



## How Organizational Commitment, Work Ability and Work Motivation influence Employee Performance in Case of Lurik Weaving MSMEs in Sepcial Region of Yogyakarta?

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### ARTICLE INFO

### ABSTRACT:

#### Keywords:

Organizational Commitment,  
Work Ability, Work Motivation,  
Employee's Performance

#### Article History:

Received March 19, 2025

Revised April 10, 2025

Accepted May 9, 2025

Available online May 31, 2025

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This study aims to examine the influence of organizational commitment, work ability, and work motivation on the performance of employees in Tenun Lurik MSMEs (Micro, Small, and Medium Enterprises) in the Special Region of Yogyakarta (DIY), both partially and simultaneously. The research employs a quantitative approach with a causal associative design. The research subjects consisted of all 101 employees of Tenun Lurik MSMEs in DIY, using a saturated sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression. Instrument validity was tested using Confirmatory Factor Analysis (CFA), and reliability was tested using Cronbach's Alpha. The research findings reveal that: (1) Organizational commitment has a positive and significant effect on employee performance, with a regression coefficient ( $\beta$ ) of 0.723 and a contribution ( $\Delta R^2$ ) of 40.5%; (2) Work ability has a positive and significant effect on performance, with a coefficient ( $\beta$ ) of 0.732 and a contribution of 45.6%; (3) Work motivation also has a positive and significant effect on performance, with a coefficient ( $\beta$ ) of 0.755 and a contribution of 45.5%; (4) Simultaneously, the three variables contribute 49.9% to employee performance, while the remaining 50.1% is influenced by other variables outside this study.

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## INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are one of the sectors that contribute to both regional and national economic development. This highlights the importance of efforts to grow and sustain the performance of MSMEs. MSME development faces various internal



and external challenges. These obstacles may include innovation, funding, government policies, organizational culture, skills, business scale, collaboration, and technology (Reyvandi & Fitria, 2022, pp. 2728–2729). Therefore, enhancing MSMEs is a crucial effort to ensure economic stability.

Lurik woven fabric in the Special Region of Yogyakarta (DIY) is a traditional type of Javanese fabric inherited from the Mataram Kingdom. Lurik weaving MSMEs are spread across Sleman, Bantul, and Kulon Progo. Each region produces woven fabrics that are marketed to industries such as garment, fashion, accessories, household items, and other crafts. The number of workers in lurik weaving MSMEs in DIY is declining, leading to a decrease in production output. Workers remain a priority in the production process because traditional non-mechanical handlooms (ATBM) are still used. Thus, the presence of skilled workers is essential to ensure the continuity of lurik fabric production.

Based on observations, employee performance issues have become a major problem in lurik weaving production. One of the production challenges is the decreased output caused by suboptimal employee performance. According to informants, workers tend to lose focus during planting and harvest seasons. This is largely due to the fact that most of the population works as farmers, and lurik production is carried out only after the planting and harvest periods are over. In the meantime, unmet market demands are attempted to be fulfilled by placing orders with other lurik MSMEs; however, the results are often unsatisfactory. Additional data also show a decline in lurik fabric production. The results are presented in the following table:

Table 1 Average Weaving Output per Employee

Lurik Weaving MSME	October	November	Desember
Kurnia (Bantul Regency)	272 m	250 m	200 m
Sari Puspa (Sleman Regency)	200 m	180 m	150 m
Santa Maria (Kulon Progo Regency)	280 m	275 m	270 m
Mumbul (Kulon Progo Regency)	275 m	270 m	265 m

The data above show a decrease in production from November to December, indicating a significant decline over these two months. Therefore, employee performance plays a crucial role in meeting market demands with high-quality products.

The decline in employee performance in the industry is influenced by various factors. Wardhani and Sebayang (2024, p. 1679) state that performance is affected by work ability, organizational commitment, and employee motivation. This aligns with observational findings, which indicate that many young employees do not work regularly. Additionally, the

observation revealed that most employees resigned due to dissatisfaction with their work. This issue of commitment is consistent with research by Aini and Mansyur (2024, p. 57), which explains that high employee commitment reduces the tendency for individuals to resign from their jobs. Hence, commitment plays an essential role in ensuring optimal performance.

The observation also identified issues related to work ability. Work ability refers to an individual's capacity—both in terms of skills and intelligence—to solve the problems they face (Jayanti & Dewi, 2021, p. 78). It is a critical factor in ensuring that tasks are completed properly. Employees with good work ability can complete their tasks effectively and on time. However, the reality in lurik weaving MSMEs in DIY shows otherwise. Employees' work ability remains limited due to the division of time and effort with agricultural work, which in turn leads to decreased work motivation. Ismartaya et al. (2023, p. 80) explain that increasing workloads can reduce a person's work motivation. As a result, the work motivation among lurik weaving employees in DIY has declined.

Given the issues mentioned above, it is necessary to understand how organizational commitment, work ability, and motivation affect the performance of lurik weaving MSME employees in DIY. This is important to ensure that each aspect is properly addressed to achieve optimal performance in MSME operations. Therefore, this study will examine the influence of organizational commitment, work ability, and work motivation on the performance of employees in lurik weaving MSMEs in the Special Region of Yogyakarta.

## METHOD

This research is a causal associative study using a quantitative approach. The subjects of this study are lurik weaving MSMEs in the Special Region of Yogyakarta (DIY), located in Sleman, Kulon Progo, and Bantul, consisting of 101 employees. The sampling technique used was total sampling (census sampling). Data were collected through closed-ended questionnaires. Data analysis was conducted using hypothesis testing through multiple regression analysis and delta determination analysis with the aid of SPSS 19.00 for Windows.

The respondents in this study are categorized based on gender, educational background, and length of employment. Based on gender, the distribution of employees is presented in the following table:

Table 2 Distribution of Respondents by Gender

No	Gender	Frequency	Percentage (%)
1.	Male	46	45,5
2.	Female	55	54,5

Total	101	100
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Table 2 shows that 54.5% of employees in lurik weaving MSMEs in the Special Region of Yogyakarta (DIY) are female, while 45.5% are male. Thus, the majority of lurik weaving employees are women. Then, the distribution of employees based on educational background is presented below:

Table 3 Distribution of Respondents by Educational Level

No	Education Level	Frequency	Percentage (%)
1.	Elementary School (SD)	28	27,7
2.	Junio High School (SMP)	45	44,6
3.	Senior High School (SMA)	28	27,7
<b>Total</b>		<b>101</b>	<b>100</b>

The data indicate that 27.7% of employees completed elementary school, 44.6% completed junior high school, and 27.7% completed senior high school. Therefore, most employees have a junior high school education.

The respondent distribution is also classified based on years of service, as shown in the table below:

Table 4 Distribution of Respondents by Length of Employment

No	Years of Service	Frequency	Percentage (%)
1.	0-5 Years	18	17,8
2.	6-10 Years	27	26,7
3.	11-15 Years	23	22,8
4.	16-20 Years	11	10,9
5.	>20 Years	22	21,8
<b>Total</b>		<b>101</b>	<b>100</b>

The data show that 17.8% of employees have worked for 0–5 years, 26.7% for 6–10 years, 22.8% for 11–15 years, 10.9% for 16–20 years, and 21.8% for more than 20 years. Therefore, most lurik weaving employees have worked for 6–10 years.

Based on the research problem and theoretical background, the hypotheses proposed in this study are as follows:

- H1 : There is a positive influence of organizational commitment on the performance of employees in lurik weaving MSMEs in DIY.
- H2 : There is a positive influence of work ability on the performance of employees in lurik weaving MSMEs in DIY.
- H3 : There is a positive influence of work motivation on the performance of employees in lurik weaving MSMEs in DIY.
- H4 : There is a positive influence of organizational commitment, work ability, and

work motivation collectively on the performance of employees in lurik weaving MSMEs.

## RESULTS AND DISCUSSIONS

### Data Categorization

The research data were categorized into three groups—high, moderate, and low—based on the mean and standard deviation for each variable. The performance variable consists of 16 statement items. The categorization is presented below:

Table 5 Categorization of Performance Variable

Category	Score Interval	Frequently	Percentage (%)
Low	$X < 39,32$	15	14,9
Moderate	$39,32 \leq X < 54,44$	68	67,3
High	$X \geq 54,44$	18	17,8
<b>Total</b>		<b>101</b>	<b>100</b>

Table 5 shows the categorization for the performance variable. Based on the data, 14.9% of employees fall into the low performance category, 67.3% into the moderate category, and 17.8% into the high category. Thus, most employees exhibit moderate performance.

The organizational commitment variable consists of 10 statement items. The categorization is shown below:

Table 6 Categorization of Organizational Commitment Variable

Category	Score Interval	Frequency	Percentage (%)
Low	$X < 25,94$	10	9,9
Moderate	$25,94 \leq X < 35,06$	80	79,2
Hight	$X \geq 35,06$	11	10,9
<b>Total</b>		<b>101</b>	<b>100</b>

Table 6 shows that 9.9% of employees have low organizational commitment, 79.2% have moderate commitment, and 10.9% have high commitment. Therefore, it can be concluded that most employees have a moderate level of organizational commitment.

The work ability variable consists of 9 statement items. The data are presented in the table below:

Table 7 Categorization of Work Ability Variable

Category	Score Interval	Frequency	Percentage (%)
Low	$X < 21,65$	13	12,9
Moderate	$21,65 \leq X < 30,45$	73	72,3
Hight	$X \geq 30,45$	15	14,9
<b>Total</b>		<b>101</b>	<b>100</b>

Table 7 shows that 12.9% of employees fall into the low work ability category, 72.3% into the moderate category, and 14.9% into the high category. Therefore, the majority of employees possess moderate work ability.

The work motivation variable consists of 16 statement items. The categorization of the variable is presented in the following table:

Table 8 Categorization of Work Motivation Variable

Category	Score Interval	Frequency	Percentage (%)
Low	$X < 39,41$	12	11,9
Moderate	$39,41 \leq X < 54,29$	72	71,3
Hight	$X \geq 54,29$	17	16,8
<b>Total</b>		<b>101</b>	<b>100</b>

Table 8 shows that 11.9% of employees fall into the low work motivation category. A total of 71.3% are in the moderate category, and 16.8% are in the high category. Therefore, most employees exhibit a moderate level of work motivation.

## Hypothesis Testing

The hypotheses of this study were tested using multiple linear regression analysis with the aid of SPSS 19.00 for Windows. The summary of the hypothesis testing is presented below:

Table 9. Summary of Multiple Linear Regression Analysis Results

	Model 1 B	Model 2 B	Model 3 B	Model 4 $\beta$	Model 5 $\beta$
Gender	-,152	,018	-,013	-,016	,016
Education	,508***	,154	,177	,107	,098
Years of Experience	,425**	,036	,119	,033	,017
Organizational Commitment		,723***			,251*
Work Ability			,732***		,297
Work Motivation				,755***	,288
R <sup>2</sup>	,157***	,562***	,613***	,612***	,656
$\Delta R^2$	,157***	,405***	,456***	,455***	,499

The first hypothesis states that there is a positive effect of organizational commitment on performance. The analysis shows that organizational commitment has a positive and significant effect on employee performance, with a  $\beta$  coefficient of 0.723 (\*\* $p < 0.001$ ,  $p = 0.000$ ). The contribution of organizational commitment in explaining employee performance is  $\Delta R^2 = 0.405$ . Therefore, the first hypothesis is accepted.

The second hypothesis proposes a positive effect of work ability on the performance of lurik weaving MSME employees in DIY. The results show that work ability has a positive and significant effect on employee performance, with a  $\beta$  coefficient of 0.732 (\*\* $p < 0.001$ ,  $p =$

0.000). The contribution of work ability in explaining employee performance is  $\Delta R^2 = 0.456$ . Thus, the second hypothesis is confirmed.

The third hypothesis states that there is a positive effect of work motivation on the performance of lurik weaving MSME employees in DIY. The analysis shows that work motivation has a positive effect on employee performance, with a  $\beta$  coefficient of 0.755 ( $***p < 0.001, p = 0.000$ ). The contribution of work motivation to explaining employee performance is  $\Delta R^2 = 0.455$ . Hence, the third hypothesis is accepted.

The fourth hypothesis suggests that organizational commitment, work ability, and work motivation simultaneously have a positive effect on employee performance. The analysis shows that organizational commitment has a positive effect ( $\beta = 0.251, *p < 0.05, p = 0.032$ ), work ability has a positive effect ( $\beta = 0.297, p = 0.052$ ), and work motivation also shows a positive effect ( $\beta = 0.288, p = 0.070$ ). The combined contribution of organizational commitment, work ability, and work motivation to employee performance is  $\Delta R^2 = 0.499$ . Therefore, the fourth hypothesis is validated.

## Discussion

### Organizational Commitment on Employee Performance

The research findings indicate that organizational commitment plays a significant and positive role in the performance of employees in the lurik weaving MSMEs in the Special Region of Yogyakarta (DIY), as indicated by the regression coefficient ( $\beta$ ) = 0.723 ( $***p < 0.001, p = 0.000$ ). The contribution of organizational commitment in explaining employee performance is ( $\Delta R^2$ ) = 0.405.

Organizational commitment is one of the factors influencing employee performance. In this study, the continuance commitment indicator received the lowest score, which was 2.55. Employees with low continuance commitment tend to leave their jobs, while those with high continuance commitment are more likely to stay and perform optimally.

Organizational commitment plays a crucial role in ensuring that individuals remain with an organization. Astuti (2022, p. 25) found that organizational commitment has a positive and significant effect on performance. Rizal et al. (2023, p. 1126) similarly found that the higher the level of organizational commitment, the more likely employees are to demonstrate strong performance. Therefore, organizational commitment has a positive influence on employee performance.

### **Work Ability on Employee Performance**

The findings show that work ability has a positive and significant effect on employee performance, with a regression coefficient ( $\beta$ ) of 0.732 ( $***p < 0.001$ ,  $p = 0.000$ ) and a contribution to explaining performance of ( $\Delta R^2$ ) = 0.456.

Work ability reflects a person's capability to complete their tasks. The lowest score within the work ability variable was 2.43, found in the knowledge indicator. This suggests that employees need more education and training to enhance their work ability. Individuals with high work ability tend to demonstrate better performance quality.

Work ability is an essential factor in determining employee performance in an organization. These results align with the findings of Sembiring et al. (2021, p. 131), who stated that work ability positively affects employee performance. Similarly, Dewi et al. (2023, p. 14) confirmed that work ability has a positive and significant effect on employee performance. Therefore, it can be concluded that work ability positively influences employee performance.

### **Work Motivation on Employee Performance**

The findings indicate that work motivation positively influences performance, as reflected by the coefficient ( $\beta$ ) = 0.755 ( $***p < 0.001$ ,  $p = 0.000$ ). The contribution of work motivation to employee performance is ( $\Delta R^2$ ) = 0.455.

Work motivation refers to the internal drive that encourages someone to perform a job. The physiological indicator received the lowest score of 2.52, indicating that employees' physiological needs are still not being fully met. According to Maslow's hierarchy of needs, when lower-level needs are unmet, it becomes difficult for individuals to reach higher-level needs.

Work motivation is a key factor in achieving optimal employee performance. Yolinza and Marlius (2023, p. 183) stated that work motivation has a positive and significant effect on employee performance. Yasa and Mayasari (2022, p. 421) also found that high motivation leads to high performance, and vice versa. Therefore, work motivation positively influences organizational performance.

### **Organizational Commitment, Work Ability, and Work Motivation on Employee Performance**

The results of the regression analysis conclude that organizational commitment has a positive influence on performance with a coefficient of ( $\beta$ ) = 0.251 ( $*p < 0.05$ ,  $p = 0.032$ ).

Work ability also has a positive influence with a coefficient of  $(\beta) = 0.297$  ( $p < 0.05$ ,  $p = 0.052$ ), and work motivation has a positive influence with a coefficient of  $(\beta) = 0.288$  ( $p > 0.05$ ,  $p = 0.070$ ). The combined contribution of organizational commitment, work ability, and work motivation to explaining employee performance is  $(\Delta R^2) = 0.499$ .

These findings are consistent with previous studies. Wardhani & Sebayang (2024) stated that organizational commitment, work ability, and work motivation are factors influencing employee performance. Rahayu and Dahlia (2023, p. 383) similarly concluded that work ability, motivation, and organizational commitment significantly affect performance. Wisnoe et al. (2021, p. 59) also emphasized that organizational ability and motivation have a positive effect on performance. Thus, organizational commitment, work ability, and work motivation have a positive influence on employee performance.

## CONCLUSION

This study explains how organizational commitment, work ability, and work motivation affect the performance of employees in lurik weaving MSMEs in the Special Region of Yogyakarta. The results show that organizational commitment partially has a positive effect on employee performance; work ability partially has a positive effect on employee performance; work motivation partially has a positive effect on employee performance; organizational commitment, work ability, and work motivation simultaneously have a positive effect on the performance of lurik weaving MSME employees in DIY. This study is limited to employees in lurik weaving MSMEs in DIY; therefore, future researchers are encouraged to study other MSME sectors to develop a more comprehensive understanding of similar issues.

## ACKNOWLEDGEMENT

The authors express their gratitude to the Faculty of Economics and Business, Yogyakarta State University, for permitting this research to be conducted. We also thank the lurik weaving MSMEs in DIY for their willingness to provide valuable information in support of this research.

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