



## THE INFLUENCE OF COMPETENCE ON EMPLOYEE PERFORMANCE WITH MEDIATION OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

**Indah Roikhatul Janah**

<sup>1</sup>Department of Investment and Integrated Services, Tegal Regency, Indonesia  
[indaherj1212@gmail.com](mailto:indaherj1212@gmail.com)

**Yanuar Rachmansyah**

<sup>2</sup>Magister of Management of STIE Bank BPD Jateng, Semarang, Indonesia  
[yanuarrachmansyah1969@gmail.com](mailto:yanuarrachmansyah1969@gmail.com)

**Himawan Arif Sutanto**

<sup>3</sup>Magister of Management of STIE Bank BPD Jateng, Semarang, Indonesia  
[himawanmiesp@gmail.com](mailto:himawanmiesp@gmail.com)

Article Info	Abstract
<p><b>Article History</b></p> <p>Received: 03 November 2023</p> <p>Accepted: 17 December 2023</p> <p>Published: 30 December 2023</p>	<p><i>Human resources (HR) are one of an organization's most important assets that contribute to the success and growth of an organization. The aim of this research is to analyze the influence of competency, job satisfaction and organizational commitment on employee performance, the mediating role of organizational commitment and job satisfaction on the relationship between competency and employee performance. The object of this research was the Tegal Regency Investment and One-Stop Integrated Services Service (DPMPTSP). The sampling technique was carried out with a saturated sample of 43 people. SEM-PLS analysis was used to analyze data using SmartPLS. The research results show that competency and organizational commitment have a positive and significant effect on employee performance. Competency has a positive and significant effect on job satisfaction and organizational commitment. Meanwhile, job satisfaction has no effect on employee performance. Organizational commitment is able to act as a mediator in the relationship between competency and employee performance. Employees who have good competence feel more confident and feel successful in doing their work so that they can increase positive feelings towards their organization which encourages increased organizational commitment through maximum effort in doing their work. However, job satisfaction is not able to mediate the relationship between competency and employee performance. If employee satisfaction is lacking, it can result in employees being less enthusiastic about doing their work.</i></p>

---

**Keywords:** *Competency, Job Satisfaction, Organizational Commitment, Employee Performance*

---

## INTRODUCTION

Human resource (HR) is one of an organization's most important assets that contribute to the success and growth of an organization (Simbolon et al., 2021). An organization has a competitive advantage if it has good performing human resources. Employee performance or performance is directly proportional to results, where good employee performance has a good impact on the organization or company and conversely, poor employee performance also has a bad impact on the company (Paparang et al., 2021). In order to create a professional employee apparatus, this is done by increasing the knowledge and abilities of human resources (Aminin & Rijanti, 2022). A person's success and performance in a field of work is largely determined by their level of competence, professionalism and commitment to the field they are working in (Umpusinga et al., 2020). According to Otoo (2019) individual competence is a resource that allows companies to generate profits and maintain competitive advantage. Meanwhile, according to Wardana & Anindita, (2022) employee competency is a factor that supports employees in completing work.

The condition of employee competency at the Tegal Regency Investment and One-Stop Integrated Services Office (DPMPPTSP) is still low, as can be seen from the job description items in the policy analysis function which do not correspond to the main duties and functions carried out. Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022 concerning Management of State Civil Servant (ASN) Employee Performance, that Employee Performance Targets are performance expectations achieved by Employees each year by evaluating the employee's annual performance carried out by the Appraisal Officer Performance to review the employee's overall work results and work behavior for one year and determine the employee's annual performance predicate. The ASN performance assessment at the Tegal Regency DPMPPTSP showed results that met expectations, both work results and work behavior (Table 1).

Table 1. List of Tegal Regency ASN DPMPPTSP Performance Assessment

Description	Total	Description
ASN	29	
Recap of SKP ASN	29	
Work Results Rating	2	Code 2 means according to expectations
Work Behavior Rating	2	Code 2 means according to expectations

Source: Data from BKPSDM Tegal Regency, 2022

In turn, such commitment translates to employee loyalty and exertion of utmost effort for the organization's success. If an organization shows genuine concern for its employees and nurtures a sense of belongingness, it can foster a solid commitment from its workforce. This condition is very good for achieving organizational goals, because the organization gets full support from its members, so it can fully concentrate on prioritized goals. According to Luthans (2018) organizational commitment is an attitude regarding employee loyalty to the organization and is a continuous process in which members of the organization devote their attention to the organization, the success of the organization, and its welfare.

Several previous studies have provided inconsistent results regarding the relationship between competence and performance, including research by Mariyani et al., (2023), Dompok & Purwanti (2022), Hafid et al., (2022), Edward & Kaban (2020) Gorenak et al., (2019) concluded that competence has a positive and significant effect on employee performance. However, research by Noviyanti & Ismaya (2022), Pramularso (2022) find that competency has no effect on employee performance. Research by Laras et al., (2021) reveals that competence has a positive and significant effect on job satisfaction. Meanwhile, research by Gorenak et al., (2019) concludes that competence has no effect on job satisfaction.

Similarly, Hafid et al., (2022) research has shown that competence significantly and positively impacts organizational commitment. In contrast, Aminin & Rijanti (2022) discover that competence has no effect on organizational commitment. In previous research on the correlation between employee performance and job satisfaction, Ezeanyim et al., (2019), find that job satisfaction positively influences employee performance, and Kartika et al., (2019) have similarly reported a positive effect of job satisfaction on employee performance. Meanwhile, recent studies have shown varying effects of job satisfaction and organizational commitment on employee performance. Azhari et al., (2021), Hidayah & Tobing (2018) report that job satisfaction does not have a significant effect on employee performance. On the other hand, Wahyuni (2020), Hidayah & Tobing (2018) reveal that organizational commitment has a positive and significant effect on employee performance. However, Kartika et al., (2019), Nugroho et al., (2019) claim no significant relationship between organizational commitment and employee performance. The inconsistency of prior research findings presents an opening for investigating the impact of competence on employee job performance and the role of job satisfaction and organizational commitment as a mediator.

## **LITERATURE REVIEW**

### **Social Exchange Theory**

Social Exchange Theory was developed by John Thibaut and Harold Kelley in 1959 (West & Turner, 2008). Social exchange theory is a theory that explains how individual employees complement each other. In social exchange theory, it is explained that the relationship between individuals and organizations can be understood through mutually beneficial social exchange. In this context, when employees develop and utilize their competencies well, employees will make a valuable contribution to the organization. Social exchange theory exhibits a number of characteristics: behavior is based on the idea of rationality; relationships are based on reciprocity; social exchange is based on a justice paradigm; individuals can seek to maximize profits and minimize costs in exchange relationships; individuals participate in a relationship out of a sense of mutual benefit, not under coercion (Ohemeng et al., 2020)

### **Employee Performance**

Ezeanyim et al., (2019) define performance as a function of individual abilities, skills and effort in certain situations. Meanwhile, according to Mangkunegara (2019) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given. Performance can be interpreted as the success achieved by someone in doing work. This success does not have a measure that can be the same for everyone, but rather the results achieved by someone (Mahmudah & Asytuti, 2021).

### **Employee Competency**

Competence is a person's basic characteristics that enable him or her to provide superior performance in a particular job or situation (Ratnasari et al., 2022). Competency is a development through a process of education and training or experience to improve an ability (Tyas et al., 2020). Meanwhile, according to Rakhmalina (2021) competency is the ability to carry carry out a job or task based on skills and knowledge and is supported by the work attitude required by the job.

### **Organizational Commitment**

Organizational commitment is the nature of the relationship between an individual and an organization, where the individual has self-confidence in the values and goals of the organization, is willing to use his efforts seriously for the benefit of the organization and has a strong desire to remain part of the organization. Therefore, employees who have a high and strong commitment to the organization show the best performance (Wulandari & Putriyanti, 2020). Organizational commitment is the level to which an employee supports an organization and its goals also desires to maintain membership in the organization (Robbins & Judge, 2017).

### **Job satisfaction**

Job satisfaction is a subjective evaluation of work situations. It cannot be observed but is manifested in attitudes such as increased loyalty to the organization, optimal performance, and

adherence to established rules (Luthans, 2018). Meanwhile, according to Handoko (2021), job satisfaction is an employee's feelings; happy or not, with their work. Employee job satisfaction can influence employee attitudes and behavior when they work, which will be reflected in the level of work accidents, absenteeism, morale, and turnover (in and out) of workers or employees, where this can influence the level of employee work productivity.

### **Hypothesis Development**

Employees with good competence in their field of work tend to produce good work, with higher standards and lower error rates. In social exchange theory, employees who have good competence will use it to complete work in the hope of getting appreciation from the organization. Competencies, such as knowledge, skills and experience that are relevant to work, can influence the quality of work produced (Laras et al., 2021). Research by Marlinda & Hasan (2021) concludes that competence has a positive and significant effect on employee performance, so the hypothesis is proposed.

H1 : Competence has a positive effect on employee performance

In social exchange theory, it is explained that employees with their competencies will be used to complete work in the hope of getting awards from the organization that match their expectations. When an employee has high competence in his work, the employee tends to be able to carry out tasks more effectively and efficiently. When individuals feel successful and productive in their work, they tend to experience higher job satisfaction. Research by Laras et al., (2021), Aprilliansyah & Chalid, (2020) conclude that competence has a positive and significant effect on job satisfaction, so the hypothesis proposed.

H2 : Competence has a positive effect on job satisfaction

Organizational commitment is the degree to which employees identify with the organization and want to continue to actively participate in the organization (Areros & Rumawas, 2020). When an organization provides opportunities to improve skills and knowledge, it will encourage employees to remain committed and contribute. Research by Hafid et al., (2022), Jan & Hasan (2020) reveal that competence has a positive and significant effect on organizational commitment, so the hypothesis proposed.

H3 : Competence has a positive effect on organizational commitment

Employees who feel satisfied in their work will have an impact on the resulting performance, so that organizational goals can be easily achieved. When an employee feels satisfied with his work, he tends to be more emotionally and psychologically involved in his tasks. This higher involvement can lead to better performance, because employees will be more focused, dedicated, and strive to make maximum contributions. Research by Laras et al., (2021), Wibawa & Mayasari, (2020)

conclude that job satisfaction has a positive and significant effect on employee performance, so the hypothesis proposed..

H4 : Job satisfaction has a positive and significant effect on employee performance

Organizational commitment refers to the level of loyalty, identification and involvement of employees towards the organization where they work (Pamungkas & Wulandari, 2021). When employees have a high level of commitment to the organization, they tend to be more motivated, engaged, and strive to achieve organizational goals. Employee commitment helps the organization work better and achieve its goals because employees feel connected to the organization and are more productive and dedicated to their work (Riyadi & Auliya, 2021; Stackhouse et al., 2022). Research by Laras et al., (2021) and Ratnawati et al., (2023) reveal that organizational commitment has a positive and significant effect on employee performance, so the hypothesis proposed.

H5 : Organizational commitment has a positive and significant effect on employee performance

Employees who possess strong competencies are more likely to effectively perform their duties, ultimately impacting their overall job performance. Social exchange theory supports this notion, as employees who possess high levels of competency are more likely to utilize their skills to complete work with excellence, with the aim of receiving recognition from their organization. This sense of recognition and resulting job satisfaction can lead to improved employee performance. High job satisfaction can encourage greater motivation and engagement, which in turn improves employee performance. Research by Rijal & Frianto, (2020), Hidayat et al., (2020) conclude that job satisfaction is able to mediate the influence of competence on employee performance, so the hypothesis proposed.

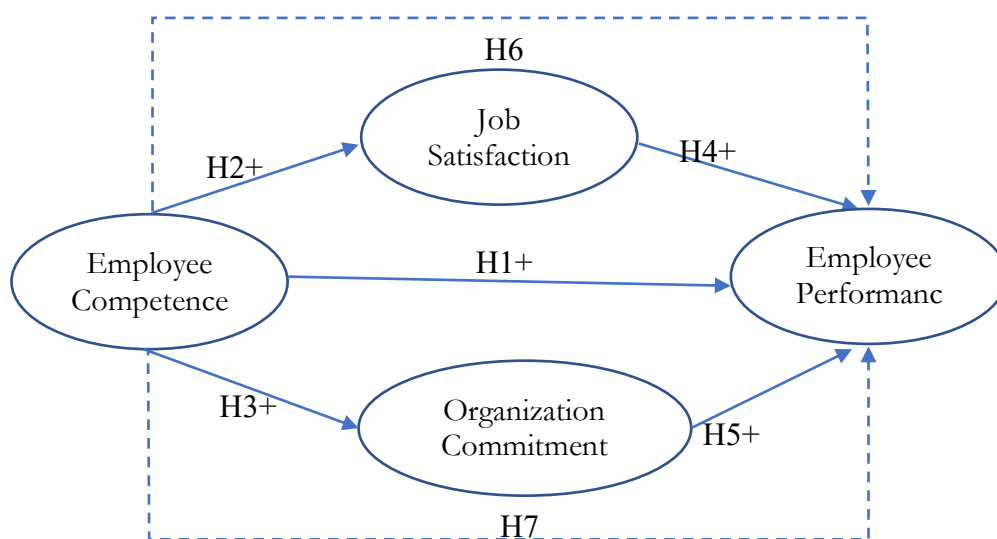
H6 : Job satisfaction mediates the relationship between competency and employee performance

Rewards from the organization encourage employees to be highly committed to their organization which have an impact on improving employee performance. This feeling of appreciation can increase their sense of commitment to the organization, because they feel appreciated and considered important so they tend to have a stronger internal drive to contribute optimally and achieve good results. High organizational commitment can maximize competency potential and encourage optimal performance. Research by Hafid et al., (2022) reveal that organizational commitment is able to mediate the influence of competence on employee performance, so the hypothesis is proposed.

H7 : Organizational commitment mediates the relationship between competency and employee performance.

**Research Model**

Competencies relevant to employee duties can contribute to job satisfaction and organizational commitment, ultimately enhancing employee performance (refer to Figure 1).



Picture 1. Research Model

**RESEARCH METHOD**

Population is a generalized area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2020). The population in this study was all DPMPSTP Tegal Regency employees, totaling 43 people. The sample is part of the population that represents all representative members of the population (Morissan, 2018). Because the population is less than 100, the entire population is the sample (Arikunto, 2019).

Table 2. Definition of Operational Variables

No	Variable	Indicator	Scale
1	Employee performance is the result of work both in quality and quantity achieved by someone in carrying out tasks according to the responsibilities given (Mangkunegara, 2019)	1. Quantity 2. Quality 3. Speed of completing work 4. Cost <i>(permenpanrb No 6, 2016)</i>	Likert 1 – 5
2.	Competency is a person's basic ability in terms of knowledge, skills, behavior and other matters related to the rules issued by the organization and based on the work	1. Skill 2. Knowledge 3. Attitude <i>(Pramularso, 2018; Yuningsih &amp; Ardianti, 2019)</i>	Likert 1 – 5

No	Variable	Indicator	Scale
	they are responsible for. (Pramularso, 2018)		
3.	Organizational Commitment is the level to which an employee supports an organization and its goals and desires to maintain membership in the organization (Robbins & Judge, 2017).	1. Affective Commitment 2. Continuance Commitment 3. Normative Commitment (Haryono et al., 2023)	Likert 1 – 5
4.	Job satisfaction is an employee's feelings; happy or not, with his job (Handoko, 2021)	1. Salary 2. The work itself 3. Coworkers 4. Boss 5. Promotion 6. Work environment  (Ramadhina & Fitrianto, 2023)	Likert 1 – 5

This study employed data analysis utilizing a Structural Equation Modeling approach using Partial Least Squares (SEM-PLS). Compared to the traditional Structural Equation Modeling (SEM) analysis, SEM-PLS is an alternative technique that does not require the data to have a multivariate normal distribution (Alfa et al., 2017). SEM-PLS is an alternative approach to variant-based SEM and has a higher level of flexibility in research that connects theory and data, and is capable of carrying out path analysis with latent variables so it is often used by researchers who focus on social sciences (Ghozali & Latan, 2020).

## RESULT AND DISCUSSION

### Respondent Profile

This research is conducted on 43 DPMPPTSP Tegal Regency employees with the following profiles:

Table 3. Respondent Profile

Profile	Total	Percentage
Sex		
○ Male	19	44,18%
○ Female	24	55,82%
Age (year)		
< 26	0	0%
26 - 35	13	30,23%
36 - 45	7	16,28%
> 46	23	53,49%
Education		
○ High School	12	27,91%



Profile	Total	Percentage
○ Diploma (D3)	4	9,3%
○ Bachelor Degree (S1)	19	44,19%
○ Magister (S2)	8	18,6%
Work Period (Years)		
≤ 5	24	55,81%
6 - 15	13	30,23%
16 - 25	3	6,98%
> 26	3	6,98%

Source: processed primary data, 2023

The number of female respondents is greater, 55.82%, compared to men aged over 46 years. The dominance of female employees shows the government's support in encouraging gender equality and greater female participation in the DPMP'TSP of Tegal Regency. In addition, most employees are productive so they are expected to be able to provide creative and innovative ideas in achieving organizational goals. The most recent education that DPMP'TSP employees have is a Bachelor's degree (S1) at 44.19% with a working period of less than 5 years. This shows that DPMP'TSP of Tegal Regency employees have the necessary abilities, both technical and non-technical, and have sufficient experience to make it easier to achieve organizational goals.

## ANALYSIS OF SEM-PLS

### Evaluation of Measurement Models (Outer Model)

Evaluation of the outer model is carried out to test the validity and reliability of the data. The validity tests carried out are convergent validity and discriminant validity tests. The convergent validity test is carried out to find out whether a construct has a high correlation or not. The rule of thumb in measuring convergent validity is a loading value  $> 0.7$  (Ghozali & Latan, 2020). The results of the data analysis contain several factor loading values  $< 0.7$ , including KOM7, KK1, KO5, and KO6, so they are dropped (excluded). After these indicators are removed, the results are all loading factors of  $> 0.7$  so that the constructs of all variables meet Convergent Validity (Table 4).

Table 4. Convergent Validity

Variable	Indicator	Loading	Description
Employee Performance	KP1	0.841	Fulfilled
	KP2	0.870	Fulfilled
	KP3	0.916	Fulfilled
	KP4	0.855	Fulfilled
Competence	KOMP1	0.839	Fulfilled
	KOMP2	0.867	Fulfilled

Variable	Indicator	Loading	Description
	KOMP3	0.881	Fulfilled
	KOMP4	0.850	Fulfilled
	KOMP5	0.850	Fulfilled
	KOMP6	0.740	Fulfilled
	KOMP8	0.745	Fulfilled
	KOMP9	0.793	Fulfilled
	KOMP10	0.827	Fulfilled
Work Satisfaction	KK2	0.854	Fulfilled
	KK3	0.827	Fulfilled
	KK4	0.746	Fulfilled
	KK5	0.738	Fulfilled
	KK6	0.857	Fulfilled
Organizational Commitment	KO1	0.904	Fulfilled
	KO2	0.907	Fulfilled
	KO3	0.834	Fulfilled
	KO4	0.749	Fulfilled
	KO7	0.825	Fulfilled

Source: processed primary data, 2023

According to Chin (1998), a construct has high discriminant validity if the correlation value of the indicator to the construct is greater than the correlation value to other constructs. Based on the analysis results, it is found that the correlation value of each indicator with its construct is higher compared to other constructs, so that the model in the research meet the criteria for good discriminant validity (Table 5).

Table 5. Crossloading

Variable	Indicator	Loading		Loading Values into other Constructs			
				Performance	Competence	Satisfaction	Commitment
Employee Performance	KP1	0.841	>		0.662	0.693	0.665
	KP2	0.870	>		0.844	0.587	0.678
	KP3	0.916	>		0.801	0.667	0.667
	KP4	0.855	>		0.694	0.560	0.717
Competence	KOMP1	0.839	>	0.709		0.530	0.827
	KOMP2	0.867	>	0.786		0.635	0.628
	KOMP3	0.881	>	0.810		0.625	0.608
	KOMP4	0.850	>	0.766		0.598	0.592
	KOMP5	0.850	>	0.713		0.567	0.675
	KOMP6	0.867	>	0.660		0.675	0.607
	KOMP8	0.745	>	0.669		0.342	0.630
	KOMP9	0.793	>	0.628		0.454	0.631
	KOMP10	0.827	>	0.631		0.631	0.793
		KK2	0.854	>	0.712	0.546	

Variable	Indicator	Loading	Loading Values into other Constructs			
			Performance	Competence	Satisfaction	Commitment
Work Satisfaction	KK3	0.827	>	0.653	0.685	0.483
	KK4	0.746	>	0.408	0.433	0.446
	KK5	0.738	>	0.445	0.297	0.262
	KK6	0.857	>	0.591	0.594	0.528
Organizational Commitment	KO1	0.904	>	0.718	0.688	0.595
	KO2	0.907	>	0.617	0.600	0.455
	KO3	0.834	>	0.652	0.655	0.495
	KO4	0.749	>	0.665	0.549	0.528
	KO7	0.825	>	0.644	0.635	0.401

Source: processed primary data, 2023

Validity and Reliability can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value. Based on Table 6, it can be seen that all variables in this study provide an AVE value  $> 0.5$ , so it can be concluded that the data used in this study has met the criteria for good discriminant validity. Likewise, all constructs provide composite reliability values  $> 0.7$  and Cronbach Alpha  $> 0.6$  so that all constructs or variables meet the reliability criteria.

Table 6. AVE and Reliability

Variable	Composite Reliability	Cronbach Apha	AVE
Work Satisfaction	0.892	0.867	0.650
Employee Performance	0.896	0.893	0.758
Organizational Commitment	0.902	0.899	0.715
Competence	0.943	0.940	0.677

Source: processed primary data, 2023

### Structural Model Evaluation (Inner Model)

Evaluation of the structural model (inner model) is carried out to see the relationship between constructs and model fit. Graphical evaluation of the structural model can be seen in Figure 3.

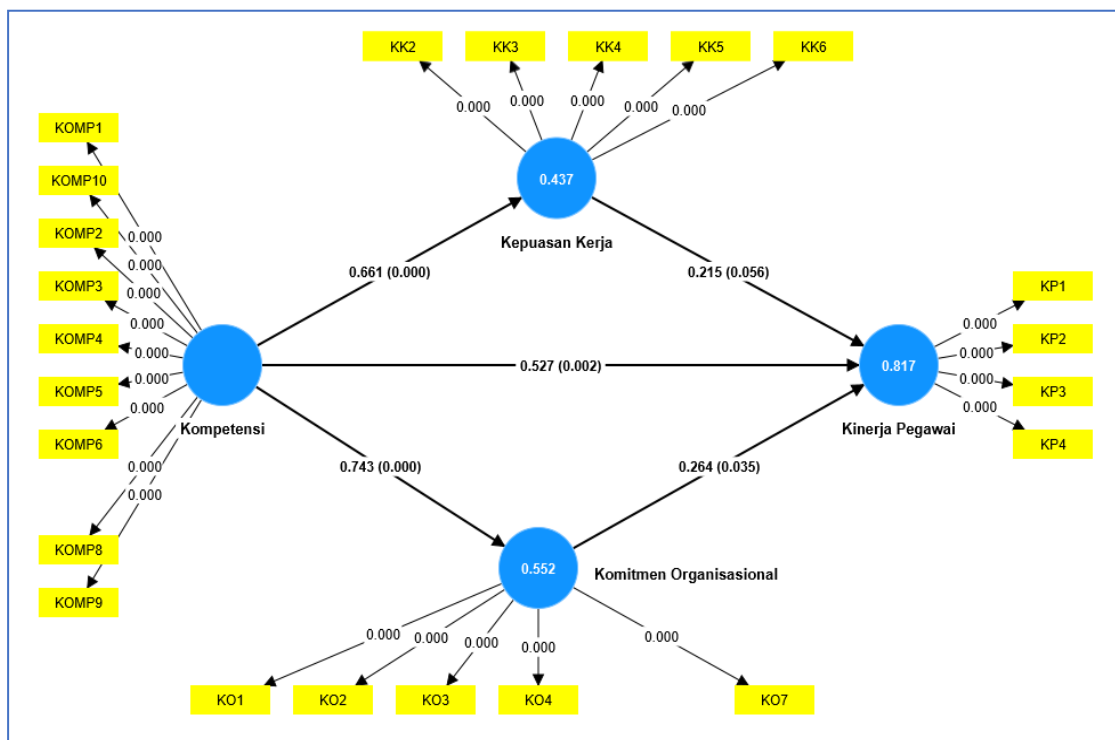


Figure 2. Inner Model

Model fit is measured by using Standardized Root Mean Square Residual (SRMR) and Normed Fit Index (NFI). Based on the analysis results, it is known that SRMR meets the Fit and NFI models with marginal criteria, so it can be concluded that the model in this study is acceptable and can be tested further (Table 7).

Table 7. Goodness of Fit

	Criteria	Estimation	Description
SRMR	< 0.8 Prefect Fit < 0.1 Mode Fit	0.097	Model Fit
NFI	> 0.9	0.622	Marginal

Source: processed primary data, 2023

The Q2 value is used to describe the relative influence of the structural model on the observed measurements for endogenous latent variables. Q-square calculation results:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) \dots\dots\dots(1 - Rn^2)$$

$$Q^2 = 1 - (1 - 0,424) (1 - 0,803) (1 - 0.541)$$

$$Q^2 = 1 - 0,050 = 0,949$$

Based on the calculation results, the Q2 value is 0.949, so in this study it has a good relevant predictive value because the Q2 value is > 0 (Chin, 1998).

## Hypothesis Test

To determine the relationship between variables, hypothesis testing is carried out. The complete results of hypothesis testing in this research can be seen in Table 8.

Table 8. Result of Hypothesis Result

Hipt	Direct Correlation	Coefficient	STDEV	P-Value	Description
H1	Competence -> Employee Performance	0.527	0.187	0.002	Accepted
H2	Competence -> Work Satisfaction	0.661	0.074	0.000	Accepted
H3	Competence -> Organizational Commitment	0.743	0.076	0.000	Accepted
H4	Work Satisfaction -> Employee Performance	0.215	0.136	0.056	Rejected
H5	Organizational Commitment -> Employee Performance	0.264	0.145	0.035	Accepted
Indirect Correlation (Mediation)					
H6	Competence → Work Satisfaction → Employee Performance	0.142	0.094	0.065	Rejected
H7	Competence → Organizational Commitment → Employee Performance	0.196	0.106	0.033	Accepted

Source: processed primary data, 2023

## DISCUSSION

Competency refers to the combination of knowledge, skills and attitudes possessed by an employee to complete his or her tasks and responsibilities. The results of this research show that competence influences employee performance. If employees have high competence, they will be able to improve the employee's own performance (Abdi & Wahid, 2018). In social exchange theory, employees having good competence will utilize their competence well to complete work in the hope of receiving appreciation from the organization, thus encouraging employees to do their work well which will ultimately improve employee performance. Employees who feel confident in their abilities will tend to perform better and achieve better results. The results of this research are in line with previous research that employee competency, such as knowledge, skills and experience relevant to work can influence the quality of work (Laras et al., 2021). Likewise,

research by Marlinda & Hasan (2021) conclude that competence has a positive and significant effect on employee performance.

According to Narimawati in Deswarta (2017), employee competency is seen from three aspects, encompassing intellectual, emotional and social aspects because competency measurement uses the dimensions of knowledge, skills and education levels. This is in accordance with Lawler's theory which states that expertise is part of the input factors that influence job satisfaction or dissatisfaction (Munandar, 2012). In social exchange theory, it is explained that employees with their competencies will be used to complete work in the hope of getting awards from the organization that are in accordance with their expectations so that employees will feel satisfied if they get what they want from the organization. Good competency allows employees to produce better quality work. The results of this research support the research of Laras et al., (2021), Aprilliansyah & Chalid, (2020) which conclude that competence has a positive and significant effect on job satisfaction.

Strong competency is often related to better quality work results and a sense of satisfaction with achievements which can cause employees to feel happy in doing their work so that employees tend to have a higher commitment to the organization where they work. The results of this research indicate that competence has a positive effect on organizational commitment. In social exchange theory, it is explained that employees who have competence will make the best use of it in the hope of getting good appreciation from the organization so that employees are highly committed to the organization. Positive perceptions of organizational support can increase the level of employee commitment to the organization. Furthermore, employees who perceive potential for growth and professional advancement within the organization demonstrate greater commitment towards long-term retention and optimal performance. The results of this research support the research of Hafid et al., (2022), Jan & Hasan (2020) which reveal that competence has a positive and significant effect on organizational commitment.

Job satisfaction can increase work morale and drive to achieve work goals, so that it can improve overall performance. When an employee is satisfied with his work, he tends to be more emotionally and psychologically involved in the tasks he performs. This higher involvement can lead to better performance, because employees will be more focused, dedicated, and strive to make maximum contributions. The research results show that job satisfaction does not affect employee performance. This is because there is a feeling of dissatisfaction among the majority of employees, especially because functional allowances are not in accordance with applicable regulations, even though they have occupied functional positions, the allowances given are equivalent to the structural allowances held previously. In addition, Functional Officials who are affected by the

equalization of positions policy, are given additional duties as Coordinators and Sub-Coordinators. This is normal considering that the correlation between satisfaction and performance is still being debated (Robbins & Judge, 2017) even though empirically many have succeeded in proving that organizations that have high performance generally have employees who feel satisfied with their work. These results are supported by research by Azhari et al., (2021) and Hidayah & Tobing (2018) which find that job satisfaction has no effect on employee performance, concluding that job satisfaction has no effect on performance. However, this is different from research by Laras et al., (2021), Wibawa & Mayasari, (2020) which conclude that job satisfaction has a positive and significant effect on employee performance.

Employee commitment helps organizations work better and achieve their goals because employees feel connected to the organization and are more productive and dedicated to their work (Stackhouse et al., 2022). Employees who are highly committed to an organization will benefit the organization (Shahid & Azhar, 2021). Employees who have a high commitment to the organization tend to be more dedicated in carrying out their duties. This can encourage them to try innovations and improvements in work processes to achieve better results. The results of this research indicate that organizational commitment influences employee performance. This research supports research by Laras et al., (2021) and Ratnawati et al., (2023) which conclude that employee commitment to the organization has a positive and significant effect on performance.

Social exchange theory explains that employees who have competence will use it to complete work in the hope of getting organizational appreciation so that employees can achieve job satisfaction which in turn will improve employee performance. The research results show that job satisfaction is unable to mediate the influence of competence on employee performance. If employees feel satisfied with their work and have good competencies, they can strengthen each other to improve overall performance. Therefore, it is crucial for organizations to pay attention to and improve these two aspects in order to create a productive work environment and motivate employees to achieve better results. The results of this research are different from the research of Rijal & Frianto, (2020) and Hidayat et al., (2020) concluding that job satisfaction is able to mediate the influence of competence on employee performance.

In social exchange theory, employees with their competence will do their work as best as possible in the hope of getting good rewards from the organization. Good appreciation from the organization will encourage employees to be highly committed to their organization which will have an impact on improving employee performance. Employees who have good competence tend to feel confident and capable of completing their work. This can increase a sense of trust in the organization and direct employees to commit to giving maximum effort at work. When

employees feel they have made a meaningful contribution and have opportunities to develop, they tend to have a stronger sense of attachment to the organization, which has a positive impact on performance. The results of this research indicate that organizational commitment is able to mediate the influence of competence on employee performance. These results support the research of Hafid et al., (2022) which find that organizational commitment is able to mediate the influence of employee competence on employee performance..

## CONCLUSION

Competence and organizational commitment have a positive and significant effect on performance. Employees with good competence have the necessary skills and relevant knowledge to complete their tasks effectively and efficiently. Strong organizational commitment can increase employee involvement and morale. Competence has a positive and significant effect on organizational commitment and job satisfaction. When employees perceive that they possess strong competency in their work, they are likely to display higher levels of engagement in their duties and responsibilities. Apart from that, when employees possess high competence in their tasks, they will exude confidence and contentment while carrying out their duties. Organizational commitment is able to mediate the influence of employee competence on the performance of the employees in DPMP/TSP of Tegal Regency. Employees who have good competencies tend to feel confident and capable of doing their work. This increases trust in the organization and directs employees to commit to giving maximum effort at work. However, job satisfaction is not able to mediate the relationship between competence and employee performance. This shows that job satisfaction cannot always mediate the relationship between competency and employee performance. If employee satisfaction is lacking, it can result in employees being less enthusiastic about doing their work.

## REFERENCES

- Abdi, N dan Wahid, M. 2018. "Pengaruh Kompetensi dan Lingkungan Kerja Terhadap Kinerja Pegawai". *Jurnal Ilmu Ekonomi*. Vol. 1.No. 1 (hlm 68)
- Alfa, A. A. G., Rachmatin, D., & Agustina, F. (2017). Analisis Pengaruh Faktor Keputusan Konsumen Dengan Structural Equation Modeling Partial Least Square. *EurekaMatika*, 5(2), 59–71. <https://doi.org/10.1109/IRMMW-THz.2014.6956015>
- Aminin, N., & Rijanti, T. (2022). Pengaruh karakteristik pekerjaan dan kompetensi terhadap kinerja melalui komitmen organisasional. *Fair Value : Jurnal Ilmiah Akuntansi Dan Keuangan*, 4(4), 1855–1866. <https://journal.ikopin.ac.id/index.php/fairvalue>
- Aprilliansyah, D. P., & Chalid, I. (2020). Pengaruh Kompetensi terhadap Kepuasan Kerja Pegawai Dinas Perkebunan Provinsi Kalimantan Timur. *Borneo Student Research (BSR)*, 2(1), 2020.



- Areros, T. G. T. W. A., & Rumawas, W. (2020). Pengembangan Sumber Daya Manusia dan Komitmen Organisasional terhadap Kinerja Karyawan PT. Sinar Terang Mandiri. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.
- Arikunto, S. (2019). *Prosedur Penelitian*. Jakarta: Rineka Cipta.
- Azhari, Z., Resmawan, E., & Ikhsan, M. (2021). Pengaruh kepuasan kerja terhadap kinerja karyawan The effect of job satisfaction on employee performance. *FORUM EKONOMI: Jurnal Ekonomi, Manajemen Dan Akuntansi*, 23(2), 187–193.
- Dompok, T., & Purwanti, A. (2022). the Effect of Discipline and Human Resources Competence on Employee Performance of Badan Pengusahaan (BP) Batam. *JIMUPB: Jurnal Ilmiah Manajemen*, 10(2), 136–144.
- Edward, Y. R., & Kaban, L. M. (2020). The Effect of Transformational Leadership and Competence on Employee Performance with Job Satisfaction as Intervening Variable. *Academic Journal of Economic Studies*, 6(2), 62–72. <https://econpapers.repec.org/RePEc:khe:scajes:v:6:y:2020:i:2:p:62-72>
- Ezeanyim, Ezinwa, E., Ufoaroh, Therasas, E., & Ajakpo. (2019). The Impact of Job Satisfaction on Employee Performance in Selected Public Enterprise in Awka, Anambra State. *Journal of Management and Business Research: A Administration and Management*, 19(7), 41–50.
- Ghozali, I., & Latan, H. (2020). *Partial Least Squares: Konsep, Teknik, dan Aplikasi Menggunakan Program SmartPLS 3.0* (2nd ed.). Badan Penerbit - Undip.
- Gorenak, M., Špindler, T., & Brumen, B. (2019). The Influence of Competencies of Managers on Job Satisfaction of Employees in the Hotel Industry. *Organizacija*, 52(2).
- Hafid, H., Azis, A., & Arwaty, E. (2022). Peran komitmen organisasi dalam memediasi pengaruh kompetensi terhadap kinerja pegawai. *Jurnal Manajemen (JEBM)*, 14(4), 731–738.
- Handoko, T. H. (2021). *Manajemen Personalia dan Sumber Daya Manusia*. BPF E.
- Haryono, D. B., Sambul, S. A., & Rumawas, W. R. (2023). Pengaruh Manajemen Sumber Daya Manusia Dan Komitmen Organisasional Terhadap Turnover Intention PT. Bank Sulutgo Cabang Airmadidi. *Productivity*, 4(3), 1–23.
- Hidayah, T., & Tobing, D. S. K. (2018). The influence of job satisfaction, motivation, and organizational commitment to employee performance. *International Journal of Scientific and Technology Research*, 7(7), 122–127.
- Hidayat, A., Mattalatta, S., Sani, A., & Nurhadi, M. (2020). Pengaruh Kompetensi Terhadap Kinerja Melalui Kepuasan Kerja Pada Dinas Sosial Kota Makassar. *Jurnal Mirai Managemnt*, 6(1), 2597–4084.
- Jan, R. H., & Hasan, F. (2020). Pengaruh Kompetensi Terhadap Komitmen Organisasi Pada Perguruan Tinggi Keagamaan Islam Negeri Di Indonesia Timur. *Gorontalo Management Research*, 3(1), 176. <https://doi.org/10.32662/gomares.v3i1.852>
- Kartika, Y. D., Rizani, D. A., Nofpritasari, & Sibuea, R. T. (2019). Pengaruh Kepuasan Kerja dan Stress Kerja Terhadap Kinerja Karyawan di Perusahaan Umum Badan Urusan Logistik

- (Perum Bulog) Divre Sumut. *Jurnal Mutiara Manajemen*, 4(1), 345–357.
- Laras, T., Jatmiko, B., & Wawuru, E. (2021). Kinerja Pegawai : Dampak Komitmen Organisasi dan Kompetensi Dengan Kepuasan Kerja Sebagai Pemediasi (Survey Pada Sekretariat Daerah Kabupaten Sleman Daerah Istimewa Yogyakarta). *Jurnal Perilaku Dan Strategi Bisnis*, 9(2), 110–123.
- Luthans. (2018). *Organization Behavior*. McGraw Hill International.
- Mahmudah, N. R., & Asytuti, R. (2021). Pengaruh Kompetensi, Motivasi dan Locus of Control Terhadap Kinerja Karyawan Dengan Etika Kerja Islam Sebagai Variabel Moderasi. *SERAMBI: Jurnal Ekonomi Manajemen Dan Bisnis Islam*, 3(1), 15–22.
- Mangkunegara, A. P. (2019). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- Mariyani, M., Aripin, S., & Darmanto, D. (2023). Influence of HR Competence and Organizational Culture on Employee Performance in the Regional Financial and Asset Board of Paser Regency. *International Journal of Community Service & Engagement*, 4(1), 1–15. <https://doi.org/10.47747/ijcse.v4i1.1047>
- Marlinda, M., & Hasan, H. (2021). The Effect Of Work Discipline, Competency, And Integrity, On Employee Performance In Regional Secretariat Environment In Pariaman City. *Jurnal Ilmiah Ilmu Administrasi Publik*, 11(1), 127. <https://doi.org/10.26858/jiap.v11i1.19233>
- Morissan. (2018). *Metode Penelitian Survei* (4th ed.). Kencana Prenada Media Group.
- Noviyanti, & Ismaya, S. B. (2022). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Kebudayaan Provinsi Dki Jakarta. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, 2(1), 79–88. <https://doi.org/10.55047/transekonomika.v2i1.109>
- Nugroho, G., Zulfadil, & Garnasih, R. L. (2019). Pengaruh Komitmen Organisasi Dan Kompensasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt. Egasuti Nasakti Di Petapahan. *Jurnal Tepak Manajemen Bisnis*, 11(3), 548–559.
- Ohemeng, F. L. K., Obuobisa Darko, T., & Amoako-Asiedu, E. (2020). Bureaucratic leadership, trust building, and employee engagement in the public sector in Ghana: The perspective of social exchange theory. *International Journal of Public Leadership*, 16(1), 17–40. <https://doi.org/10.1108/IJPL-05-2019-0018>
- Otoo, F. N. K. (2019). Human resource development (HRD) practices and banking industry effectiveness. *European Journal of Training and Development*, 43(3/4), 250–271. <https://doi.org/10.1108/EJTD-07-2018-0068>
- Pamungkas, V. D., & Wulandari, F. (2021). The Influence of Human Resource Management Practices and Job Involvement on the Employee Performance in the Public Service Sectors Mediated By Affective Commitment. *Journal of Management and Islamic Finance*, 1(1), 75–90. <https://doi.org/10.22515/jmif.v1i1.3571>
- Paparang, N. C. P., Areros, W. A., & Tatimu, V. (2021). Pengaruh Kepuasan Kerja Terhadap Kinerja Pegawai Kantor PT. Post Indonesia di Manado. *Productivity*, 2(2), 119–123.

- Pramularso, E. Y. (2018). Pengaruh Kompetensi terhadap Kinerja Karyawan CV Inaura Anugerah Jakarta. *Widya Cipta*, 2(1), 40–46.
- Pramularso, E. Y. (2022). Pengaruh Disiplin Kerja dan Kompetensi terhadap Kinerja Karyawan pada PT Yabeta Indonesia Kota Depok. *Jurnal Studi Manajemen Dan Bisnis*, 9(1), 1–7. <https://doi.org/10.21107/jsmb.v9i1.13824>
- Rakhmalina, I. (2021). Pengaruh Kompetensi, Motivasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan PT. Thamrin Brothers A.Rivai Palembang. *Jurnal Ilmu Sosial, Manajemen, Akuntansi Dan Bisnis*, 2(1), 20–34. <https://doi.org/10.47747/jismab.v2i1.186>
- Ramadhina, S. D., & Fitrianto, A. (2023). Analisis kepuasan kerja terhadap kompetensi melalui motivasi. *JIM: Jurnal Ilmu Manajemen*, 11(2019), 715–724.
- Ratnasari, S. L., Nasrul, H. W., Rahmawati, Sutjachjo, G., Ramadania, Kurniawan, E., & Darma, D. C. (2022). How Does Employee Performance Increase Tourist Visits? *Jurnal Kepariwisata: Destinasi, Hospitalitas Dan Perjalanan*, 6(1), 31–43. <https://doi.org/10.34013/jk.v6i1.420>
- Ratnawati, Widjaja, W., Said, A., Saiyed, R., & Kadeni. (2023). Employee performance and competence. *Journal of Management and Creative Business (JMCBUS)*, 1(2), 234–246.
- Rijal, A. F. N., & Frianto, A. (2020). Pengaruh Kompetensi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja : Studi Literatur. *BIMA : Journal of Business and Innovation Management*, 3(1), 49–58. <https://doi.org/10.33752/bima.v3i1.309>
- Riyadi, R. P., & Auliya, Z. F. (2021). the Role of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment. *Journal of Management and Islamic Finance*, 1(1), 48–63. <https://doi.org/10.22515/jmif.v1i1.3564>
- Robbins, P. S., & Judge, T. A. (2017). *Organizational Behaviour* (13 (ed.)). Salemba Empat.
- Simbolon, A. S., Padliansyah, R., & Karunia, E. (2021). Dampak Praktik Manajemen Sumber Daya Manusia pada Kinerja Perguruan Tinggi di Kalimantan. *Jurnal Ecodemica: Jurnal Ekonomi, Manajemen, Dan Bisnis*, 5(1), 69–78. <https://doi.org/10.31294/jeco.v5i1.9524>
- Stackhouse, L. E., Zaman, F. M., & Turner, K. W. (2022). Effect of Employee Commitment on Organizational Performance; Case of Textile Firms in Sweden. *Journal of Human Resource & Leadership*, 6(2), 1–10. <https://doi.org/10.53819/81018102t5074>
- Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabeta.
- Tyas, A. A. W. P., Tippe, S., & Sutanto, S. (2020). Effect of Organizational Culture, Employee Competency on Self Efficacy and Employee Engagement In Human Resources Development Agency (BPSDM) Ministry of Law and Human Rights Republic of Indonesia. *Kresna Social Science and Humanities Research*, 1(October), 1–12. <https://doi.org/10.30874/ksshr.11>
- Umpusinga, H. A., Redaputri, A. P., & Narundana, V. T. (2020). Pengaruh Kompetensi Dan Komitmen Organisasi Terhadap Kinerja Pegawai Pada Kantor Wilayah Kementerian Agama Provinsi Lampung. *Jurnal Manajemen Dan Bisnis*, 11(1), 35–52. <https://doi.org/10.36448/jmb.v11i1.1566>

- Wahyuni, D. (2020). Pengaruh Loyalitas, Komitmen Dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Biro Humas Dan Keprotokolan Sekretariat Daerah Provinsi Sumatera Utara. *JMB (Jurnal Manajemen Dan Bisnis)*, 2(1), 93–102. <https://doi.org/10.30743/jmb.v2i1.2364>
- Wardana, D. J., & Anindita, R. (2022). Pengaruh Pengembangan Sdm Terhadap Kompetensi Karyawan Yang Berdampak Pada Efektivitas Organisasi Di Industri Air Minum. *JMB : Jurnal Manajemen Dan Bisnis*, 11(1). <https://doi.org/10.31000/jmb.v11i1.6128>
- West, R., & Turner, L. H. (2008). *Pengantar Teori Komunikasi Analisis dan Aplikasi* (3rd ed.). Salemba Humanika.
- Wibawa, I. G. N. ., & Mayasari, N. M. D. . (2020). Pengaruh Kompetensi dan Kepuadan Kerja Terhadap Kinerja Karyawan di Maha Surya Motor II Cabang Penarukan Singaraja. *Bisma Jurnal Manajemen*, 6(2), 76–85.
- Wulandari, F., & Putriyanti, O. A. (2020). Studi share leadership dan perannya dalam meningkatkan kinerja karyawan. *Jurnal Bisnis Dan Manajemen*, 7(2), 74–84.
- Yuningsih, E., & Ardianti. (2019). Pengaruh Kompetensi Dan Motivasi Terhadap Kinerja Pegawai Pada PT. XXX. *Jurnal Visionida*, 5(1), 32. <https://doi.org/10.30997/jvs.v5i1.1804>