

BEYOND JOB SATISFACTION: ORGANIZATIONAL COMMITMENT AS THE MISSING MECHANISM IN TRANSFORMING EMPLOYEE COMPETENCE INTO PUBLIC SECTOR PERFORMANCE

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Abstract:

Purpose: This study aims to examine the mechanism through which employee competence and job satisfaction influence public sector performance by investigating the mediating role of organizational commitment. Although employee competence is widely recognized as an important determinant of performance, capability alone may not be sufficient to ensure optimal performance without psychological attachment and willingness to contribute to organizational goals. Therefore, this study proposes organizational commitment as a transformation mechanism that converts employee capability and work attitudes into performance outcomes.

Methodology: This study employed a quantitative explanatory research design. Questionnaires were distributed to 200 employees of the Dinas Pemberdayaan Perempuan dan Perlindungan Anak serta Pengendalian Penduduk dan Keluarga Berencana (PPPAPKB) Kabupaten Ogan Ilir, Indonesia, selected from a population of 240 using cluster sampling. Employee competence, job satisfaction, organizational commitment, and employee performance were analyzed using Structural Equation Modeling (SEM) with LISREL. The research model was grounded in Social Exchange Theory and Meyer and Allen's Organizational Commitment Theory.

Findings: The findings show that employee competence was significantly associated with organizational commitment and employee performance. Organizational commitment was also significantly associated with performance and supported the competence–performance mediation path. Job satisfaction did not significantly predict employee performance, and organizational commitment did not mediate the job satisfaction–performance relationship. These results suggest that commitment helps explain the competence–performance association in this public-sector sample.

Implication: This study highlights the practical value of combining competency development with strategies that strengthen organizational commitment in public-sector organizations. Its contribution is a contextual extension of prior mediation research, framing organizational commitment as a potential psychological bridge between employee capability and performance rather than as a newly identified mechanism.

INTRODUCTION

Public sector organizations are increasingly required to improve organizational effectiveness, accountability, and service quality because their performance directly reflects the government's ability to create public value. Unlike private organizations that primarily pursue financial outcomes and competitive advantages, public institutions have broader responsibilities related to policy implementation, administrative effectiveness, accountability, and the delivery of services to society. Therefore, recent evidence from public sector organizations indicates that employee performance is increasingly recognized as a multidimensional outcome influenced not only by individual capabilities but also by organizational and psychological mechanisms. Empirical studies among civil servants highlight that organizational commitment, employee motivation, and institutional support play critical roles in shaping public employee performance outcomes (Sudha et al., 2024). Consequently, employee performance becomes a fundamental determinant of whether government organizations can effectively achieve institutional objectives, deliver quality public services, and fulfill public expectations. In local government organizations, employee performance is particularly important because the implementation of public programs depends heavily on employees who translate government policies into operational activities. Public employees are not only required to complete administrative responsibilities but also expected to demonstrate professionalism, competence, accountability, and commitment toward organizational missions. Previous studies indicate that employee

performance in government institutions is strongly influenced by internal human resource factors, particularly employee competence and organizational commitment (Lestariningsih & Rismawati, 2024; Muslimin et al., 2024).

However, achieving optimal performance remains a challenge for many public organizations. This condition is reflected in the performance evaluation of the Dinas Pemberdayaan Perempuan dan Perlindungan Anak serta Pengendalian Penduduk dan Keluarga Berencana (PPPAPPKB) Kabupaten Ogan Ilir, Indonesia. As an institution responsible for implementing programs related to women's empowerment, child protection, population control, and family planning, PPPAPPKB requires effective human resource management because organizational achievement depends on employees who execute institutional programs and provide public services. The Government Performance Accountability Report (LKjIP) of PPPAPPKB Kabupaten Ogan Ilir demonstrates that several organizational indicators have not fully achieved their predetermined targets. The performance gaps indicate that organizational effectiveness remains an important issue requiring further investigation, particularly from the perspective of employee-related factors.

Table 1. Performance Achievement Gap of PPPAPPKB Kabupaten Ogan Ilir Based on LKjIP

No	Performance Indicator	Target	Realization 2024	Realization 2025	Performance Issue
1	Performance Accountability Category Fulfillment	84	83.50	82.47	Achievement decreased and remained below target
2	Timely Gender and Child Data Reporting	6 documents	5 documents	4 documents	Reporting achievement declined
3	Family Planning Extension Officers Receiving Facilitation	70 people	60 people	58 people	Number of supported employees decreased
4	Family Resilience Groups Receiving Development Support	80 groups	75 groups	70 groups	Program implementation decreased

Source: Government Performance Accountability Report (LKjIP) of Dinas Pemberdayaan Perempuan dan Perlindungan Anak serta Pengendalian Penduduk dan Keluarga Berencana Kabupaten Ogan Ilir (2023–2025)

The performance gap presented in Table 1 indicates that organizational problems are not merely related to strategic planning but may also originate from internal employee factors. Declining achievement in accountability, reporting performance, and program implementation suggests that employee capability and psychological factors may influence the organization's ability to achieve established targets. Employee competence represents one important factor that may explain variations in public sector performance. Competence reflects employees' knowledge, skills, abilities, and behavioral characteristics required to perform tasks effectively. Employees with stronger competence generally possess better problem-solving capabilities, decision-making abilities, and adaptability when responding to organizational challenges (Dewi et al., 2024).

Nevertheless, competence alone does not automatically guarantee superior performance. The possession of knowledge and skills only represents an employee's potential capability, whereas actual performance depends on whether employees are willing and psychologically prepared to utilize these capabilities for organizational objectives. Therefore, understanding the mechanism that transforms competence into performance becomes an important research issue. This condition is also evident from the preliminary study conducted among employees of PPPAPPKB Kabupaten Ogan Ilir. The preliminary assessment identified several competency-related problems, particularly in employees' ability to utilize technology, process administrative data, and complete work procedures effectively.

Table 2. Preliminary Study of Employee Competence Problems

Competence Dimension	Identified Problem	Percentage of Respondents Indicating Problems
Knowledge	Limited understanding of regulations and work procedures	55%
Understanding	Difficulty understanding program implementation mechanisms	55%
Skills	Limited ability in using applications, processing data, and preparing reports	70%
Attitude	Differences in responsibility and work discipline	—
Interest	Variation in employee willingness to develop capability	—

Source: Preliminary survey conducted among employees of PPPAPPKB Kabupaten Ogan Ilir, 2025.

These findings indicate that competency limitations may contribute to performance problems. However, explaining employee performance solely through competence remains insufficient because employees with similar competency levels may demonstrate different performance outcomes depending on their psychological attachment toward the organization. One psychological factor that may explain this mechanism is organizational commitment. Organizational commitment refers to employees' psychological attachment, identification, and willingness to contribute to their organization (Meyer & Allen, 1991). Unlike job satisfaction, which reflects employees' evaluation of their work conditions, organizational commitment represents a deeper relationship between employees and organizations.

Based on Social Exchange Theory, employees develop positive attitudes and behaviors when they perceive valuable exchanges between themselves and their organizations. When employees believe that their contribution is recognized and meaningful, they tend to reciprocate through stronger commitment and improved performance behaviors (Cropanzano et al., 2017). Recent studies support the role of organizational commitment as a mechanism connecting employee capability and performance. Karvy et al. (2026) demonstrated that organizational commitment mediates the relationship between competence and employee performance among local government employees. Similarly, Nurachman et al. (2025) found that organizational commitment acts as an intervening variable between job competence and employee performance.

Apart from competence, job satisfaction represents another factor frequently associated with employee performance. Traditionally, satisfied employees are expected to demonstrate higher motivation, engagement, and productivity. However, empirical findings suggest that satisfaction does not always directly translate into improved performance. This phenomenon creates a job satisfaction paradox. Employees may experience satisfaction because of supportive colleagues, workplace facilities, or stable employment conditions, but satisfaction alone may not guarantee additional effort, organizational identification, and commitment required for superior performance.

The preliminary study at PPPAPPKB Kabupaten Ogan Ilir also identified job satisfaction issues, particularly related to compensation, promotion opportunities, and organizational recognition.

Table 3. Preliminary Study of Job Satisfaction Problems

Job Satisfaction Dimension	Problem Identification
Salary satisfaction	Employees perceive compensation as not fully aligned with workload and responsibility
Promotion satisfaction	Limited career development opportunities influence employee expectations
Supervision satisfaction	Differences in perceptions regarding supervisory support
Coworker relationship	Generally positive but requires strengthening collaboration

Source: Preliminary survey conducted among employees of PPPAPPKB Kabupaten Ogan Ilir, 2025.

These findings suggest that job satisfaction may influence employee attitudes; however, satisfaction alone may not sufficiently explain performance differences. Organizational commitment may provide a stronger explanation because commitment reflects deeper psychological attachment and willingness to contribute toward organizational objectives (Janah et al., 2023; Surianti et al., 2024). Furthermore, organizational commitment itself represents an important issue within PPPAPPKB Kabupaten Ogan Ilir. Employees may possess adequate competence and experience satisfaction with certain aspects of their work, but without strong organizational commitment, their capability may not be fully transformed into performance outcomes.

Table 4. Preliminary Study of Organizational Commitment Problems

Commitment Dimension	Identified Problem
Affective commitment	Some employees demonstrate limited emotional attachment toward organizational goals
Continuance commitment	Employee perceptions regarding organizational benefits and future opportunities vary
Normative commitment	Willingness to contribute beyond formal responsibilities requires strengthening

Source: Preliminary survey conducted among employees of PPPAPPKB Kabupaten Ogan Ilir, 2025.

Based on these empirical conditions, this study argues that organizational commitment represents the missing link between employee capability and public sector performance. Theoretically, this study integrates Social Exchange Theory and Meyer and Allen's (1991) organizational commitment framework. Social Exchange Theory explains why employees reciprocate organizational support through positive behaviors (Cropanzano et al., 2017). Meanwhile, Meyer and Allen's framework explains that commitment consists of affective, continuance, and normative dimensions that influence employees' willingness to remain engaged with their organization. Therefore, employee competence may increase organizational commitment because competent employees are more likely to perceive their contribution as valuable. Similarly, positive job satisfaction may strengthen commitment because employees who experience favorable workplace conditions tend to develop stronger organizational attachment.

Despite increasing research attention, several gaps remain. First, previous studies have predominantly examined direct relationships between competence and performance, while the mechanism explaining how competence is transformed into performance remains insufficiently explored. Second, research on job satisfaction produces inconsistent findings. Satisfaction may contribute to positive attitudes, but it does not always generate improved performance unless supported by stronger psychological mechanisms. Third, evidence from local government organizations remains limited because public sector institutions possess unique characteristics involving accountability, bureaucracy, and public service orientation. Therefore, this study proposes that organizational commitment functions as a transformation mechanism linking employee competence and job satisfaction to employee performance.

Based on these arguments, the following hypotheses are proposed:

H1: Employee competence positively influences organizational commitment.

H2: Job satisfaction positively influences organizational commitment.

H3: Employee competence positively influences employee performance.

H4: Job satisfaction positively influences employee performance.

H5: Organizational commitment positively influences employee performance.

H6: Organizational commitment mediates the relationship between employee competence and employee performance.

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

This study contributes to public sector human resource management literature in three ways. First, rather than claiming a new mediation mechanism, it extends prior evidence by examining organizational commitment as

a competence–performance mediator in an Indonesian local-government context characterized by public accountability and bureaucratic service delivery. Second, it links organization-level performance gaps reported in the LKjIP with employee-level competence, satisfaction, commitment, and performance relationships. Third, it clarifies the boundary of the satisfaction–performance relationship by showing that job satisfaction was not directly associated with performance and was not significantly mediated by organizational commitment in this sample. Accordingly, the contribution is best understood as a contextual and theoretical extension of existing mediation research, expressed through a competence-to-performance transformation perspective.

RESEARCH METHODS

Research Design

This study employed a quantitative, cross-sectional, explanatory research design to examine structural relationships among latent constructs through statistical hypothesis testing. The design assesses theoretically specified associations rather than establishing temporal causality. The study examines the relationships among employee competence, job satisfaction, organizational commitment, and employee performance, with organizational commitment modeled as an intervening variable. The research model was informed by Human Resource Management theory, Organizational Commitment Theory, and Social Exchange Theory.

The theoretical framework treats employee competence as an individual capability resource and organizational commitment as a potential psychological pathway linking capability and work attitudes with performance (Meyer & Allen, 1991; Cropanzano et al., 2017). The research was conducted at the Dinas Pemberdayaan Perempuan dan Perlindungan Anak serta Pengendalian Penduduk dan Keluarga Berencana (PPPAPPKB) Kabupaten Ogan Ilir, Indonesia.

Population and Sample

The population of this study consisted of all employees working at PPPAPPKB Kabupaten Ogan Ilir. Based on organizational records, the total population was 240 employees, of whom 200 were included as respondents using the cluster-sampling technique reported in the study. Employees were used as the unit of analysis because they directly implement organizational programs and deliver public services. The source material available for this manuscript does not document the operational definition of the clusters, allocation of respondents across clusters, inclusion criteria beyond employment at PPPAPPKB, response rate, or a formal statistical justification for the sample size. These details are therefore not reconstructed without verifiable evidence and should be considered when assessing sampling reproducibility.

Data Collection Procedure

This study used primary data collected through a structured questionnaire distributed to employees of PPPAPPKB Kabupaten Ogan Ilir. Questionnaire content was developed or adapted from the theoretical foundations summarized in Table 5 for employee competence, job satisfaction, organizational commitment, and employee performance, and responses were recorded on a Likert scale. The manuscript materials available for this revision do not report the exact number of items per construct, the numerical Likert anchors, a formal pilot/pretest protocol, or translation/back-translation procedures; these details are therefore not reconstructed here. Because all constructs were measured using self-reported responses in the same survey, common-method bias is a potential concern. Respondent confidentiality was maintained, but no dedicated statistical common-method-bias diagnostic is available in the reported analytical output.

Measurement of Variables

The study consists of four latent variables: employee competence, job satisfaction, organizational commitment, and employee performance. The operational definitions and theoretical foundations of each construct are presented in Table 5.

Table 5. Measurement of Variables

Variable	Theoretical Foundation	Conceptual Definition	Indicators/Dimensions	Measurement Scale
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Employee Competence (X1)	Competency Theory; Human Resource Management Perspective (Spencer & Spencer, 1993; Dewi et al., 2024)	Employee competence refers to the knowledge, skills, abilities, and behavioral characteristics that enable individuals to perform tasks effectively and achieve organizational objectives.	1. Knowledge 2. Understanding 3. Skills 4. Attitude 5. Interest	Likert Scale
Job Satisfaction (X2)	Job Satisfaction Theory (Herzberg's Motivation-Hygiene Theory; Janah et al., 2023)	Job satisfaction represents employees' positive evaluation of their work experience, including work conditions, supervision, rewards, and interpersonal relationships.	1. Work itself 2. Supervision 3. Coworker relationship 4. Work relationship 5. Working conditions	Likert Scale
Organizational Commitment (M)	Three-Component Organizational Commitment Model (Meyer & Allen, 1991)	Organizational commitment refers to employees' psychological attachment, identification, and willingness to remain involved and contribute to organizational objectives.	1. Affective commitment 2. Continuance commitment 3. Normative commitment	Likert Scale
Employee Performance (Y)	Performance Theory; Individual Work Performance Framework (Campbell, 1990)	Employee performance refers to the level of achievement demonstrated by employees in completing assigned responsibilities effectively and efficiently.	1. Quality of work 2. Quantity of work 3. Timeliness 4. Responsibility 5. Effectiveness	Likert Scale

Theoretical Relationship Between Variables

The research model is based on the proposition that employee competence and job satisfaction are associated with employee performance, with organizational commitment tested as an intervening variable. According to Social Exchange Theory, employees may develop reciprocal attitudes and behaviors in response to perceived organizational exchanges (Cropanzano et al., 2017). In this study, organizational commitment is therefore positioned to test whether it statistically accounts for part of the association between the antecedent variables and employee performance.

Data Analysis Technique

The collected data were analyzed using Structural Equation Modeling (SEM) with LISREL software. In this manuscript, LISREL is treated as a covariance-based SEM framework for simultaneously estimating relationships among latent constructs and evaluating overall model fit (Kline, 2016). The retained study documentation does not specify the estimator or distributional assumptions used in the original analysis; these details are therefore not inferred.

The use of SEM enables researchers to evaluate:

1. measurement model validity;
2. construct reliability;
3. structural relationships;
4. mediation effects.

This study applied SEM-LISREL as the main analytical technique for testing the proposed relationships among variables.

Measurement Model Assessment

The measurement model was intended to be evaluated through validity and reliability testing. However, the retained analytical output available for this manuscript contains complete composite-reliability results but does not contain the indicator-level and construct-validity statistics needed for a full validity assessment.

Validity Assessment

In covariance-based SEM, construct validity should be supported with indicator-level evidence and construct-level evidence such as convergent and discriminant validity (Kline, 2016). Indicator loadings, Average Variance Extracted (AVE), and discriminant-validity statistics are not available in the retained output for this manuscript. Accordingly, this revision does not claim that convergent or discriminant validity was empirically established; these statistics should be reported if the original LISREL output can be recovered.

Reliability Assessment

Reliability testing was conducted to evaluate the internal consistency of indicators within each construct. A reliable construct demonstrates consistent measurement across indicators (Sekaran & Bougie, 2019).

Structural Model Assessment

After reviewing the available measurement evidence, structural model analysis was conducted to test the hypothesized relationships:

1. Employee competence → Organizational commitment.
2. Job satisfaction → Organizational commitment.
3. Employee competence → Employee performance.
4. Job satisfaction → Employee performance.
5. Organizational commitment → Employee performance.

The mediation analysis examined whether organizational commitment functions as a mechanism connecting:

1. employee competence and employee performance;
2. job satisfaction and employee performance.

Ethical Consideration

Participation in this study was voluntary. Respondents were informed regarding the purpose of the research, and confidentiality of individual responses was maintained. Data were analyzed collectively to describe organizational patterns rather than individual evaluations.

Results and Discussion

Measurement Reliability Assessment

The measurement-model evidence retained for this manuscript is limited to Composite Reliability (CR); indicator loadings, AVE, and discriminant-validity statistics are not available. Accordingly, the results below support internal consistency but do not independently establish convergent or discriminant validity. All four

constructs exceeded the reported CR threshold of 0.70: employee competence = 0.96, job satisfaction = 0.94, organizational commitment = 0.96, and employee performance = 0.90. These values indicate acceptable internal consistency for the constructs used in the structural analysis.

Table 6. Composite Reliability of Research Constructs

Construct	Composite Reliability (CR)
Employee Competence	0.96
Job Satisfaction	0.94
Organizational Commitment	0.96
Employee Performance	0.90

Source: Research data processing using LISREL (2026)

Goodness-of-Fit Evaluation of Structural Model

After reviewing the available measurement evidence, the structural model was evaluated using several goodness-of-fit indices. The reported results show mixed model-fit evidence. The P-value (0.879), RMSEA (0.028), SRMR (0.07), NNFI (0.91), IFI (0.91), CFI (0.91), RFI (0.93), and NFI (0.94) met the stated criteria. In contrast, GFI was 0.56, well below the recommended value of 0.90, and therefore indicates poor fit on that index. The structural model was retained because most of the reported indices met their stated thresholds, but the low GFI should be considered when interpreting the model and its substantive conclusions.

Table 7. Goodness-of-Fit Index Results

Goodness-of-Fit Index	Recommended Value	Result	Evaluation
P-value	≥ 0.05	0.879	Good Fit
RMSEA	≤ 0.10	0.028	Good Fit
GFI	≥ 0.90	0.56	Not Fit
NNFI	≥ 0.90	0.91	Good Fit
SRMR	≤ 0.10	0.07	Good Fit
IFI	≥ 0.90	0.91	Good Fit
CFI	≥ 0.90	0.91	Good Fit
RFI	≥ 0.90	0.93	Good Fit
NFI	≥ 0.90	0.94	Good Fit

Source: Research data processing using LISREL (2026)

Structural Model Results

The structural model analysis was conducted to examine the direct effects among employee competence, job satisfaction, organizational commitment, and employee performance.

The path coefficient results demonstrated that employee competence positively influenced organizational commitment with a coefficient of 0.20. Similarly, job satisfaction positively affected organizational commitment with a coefficient of 0.16. Furthermore, employee competence showed a positive direct effect on employee performance with a coefficient of 0.43. Organizational commitment also positively influenced employee performance with a coefficient of 0.21. However, job satisfaction demonstrated a relatively weak direct effect on employee performance with a coefficient of 0.09.

Table 8. Structural Path Coefficients

No	Structural Relationship	Path Coefficient
1	Employee Competence → Organizational Commitment	0.20

2	Job Satisfaction → Organizational Commitment	0.16
3	Employee Competence → Employee Performance	0.43
4	Job Satisfaction → Employee Performance	0.09
5	Organizational Commitment → Employee Performance	0.21

Source: Research data processing using LISREL (2026)

Hypothesis Testing Results

The seven hypotheses were evaluated using the reported T-values, with an absolute T-value greater than 1.96 treated as the two-tailed 5% significance criterion. Employee competence significantly influenced organizational commitment (T-value = 2.68), supporting H1; job satisfaction significantly influenced organizational commitment (T-value = 2.15), supporting H2; and employee competence significantly influenced employee performance (T-value = 5.56), supporting H3. Job satisfaction did not significantly influence employee performance (T-value = 1.29), so H4 was not supported. Organizational commitment significantly influenced employee performance (T-value = 2.99), supporting H5. For the indirect paths, the manuscript reports T-values of 1.99 for H6 and 1.74 for H7. The retained output does not provide indirect-effect standard errors or bootstrap confidence intervals, and it does not document whether these T-values were generated by a dedicated LISREL indirect-effect routine or a separate significance test. H6 therefore meets the stated decision rule only marginally and should be interpreted cautiously, whereas H7 remains unsupported.

Table 9. Hypothesis Testing Results

Hypothesis	Relationship	T-value	Result
H1	Employee Competence → Organizational Commitment	2.68	Supported
H2	Job Satisfaction → Organizational Commitment	2.15	Supported
H3	Employee Competence → Employee Performance	5.56	Supported
H4	Job Satisfaction → Employee Performance	1.29	Not Supported
H5	Organizational Commitment → Employee Performance	2.99	Supported
H6	Employee Competence → Organizational Commitment → Employee Performance	1.99	Supported (Marginal)
H7	Job Satisfaction → Organizational Commitment → Employee Performance	1.74	Not Supported

Mediation Analysis

The mediation analysis examined whether organizational commitment statistically intervenes between the antecedent variables and employee performance. For employee competence, the direct competence→performance path remained significant in the mediated model (path coefficient = 0.43; T-value = 5.56), while the reported indirect-path T-value was 1.99, just above the 1.96 criterion. Under the study's decision rule, this pattern is consistent with partial mediation because both the direct and indirect paths remain statistically supported. However, the absence of an indirect-effect standard error and bootstrap confidence interval means that this classification should be treated cautiously. The indirect effect was calculated as:

$$0.20 \times 0.21 = 0.04$$

The reported total effect of employee competence on employee performance was 0.47, combining the direct effect of 0.43 with the calculated indirect effect of 0.04. Conversely, organizational commitment did not significantly mediate the relationship between job satisfaction and employee performance. The corresponding indirect effect was calculated as:

$$0.16 \times 0.21 = 0.03$$

For the job satisfaction pathway, the reported indirect-effect T-value was 1.74 (<1.96), indicating that H7 was not supported. Thus, organizational commitment cannot be presented as an empirically supported mediator of the job satisfaction→employee performance relationship in this study.

Table 10. Direct, Indirect, and Total Effects

Relationship	Direct Effect	Indirect Effect	Total Effect
Employee Competence → Organizational Commitment	0.20	-	0.20
Job Satisfaction → Organizational Commitment	0.16	-	0.16
Employee Competence → Employee Performance	0.43	-	0.43
Job Satisfaction → Employee Performance	0.09	-	0.09
Organizational Commitment → Employee Performance	0.21	-	0.21
Employee Competence → Organizational Commitment → Employee Performance	0.43	0.04	0.47
Job Satisfaction → Organizational Commitment → Employee Performance	0.09	0.03	0.12

Source: Research data processing using LISREL (2026)

Summary of Research Findings

Overall, the reported SEM-LISREL coefficients show that employee competence had the largest direct coefficient for employee performance among the predictors presented (0.43; T-value = 5.56). Because the manuscript does not specify whether all reported path coefficients are standardized, this comparison is descriptive rather than a claim of relative causal strength. Organizational commitment significantly predicted employee performance and supported the competence–performance mediation path under the study's decision rule. Job satisfaction did not significantly predict performance, and organizational commitment did not significantly mediate the satisfaction–performance relationship; therefore, any effect of job satisfaction on performance may operate through other untested mechanisms.

Table 11. Summary of Hypothesis Findings

Hypothesis	Finding
H1	Employee competence significantly increases organizational commitment
H2	Job satisfaction significantly increases organizational commitment
H3	Employee competence significantly improves employee performance
H4	Job satisfaction does not significantly improve employee performance
H5	Organizational commitment significantly improves employee performance
H6	Organizational commitment mediates competence–performance relationship
H7	Organizational commitment does not mediate satisfaction–performance relationship

Discussion

Employee Competence as a Capability Resource for Public Sector Performance

The findings show that employee competence had the largest reported direct coefficient for employee performance (path coefficient = 0.43; T-value = 5.56) among the predictors presented in the model. Because the manuscript does not state whether the coefficients are standardized, this result is interpreted as a significant association rather than as evidence that competence is categorically the strongest determinant. In government institutions, employee competence remains substantively important because employees translate public policies into operational programs and services. The result is consistent with Dewi et al. (2024) and Karvy et al. (2026),

which report positive competence–performance relationships in organizational and government settings. The present study also found that competence was positively associated with organizational commitment, suggesting that commitment may help account for part of the competence–performance relationship in this public-sector context.

Organizational Commitment as a Mediating Pathway between Competence and Performance

A central finding is that organizational commitment statistically mediates part of the competence–performance association. Employee competence predicted organizational commitment (path coefficient = 0.20; T -value = 2.68), and organizational commitment predicted employee performance (path coefficient = 0.21; T -value = 2.99). The reported indirect-path T -value for H6 was 1.99. Because the direct competence→performance path also remained significant (0.43; T -value = 5.56), the pattern is consistent with partial mediation under the study's criterion, although the indirect result is marginal and no bootstrap confidence interval is available. Social Exchange Theory and Meyer and Allen's (1991) framework provide a plausible interpretation of this pattern, but the study did not directly measure whether employees perceived their competence or contributions as valued. Prior studies, including Karvy et al. (2026) and Nurachman et al. (2025), have already reported organizational commitment as an intervening variable between competence and performance. Therefore, the contribution here is a contextual extension in an Indonesian local-government setting rather than the identification of a previously unknown mechanism. Thao et al. (2024) also document relationships among organizational commitment, employee performance, and organizational citizenship behavior in state-owned enterprises, providing relevant public-oriented context.

Contrasting Roles of Organizational Commitment and Job Satisfaction in Performance Outcomes

Job satisfaction significantly predicted organizational commitment (path coefficient = 0.16; T -value = 2.15) but did not significantly predict employee performance (path coefficient = 0.09; T -value = 1.29). This pattern indicates that satisfaction and performance were not directly linked in this sample. Although prior studies have proposed organizational commitment or organizational citizenship behavior as possible pathways between employee attitudes and performance, the present H7 test did not support organizational commitment as a mediator of the job satisfaction→performance relationship. Accordingly, this study does not identify the mechanism through which job satisfaction might influence performance; other untested psychological or behavioral mechanisms may be involved. The finding is therefore best interpreted as evidence of a limited direct role for job satisfaction in this context, not as proof that commitment converts satisfaction into performance.

Unsupported Mediation of Job Satisfaction through Organizational Commitment

The mediation analysis showed that organizational commitment did not significantly mediate the relationship between job satisfaction and employee performance (T -value = 1.74). Although job satisfaction was positively associated with organizational commitment, the indirect effect was not statistically supported under the study's decision rule. Organizational commitment should therefore not be presented as the supported mechanism linking job satisfaction to performance in this study. The positive satisfaction→commitment path may still be relevant to employee attitudes, but other untested mediators—such as employee engagement, organizational citizenship behavior, public service motivation, or leadership-related processes—may be needed to explain any eventual satisfaction–performance relationship. Future studies should test such alternatives using direct indirect-effect estimation and bootstrap confidence intervals.

Conclusion

Within this sample, employee competence was positively associated with employee performance both directly and indirectly through organizational commitment. These associations support interpreting organizational commitment as a plausible mediating pathway in the competence–performance relationship, while the cross-sectional self-report design does not establish causality or demonstrate that employees perceived their competence as valued. The study therefore extends prior mediation evidence contextually rather than demonstrating a new causal mechanism. It also provides evidence from an Indonesian local-government institution. Practically, government organizations may consider combining competency development with commitment-building practices such as training, supportive leadership, employee involvement, recognition, and career development. The

competence-to-performance perspective offered here should be understood as an interpretive framework consistent with the observed associations.

The study also found that job satisfaction did not significantly predict employee performance and that the commitment-mediated satisfaction pathway was not supported. Several limitations should be acknowledged. The research was conducted in a single local government institution, limiting generalizability. Its cross-sectional, self-reported questionnaire design creates potential common-method bias and cannot establish temporal causality. The available manuscript materials do not document cluster composition, allocation, response rate, or a formal sample-size rationale, which limits sampling reproducibility. The retained measurement output reports Composite Reliability but not indicator loadings, AVE, or discriminant-validity statistics, so construct validity cannot be fully assessed from the current manuscript. In addition, standard errors and bootstrap confidence intervals for the indirect effects are unavailable; the H6 result ($T\text{-value} = 1.99$) should therefore be interpreted cautiously. Future research should use longitudinal or multi-source designs, report complete measurement-model diagnostics, document the sampling procedure in full, and estimate indirect effects with bootstrap confidence intervals. It should also test alternative mechanisms linking job satisfaction to performance, including employee engagement, organizational citizenship behavior, public service motivation, leadership, and organizational culture.

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