the direction, intensity, and perseverance of one's work efforts (Robbins & Judge, 2021). Proper compensation has also been proven to help encourage work motivation which ultimately has an impact on performance (Febrina et al., 2021). In today's era of public service competition, organizations need highly motivated employees to be able to work productively, innovatively, and service-oriented. Motivated employees tend to show better

initiative, discipline, and responsibility so that it has a direct impact on improving organizational performance (Astuti & Amalia, 2021). Research conducted by (Ningsih et al., 2022); (Rahmawati & Sultoni, 2024) It was found that motivation has a significant effect on employee performance, but it is different from research (Siahaan & Bahri, 2019) which states that motivation does not have a significant effect on employee performance.

The next factor that is no less important is job satisfaction. Job satisfaction is a positive emotional state as a result of a person's assessment of their job, which includes satisfaction with the job itself, compensation, career development opportunities, relationships with colleagues, and leadership support. Job satisfaction is an employee's emotional attitude in the form of a sense of pleasure or displeasure with the job, working conditions, co-workers, and the compensation they receive (Robbins & Judge, 2021). The level of job satisfaction will affect employee morale, loyalty, and productivity. On the contrary, low job satisfaction can trigger a decrease in performance, increased absenteeism, and even a desire to leave the organization (Citrawati & Khuzaini, 2021). Job satisfaction is related to performance because satisfied employees tend to be more motivated to put in extra effort and be more loyal to the company; This is evident in the total reward system that increases job satisfaction as well as employee productivity which leads to the company's financial performance (J. Tarigan et al., 2022).

Furthermore, organizational commitment is a factor that strengthens the relationship between employees and the organization. Organizational commitment is defined as the level of attachment, loyalty, and individual's desire to remain part of the organization and strive to make the best contribution to the achievement of organizational goals.

Organizational commitment indicates the extent to which employees accept the values and goals of the organization, are willing to put in the effort for the organization, and want to remain a part of it (Meyer & Allen, 1997). Commitment is related to performance because highly committed employees have psychological attachments that push them to work beyond minimum standards while reducing turnover (Dafiq & Solihat, 2023), as also said by (Igbomor & Ogbuma, 2024) A decrease in organizational commitment has an impact on declining employee performance. Organizational commitment has also been proven to play an important role along with organizational culture and organizational citizenship behavior in supporting performance (Adu & Nawangsari, 2022). Nevertheless, research (Dafiq & Solihat, 2023) found that organizational commitment has a direct and significant effect on performance. In public service organizations such as the Medan City Market PUD, organizational commitment is needed so that every employee not only works to fulfill obligations, but also has a sense of belonging so that they are willing to provide the best service to the community. Previous research has shown that organizational commitment has a positive effect on improving employee performance (Jahid & Adnyana, 2021).

Based on this description, the research was on "Competence, Motivation, Job Satisfaction and Organizational Commitment as Determinants of Employee Performance at the Medan City Market PUD".

Literature Review

Competencies

Competency is a basic characteristic possessed by individuals in the form of knowledge, skills, abilities, and work attitudes that allow a person to carry out tasks effectively and achieve optimal performance. Competencies are a set of behaviors and skills that describe performance excellence in a given context. Or in other words, human resource competence is the main characteristic that makes each individual able to produce effective and superior performance or not, which can be measured through agreed standards and improved through activities in training and development programs that are carried out both in general, nationally, or internationally (Makiah & Suryani, 2024). Competence is the ability that a person has to do a job correctly and has advantages based on things related to knowledge, skills and attitudes

(Edison et al., 2018). Thus, the higher the competence an employee has, the greater the chance to produce better performance (Spencer & Spencer, 1993).

Work Motivation

Every human being certainly has a fundamental reason to do a certain type of work. Why are there people who are very active in work, some who work ordinarily, and some who work lazily. Of course, all of them have fundamental reasons that encourage a person to be willing to do their job (Febrina et al., 2021). Motivation is a driving force that arouses a person's enthusiasm so that he or she is willing to work together, work effectively, and integrate all of his efforts to achieve optimal performance and satisfaction (K. A. Tarigan & Anwar, 2024). With the work motivation given, employees are more active and enthusiastic in doing their work so that the company's goals are achieved (Ningsih et al., 2022). Work motivation is an impulse that comes from within and outside the individual that directs, moves, and maintains a person's behavior to achieve organizational goals.

Job Satisfaction

Job satisfaction is an emotional condition that reflects a person's feelings of pleasure or displeasure with their job (Jahid & Adnyana, 2021). Job satisfaction is a positive emotional state as a result of a person's evaluation of their work and work experience gained while being part of an organization. According to (Locke, 1976), job satisfaction is a pleasant or positive emotional state that comes from an assessment of a person's job or work experience. The level of job satisfaction is influenced by various factors, such as the job itself, the compensation system, promotion opportunities, supervision, relationships with colleagues, and the conditions of the work environment. Employees who have high job satisfaction tend to show higher loyalty, discipline, commitment, and work ethic so that they are able to make optimal contributions to the organization. On the other dissatisfaction can lead to low productivity, high absenteeism, and a desire to leave the organization. Job satisfaction reflects a person's feeling of happiness after carrying out a job earnestly, which is reflected in the form of pride because the work is in accordance with expectations and provides positive feedback for him (Anwar et al., 2023).

Organizational Commitment

Organizational commitment is the level of individual psychological attachment to the organization which is reflected in the desire to remain a member of the organization, accept the values of the organization, and strive to make the best contribution in achieving the organization's goals. According to John P. Meyer and Natalie J. Allen (1991), organizational commitment consists of three dimensions, namely affective commitment , continuance commitment , and normative commitment . Employees who have high organizational commitment will show loyalty, a sense of belonging to the organization, and a willingness to work more optimally for the success of the organization. Therefore, organizational commitment is one of the important factors that can improve the quality of performance and maintain the sustainability of the organization in the face of various challenges.

Employee Performance

Employee performance is the result of work achieved by a person in carrying out the tasks and responsibilities given in accordance with the standards or targets that have been set by the organization. According to Anwar Prabu Mangkunegara (2017), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. Performance is influenced by various factors, including ability, motivation, job satisfaction, work environment, leadership, and organizational commitment. In modern organizations, performance is not only measured by the achievement of work targets, but also by the ability to adapt to change, service quality, work

effectiveness, and contribution to the achievement of organizational goals. Therefore, improving employee performance is the main focus in human resource management because it is directly related to the success of the organization. According to (Edison et al., 2018) Performance is the end result of a process that refers to and is measured over a certain period of time based on pre-established terms or agreements.

Research Methodology

This study uses a type of quantitative research with an associative approach (explanatory research), which is research that aims to analyze the influence of competence, motivation, job satisfaction, and organizational commitment on employee performance in the Medan City Market PUD. According to (Scott, 2019) Quantitative research is a research method based on the philosophy of positivism to research a specific population or sample with the aim of testing a hypothesis that has been established. The population in this study is all permanent employees and contract employees of the Medan City Market PUD which totals 740 people. Given the relatively large population, the sample was determined using the Slovin formula with an error tolerance rate of 10%, so that a sample of 88 respondents was obtained. The sampling technique used is proportionate stratified random sampling, because the population consists of several groups (permanent and contract employees) so that each group gets a proportionate opportunity to become a research sample (Sekaran & Bougie, 2016; Sugiyono, 2019). Data analysis was performed using multiple linear regression analysis with the help of IBM SPSS Statistics. Before hypothesis testing, instrument quality tests (validity and reliability) and classical assumption tests were carried out which included normality, multicollinearity, and heteroscedasticity. Furthermore, the test was carried out through a determination coefficient (R^2), a simultaneous test (Test F), and a partial test (t-test) to determine the influence of independent variables on dependent variables (Ghozali, 2018).

Results

1. Overview of Research Objects

The Regional Public Company (PUD) of the Medan City Market is a Regionally Owned Enterprise (BUMD) owned by the Medan City Government engaged in the management of traditional markets with the aim of providing public services while increasing Regional Original Revenue (PAD). The forerunner of this company came from market management which was previously under the Medan City Market Office, then transferred to the Regional Company (PD) Market based on the policy of the Medan City Government in the early 1990s to improve the professionalism of market management. Along with the development of regulations regarding BUMD, the status of PD Pasar was then changed to a Regional Public Company (PUD) of the Medan City Market through the Regional Regulation of the City of Medan Number 4 of 2021 as an adjustment to the provisions regarding Regionally Owned Enterprises. Currently, the Medan City Market PUD is responsible for managing various traditional markets in the Medan City area, including the provision of trade facilities and infrastructure, the arrangement of traders, the maintenance of market cleanliness and safety, as well as improving the quality of services to the community in order to create an orderly, comfortable, healthy, and competitive market as the center of regional economic activities.

2. Respondent Characteristics

The characteristics of the respondents in this study aim to provide an overview of the profile of Medan City Market PUD employees who are the research sample. The grouping of respondents was carried out based on gender, age, education level, working period, and employment status to determine the composition of respondents representing the research population.

Table 1. Characteristics of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	57	64,8
Women	31	35,2
Total	88	100

Based on Table 1, most of the respondents were male, namely 57 people (64.8%), while female respondents were 31 people (35.2%). This composition shows that the workforce in the Medan City Market PUD is still dominated by male employees, considering that some operational work in the market environment requires field activities.

Table 2. Characteristics of Respondents by Age

Age	Frequency	Percentage (%)
≤ 30 years	18	20,5
31–40 years	29	33
41–50 years	27	30,7
> 50 years	14	15,9
Total	88	100

Table 2 shows that the majority of respondents are in the age range of 31–40 years, which is 29 people (33.0%), followed by the age group of 41–50 years old as many as 27 people (30.7%). This condition indicates that most of the employees are at a productive age who are considered to have work experience and maturity in carrying out their duties.

Table 3. Characteristics of Respondents Based on Education Level

Education	Frequency	Percentage (%)
High School/Vocational School	41	46,6
Diploma (D3)	15	17
Bachelor (S1)	30	34,1
Postgraduate (S2)	2	2,3
Total	88	100

Based on Table 3, most of the respondents have a high school/vocational education level of 41 people (46.6%), then Bachelor (S1) as many as 30 people (34.1%). This shows that human resources in the Medan City Market PUD are dominated by workers with secondary education and bachelor's degrees who are in accordance with the needs of operational and administrative jobs.

Table 4. Characteristics of Respondents Based on Length of Service

Tenure	Frequency	Percentage (%)
< 5 years	17	19,3
5–10 years	25	28,4
11–15 years	22	25
> 15 years old	24	27,3
Total	88	100

Based on Table 4, the most respondents had a service period of 5–10 years as many as 25 people (28.4%), followed by a service period of more than 15 years as many as 24 people (27.3%). This shows that most of the respondents have had a long enough work experience so

that they understand the organizational culture and work procedures at the Medan City Market PUD.

Table 5. Characteristics of Respondents Based on Employment Status

Employment Status	Frequency	Percentage (%)
Permanent Employees	59	67
Contract Employees	29	33
Total	88	100

Table 5 shows that most of the respondents are permanent employees as many as 59 people (67.0%), while contract employees as many as 29 people (33.0%). The composition reflects the application of the proportionate stratified random sampling technique, in which the number of samples from each staffing group is taken proportionally according to the composition of the population consisting of permanent employees and contract employees.

3. Descriptive Statistics of Variables

Descriptive statistics of variables are analyses used to describe the tendency of respondents' answers to each research variable through minimum, maximum, mean, and standard deviation, thus providing an overview of the condition of each variable being studied.

Table 6. Descriptive Statistical Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Red	Std. Deviation
Competence	88	13	30	24.32	3.798
Motivation	88	14	35	29.10	4.262
Job Satisfaction	88	10	25	20.22	3.375
Organizational Commitment	88	6	15	12.61	1.956
Employee Performance	88	13	30	25.49	3.651
Valid N (listwise)	88				

Based on the results of the descriptive statistical analysis in Table 6, it can be seen that the competency variable has a minimum value of 13, a maximum of 30, with a mean of 24.32 and a standard deviation of 3.798, which shows that employee competence tends to be in the good category with a relatively low level of variation in answers. The motivation variable obtained an average score of 29.10 (minimum 14; maximum 35; standard deviation of 4.262), while job satisfaction had an average of 20.22 (minimum 10, maximum 25, standard deviation 3.375). Furthermore, organizational commitment showed an average of 12.61 with a minimum score of 6, a maximum of 15, and a standard deviation of 1.956, indicating a relatively homogeneous respondent answer. The employee performance variable has the highest average, which is 25.49 with a minimum value of 13, a maximum of 30, and a standard deviation of 3.651.

4. Instrument Quality Test

a. Validity Test

The validity test is a test that aims to determine the ability of each statement item in the questionnaire to measure the variables studied, with the criteria that the instrument is declared valid if the value of r is calculated $> r$ of the table at a significance level of 5%.

Table 7. Validity Test

Variables	Indicators	r-count	r-tables	Description
Competence (X1)	X1.1	.777	0,2096	Valid
	X1.2	.705	0,2096	Valid
	X1.3	.772	0,2096	Valid
	X1.4	.700	0,2096	Valid
	X1.5	.845	0,2096	Valid
	X1.6	.703	0,2096	Valid

Motivation (X2)	X2.1	.782	0,2096	Valid
	X2.2	.779	0,2096	Valid
	X2.3	.784	0,2096	Valid
	X2.4	.689	0,2096	Valid
	X2.5	.813	0,2096	Valid
	X2.6	.780	0,2096	Valid
	X2.7	.819	0,2096	Valid
Job Satisfaction (X3)	X3.1	.836	0,2096	Valid
	X3.2	.820	0,2096	Valid
	X3.3	.832	0,2096	Valid
	X3.4	.865	0,2096	Valid
	X3.5	.762	0,2096	Valid
Organizational Commitment (X4)	X4.1	.856	0,2096	Valid
	X4.2	.872	0,2096	Valid
	X4.3	.884	0,2096	Valid
Employee Performance (Y)	Y1.1	.792	0,2096	Valid
	Y1.2	.778	0,2096	Valid
	Y1.3	.692	0,2096	Valid
	Y1.4	.854	0,2096	Valid
	Y1.5	.867	0,2096	Valid
	Y1.6	.830	0,2096	Valid

Based on Table 7, all statement items on the variables of competence, motivation, job satisfaction, organizational commitment, and employee performance are declared **valid** because each r-calculated value is greater than the r-table (0.2096), so that all indicators are suitable for use as research instruments.

b. Reliability Test

The reliability test is a test that aims to determine the level of consistency of the research instrument in measuring variables, with the criterion that the instrument is declared reliable if it has a Cronbach's Alpha value of ≥ 0.70 .

Table 8. Reliability Test

Variables	Cronbach's Alpha	N of Items	Description
Competence (X1)	.845	6	Reliable
Motivation (X2)	.890	7	Reliable
Job Satisfaction (X3)	.878	5	Reliable
Organizational Commitment (X4)	.841	3	Reliable
Employee Performance (Y)	.887	6	Reliable

Based on Table 8, all research variables have a Cronbach's Alpha value greater than 0.70, so it can be concluded that the research instruments on all variables are able to provide consistent measurement results.

5. Classic Assumption Test

a. Normality Test

The normality test in this study uses the Kolmogorov-Smirnov test to find out whether the research data is normally distributed, with the criteria of data being declared to be normally distributed if the significance value (Asymp. Sig.) greater than 0.05.

Table 9. Kolmogorov-Smirnov test
One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	88

Normal Parameters ^{a,b}	Red	.0000000	
	Std. Deviation	2.01996323	
Most Extreme Differences	Absolute	.080	
	Positive	.061	
	Negative	-.080	
Test Statistic		.080	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	.173	
	99% Confidence Interval	Lower Bound	.163
		Upper Bound	.183

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Based on the results of the Kolmogorov-Smirnov normality test in Table 1, an Asymp value was obtained. Sig. (2-tailed) is 0.200, which is greater than 0.05, so it can be concluded that the research data is normally distributed and meets the assumption of normality.

b. Multicollinearity Test

The multicollinearity test aims to determine whether or not there is a high correlation between independent variables in the regression model, with the criterion that multicollinearity does not occur if the Tolerance value is > 0.10 and the Variance Inflation Factor (VIF) is < 10 .

Table 10. Multicollinearity Test Coefficients^a

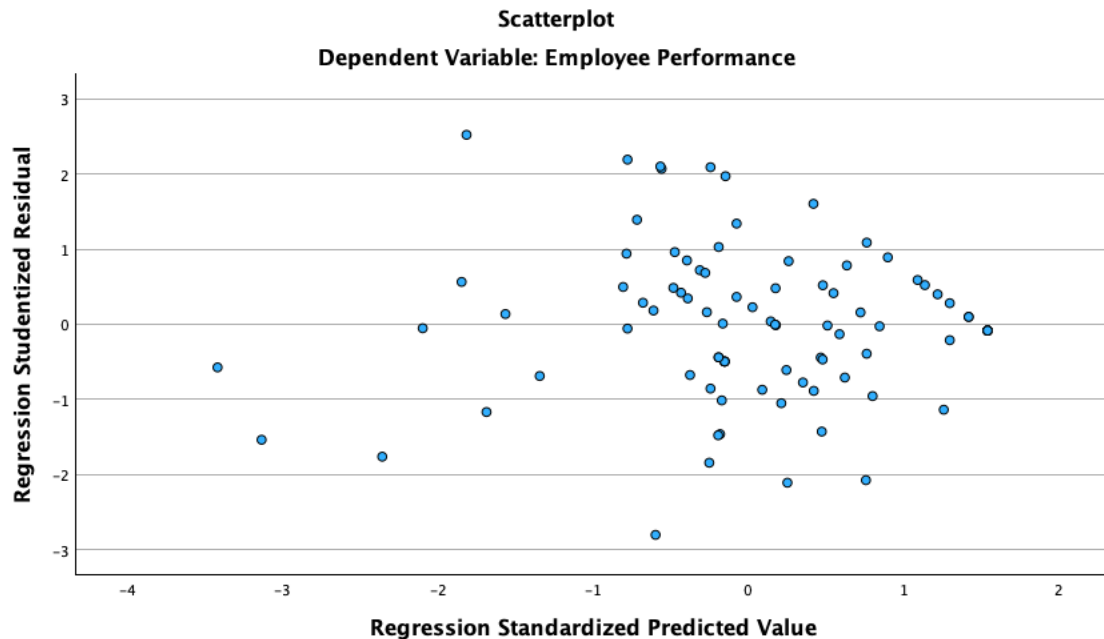
Models		Collinearity Statistics	
		Tolerance	VIF
1	Competence	.337	2.969
	Motivation	.227	4.406
	Job Satisfaction	.240	4.162
	Organizational	.285	3.509
	Commitment		

a. Dependent Variable: Employee Performance

Based on Table 10, all independent variables had a Tolerance value greater than 0.10 and a VIF value less than 10, so it can be concluded that the regression model did not experience symptoms of multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity test uses Scatterplot to determine the existence of residual variance inequality, with the criterion that heteroscedasticity does not occur if the dots are scattered randomly and do not form a certain pattern.

**Figure 1.** Scatterplot

Based on Figure 1 (Scatterplot), the residual points are randomly spread above and below the zero axis and do not form a specific pattern, so it can be concluded that the regression model does not experience symptoms of heteroscedasticity and meets the heteroscedasticity assumption.

6. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the magnitude of the influence and direction of the relationship between several independent variables, namely competence, motivation, job satisfaction, and organizational commitment to the dependent variable, namely employee performance.

Table 11. Multiple Linear Regression Analysis
Coefficients^a

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.410	1.600		2.756	.007
Competence	.370	.101	.385	3.682	<.001
Motivation	.117	.109	.137	1.075	.285
Job Satisfaction	.256	.134	.237	1.910	.060
Organizational Commitment	.276	.212	.148	1.299	.198

a. Dependent Variable: Employee Performance

Based on the results of multiple linear regression analysis in Table 11, the following regression equations are obtained:

$$Y = 4.410 + 0.370X_1 + 0.117X_2 + 0.256X_3 + 0.276X_4$$

A constant value of 4.410 indicates that if competence, motivation, job satisfaction, and organizational commitment are considered constant, then the employee performance value is 4.410. A competency regression coefficient of 0.370 means that every increase in one unit of competency will increase employee performance by 0.370 units, assuming other variables are fixed. Furthermore, the motivation coefficient of 0.117, job satisfaction of 0.256, and organizational commitment of 0.276 showed that every one unit increase in each of these

variables would increase employee performance by the value of the coefficient assuming that the other variables were constant.

7. Hypothesis Testing

a. Partial Test (t)

The partial test (t-test) is used to determine the influence of each independent variable on the dependent variable individually, with significant criteria if the value of Sig. < 0.05 or t is calculated > t table.

Table 12. Partial Test (t)
Coefficients^a

Models		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.410	1.600		2.756	.007
	Competence	.370	.101	.385	3.682	<.001
	Motivation	.117	.109	.137	1.075	.285
	Job Satisfaction	.256	.134	.237	1.910	.060
	Organizational Commitment	.276	.212	.148	1.299	.198

a. Dependent Variable: Employee Performance

Based on the results of the partial test (t-test) with a sample of 88 respondents, a t-table value of 1.988 was obtained at a significance level of 5% (df = 83). The competency variable has a t-count value of 3.682, so that t-count > t-table (3.682 > 1.988) with a significance value of < 0.001, which means that competence has a positive and significant effect on employee performance at the Medan City Market PUD. The motivation variable had a t-count value of **1.075**, so that the t-count < t-table (1.075 < 1.988) had a significance value of 0.285 > 0.05, which indicates that motivation has a positive but insignificant effect on employee performance. The work satisfaction variable obtained a t-count value of 1.910, so that **t-count < t-table** (1.910 < 1.988) with a significance value of 0.060 > 0.05, so that job satisfaction had a positive but not significant effect on employee performance. The organizational commitment variable has a t-count value of 1.299, so that the t-count < t-table (1.299 < 1.988) with a significance value of 0.198 > 0.05, which shows that organizational commitment has a positive but insignificant effect on employee performance at the Medan City Market PUD.

b. Simultaneous Test (F)

Simultaneous tests (F tests) are used to determine the influence of all independent variables together on dependent variables, with significant criteria if the value of Sig. < 0.05 or F is calculated > F table.

Table 13. Simultaneous Test (F)
CHANGE^{TO}

Models		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	805.007	4	201.252	47.056	<.001 ^b
	Residual	354.982	83	4.277		
	Total	1159.989	87			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Commitment, Competence, Job Satisfaction, Motivation

Based on the results of the simultaneous test (F test) in Table 13, an F-calculation value of 47.056 was obtained with a significance value of < 0.001 , which is smaller than 0.05. These results show that competence, motivation, job satisfaction, and organizational commitment simultaneously have a significant effect on employee performance at the Medan City Market PUD.

c. Coefficient of Determination (R^2)

The determination coefficient (R^2) is used to measure how much an independent variable is capable of explaining the variation of dependent variables, which is shown through the percentage contribution value of the regression model.

Table 14. Coefficient of Determination (R^2)

Model Summary ^b				
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833 ^A	.694	.679	2.068

a. Predictors: (Constant), Organizational Commitment, Competence, Job Satisfaction, Motivation

b. Dependent Variable: Employee Performance

Based on the results of the determination coefficient (R^2) test in Table 14, the R Square value was 0.694 and the Adjusted R Square was 0.679. This shows that 67.9% of the variation in employee performance in the Medan City Market PUD can be explained by the variables of competence, motivation, job satisfaction, and organizational commitment, while the remaining 32.1% is influenced by other variables outside the research model that were not studied.

Conclusion

Based on the results of the study, it can be concluded that competence has a positive and significant effect on employee performance at the Medan City Market PUD, while motivation, job satisfaction, and organizational commitment have a positive but not partially significant effect. However, simultaneously competence, motivation, job satisfaction, and organizational commitment had a significant effect on employee performance, with an F-count value of 47.056 and a significance of < 0.001 . In addition, the Adjusted R Square value of 0.679 showed that 67.9% of the variation in employee performance could be explained by these four variables, while the remaining 32.1% was influenced by other factors outside the research model. These results confirm that improving employee performance at the Medan City Market PUD requires competency development as the main factor, which is supported by increased motivation, job satisfaction, and organizational commitment in an integrated manner.

References

- [1] Adu, J., & Nawangsari, L. (2022). Build Organizational Citizenship Behavior Toward Environment Through Organizational Culture, Organizational Commitment and Mediated Self-efficacy. *International Journal of Indonesian Business Review*, 1, 80–89. <https://doi.org/10.54099/ijibr.v1i1.251>
- [2] Anwar, Y., Suwarno, B., & Harianti, S. (2023). The Effect Of Teacher Motivation, Compensation, And Workload On Turnover Intention Through Job Satisfaction As A Mediating Variable. *Jurnal Aplikasi Manajemen*, 21(4), 1109–1122. <https://doi.org/10.21776/ub.jam.2023.021.04.18>
- [3] Astuti, W., & Amalia, L. (2021). The Relationship between Work Motivation, Job Satisfaction, and Employee Performance: The Moderating Role of Psychology Capital and The Mediating Role of Organizational Commitment. *Journal of Theoretical and Applied Management (Jurnal Manajemen Teori Dan Terapan)*, 14(2), 102–128. <https://doi.org/https://doi.org/10.20473/jmtt.v14i2.26192>

- [4] Butarbutar, V., & Ridwan, M. (2023). Kinerja Perusahaan Umum Daerah (PUD) Pasar Kota Medan Dalam Pengelolaan Pasar Tradisional (Studi Kasus : Pasar Sei Sikambling, Kecamatan Medan Helvetia). *Journal of Management : Small and Medium Enterprises (SMEs)*, 17(2), 537–545. <https://doi.org/10.35508/jom.v17i2.13330>
- [5] Citrawati, E., & Khuzaini. (2021). Pengaruh Kepuasan Kerja, Motivasi Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jurnal Ilmu Dan Riset Manajemen*, 10(3).
- [6] Dafiq, M., & Solihat, A. (2023). Correlation between Commitment and Organizational Performance. *International Journal of Business, Economics and Law Social Development*, 4(4), 341–347.
- [7] Dongoran, R. S., & Syahbudi, M. (2025). Strategi Pengembangan Sumber Daya Manusia Terhadap Peningkatan Kinerja Pada PUD. *Pusat Pasar Kota Medan. Jurnal Akuntansi, Manajemen Dan Ilmu Ekonomi (JASMIEN)*, 5(2), 531–538.
- [8] Edison, E., Anwar, Y., & Komariyah, I. (2018). *Manajemen Sumber Daya Manusia: Strategi dan Perubahan dalam Rangka Meningkatkan Kinerja Pegawai dan Organisasi* (Cetakan Ke3 ed.). Alfabeta.
- [9] Febrina, L., Agusra, D., Lussianda, E., & Susanti, A. (2021). The Effect of Compensation and Motivation on Employee performance. *Husnayain Business Review*, 1, 43–50. <https://doi.org/10.54099/hbr.v1i1.13>
- [10] Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro.
- [11] Igbomor, E., & Ogbuma, S. (2024). An Empirical Evidence of the Effect of Organizational Commitment on Employee Job Performance.
- [12] Iskanto, D. (2022). Analysis of The Impact of Competence on Performance: An Investigative In Educational Institutions. *Asean International Journal of Business*, 1, 68–76. <https://doi.org/10.54099/aijb.v1i1.74>
- [13] Jahid, I. A., & Adnyana, I. M. (2021). Analysis of The Effect of Motivation, Discipline and Job Satisfaction, on Employee Performance With Organizational Commitment As An Intervening Variable. *International Journal of Social Service and Research (IJSSR)*, 1(2).
- [14] Janah, I. R., Racmansyah, Y., & Sutanto, H. A. (2023). The Influence of Competence on Employee Performance with Mediation of Job Satisfaction and Organizational Commitment. *Journal of Management and Islamic Finance*, 3(2). <https://doi.org/https://doi.org/10.22515/jmif.v3i2.7764>
- [15] Locke, E. A. (1976). The Nature and Causes of Job Satisfaction. *Handbook of Industrial and Organizational Psychology*, 1297–1349.
- [16] Makiah, & Suryani, L. (2024). Pengaruh Kompetensi Terhadap Kinerja Pegawai Pada Dinas Komunikasi Dan Informatika Kabupaten Tabalong. *JAPB2*, 7(1), 984–999.
- [17] Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- [18] Ningsih, O. L., Zaki, H., & Hardilawati, W. L. (2022). Pengaruh Motivasi Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Hotel Dyan Graha Pekanbaru. *Economics, Accounting and Business Journal*, 2(1), 52–63.
- [19] Rahmawati, R., & Sultoni, M. (2024). Pengaruh Motivasi Terhadap Kinerja Karyawan. *Karimah Tauhid*, 3, 1652–1659. <https://doi.org/10.30997/karimahtauhid.v3i2.11887>
- [20] Robbins, S. P., & Judge, T. A. (2021). *Organizational Behavior*, Edisi 18. Pearson Education.
- [21] Sariani, N., Verawati, Y., Putra, G., Harwathy, T., & Swaputra, I. (2021). Employee Performance Determinants, With Gender As A Group. *MIX: JURNAL ILMIAH MANAJEMEN*, 11, 343. <https://doi.org/10.22441/mix.2021.v11i3.004>
- [22] Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill Building Approach* (7th ed.). John Wiley & Sons.

- [23] Siahaan, S., & Bahri, S. (2019). Pengaruh Penempatan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2, 16–30. <https://doi.org/10.30596/maneggio.v2i1.3402>
- [24] Spencer, L. M., & Spencer, S. M. (1993). *Competence at Work: Models for Superior Performance*. John Wiley & Sons.
- [25] Sugiyono. (2019). *Metode Penelitian Dan Pengembangan Research Dan Development*. Alfabeta.
- [26] Tarigan, J., Cahya, J., Valentine, A., Hatane, S., & Jie, F. (2022). Total reward system, job satisfaction and employee productivity on company financial performance: evidence from Indonesian Generation Z workers. *Journal of Asia Business Studies*, ahead-of-p. <https://doi.org/10.1108/JABS-04-2021-0154>
- [27] Tarigan, K. A., & Anwar, Y. (2024). Analysis of Leadership Style, Compensation and Motivation on Employee Performance Mediated by Job Satisfaction at the Population Office and the Civil Registry of Medan City. *Digital Marketing Strategy to Optimize Business Growth in the Modern Era*, 711–726.
- [28] Taskan, B., Junça, A., & Caetano, A. (2022). Clarifying the conceptual map of VUCA: a systematic review. *International Journal of Organizational Analysis*, 30. <https://doi.org/10.1108/IJOA-02-2022-3136>