



# Competency and Organizational Commitment Effects on Employee Performance Through Job Satisfaction at Mojokerto Diskoperindag-UKM

Klara Sinta<sup>1\*</sup>, Bambang Raditya Purnomo<sup>2</sup>

<sup>1,2</sup>Dr. Soetomo University, Surabaya, Indonesia

\*Corresponding author: [klarashinta.lala@gmail.com](mailto:klarashinta.lala@gmail.com) |

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## Abstract

**Purpose:** This study aims to determine the effect of competence and organizational commitment on employee performance through job satisfaction as an intervening variable on employees of Diskoperindag-UKM Mojokerto City.

**Research Methodology:** This study used a quantitative approach. The population used in this study was 92 employees at the Education Office in Sumba, East Nusa Tenggara Province. The sampling technique used in this study was simple random sampling using the Slovin Formula, and a sample of 75 respondents was obtained.

**Results:** The results showed that all variables were valid and reliable. Path analysis indicated that competence and organizational commitment had significant direct effects on job satisfaction and employee performance. In addition, job satisfaction significantly affected employee performance and mediated the effects of competence and organizational commitment on employee performance at Diskoperindag-UKM Mojokerto City.

**Conclusions:** Competence and organizational commitment have direct and significant effects on job satisfaction and employee performance. Job satisfaction also has a significant effect on employee performance and serves as an intervening variable in the relationship between competence, organizational commitment, and employee performance.

**Limitations:** This study is limited to 75 employees of Diskoperindag-UKM Mojokerto City; therefore, the findings may not be fully generalizable to other public institutions or organizational contexts.

**Contributions:** This study contributes to human resource management literature by explaining the role of job satisfaction in strengthening the influence of competence and organizational commitment on employee performance.

**Keywords:** *Competence, Employee Performance, Job Satisfaction, Organizational Commitment, Public Organization*

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## 1. Introduction

Changes in the field of Human Resources are followed by changes in the competence and abilities of someone who concentrates on Human Resource Management. The increasingly broad development of competence from Human Resource practitioners ensures that Human Resource Management plays an

important role in the success of the organization (Adula et al., 2022; Akter, 2021; Ogechukwu et al., 2022). Salsabila and Hermana (2021) state that competence is the ability to carry out or do a job that is based on skills and knowledge and supported by the work attitude required by the job. In an organization, competence is considered one of the important aspects that can support employees in completing their work effectively and efficiently. Employees who have good competence are able to adapt to organizational changes and can solve problems faced in the work environment (Anggraini, 2021). Competence also reflects the quality of employees in carrying out their responsibilities and achieving organizational goals. Therefore, organizations need to continuously improve employee competence through training, education, and work experience so that employees can provide optimal performance for the organization (Aprillita & Perkasa, 2021; Dissanayake & Nandasena, 2020).

Increasing employee competence will create positive work attitudes and behaviors, especially at Diskoperindag-UKM in Mojokerto City. Work attitudes and behaviors are indicators of organizational commitment that determine the success of organizational goals (Abdullah, 2021). Employees who exhibit loyalty perform their work well and have a strong desire to remain with the organization (Salsabila & Hermana, 2021). Commitment is a condition where an individual sides with the organization and its goals and desires to maintain membership in the organization (Satria, 2021). Organizational commitment is an important factor because employees who have a high commitment tend to work more responsibly and seriously in carrying out their duties. In addition, organizational commitment can increase employee motivation in achieving organizational targets and maintaining good relationships among employees (Solihin, 2021). Employees who are committed to the organization will also try to provide the best contribution to organizational progress and success (Khan, 2020).

Employees who have good performance are related to job satisfaction issues. Employees with job satisfaction usually perform better than those without (Fathihani, 2021). Employees will feel satisfied with the work that has been or is being done if what is done is considered to have met their expectations in accordance with the purpose of their work. Job satisfaction is an important aspect in improving employee morale and productivity (Awadari & Kanwal, 2019; Fathihani & Nasution, 2021). Employees who are satisfied with their work environment, salary, leadership, and relationships with coworkers tend to have better enthusiasm and loyalty toward the organization (Ikhsani et al., 2021). Conversely, employees who are dissatisfied with their work may experience decreased motivation, absenteeism, and lower performance. Therefore, organizations must pay attention to factors that can increase employee job satisfaction in order to maintain and improve employee performance (Ikhsani et al., 2021; Muhammad et al., 2020).

Employee performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, goals, and criteria (Panchali & Seneviratne, 2019; Ulabor & Bosede, 2019). An employee's performance will be good if they have higher skills, are willing to work because they are paid or paid according to the agreement, and have hopes (expectations) for a better future. Regarding salary and the existence of hopes (expectations), these are things that create work motivation for an employee to be willing to carry out work activities with good performance (Rizqi & Sakinah, 2021; Robbins, 2018). Employee performance is one of the benchmarks for organizational success in achieving its objectives. High employee performance can increase organizational productivity and improve the quality of services provided to the community. Therefore, organizations need to create policies and work systems that support employees in improving their performance continuously (Makambe & Moeng, 2019; Setyawati & Aristiyanto, 2021).

The problem that occurred at Diskoperindag-UKM, Mojokerto City, was related to declining employee performance. This is because there are still many human resources (HR), namely employees at the Mojokerto City Trade and Industry Office, who do not understand the rules of service at the Mojokerto

City Trade and Industry Office. In addition, differences in employee competence levels and organizational commitment can also affect employee performance within the institution. Employees who do not fully understand service procedures may experience difficulties in completing their work properly, which can ultimately affect the quality of public services. Therefore, Diskoperindag-UKM Mojokerto City needs to improve employee competence, organizational commitment, and job satisfaction in order to create better employee performance and achieve organizational goals effectively.

## **2. Literature Review**

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### **2.1 Competence**

Competence refers to the ability of employees to perform tasks based on knowledge, skills, attitudes, and work experience. In human resource management, competence is an essential factor because employees with strong competence are more capable of understanding work procedures, solving problems, completing tasks, and achieving organizational targets (Fernando & Surjandari, 2022; Phina et al., 2021). Competence also reflects the readiness of employees to carry out responsibilities effectively and professionally (Ramadhan & Mudzakar, 2022).

In public sector organizations, competence is highly important because employees are required to provide services according to established standards and regulations (Berlian Rms & Wahyuningsih, 2021; Kurniawan & Hariadi, 2022). Employees who have adequate competence tend to work more accurately, efficiently, and responsibly. Therefore, improving employee competence through training, development, and continuous learning can contribute to higher job satisfaction and better employee performance (Adula et al., 2022; Hasan, 2022).

### **2.2 Organizational Commitment**

Organizational commitment is the psychological attachment of employees to their organization (Nuraeni et al., 2022; Rizqi & Sakinah, 2021). Employees with strong organizational commitment tend to show loyalty, responsibility, and willingness to remain part of the organization (Fadlianto & Sulistyowati, 2022; Hernawan et al., 2022). Organizational commitment also reflects the extent to which employees accept organizational values, support organizational goals, and contribute to organizational success (Saputra & Kusnadi, 2021; Suyanto et al., 2021).

A high level of organizational commitment can encourage employees to work seriously and maintain positive work behavior (Ogechukwu et al., 2022). Employees who are committed to the organization are more likely to complete their tasks well, follow organizational rules, and support institutional objectives (Sumaryadi & Kusnadi, 2021). In this study, organizational commitment is expected to influence both job satisfaction and employee performance because committed employees usually feel more emotionally connected to their work and organization (Khan, 2020; Panchali & Seneviratne, 2019).

### **2.3 Job Satisfaction**

Job satisfaction is a positive emotional condition that arises when employees feel that their work, work environment, rewards, responsibilities, and organizational support meet their expectations (Abidin et al., 2022; Rizqi & Sakinah, 2021). Employees who are satisfied with their jobs tend to have higher motivation, stronger loyalty, and better work behavior. Job satisfaction can also reduce dissatisfaction, absenteeism, and low productivity (Wardhani & Uilly, 2021).

Job satisfaction plays an important role as an intervening variable in this study. Competence and organizational commitment can improve employee performance more effectively when employees feel satisfied with their work. Employees who have strong competence and commitment will be more motivated to perform well when they also experience satisfaction in their jobs. Therefore, job

satisfaction serves as a psychological bridge between employee capability, organizational attachment, and performance outcomes (Tabasum & Ghosh, 2021).

## **2.4 Employee Performance**

Employee performance refers to the work results achieved by employees in carrying out their duties according to organizational standards, targets, and responsibilities (Phina et al., 2021). Performance can be reflected in the quality of work, quantity of work, timeliness, discipline, responsibility, and ability to achieve work objectives. In public institutions, employee performance is closely related to the effectiveness of public services and the achievement of organizational goals (Awadari & Kanwal, 2019).

Employee performance can be influenced by individual and organizational factors. Competence helps employees complete tasks effectively, while organizational commitment encourages loyalty and responsibility (Panchali & Seneviratne, 2019; Ulabor & Bosede, 2019). Job satisfaction further strengthens employee performance because satisfied employees tend to show better motivation and work attitudes. Thus, employee performance can be improved by strengthening competence, commitment, and job satisfaction simultaneously (Makambe & Moeng, 2019; Nuraeni et al., 2022).

## **3. Methodology**

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### **3.1 Population and Sample**

The population in this study were all employees of Diskoperindag-UKM Mojokerto City, while the population used in this study were all employees of Diskoperindag-UKM Mojokerto City totaling 92 people. The sampling technique used the Slovin Formula, so the number of samples in this study was 75 employees of Diskoperindag-UKM Mojokerto City (Ghozali, 2018; Sugiyono, 2018).

### **3.2 Analysis Method**

The data analysis method used is path analysis, which is used to explain the direct and indirect effects of a set of variables, as causal variables, on a set of other variables, which are the effect variables. Path analysis was used to determine the direct and indirect effects between the independent variables (X), namely competence (X1) and Organizational Commitment (X2), on the intervening variable (Z), namely Job Satisfaction, and the dependent variable (Y), namely Employee Performance (Y) on Employees of Diskoperindag-UKM, Mojokerto City (Ghozali, 2018).

## **4. Results and Discussion**

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### **4.1 Results**

#### **4.1.1 Direct Effect Testing using the t-Test**

Each path has a probability error value (p); therefore, hypothesis testing uses the t-test with its error probability. To determine whether the results of the path analysis are significant, the following chart can be used:

Table 1. Path Analysis for Direct Effects

No.	Path	Standardized Coefficients	$t_{count}$	Probability Error (Prob)	Description
1	Competence (X1) → Job Satisfaction (Z)	0.555	5.675	0.000	Significant Effect
2	Organizational Commitment (X2) → Job Satisfaction (Z)	0.314	4.659	0.000	Significant Effect
3	Job Satisfaction (Z) → Employee Performance (Y)	0.438	4.161	0.000	Significant Effect
4	Competence (X1) → Employee Performance (Y)	0.804	11.446	0.000	Significant Effect
5	Organizational Commitment (X2) → Employee Performance (Y)	0.329	6.215	0.000	Significant Effect

Based on Table 1, the path analysis results for direct effects show that all tested relationships have a significant effect because each probability value is 0.000, which is lower than 0.05. Competence has a positive and significant effect on job satisfaction with a path coefficient of 0.555 and a t-count value of 5.675. Organizational commitment also has a positive and significant effect on job satisfaction with a coefficient of 0.314 and a t-count value of 4.659. Furthermore, job satisfaction has a positive and significant effect on employee performance with a coefficient of 0.438 and a t-count value of 4.161. Competence has the strongest direct effect on employee performance, with a coefficient of 0.804 and a t-count value of 11.446. Organizational commitment also has a positive and significant effect on employee performance, with a coefficient of 0.329 and a t-count value of 6.215.

#### 4.1.2 Indirect Effect Testing using Sobel Analysis (Sobel Test)

Sobel analysis was used to determine the indirect effect between Job Satisfaction variables (X1) and job satisfaction (X2) on employee performance (Y) through OCB as an intervening variable. The path analysis for indirect effects is presented in the following table:

Table 2. Path Analysis for Indirect Effects

No.	Path	Standardized Coefficients
1	Competence (X1) → Job Satisfaction (Z) → Employee Performance (Y)	$0.555 \times 0.438 = 0.243$
2	Organizational Commitment (X2) → Job Satisfaction (Z) → Employee Performance (Y)	$0.314 \times 0.438 = 0.138$

Based on Table 2, the path analysis results for indirect effects show that competence influences employee performance through job satisfaction, with an indirect coefficient value of 0.243 obtained from  $0.555 \times 0.438$ . This indicates that job satisfaction mediates the relationship between competence and employee performance. In addition, organizational commitment also influences employee performance through job satisfaction, with an indirect coefficient value of 0.138 obtained from  $0.314 \times 0.438$ . These results indicate that job satisfaction plays an important intervening role in strengthening the effect of competence and organizational commitment on employee performance.

## 4.2 Discussion

### 4.2.1 The Influence of Competence on Employee Performance

The results of this study prove that competence has a direct influence on employee performance, as evidenced by the t-value of 11.446 with a significance level of  $0.000 < 0.05$ . This statement is supported by the results of research conducted by (Salsabila & Hermana, 2021) that Competence partially has a real, positive, and significant effect on Performance, with a sig. The value is less than 0.05, and the t

count (3.015) is greater than the t table (1.971).

#### *4.2.2 The Influence of Organizational Commitment on Employee Performance*

The results of this study prove that Organizational Commitment has a direct influence on employee performance, this can be seen from the t-value of 6.215 with a significance level of  $0.000 < 0.05$ . This statement is supported by the results of research conducted by (Salsabila & Hermana, 2021) that organizational commitment partially has a real, positive, and significant effect on performance, with a sig. The value is less than 0.05, and the t count (4.882) is greater than the t table (1.971).

#### *4.2.3 The Influence of Job Satisfaction on Employee Performance*

The results of this study prove that Job Satisfaction has a direct influence on employee performance, as evidenced by the tcount of 4.161 with a significance level of  $0.000 < 0.05$ . This statement is supported by the results of research conducted by (Salsabila & Hermana, 2021) that Job Satisfaction is known to have a tcount of  $12.685 > t_{table} 1.1627$  and Sig.  $0.000 < 0.05$ . This indicates that job satisfaction has a significant positive effect on employee performance.

#### *4.2.4 The Influence of Competence on Employee Performance through Job Satisfaction*

Based on the calculation, it is known that Job Satisfaction is an intervening variable in the influence of Competence on Employee Performance, with a calculated  $t_{count} (3.723) > t_{table} (1.6654)$ . This statement is supported by the results of research conducted by (Setyorini et al., 2022), who calculated the direct and indirect influence of the role of competence, organizational commitment, and organizational culture on performance through Job Satisfaction. The results show a comparison that leads to a higher indirect influence of the role of competence on performance through employees' Job Satisfaction.

#### *4.2.5 The Influence of Organizational Commitment on Employee Performance through Job Satisfaction*

Based on the calculation, Job Satisfaction is an intervening variable of the influence of Organizational Commitment on Employee Performance, with a calculated tcount  $(2.839) > t_{table} (1.6654)$ . This statement is supported by the results of research conducted by (Arifin & Matriadi, 2022), which show that the results of the calculation of the direct and indirect influence of the role of competence, organizational commitment, and organizational culture on performance through Job Satisfaction show a comparison that leads to a higher indirect influence of the role of competence on performance through employee Job Satisfaction.

## **5. Conclusions**

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After conducting research based on the collection and analysis of data obtained from respondents, the conclusions of this study are as follows: competence has a direct effect on job satisfaction, organizational commitment has a direct effect on job satisfaction, job satisfaction has a direct effect on employee performance, competence has a direct effect on employee performance, and organizational commitment has a direct effect on employee performance. In addition, competence also has an indirect effect on employee performance through job satisfaction as an intervening variable.

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## **Author Contributions**

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KS conceptualized the study, designed the research methodology, collected the data, and contributed to data analysis and manuscript preparation. BRP contributed to the literature review, research supervision, interpretation of findings, critical manuscript revision, and final review of the article. Both authors contributed to the final draft and approved the manuscript for publication.

## **Conflicts of Interest**

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The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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