



Analysis of the Influence of Education Level and Competency on Organizational Commitment through Work Motivation in the Garment Sub-Sector in Serang Regency

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Abstract:

This research was conducted on employees of garment companies in Serang Regency with the aim of knowing and analyzing the influence of education level on work motivation, competency on work motivation, level of education on organizational commitment, competency on organizational commitment, work motivation on organizational commitment, level of education on organizational commitment through work motivation and competence towards organizational commitment through work motivation. This research uses a quantitative method with a correlational design with a total population of 850 garment company employees in Serang Regency with sample determination using proportional techniques by multiplying the number of indicators by the scale so that the sample studied is 190 samples. The analysis method in this research uses regression analysis with the SmartPLS statistical tool. The research results obtained from seven hypotheses, three hypotheses were rejected and four hypotheses were accepted. The conclusion of this research is that the level of education has a significant effect on organizational commitment and work motivation, competence has no effect on organizational commitment and work motivation, the level of education has a significant effect on organizational commitment through motivation. work and competence have no effect on organizational commitment through work motivation.

Keywords: Competency; Education Level; Organizational Commitment; Work Motivation

1. Introduction

The Textile and Textile Products (TPT) industry is a sector that plays an important role in the Indonesian national economy. According to the Ministry of Industry (2019), the textile industry, which has been able to penetrate the world market, has contributed large amounts of foreign exchange to the country. Unfortunately, the Covid-19 virus which has attacked all corners of the world over the last few years has brought the Indonesian textile industry into a situation of decline. It was noted that the growth of this industry even fell 8.88% in 2020, and fell again 3.31% in 2021. The part of TPT that suffered the worst was the garment industry, namely manufacturing activities that produce ready-made clothes and usually account for 3% to 4% of total world exports (Saputri, 2023). According to the Indonesian Textile Association (API), from 2022 to November, there were 87,000 workers in the national textile sector, upstream to downstream, who were laid off (Rizky, 2023). The increasingly fierce level of competition has resulted in business organizations being faced with challenges in being able to maintain their survival. The success of an organization or organizations is influenced by the organizational commitment that an employee has to carry out tasks in accordance with the responsibilities given to him. (Mangkunegara & Octoren, 2015). This means that an organization's employees are its most valuable asset, and their management is considered a major challenging task. The main goal of human resource management is to ensure greater employee productivity and long-term organizational performance (Hanaysha & Majid, 2018). To maintain organizational performance in the long term, employee commitment is needed to stay in the organization. (Frastika & Franksisca, 2021). In addition, employee commitment to the organization is a crucial issue in today's ever-changing world. Employee commitment can be an important instrument for improving organizational performance (Alimohammadi & Neyshabor, 2013).

To make employees satisfied and committed to their work, effective motivation at various levels in the organization is necessary. For example, employee motivation and commitment are very important for the success of an organization. Motivated and committed employees with a high level of work involvement are considered an important asset for an organization, so keeping employee motivation, commitment and work involvement high is always beneficial for the business because motivated and committed employees will be more productive (Madi et al., 2017). This is proven by the results of research conducted by Syamsuri (2017) which proves that work motivation has a positive and significant effect on organizational commitment. One of the biggest problems organizations face in human resources is the level of education. According to data from the Central Statistics Agency (BPS), Banten Province has 7,167 workers without school, 115,465 workers with less than elementary school education, while 618,808 workers with elementary school graduates. There were 674,436 workers with junior high school graduates, 763,546 workers with general high school graduates and 545,901 workers with vocational high school graduates. There are 65,048 workers with a Diploma education level and the remaining 494,327 workers with a higher education level. Education in an organization is a process of developing capabilities in the direction desired by the organization concerned. (Zikrillah et al., 2020). The importance of the level of education in increasing an employee's commitment to the organization is made clear by the results of research conducted by Novlinda et al., (2018) that the level of education has a positive and significant effect on organizational commitment. This states that the higher the education each employee has, the more influence the rank will have. or the employee class itself and also to meet the criteria for promotion by considering the employee's commitment to the organization.

Apart from organizational commitment, the level of education is able to provide motivation to an employee at work. This can be explained in research conducted by Syahril et al., (2022) that the level of education has a significant influence on employee work motivation. High education coupled with high work motivation will further increase enthusiasm and enthusiasm for work. Therefore, the value of the influence of education level on work motivation is very meaningful in providing input for organizations. Another factor that can influence organizational commitment and motivation is the employee's own competence, competence shows the characteristics of the knowledge and skills possessed or needed by each individual, so that they are able to carry out their duties and responsibilities effectively and improve professional quality standards in their work (Choiriyah & Riyanto, 2021). This is clarified by the results of research conducted by Rahmitasari et al., (2021) that competence has a significant influence on organizational commitment. According to Silaban et al., (2021), facts on the ground explain that employee competency is needed so that employees reach peak engagement which makes them more committed to the organization. Employees who have competence make themselves have a contribution, attachment and commitment to the organization. As employee competency increases, organizational commitment will also increase. Likewise, with garment company organizations in Serang Regency, there are several phenomena related

to the level of education, competence, motivation and organizational commitment which should be of interest in conducting further research. Organizational commitment can be seen and assessed by the employees themselves, either in the form of employee turnover data or employee perceptions of involvement in the company. The high level of employee turnover that occurs in garment companies in Serang Regency indicates low organizational commitment from employees.

The gap phenomenon that is of interest to researchers is that there are no previous research results related to the influence of education and competence on organizational commitment through work motivation and the gap factor from previous research is also an attraction in conducting further research on this research, Srikaningsih & Setyadi (2015) in their research, motivation does not have a significant effect on organizational commitment, while Melati et al (2021) found that motivation has a significant effect on organizational commitment. Meanwhile, research by Susanto et al., (2021) shows that competence has no significant effect on motivation and Toni & Yanti (2019) shows that competence has a significant effect on motivation. Based on the phenomena and research gaps that have been described, how important commitment to the organization is in creating company resilience and sustainability through the level of education and competency of employees which is driven by employee motivation in working at garment companies in Serang Regency.

Therefore, the expected objectives of this research, namely:

- 1) How does education level influence work motivation in garment companies in Serang Regency?
- 2) How does competency influence work motivation in garment companies in Serang Regency?
- 3) How does education level influence organizational commitment in garment companies in Serang Regency?
- 4) How does competency have a significant effect on organizational commitment in garment companies in Serang Regency?
- 5) How does work motivation have a significant effect on organizational commitment in garment companies in Serang Regency?
- 6) How does education level influence organizational commitment through work motivation in garment companies in Serang Regency?
- 7) How does Competency influence Organizational Commitment through Work Motivation in Garment Companies in Serang Regency?

2. Literature Review

The Influence of Education Level on Work Motivation

Employees with higher education and more years of service prefer other motivation factors than employees with lower education and less years of service. As for employees in terms of education, the results show that there are differences in levels of motivation. In this case, there is a significant influence that occurs between the level of education and work motivation of employees (Hitka et al., 2018). Education is important for everyone, if someone has a high level of education, both formal and informal, then he will have a broad insight into the world. This insight raises awareness of the importance of work productivity. After realizing the importance of work productivity, a person will be motivated to take productive action (Mawaddah & Paskarini, 2021).

H1: Education level has a significant effect on work motivation

The Influence of Competency on Work Motivation

Good employee competency will certainly have good knowledge, understanding, skills, values, attitudes and interests. Because a good level of knowledge, understanding and skills will provide good motivation in carrying out their duties and obligations responsibly, an employee who has good knowledge and skills will try to develop his or her potential to obtain the desired achievements. This shows that the greater the competence, the greater the motivation (Aliyyah et al., 2021). Work motivation increases because a person acts better by increasing abilities and skills to achieve a goal. A person is said to have high achievement motivation, if he has the desire to achieve better than other people in the same situation. Thus increasing employee competency will have the effect of increasing employee motivation (Tarigan & Setiawan, 2020).

H2: Competence has a significant effect on work motivation

The Influence of Education Level on Organizational Commitment

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The level of education provides meaning or contribution to organizational commitment. So, it can be emphasized that the higher the level of education can increase commitment to the organization. However, if the level of education is lower, it will have a negative influence on organizational commitment. The higher the education each employee has, it will influence the rank or class of the employee itself and also to fulfill the criteria for promotion by considering the employee's commitment to the organization (Novlinda et al., 2018).

H3: Education level has a significant effect on organizational commitment

The Influence of Competency on Organizational Commitment

Competency is the ability to carry out work or tasks based on skills and knowledge supported by work attitudes required by the job. Competence can increase organizational commitment and employee performance. Through the skills and knowledge possessed by employees, employees enjoy the entire work process more and feel that work is part of their life, indirectly employees feel they have a sense of belonging to the organization where they work (Waldan, 2020). Facts on the ground explain that employee competency is necessary for employees to reach peak engagement which makes them more committed to the organization. Employees who have competence make themselves have a contribution, attachment and commitment to the organization (Silaban et al., 2021).

H4: Competence has a significant effect on Organizational Commitment

The Influence of Work Motivation on Organizational Commitment

The word motivation is basically the word motive which means encouragement, cause or reason for someone to do something. Thus, motivation means a condition that encourages or causes someone to carry out an action or activity, which occurs consciously (Nuryanto et al., 2018). Work motivation is an important element in determining employee productivity and efficiency. It can be defined as the management process of influencing behavior based on knowledge of what makes people think. Therefore, strong and effective motivation at various levels must be better understood in order to satisfy employees and make them committed to their work (Salleh et al., 2016). Employees with strong affective commitment feel an emotional attachment to the organization so they will have greater motivation and desire to contribute to the organization than employees with weak affective commitment. Employees with strong normative commitment relate to the organization through feelings of obligation and duty (Madi et al., 2017)

H5: Motivation has a significant effect on organizational commitment

H6: Motivation is able to mediate the influence of education level on organizational commitment

H7: Motivation is able to mediate the influence of competence on organizational commitment

3. Methods

In this research the author used a quantitative approach. Sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing predetermined hypotheses. The research design used in this research is cross sectional. This research uses a survey research method, the survey research in question is to explain causal relationships and hypotheses.

The number of samples used is employees of Garment Companies in Serang Regency consisting of 3 (three) companies until 2024.

- 1) PT. Shin Hwa Biz 1 has 67 employees
- 2) PT. Hetian Enterprises Indonesia has 56 employees
- 3) PT Donga Textile Indonesia with 67 employees.

Based on the source, the type of data is divided into two, namely primary data and secondary data. Meanwhile, based on its nature, it is divided into two, namely quantitative data and qualitative data: Qualitative data here is data that is not in the form of numbers or cannot be calculated or in the form of information either verbally or in writing, and is obtained from the results of interviews or questions and answers with leaders. companies and employees of Garment Companies in Serang Regency as well as information obtained from other parties related to the problem under study was then quantified. Quantitative Data, namely data obtained in the form

of numbers that can be calculated obtained from questionnaires distributed and related to the problems studied, namely the level of education, competence, motivation and organizational commitment.

The following is the operationalization of the variables in this research:

Table 1. Research Instruments

Definition	Dimensions	Indikator
Organizational commitment	Affective Commitment	emotional connection
		Identification
		involvement with the company
	Sustainability Commitment	develop desires
		Loyal to his work
Motivation	Normative Commitment	Maintain commitment to the company
	Physical Needs	Always do good to the company
		The need for food
		Need for Drinks
		The need for rest
	Safety and Security Needs	The need for biology
		The need for health insurance
		The need for job security guarantees
	Social Needs	The need for old age benefits
		cohesive working group
good relations between individuals		
Appreciation Needs	Friendship between employees	
	Appreciation for employee abilities	
Level of education	Self-Actualization Needs	Rewarding employees' skills
		clear development/career path
		giving promotions
		Employee engagement
	Educational level	student development
		goals to be achieved
		abilities to be developed
department suitability	position	
	Educational qualifications	
Competence	assignment of the tasks given	
	Skills in carrying out tasks	
Competence	Knowledge	knowledge gained from formal learning
		knowledge gained from training
		knowledge gained from the course
	Skill	expertise in the field of work handled
		Able to handle problems in detail
		ability (ability) to solve problems
		complete quickly and efficiently
	Attitude	Upholding organizational ethics
		Have a positive attitude (friendly and polite) in acting

Research hypothesis testing was carried out using a Structural Equation Model (SEM) approach based on Partial Least Square (PLS). PLS is a structural equation model (SEM) that is component or variance based. Structural Equation Model (SEM) is a field of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously.

Variance Based Structural Equation Model (VB-SEM) goes through analysis stages such as model suitability testing or Goodness of fit (GoF), which is a measure of the difference or discrepancy between the

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observed values and the expected values in the model or in other words the extent where observational data supports the research model. The first GoF test is called the outer model analysis or measurement model, the second GoF test is the inner model analysis or structural model and is continued with the significance test or hypothesis testing Nuryanto et al., (2022).

4. Findings and Discussion

Validity and Reliability

The results of the inferential test using SEM PLS were carried out by testing the outer model analysis first using the PLS Algorithm module to test the validity and reliability of each indicator item used to measure the respective variables. Validity testing is carried out using 3 parameters including convergent validity, average variance extracted (AVE) and discriminant validity. Meanwhile, the reliability test is measured using 2 parameters, including composite reliability (CR) and Cronbach's alpha.

Figure 1. Analysis Model (PLS Algorithm)

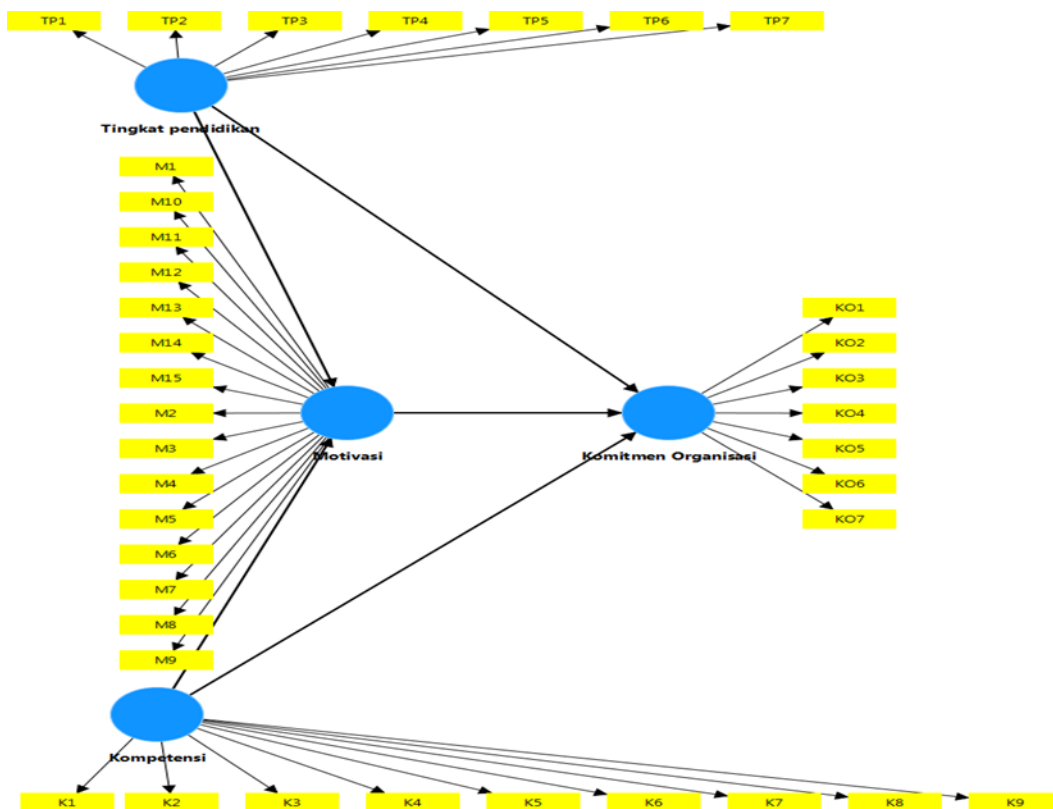


Table 2. Validity and Reliability Results

Item	Outer Loading	Croanbach Alpha	CR	AVE
K1	0,926	0,960	0,972	0,781
K2	0,914			
K3	0,765			
K4	0,908			
K5	0,903			
K6	0,783			

K7	0,894			
K8	0,931			
K9	0,915			
KO1	0,894	0,964	0,969	0,807
KO2	0,887			
KO3	0,922			
KO4	0,868			
KO5	0,927			
KO6	0,907			
KO7	0,883			
M1	0,768	0,967	0,981	0,732
M13	0,918			
M14	0,811			
M15	0,901			
M2	0,910			
M3	0,770			
M4	0,836			
M5	0,906			
M6	0,803			
M7	0,906			
M8	0,791			
M9	0,922			
TP1	0,980	0,987	0,987	0,926
TP2	0,952			
TP3	0,952			
TP4	0,964			
TP5	0,953			
TP6	0,965			
TP7	0,971			

Hypothesis Testing

The results of the analysis of the significance test/hypothesis test contained in table 3 obtained a model that empirically shows seven influences between the estimated variables. Of the seven relationships between variables depicted in the full model analysis, the results show that five hypotheses have a significant influence so that the hypothesis developed in the research can be accepted, while two hypotheses do not have a significant influence so the hypothesis is rejected as summarized in table 3 below.

Table 3: Results of Significance Test/Hypothesis Test

	T Statistics (O/STDEV)	P Values
Competency -> Organizational Commitment	0,744	0,457
Competence -> Motivation	1,516	0,130
Motivation -> Organizational Commitment	2,954	0,003
Education level -> Organizational Commitment	3,118	0,002

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Education level -> Motivation	21,450	0,000
Education level -> Motivation -> Organizational Commitment	2,982	0,003
Competence -> Motivation -> Organizational Commitment	1,201	0,230

Source: PLS SEM Data Processing Results (2024)

The results of the analysis of the first hypothesis showed that the P-value was 0.000, where the value was smaller than 0.05 and the T-Statistic value was 21.450, where the value was greater than 1.96, so it could be concluded that H0 was rejected and Ha was accepted. The results of the analysis of the second hypothesis showed that the P-value was 0.130, where the value was greater than 0.05 and the T-Statistic value was 1.516, where the value was smaller than 1.96, so it could be concluded that H0 was accepted and Ha was rejected. The results of the analysis of the third hypothesis obtained a P-value of 0.000, where the value was smaller than 0.05 and the T-Statistics value was 3.118, where the value was greater than 1.96, so it could be concluded that Ho was rejected and Ha was accepted. The results of the analysis of the fourth hypothesis obtained a P-value of 0.457, where the value was greater than 0.05 and the T-Statistics value was 0.744, where the value was smaller than 1.96, so it could be concluded that H0 was accepted and Ha was rejected. The results of the analysis of the fifth hypothesis showed that the P-value was 0.003, where the value was smaller than 0.05 and the T-Statistic value was 2.954, where the value was greater than 1.96, so it could be concluded that H0 was rejected and Ha was accepted. The results of the analysis of the sixth hypothesis showed that the P-Values value was 0.003, where the value was smaller than 0.05 and the T-Statistics was 2.982, where the value was greater than 1.98, so it could be concluded that H0 was rejected and Ha was accepted. The results of the analysis of the seventh hypothesis showed that the P-Values value was 0.230, where the value was greater than 0.05 and the T-Statistics was 1.201, where the value was smaller than 1.96, so it could be concluded that H0 was accepted and Ha was rejected.

The Influence of Education Level (X1) on Motivation (Y) in Garment Company Employees in Serang Regency

The results of testing the fifth hypothesis show that there is a significant influence of Education Level (X1) on Motivation (Y) among Garment company employees in Serang Regency, while Education Level has a positive impact on Motivation, assuming that the Education Level has increased, it will have an impact on increasing Motivation. These results are in line with the results of previous relevant research such as Syahril, Indrayani, I Wayan Catrayasa & Muammar Gaddafi (2020), Mawarni, Angelina Eleonora Rumengan, Indrayani & Muammar Khaddafi (2023) and Ahmad Muhtadi, I Wayan Sujana and I Wayan Widnyana (2021) that the level of education has a significant effect on motivation.

The level of education that is able to have a significant impact on motivation can be said to mean that the knowledge gained while studying can be applied well in work. Therefore, employees understand and feel capable of doing every job given by the company and do not experience significant difficulties and this makes employees more motivated. The company also provides regulations regarding the time period for completing work, so that each employee is motivated to immediately complete the work and is required to be disciplined considering that the work carried out is also continuous with other colleagues.

If you look at the highest respondent response on the education level variable, namely regarding skills in carrying out tasks in item TP7, while the highest respondent response regarding motivation is in the items need for food, need for drinks and appreciation for employee skills (M1, M2 and M12). So that in this case the skill in carrying out the duties of an employee will be able to get an award for his expertise and will fulfill all needs related to food and drink needs.

There is a significant influence of Competency (X2) on Motivation (Y) among Garment company employees in Serang Regency

The results of testing the seventh hypothesis show that Competency (X2) does not have a significant influence on the Motivation (Y) of Garment company employees in Serang Regency, while Competency has a positive impact on Motivation, assuming that Competency has increased, it will have an impact on increasing

Motivation. These results are in line with the results of previous relevant research such as the results of research by Susanto et al., (2021) that competence has no significant effect on motivation.

There is no influence produced by competence on performance, this can be an indication that work motivation is increasing because someone acts better by increasing abilities and skills to achieve a goal. However, someone who has a good level of competence will achieve a goal such as the results of the work done and will not have an impact on the employee's own motivation.

Garment company employee competency is not significant to work motivation, if seen from the lowest respondent's answer, namely the knowledge gained from courses and completing them quickly and efficiently (K3 and K7), it is proven that employees lack knowledge and are unable to complete tasks efficiently. quickly and efficiently is proof that the employee is not motivated to progress.

The Influence of Education Level (X1) on Organizational Commitment (Z) in Garment Company Employees in Serang Regency

The results of testing the first hypothesis show that education level (X1) has a significant effect on organizational commitment (Z) among employees of garment companies in Serang Regency. The level of education has a negative impact on organizational commitment. Assuming that the level of education increases, it will have a decreasing impact on organizational commitment. These results are in line with previous relevant research results such as the research results of Novlinda, Syamsul Amar & Dina Patrisia (2018) and Dyah Ayu Rahmaninda, Kusuma Candra Kirana, Jajuk Herawati (2021) where the level of education has a significant effect on organizational commitment.

The level of education provides meaning or contribution to organizational commitment. So, it can be emphasized that the higher the level of education can increase commitment to the organization. However, if the level of education is lower, it will have a negative influence on organizational commitment. The higher the education each employee has, it will influence the rank or class of the employee itself and also to fulfill the criteria for promotion by considering the employee's commitment to the organization (Novlinda et al., 2018).

If you look at the highest respondent response on the education level variable, namely regarding skills in carrying out tasks in item TP7, while the highest respondent response regarding organizational commitment is in item developing desire (KO4), it can be understood that the employee's skills in carrying out the tasks given to him are able to be utilized by the employee. as a development that employees want in the future

The Influence of Competency (X2) on Organizational Commitment (Z) in Garment Company Employees in Serang Regency

The results of the second hypothesis test show that Competency (X2) has no significant effect on organizational commitment (Y) among Garment company employees in Serang Regency, while work competence has a negative impact on organizational commitment with the assumption that if Competency increases by one unit, it will have an impact on reducing organizational commitment. The results of this research contradict the results of previous relevant research such as the research results of Rahmitasari, Ansar, Ekafadly Jusuf, Zulfikar Lating, Yusrandi & Krisnawati Setyaningrum Nugrahen (2021) and Raziki Waldan (2020), that competence has a significant effect on organizational commitment. Facts on the ground explain that employee competency is needed so that employees reach peak engagement which makes them more committed to the organization. Employees who have competence make themselves have a contribution, attachment and commitment to the organization. However, employees at garment companies do not have the competencies that are the basis for their ability to work, resulting in these employees' commitment to the organization decreasing.

Garment company employee competency is not significant to organizational commitment, when seen from the lowest respondent's answer, namely on the knowledge gained from courses and completed quickly and efficiently (K3 and K7) providing evidence that not having the knowledge gained from courses or training and lack of ability to work quickly which results in a decrease in the employee's perceived commitment to the organization.

The Influence of Motivation (Y) on Organizational Commitment (Z) in Garment Company Employees in Serang Regency

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The results of testing the third hypothesis show that there is a significant influence of Motivation (Y) on organizational commitment (Z) among Garment company employees in Serang Regency. Meanwhile, Motivation has a positive impact on organizational commitment, assuming that if Motivation increases, it will have an impact on increasing organizational commitment. These results are in line with previous relevant research results such as the research results of Syamsul Hadi, Efni Pebrianti, Kusuma Chandra Kirana (2023) and Mochammad Munir Rachman (2022) that motivation has a significant effect on organizational commitment. Work motivation is an important element in determining employee productivity and efficiency. Employees with strong affective commitment feel an emotional attachment to the organization so they will have greater motivation and desire to contribute to the organization than employees with weak affective commitment. Employees with strong normative commitment relate to the organization through feelings of obligation and obligation (Madi et al., 2017).

If we look at the respondents' highest answers for motivation, namely in the items need for food, need for drinks and appreciation for employee skills (M1, M2 and M12) while the highest answers for organizational commitment are in the item developing desires (KO4) with recognition of appreciation for expertise, fulfillment of food and drink will be an encouragement to employees to develop their desires

The Influence of Education Level (X1) on Organizational Commitment (Z) in Mediating Motivation (Y) in Teachers among Garment Company Employees in Serang Regency

Based on the results of the eighth hypothesis test, there is a significant influence of Education Level (X1) on Organizational Commitment (Z) through Motivation (Y) in Garment Company Employees in Serang Regency. This illustrates that motivation is able to mediate the influence of education level on organizational commitment. If you look at the results individually, the level of education is able to influence organizational commitment directly, and motivation is able to influence organizational commitment and the level of education has a significant effect on motivation. So it can be concluded that the variables of education level and motivation are partial mediation, which means that by involving the mediator variable, the independent variable directly or indirectly influences the dependent variable. The higher the level of leadership and high motivation of employees will be able to have an impact on commitment to the organization either independently or individually and motivation can also be a link between the level of education and organizational commitment

The Influence of Competency (X2) on Organizational Commitment (Z) in Mediating Motivation (Y) in Teachers among Garment Company Employees in Serang Regency

Based on the results of the ninth hypothesis test, there is no significant influence of Competency (X2) on Organizational Commitment (Y) through Motivation (Z) in Garment company employees in Serang Regency. This illustrates that motivation has not been able to mediate the influence of competence on organizational commitment. If you look directly at the results, competency does not affect organizational commitment and motivation is also able to influence the level of organizational commitment. So it can be concluded that the competency and motivation variables are partial mediation, which means that even without involving mediating variables, competency is not able to have an impact on organizational commitment.

The results of this research provide evidence that the existing competencies in garment companies in Serang Regency have not been able to provide a positive and significant impact on organizational commitment. Therefore, a push is made by company management to be able to provide satisfaction to current employees who are ultimately able to provide commitment to a very good organization.

5. Conclusion and Recommendation

Based on the results of the analysis of the influence of education level and competency on organizational commitment through work motivation in the garment sub-sector in Serang Regency, the researchers concluded that the overall research results were that education level (X1) had a significant effect on motivation (Z) among employees of garment companies in the district. Attack. Competence (X2) does not have a significant effect on Motivation (Z) of Garment company employees in Serang Regency. Education level (X1) has a significant effect on organizational commitment (Z) among employees of garment companies in Serang Regency. Competency (X2)

does not have a significant effect on organizational commitment (Z) among Garment company employees in Serang Regency. Motivation (Y) has a significant effect on organizational commitment (Z) among Garment company employees in Serang Regency. Education level (X1) has a significant effect on organizational commitment (Z) through motivation (Y) in garment company employees in Serang Regency. Competence (X2) does not have a significant effect on organizational commitment (Z) through motivation (Y) in garment company employees in Serang Regency.

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