

# Determination of Performance Through Job Satisfaction: Competence, Motivation and Organizational Commitment at the Central Statistics Agency in West Sumatra

M. Afuan<sup>1</sup> and Hapzi Ali<sup>1</sup> and Zefriyenni<sup>\*1</sup>

<sup>1</sup> Faculty of Economics and Business, University Putra Indonesia YPTK, Padang, West Sumatra 25131, Indonesia.

**Corresponding author\*:** e-mail: zefriyenni@upiypk.ac.id

**ABSTRACT:** Specifically, this study aims to analyze how competence, motivation, and organizational commitment affect performance both directly and indirectly through job satisfaction. The sample consisted of employees at the Central Statistics Agency of West Sumatra Region, selected using the Slovin formula, obtained 269 samples that met the criteria, and the data were tested using SEM PLS3. The findings of the study revealed that competence, motivation, and organizational commitment each had a significant positive effect on job satisfaction. While competence showed a positive but insignificant effect on performance, motivation and organizational commitment had a significant positive impact on performance. In addition, job satisfaction significantly affected performance. Competence, motivation, and organizational commitment also significantly improved employee performance through job satisfaction. These results indicate that increasing competence, motivation, and organizational commitment significantly improved performance and job satisfaction, with job satisfaction mediating the relationship between these factors and employee performance. The results of this study emphasize the important role of competence, motivation and organizational commitment in improving overall employee performance. This study recommends that research subjects improve employee competence to improve their performance. This increase in competence is expected to enable the employees concerned to improve the process of achieving performance more effectively.

**Keywords:** competence, motivation, organizational commitment, job satisfaction and employee performance.

## I. INTRODUCTION

Human resources are a central factor in managing an organization. No matter how sophisticated the technology used is without the support of humans as implementers of operational activities, it will not be able to produce output that meets the expected level of efficiency. Efficiency will be achieved if an organization can pay attention to several important aspects such as human resource competency, motivation provided, employee organizational commitment and performance from other aspects. This makes human resource management a very important factor in achieving optimal work results. According to [1] human resources are all the potential possessed by humans which can be contributed or given to society to produce goods and services. A company is said to be advanced and successful not only by looking at the large profits obtained by the company, but there are several other supporting factors, one of which is the quality of the company's human resources. Human resources themselves are workers or employees who work hard to work and achieve company goals.

The primary responsibility of BPS, a non-ministerial government organization, is to supply reliable data to this nation. It is hoped that the data quality will be improved so that it is realistic and in line with field conditions without intervention. The government uses the Bureau of Population and Statistics' (BPS) various tasks, such as the Population Census, Agricultural Census, Economic Census, and many other activities, to determine the direction of policy in this country. BPS human resources with high organizational commitment and competence are needed to make this a reality. The more highly performing employees there are, the more productive the company will be overall and better equipped to fulfill its obligations. The West Sumatra region's BPS workers haven't been performing at their best. Competency, organizational commitment, a decline in enthusiasm, and a

lack of role models for attaining high performance are the main sources of influence. The suboptimal performance of BPS employees at work can be attributed to all of these factors.

In order to perform its duties and responsibilities in the regions, BPS establishes a vertical agency called the BPS Representative Office in every province. Among the BPS representative organizations in the area is BPS West Sumatra Province. The primary responsibility of BPS West Sumatra Region is to supply fundamental statistical data in compliance with legal requirements. Based on the employee performance assessment on the first indicator of the results of the 2020 SAKIP Implementation assessment, the performance of the West Sumatra Central Statistics Agency obtained a score of 87.74 percent, in 2021 it obtained a score of 87.67 percent and in 2022 it obtained a performance score of 100.00 percent. And for the second indicator, the percentage of data user satisfaction with facilities and infrastructure obtained a score of 100.00 percent in 2020 and 2021 and 98.98 percent in 2022. Based on the explanation, it is known that the problem currently being faced is that employee performance within the West Sumatra Central Statistics Agency is still not optimal so it needs to be improved. From the results of the evaluation of the SAKIP Implementation assessment and the Percentage of data user satisfaction with facilities and infrastructure, it has caused employee performance at the West Sumatra Central Statistics Agency to be less than optimal.

Employee relationships are complicated and involve many different factors that are related to a person's position, responsibilities, authority, and duties within the company. Every employee has specific primary duties and responsibilities, along with a range of facilities that are required and adhere to predetermined standards [2]. In addition, the organization has defined performance standards for certain tasks. The effectiveness of an organization is reflected in the performance of the staff as well. An organization will perform well if the workers are producing high-quality work, and vice versa [3]. Similar to this, BPS in the West Sumatra region has seen improvements in performance demonstrated by its ability to provide basic statistical data and information and to coordinate and provide guidance for the Provincial and Regency/City Governments in their implementation of sectoral statistics.

BPS West Sumatra Region has attempted to enhance employee performance in a number of ways, including job satisfaction, organizational commitment, competency, and motivation. When someone performs well at work, their motivations, traits, and knowledge are all described by their basic behavior, which is known as competency [4]. In line in Trotter in [5] explains that someone who is competent is someone who uses their skills to work quickly, easily, intuitively, and very seldom, if ever, makes mistakes.

A person's motivation is a psychological state that fuels their the urge to participate specific actions to be able to accomplish their objectives [6]. In field of statistics, management performance is also influenced by motivation [7]. A person's motivation is a quality that drives their strong desire to work hard and diligently toward goals and objectives. In the field of statistics, management performance is also influenced by motivation [8]. A person's motivation is a quality that drives their strong desire to work hard and diligently toward goals and objectives.

[9] explains that the sentiments, attitudes, and behaviors of those who see themselves as belonging to an organization, take part in its activities, and demonstrate allegiance to it in order to achieve its goals are examples of organizational commitment. Employee retention and achievement of desired outcomes are bolstered by the organization's dedication. Because it lowers risks to the organization, such as employee relocating intentions, organizational commitment is regarded as a significant variable. Thus, companies make an effort to keep staff members' levels of dedication high [10].

The performance of the West Sumatra BPS Region is also not optimal, allegedly due to inadequate employee competency, the presence of BPS employees whose work does not match their field or major, and the lack of knowledge and understanding of their work, which prevents employees from mastering their work. In addition to education, organizational requirements regarding the suitability of skills and job qualifications also have an impact on performance. Employees who show low or no work commitment are considered less enthusiastic about their work. Job satisfaction is also one aspect of work activity that needs to be considered. The sense of support or lack of employees for their work or circumstances is referred to as job satisfaction[11]. Work satisfaction is a good indicator of how someone feels about their work. This is evident in the worker's upbeat outlook on their job and everything they come across at work. Employee satisfaction increases with the number of aspects of the job that meet their needs and preferences, and vice versa [12].

## II. LITERATURE REVIEW

### 1. EMPLOYEE PERFORMANCE

Performance is an essential and exciting part because it has proven significant benefits; an institution wants its employees to work seriously according to their abilities to achieve reasonable work results. Without a good performance from all employees, success in achieving goals will be difficult.

According to the belief that an organization's success is the outcome it achieves over time, regardless of whether it is profit- or non-profit-oriented [13, 14]. Good concert can be seen from results obtained, in accordance with organizational standards. believes that an employee's, the result of both the amount and quality of work is performance. he or she does to fulfill their assigned responsibilities [15]. Furthermore, according to [16], performance has a significant meaning for workers because, when an employee receives a performance appraisal, it indicates that their superiors are paying attention to them [16]. Additionally, it will boost workers' enthusiasm for their jobs because, as a result of the performance appraisal, workers who perform well will be promoted, developed, and rewarded; workers who do not will be demoted.

Employee performance refers to an individual's capacity to contribute to an organisation's goals and objectives through effectiveness, efficiency, profitability, quality, market share, and financial viability [17]. It encompasses the quantity and quality of work to fulfil their responsibilities. Factors such as effectiveness, efficiency, authority, and responsibility influence performance, with each employee understanding their role in achieving organisational objectives. Performance is typically measured by productivity, efficiency, and work quality and represents an employee's positive contribution to business success [18].

Based on a number of definitions and opinions from the experts listed above, then it can be said that performance is a description or a requirement for the accomplishment of the application of a project, initiative, or rule in order to realize mission, vision, and goals of an organization or business.

### 2. JOB SATISFACTION

Based on researchers [19], job satisfaction is a cognitive and emotional reaction in an employee who works for a company. An employee's perception of how profitable or unfavorable their position is within the company, as well as whether or not their working conditions meet their expectations, are indicators of their level of job satisfaction [17]. [18] It's common knowledge that job satisfaction is a joyful or upbeat emotional state brought on by assessment or appraisal of one's work or work experience. [19] Job contentment is the outcome of a person's liking level for a specific job, not of how hard or well they work. A person's feelings or attitudes about the job itself, their pay, their chances of advancement or education, their coworkers, their supervision, their workload, etc., all have an influence on their degree of contentment at work [20].

Job satisfaction is a positive emotional state from evaluating one's work experience. Job dissatisfaction arises when these expectations are not met. Job satisfaction has many dimensions, in general it is satisfaction in the work itself, salary, recognition, the relationship between supervisors and workforce, and opportunities for advancement [24].

Based on a number of definitions and opinions from the experts listed above, a worker's job satisfaction level is a measurement of their level of satisfaction with their line of work, which is related to the nature of their work tasks, the results they achieve, the type of supervision they receive, as well as their sense of relief and enjoyment from their work.

### 3. COMPETENCE

According to Boulter et al. in [25], competency is a basic characteristic of a person that allows employees to issue superior performance in their work. Based on the description above, the meaning of competence contains a deep and inherent part of personality in a person with predictable behavior in various situations and work tasks. The prediction of who is performing well and who is not performing well can be measured from the criteria or standards used.

Competency is more closely related to the skills/abilities that are used and result in good to outstanding outcomes [21]. Competencies are job skills that comprise critical thinking, effective oral and written communication, and the capacity to contribute to organizational work efficiency [22]. These skills are the cornerstones of both academic and professional success. fundamental standards that people must take into account in order to be hired [23]. [24] Compares competence to anticipation of performance with effort, mastery, and self-assurance. It was discovered that job competency, a type of proactive orientation in the workplace, is also connected to psychological empowerment [25].

Based on a number of definitions and opinions from the experts listed above, the talent to perform or execute tasks in accordance with knowledge, abilities, and work attitudes is the definition of competency, it can be concluded. Thus, it is possible to formulate the definition of competency as an a person's demonstrable skills, such as their knowledge, abilities, as well as work attitudes, to finish a task or job in compliance with set standards of performance.

#### 4. MOTIVATION

Barney et al did a study on the effects of motivation on performance and found out that the level of performance of employees depends not only on their actual skills but also on the level of motivation each person displays. [31] revealed that several studies have found that there are positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction. This is significant to institutions in today's highly competitive business environment in that intrinsically motivated employees will perform better and, therefore, be more productive, since satisfied employees will be faithful to their organization and reduce turnover.

A worker is motivated by a variety of procedures or tasks that need to be finished in a specific amount of time. The concept of motivation has been extensively studied in a number of academic, psychological, biological, cognitive, and social domains [26]. It is generally agreed upon that motivation pertains to the elements, both internal and external, that affect an individual's comportment [27]. "According to [28] contends that the aspects of motivation include elements of creating, directing, maintaining, demonstrating intensity, being continuous, and having goals, and that work motivation is an encouragement to attack human behavior processes in order to achieve work goals. The processes that start, guide, and sustain goal-oriented behavior are referred to as motivation. These processes can be extrinsic or intrinsic [29]. To improve the performance of civil servants. Managers must endeavor to establish a stimulating work environment that is defined by empowerment, trust, and acknowledgment. Managers may boost employee engagement and motivation by encouraging a sense of ownership and investment in their job, which will improve performance outcomes [30].

Based on a number of definitions and opinions from the experts listed above, motivation is the process through which an individual works to finish the duties of a job or set of jobs under regular conditions in a predetermined amount of time.

#### 5. ORGANIZATIONAL COMMITMENT

Organizational commitment is a more general concept with reference to job satisfaction. Job satisfaction is just involved in an individual's degree of satisfaction with the job, whereas organizational commitment is about an individual's commitment to both job and in business [36]. Organizational commitment refers to what extent an employee is dedicated to his/her organization and its goals.

[9] claims that an individual's feelings, attitudes, and behavior that indicate they are a member of the association, actively take part in its activities, and are devoted to its goals can be classified as organizational commitment [37]. Employee retention and achievement of expected outcomes are encouraged by organizational commitment [38]. Organizational commitment is a mindset that is connected to job performance, employee involvement, and the intention of staying with the company [39]. Steers [40] dedication of an organization is defined as an workers feeling of identification (faith in the principles of the organization), involvement (willingness to try as hard as possible in the organization's interests), & loyalty (the wish to continue being a part of the relevant organization) toward his organization [41].

People strongly committed to employing organizations to identify with their organization and take pride in being a member of their organization [42]. Committed workers have a desire for their work and feel a deep affection to their work, but uncommitted workers do not have a wish or energy for their work and don't care about this case [43]. Studies showed that a higher level of organizational commitment was associated with a higher level of positive job-related attitudes and behaviors [44]. In the related literature organizational commitment has a positive correlation with job involvement and job performance and negative turnover [45]. These findings are extremely important because managers can increase productivity and efficiency by investing and strengthening teachers' organizational commitment. In light of the findings, it's claimed that faithful teachers have a great desire and energy for teaching the students, feel a deep affection to their job and pull through with flying colors.

Based on a number of definitions and opinions from the experts listed above, thus, the willingness of workers to put the officialdom's needs ahead of their own and significantly contribute to the accomplishment of organizational goals is known as organizational commitment.

### III.METHODS

#### 1. OBJECT OF RESEARCH

The two primary sources of data that are required for these investigations are principal data as well as secondary data. Secondary data is acquired through the West Sumatra Central Statistics Agency (BPS), while primary data is derived from a list of inquiries made to BPS staff members in the West Sumatra area. The definition of research is the systematic, logical procedure for assembling and evaluating data in order to accomplish specific objectives [46]. Experimental and non-experimental, quantitative and qualitative, interactive scientific approaches or non-interactive, are intended to be used for data collection and analysis. These methods will depend on the goals of the research and the desired outcomes, as well as how they will impact the surrounding paradigm [47].

This type of investigation is known as causal research, [48] highlights the use of causal design in studies that are experimental, where variables are handled in a regulated way by scientists to observe its direct impact on endogenous variables. It is also helpful for examining the relationship between one variable and other factors. Inferential statistics (parametric) are used in this research's quantitative methodology, which is based on an analysis model called Structural Equation Modelling (SEM) that includes several exogenous variables (competence, motivation, organizational commitment), both native variables (performance) and intervening variables (job satisfaction). SEM is a multivariate analysis technique that can be used to measure the relationship between latent variables and indicator variables. SEM has advantages such as being able to explain the relationship between variables better, overcome multicollinearity problems, and allow path analysis. The following Figure 1 illustrates the research thinking framework:

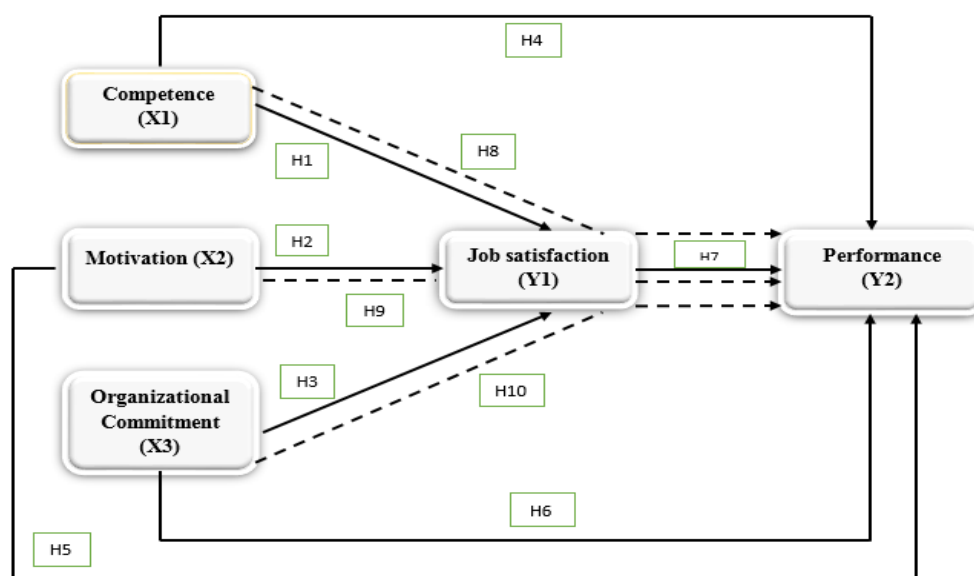


FIGURE 1. Conceptual framework

The Slovin formula, which is a statistical calculation, was utilized to establish the study's sample size. To calculate the size of the sample from a known population, use this formula. This study used questionnaires, documentation, interview techniques, and library and field research as its methods of data collection. Data analysis is done once the data has been gathered. Processing information obtained from the distribution of completed questionnaires is known as an analysis of data. Methods of statistics were used to examine the information gathered. for this study. Inferential statistics (parametric) and quantitative analysis were employed in this research. The quantitative methodology was utilizing a structural equation modeling (SEM) foundation analysis model that included both endogenous and several exogenous variables.

#### 2. DATA COLLECTION TECHNIQUE

This study uses data sources from both types, namely primary data and secondary data. Primary data were collected from employees of the West Sumatra Central Statistics Agency through questionnaires. The distribution

of questionnaires was carried out via Google Form with the assistance of the head of the department. The limitation in distributing the questionnaire was that the researcher could not meet the respondents directly. After the data was collected, the analysis was carried out using SEM-PLS. SEM-PLS analysis includes convergent validity tests, discriminant validity tests, reliability tests, composite reliability tests, multicollinearity tests, goodness of fit tests, coefficients of determination, and bootstrapping. Bootstrapping is a process used to assess the level of significance or probability of direct influence, indirect influence, and total influence. The bootstrapping procedure assesses the relationship or influence based on the following criteria: if the t value exceeds the threshold value of 1.96, the hypothesis is considered valid and significant. Conversely, if the t value is below 1.96, the hypothesis is considered insignificant. The hypothesis is considered significant if the significance level ( $\alpha$ ) is less than 5% (0.05), while the hypothesis is considered insignificant if the significance level exceeds 5% ( $\alpha > 0.05$ ).

Meanwhile, secondary data were obtained through interviews with the HR department of the Central Statistics Agency (BPS) of West Sumatra Region. This study adopted a causal design, which according to , effectively examines how one variable affects another variable. Causal design is also useful in experimental research to observe the direct influence of external factors on internal characteristics under controlled conditions. The quantitative approach in this study is based on the Structural Equation Modeling (SEM) analysis model, which includes several exogenous and endogenous variables and uses inferential or parametric statistics. To estimate the sample size of the study, the Slovin formula was used, which determines the exact number of participants from a known population of 824 Central Statistics Agency employees in the West Sumatra region.

This type of investigation is known as causative investigation [53]. It emphasizes the application of causal design in studies that are experimental, in which variables are handled under strict supervision by academics to observe its direct impact on endogenous variables. It is also useful for examining the connection between a variable and other variables. Quantitative methodology of this research uses inferential statistics (parametric), based on an analysis model called Structural Equation Modelling (SEM) that includes both native variables Performance (Y2) and intervening variables Job Satisfaction (Y1). Several exegetical variables are included in this model, including Competence (X1), Motivation (X2), and Organizational Commitment (X3) [54].

### 3. POPULATION AND SAMPLE

A population is a collection of all potential individuals, things, and other measures that are the focus of a study. It also refers to a very big and comprehensive amount of data in a study [49]. According to the goals of the study, sampling is a method (process or instrument) that scientists use to methodically choose a comparatively smaller amount of objects or people (subsets) from a preset populace to be employed as research subjects or data sources for studies or observations, Delice 2010 in [50].

[51] While the sample is a subset of the populace, the populace is the entire element or elements that we will examine. A sample must be able to capture the widest range of population characteristics. This means, in terms of measurement, that the sample needs to be valid, meaning it needs to be able to measure something that needs to be measured, like accuracy or precision. Precision, or having a precise level of estimation, is the level of freedom of the sample from "error" (bias); it also describes how closely our estimates match the features of the population.

The Slovin formula, which is a statistical calculation, was utilized to establish the study's sample size [52]. This study's sample size was established using the Slovin formula, which is used to calculate sample sizes from known populations. In this case, the known population consisted of 824 employees of the Central Statistics Agency for the West Sumatra region.

$$n = \frac{824}{824 \cdot (0,05^2) + 1}, n = \frac{824}{3,06}, n = 269$$

Details: n = Sample, N = Population, and d = Value of Precision 95% at or sig.= 0,05

Through this formula, a sample size of 269 was obtained. The sampling method used the proportional random sampling technique. Proportional random sampling is a sampling technique that ensures that each member of the population has an equal opportunity to be selected as part of the sample. Generally, samples are taken randomly without considering strata in the population. The research variables consist of dependent variables, independent variables and mediating variables. The dependent variable is Employee Performance (Y2). The independent variables consist of Competence (X1), Motivation (X2) and Organizational Commitment (X3) then Job Satisfaction as a mediating variable (Y1).

#### 4. VALIDITY TEST

The purpose of the validity test is to determine whether the research instrument is able to measure what is intended. The validity test is used to determine the validity of the questionnaire instrument used in collecting research data. The validity test criteria in the SmartPLS measurement model are:

##### 4.1 Convergent Validity

The relationship between indicator scores and variable scores indicates that the measurement model has convergent validity. If the AVE value is greater than 0.5, or if all dimensions of the external loading of the variable have a loading value of  $> 0.5$ , the indication is considered genuine. (Saputra, 2018) Therefore, the higher the value of the loading factor, the more important the loading is in evaluating the factor matrix in terms of its significance. External loading  $> 0.7$  communality  $> 0.5$  and AVE  $> 0.5$  are simple rules used for convergent validity.

Discriminant Validity Discriminant validity occurs when the expected scores are not correlated by two instruments measuring two different concepts actually occur [55]. The discriminant validity of the measurement model with reflective indicators is assessed according to the cross loading of the measurement with the construct. States that the cross loading value of each variable must be more than or equal to 0.7 when testing discriminant validity using reflective indicators. The discriminant validity of the model can also be evaluated by comparing the AVE value of each construct with the correlation between other constructs in the model.

##### 4.2 Reability Test

Generally, reliability is defined as a series of checks so that the reliability value of the statement components. The consistency of measuring instruments that measure a concept, as well as the consistency of respondents responding to statements on questionnaires or other research instruments, can be assessed using a reliability test. For the purpose of reliability testing, variables with a composite reliability value greater than or equal to 0.7 are considered reliable [1].

#### 5. DIRECT AND INDIRECT EFFECT

The individual is not always expected to be significant in terms of statistics (by examination of the t-value). According to two exist categories of variables of intervening [56], namely:

Full Mediation, When the exogenous variable is unable to completely or permanently alter the endogenous variable and there are no intermediate, short-term factors present.

Partial Mediation, occurs when there is no need for a mediator to permanently transfer effects from a changeable exogen to a variable endogen.

Or:

Partial mediation is used when the direct effect is  $>$  (More Significant) from the effect Not Long-Standing Using Variable Intervening.

Full mediation is utilized when an effect that uses the variable "intervening" for a long length of time is referred to be a "direct effect."

### III.RESULTS AND DISCUSSION

#### 1. DESCRIPTIVE ANALYSIS RESULTS

This analysis will be conducted on the data based on the attributes of each respondent, and responses will be sent out in line with those findings. The study's questionnaire was distributed to 269 respondents, all of whom were domestic tourists. Each respondent returned the form with an essay that answered every question. Based on the characteristics among the responses, the following data will be provided for more details [57].

#### 2. ANALYSIS OUTER MODEL

Assessing the relationship between an indicator slash or item and construct slash which indicates the degree of validity of a statement item—is the goal of the outer model assessment. A questionnaire trial was conducted for each research variable, and the outcomes were used to inform the outer model testing [58]. The three criteria are composite reliability, discriminant validity, and convergent validity that are used when evaluating the outer model through data analysis techniques. If a statement or item possesses convergence validity or correlation score greater than 0.7, it is deemed valid; however [59], In developmental step, a connection between 0.5 and 0.6 is deemed sufficient or adequate. For convergent validity values above 0.5 in the study, there is a limit [60].

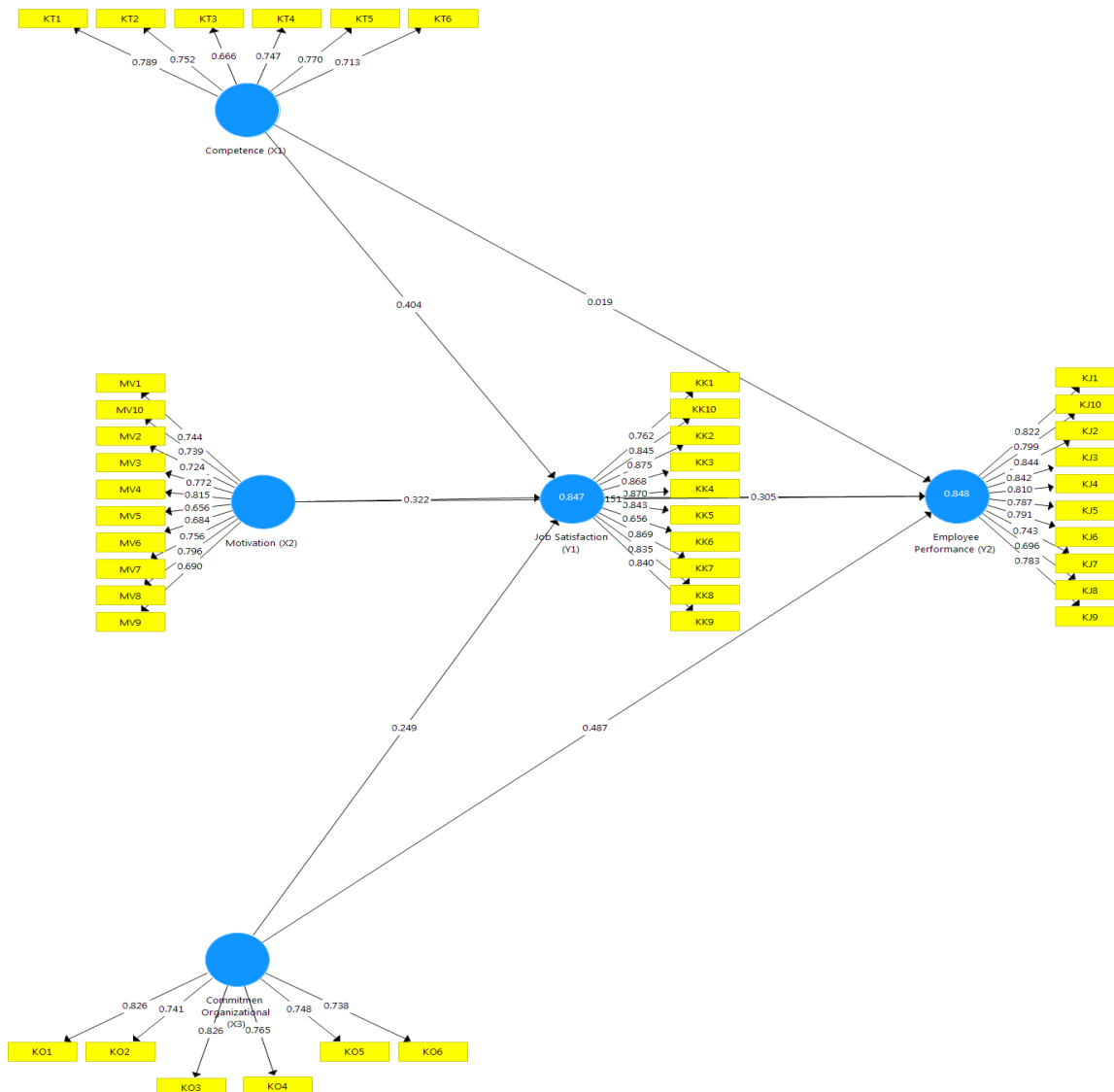


FIGURE 2. Model structure

The results are obtained from algorithmic calculations based on data processing with Smart PLS3, as shown in Figure 2 above. The explanation of all the indicators of each variable of competence, organizational commitment, job satisfaction and performance has a loading factor value (LF) > 0.5, which means that the indicators are considered valid and respond to the standards of validity, being included in the model for each of the criteria.

### 3. DIRECT EFFECT

To decide whether to accept or reject a hypothesis, use SmartPLS 3.2.9's Bootstrapping function. When the t-value or significance level is greater than the noteworthy amount or if the hypothesis is less than 0.05, it is accepted [61]. T statistics have a value of 1.96 at a 5% significance level.

**Table 1.** Direct effect results

|   | Original Sample (O) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values     | Decision                       |
|---|---------------------|----------------------------|--------------------------|--------------|--------------------------------|
| Competency -> Performance                     | 0,019               | 0,047                      | 0,409                    | <b>0,682</b> | <b>Hypothesis Not Accepted</b> |
| Motivation -> Performance                     | 0,151               | 0,065                      | 2,343                    | <b>0,020</b> | <b>Hypothesis Accepted</b>     |
| Organizational Commitment -> Performance      | 0,487               | 0,077                      | 6,344                    | <b>0,000</b> | <b>Hypothesis Accepted</b>     |
| Competency -> Job Satisfaction                | 0,404               | 0,057                      | 7,101                    | <b>0,000</b> | <b>Hypothesis Accepted</b>     |
| Motivation -> Job Satisfaction                | 0,322               | 0,065                      | 4,928                    | <b>0,000</b> | <b>Hypothesis Accepted</b>     |
| Organizational Commitment -> Job Satisfaction | 0,249               | 0,067                      | 3,701                    | <b>0,000</b> | <b>Hypothesis Accepted</b>     |
| Job Satisfaction -> Performance               | 0,305               | 0,073                      | 4,204                    | <b>0,000</b> | <b>Hypothesis Accepted</b>     |

Source: Primary Data Processed by SmartPLS 3

The research hypothesis testing results, ranging from the first hypothesis to the seventh, which is the direct influence of the constructs of Competency, Motivation, and Organizational Commitment on Performance, the influence of the constructs of Competency, Motivation, Organizational Commitment, and Job Satisfaction on Employee Performance, are based on the SmartPLS 3.0 test results in Table 3. The outcomes of each hypothesis's testing and conversation are as follows:

### 3.1 The Impact of Competence on Job Satisfaction

The test findings clearly show that t-Statistics (7.101) > 1.96 and p-value (0.000) < 0.05. Thus, it may be concluded that competence (X1) has a major impact on work satisfaction (Y1) if Ha is granted and Ho is denied. The initial sample value of 0.404 suggests that the link between competency (X1) and job satisfaction (Y1) is headed in the right direction.

The results of this research explain that competence has a significant influence on job satisfaction. This is because competence is still an important thing for job satisfaction. With good competence, employees will have high job satisfaction in working. According to competency research, job satisfaction is positively and significantly impacted, which is in line with findings by [62-65].

### 3.2 Motivation's Effect on Job Satisfaction

The test findings show that t-Statistics (4.928) > 1.96 and p-value (0.000) < 0.05. It follows that Ha is accepted and Ho is denied if motive (X2) has a significant impact on (Y1). The initial sample value of 0.322 indicates a positive relationship between work satisfaction (Y1) and motivation (X2).

The results of this study indicate that motivation with regard to work performance has a significant impact. This is because motivation is still a crucial factor in job performance. When there is motivation provided to employees, they will have high work performance in their jobs. Research indicates that job satisfaction is positively and significantly impacted by motivation [66-68]. Their conclusions and the results of this investigation are in agreement.

### 3.3 Organizational Commitment's Impact on Job Satisfaction

The test findings clearly show that t-Statistics (3.701) > 1.96 and p-value (0.027) > 0.05. Thus, if Ha is Accepted and H0 is Rejected, it may be concluded that Organizational Commitment (X3) has a significant influence on Job Satisfaction (Y1). The first sample value, positive at 0.249, shows a positive association between organizational commitment (X3) and work satisfaction (Y1).

The results of this research explain that organizational commitment to job satisfaction has a significant influence. This is because organizational commitment is still an important thing for job satisfaction. With high organizational commitment, employees will achieve high job satisfaction in working. Indicators of organizational commitment such as employee willingness, employee loyalty and employee pride in the organization have a relationship to indicators of job satisfaction in the form of the work itself, payment/salary, promotion, supervision, and coworkers. This study's results are in line with those of [69-72], who discovered a strong and positive relationship between organizational commitment and work satisfaction.

### 3.4 *The Effect of Performance on Competence*

It is evident from the test results that  $p\text{-value} (0.682) > 0.05$  and  $t\text{-Statistics} (0.409) < (1.96)$ . Therefore, if  $H_0$  is approved and  $H_a$  is denied, it can be said that performance (Y2) is not significantly impacted by competency (X1). The initial sample amount of 0.019 indicates a constructive path in the partnership between performance (Y2) and competency (X1).

The results of this research explain that competence on performance has a positive and insignificant influence. This is because the more employees have competence, the lower the organization's performance will be. Competence indicators such as knowledge, skills, and attitudes have no relationship to performance indicators such as quality, quantity, punctuality, implementation of tasks, and responsibility. The present study's findings conflict with those of [73-75], who found that competency positively and significantly affects performance.

### 3.5 *Motivation's Impact on Performance*

The test findings indicate that the  $t\text{-Statistics} (2.343) > 1.96$  and the  $p\text{-value} (0.020)$  is less than 0.05. Thus, it can be concluded that  $H_a$  is accepted and  $H_0$  is denied if motivation (X2) significantly affects performance (Y2). Performance (Y2) and motivation (X2) are positively correlated, as seen by the first sample value, which is positive at 0.151.

The results of this research explain that motivation on performance has a positive and significant influence. This is because the more motivated employees are, the more they will be able to improve their performance and give their best efforts in completing the work given. Motivation indicators such as hard work, future orientation, high ideals, task orientation and efforts to advance have a relationship with performance indicators in the form of quality, quantity, punctuality, task implementation, responsibility. Research indicates that motivation significantly and favorably affects performance. The results of this investigation are in line with those of [76-79].

### 3.6 *The Impact of Performance on Organizational Commitment*

The test results indicate that the  $t\text{-Statistics} (6.344) > 1.96$  and the  $p\text{-value} (0.000)$  is less than 0.05. Therefore, it implies that Organizational Commitment (X3) has a significant effect on Performance (Y2) if  $H_a$  is authorized and  $H_0$  is denied. The original sample value of 0.487 indicates a positive association between organizational commitment (X2) and performance (Y2).

The results of this research explain that organizational commitment to performance has a positive and significant influence. This is because organizational commitment is important for company performance. With high organizational commitment, the company will achieve maximum performance. Indicators of organizational commitment such as employee willingness, employee loyalty and employee pride in the organization have a relationship to performance indicators in the form of quality, quantity, punctuality, implementation of tasks, and responsibility. This study's conclusions are in line with those of [80-83]. Research indicates that organizational commitment has a favorable and considerable impact on employee performance.

### 3.7 *The Impact of Performance on Job Satisfaction*

The test findings show that  $t\text{-Statistics} (4.204) > 1.96$  and  $p\text{-value} (0.000) < 0.05$ . Since  $H_a$  is accepted and  $H_0$  is rejected, it may be concluded that job satisfaction (Y1) significantly affects output (Y2). The positive link between job satisfaction (Y1) and performance (Y2) is supported by the original sample value of 0.305. Employee performance is positively and significantly impacted by job happiness, according to study.

The results of this research explain that job satisfaction on performance has a positive and significant influence. This is because job satisfaction is an important thing for company performance. With job satisfaction achieved, the company will achieve maximum performance. Indicators of job satisfaction such as the work itself, payment/salary, promotion, supervision and co-workers have a relationship to performance indicators in the form of quality, quantity, punctuality, implementation of tasks, responsibility. The results of this investigation are in line with those of [84-87].

## 4. *INDIRECT EFFECT*

To ascertain whether the endogenous variable, performance (Y2), able to arbitrate the relationship of all exogenous variables and job satisfaction variable (Y1). The table below illustrates how the mediating factors pertaining to this study the exogenous and endogenous variables.

**Table 2.** Indirect effect results

| Hypothesis | Connection   | Original Sample | Sample Mean | Standard Deviation | T Statistics | P Values | Results     |
|------------|--|-----------------|-------------|--------------------|--------------|----------|-------------|
| H8         | Competency -> Job Satisfaction -> Performance                | 0,123           | 0,123       | 0,033              | 3,699        | 0,000    | Significant |
| H9         | Motivation -> Job Satisfaction -> Performance                | 0,098           | 0,098       | 0,032              | 3,090        | 0,002    | Significant |
| H10        | Organizational Commitment -> Job Satisfaction -> Performance | 0,076           | 0,074       | 0,028              | 2,689        | 0,007    | Significant |

Source: Processed Data

#### 4.1 Competence Through Job Satisfaction on Performance

The test findings are shown in the above table: t-Statistics (3.699) > 1.96, p-value (0.000) < 0.05. This suggests that if  $H_a$  is Accepted and  $H_o$  is Rejected, Job Satisfaction (Y1) can regulate the link between Competency (X1) and Performance (Y2). The initial sample value of 0.123 shows that performance (Y2) and competency (X1) have a positive connection (complete mediation).

The results of this study explain that competence affects employee performance through job satisfaction having a significant influence. This is because job satisfaction is important for competence towards employee performance through job satisfaction. With job satisfaction, competence and performance will achieve optimal results according to what is desired. In addition, organizational commitment should also be considered by agencies where a strong commitment will build employee personalities who love their agencies so that they will create high performance.

The results of this investigation align with those of studies conducted in 2021 by [88-91] research from 2021, which discovered that job happiness can operate as a mediator in the relationship between competence and performance.

#### 4.2 Motivation Through Job Satisfaction on Performance

The test findings in the above table clearly show that t-Statistics (3.090) > 1.96 and p-value (0.002) < 0.05. This suggests that if  $H_a$  is Accepted and  $H_o$  is Rejected, Job Satisfaction (Y1) can regulate the link between Motivation (X2) and Performance (Y2). The initial sample value of 0.098 suggests that the link between Motivation (X2) and Performance (Y2) (Full Mediation) is going in the right direction.

The results of this research explain that motivation has an effect on employee performance through job satisfaction having a significant effect. This is because job satisfaction is an important thing for motivation towards employee performance through job satisfaction. With job satisfaction, motivation and performance will achieve optimal results according to what is desired. This shows that the motivation and job satisfaction possessed by an employee will have an impact on their performance so that it is important for agencies to always be able to improve the motivation and job satisfaction of their employees. Factors that influence performance achievement are the ability factor and the motivation factor. However, in addition to the employee's ability factor, work motivation also needs to be considered where high work motivation will create superior performance and each agency must make efforts aimed at improving employee performance, in order to achieve an efficient and effective level of the agency, the vehicle that is considered effective for this purpose is through providing motivation

This study's conclusions are in line with those of [92-94]. The results of the study indicate that job satisfaction may operate as a mediating factor in the relationship between motivation and performance.

#### 4.3 Organizational Commitment Through Job Satisfaction on Performance

The test findings in the above table clearly show that t-Statistics (2.689) > 1.96 and p-value (0.007) < 0.05. Therefore, if  $H_a$  is Accepted and  $H_o$  is Rejected, it may be deduced that Job Satisfaction (Y1) can mediate the

relationship between Organizational Commitment (X3) and Performance (Y2). The relationship between organizational commitment (X3) and performance (Y2) is positively correlated, as indicated by the initial sample value of 0.076 (Full Mediation).

And the results of this research explain that organizational commitment has an effect on employee performance through job satisfaction having a significant effect. Employees who have high organizational commitment and high job satisfaction will certainly improve employee performance. An employee who has a strong commitment will spend their time or the rest of their career in the company/organization to show a strong commitment in the employee. The existence of high commitment and high employee job satisfaction will also improve employee performance.

The results of this investigation align with other studies conducted by [95-99] which discovered that work satisfaction can function as a moderator in the correlation between organizational commitment and performance.

#### IV. CONCLUSION

Based on the analysis and discussion presented above, several things can be concluded from this research as follows: 1) This study shows that competence has a positive but insignificant effect on performance at the West Sumatra Central Statistics Agency. The better the competence, the better the employee performance achievement process. Conversely, low quality or competence will have an impact on low performance. Therefore, if this happens, efforts need to be made to improve the quality of competence, one of which is through work skills which include task skills, task management skills, contingency management skills, and job/role management skills. This improvement aims to maximize employee competence in carrying out tasks and improving performance. Employees who have high competence such as knowledge, skills, abilities, and attitudes that are in accordance with the position they hold will be encouraged to work effectively, efficiently, and productively. This happens because with the competence they have, employees are increasingly able to carry out the tasks assigned to them. 2) The results of the study indicate that motivation has a positive and significant influence on employee performance at the Central Statistics Agency of West Sumatra. This finding can be used as a consideration for management in formulating policies to improve employee performance. Improving employee performance can be achieved by paying attention to motivational factors, where companies or organizations must pay attention to employee needs and other factors that affect their performance. Thus, employees will have high work motivation, which will ultimately improve performance and encourage the progress of the company or organization. Furthermore, existing motivation must be maintained through various means, such as providing meaningful awards to employees who excel, meeting employee physiological needs (clothing, food, and shelter), and improving employee knowledge and work skills. 3) This study shows that organizational commitment has a positive and significant influence on performance at the Central Statistics Agency of West Sumatra. Organizational commitment held by employees has a direct impact on their performance. Employees with high organizational commitment tend to have greater dedication and desire for reciprocity compared to employees with low organizational commitment. Organizational commitment that already exists within the agency needs to be maintained and preserved, because employees with high commitment will have a strong desire to stay, work well, and have a sense of ownership of the organization, so they will voluntarily do things that benefit the agency where they work. In addition, employees who have the same values as the values of the organization tend to accept and comply with existing regulations and policies. To improve employee performance through organizational commitment, one way that can be done is to give awards to those who are loyal. With the role of management, this effort will help and provide a significant contribution to improving employee performance.

This study comes to the conclusion that employee performance is positively, but not significantly, impacted by competence. The process of attaining employee performance improves with competence, and poor competence will undoubtedly have an effect on subpar performance. Consequently, in the event that this occurs, efforts must be made to enhance the quality of competence by raising competence through training and job enrichment, specifically giving employees more responsibility and work desks. And for further researchers who want to use the same variables, it is recommended to improve the quality of the research by perfecting the results of this study and previous studies. This can be done by adding journal samples and replacing research objects that can affect the research results. With this approach, the results of future research are expected to be more varied and provide more comprehensive insights.

#### Funding statement

The authors wish to acknowledge that no specific funding or support was provided for this study.

### Author contribution

All authors made an equal contribution to the development and planning of the study.

### Conflict of Interest

The authors declare no conflicts of interest.

### Data Availability Statement

Data are available from the authors upon request.

### Acknowledgements

The authors would like to acknowledge assistance of the Editor and Reviewers in the preparation of the article for publication.

### REFERENCE

1. Nuralimi, A. F., Izazi, R. A. N. T., Oktavia, H., & Faisal, H. A. (2021). Perancangan IT balanced scorecard berbasis COBIT 2019 menggunakan metode structural equation modelling (SEM) berbasis varian di PT. XYZ pada unit Top 20/Public Service. *eProceedings Engineering*, 8(5).
2. Hamizar, A. (2020). Pengaruh beban kerja terhadap kinerja pegawai studi kasus pada BPS Maluku. *Amal: Jurnal Ekonomi Syariah*, 2(01).
3. Butarbutar, N., Chandra, E., & Pakpahan, G. E. (2020). The employee performance seen from the aspects of organizational culture and commitment at the education office of Pematangsiantar city. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 3(2), 380–388.
4. Widodo, D. S., & Yandi, A. (2022). Model kinerja karyawan: Kompetensi, kompensasi dan motivasi (Literature review MSDM). *Jurnal Ilmu Multidisiplin*, 1(1), 1–14.
5. Manik, S., & Syafrina, N. (2018). Pengaruh kompetensi terhadap kinerja dosen sekolah tinggi ilmu ekonomi Riau. *Jurnal Ilmiah Ekonomi dan Bisnis*, 15(1), 16.
6. Jurnal Mitra Teknik Sipil. (2019). Kata pengantar. *JMTS Jurnal Mitra Teknik Sipil*, 2(2).
7. Istianingsih, N., Salim, E., & Defit, S. (2019). Strategi sustainability UMKM Pisang Sale di Kabupaten Bungo dengan metode SWOT dan Analytic Hierarchy Process (AHP). In *Prosiding Seminar Nasional Riset Information Science (SENARIS)* (Vol. 1, pp. 110–118).
8. Prayetno, S., & Ali, H. (2017). Analysis of advocates organizational commitment and advocates work motivation to advocates performance and its impact on performance advocates office. *International Journal of Economic Research*, 14(13).
9. Sugita, I. N., Agustina, M. D. P., & Gede, I. K. (2021). Pengaruh komitmen organisasi, karakteristik individu dan etos kerja terhadap kinerja. *Jurnal Widya Amrita: Jurnal Manajemen, Kewirausahaan dan Pariwisata*, 1(3), 930–942.
10. Prabasiwi, D. G., Manajemen, P. S., Ekonomi, F., Bisnis, D. A. N., & Surakarta, U. M. (2021). Kinerja karyawan di industri batik Masaran Sragen.
11. Hawass, H. H. (2015). Ethical leadership and job insecurity: Exploring interrelationships in the Egyptian public sector. *International Journal of Commerce and Management*, 25(4), 557–581.
12. Damayanti, R., Hanafi, A., & Cahyadi, A. (2018). Pengaruh kepuasan kerja terhadap kinerja karyawan (Studi kasus karyawan non medis RS Islam Siti Khadijah Palembang). *Jembatan*, 15(2), 75–86.
13. Al Nahyan, M. T., Al Ahbabi, J. M., Alabdulrahman, M. A., Alhosani, I., Jabeen, F., & Farouk, S. (2024). Employee job security and job performance: The mediating role of well-being and the moderating role of perceived organizational support and psychological capital. *European Journal of Management and Business Economics*.
14. Shah, N., Bano, S., Saraih, U. N., Abdelwaheed, N. A. A., & Soomro, B. A. (2024). Developing organizational performance through talent management practices: Employee satisfaction's mediating role in learning organizations. *Business Process Management Journal*, 30(3), 641–670.
15. Wijaya, H., & Susanty, E. (2017). Pengaruh lingkungan kerja terhadap kinerja pegawai pada instansi pemerintah daerah Kabupaten Musi Banyuasin (Studi kasus Dinas Pertambangan dan Energi Kabupaten Musi Banyuasin). *Jurnal Ecoment Global*.
16. Widiyanto, T., & Supriyono. (2018). Pengaruh kepemimpinan dan budaya organisasi terhadap kinerja karyawan bank syariah dengan kepuasan kerja sebagai variabel intervening pada PT. BRI Syariah Kantor Cabang Surakarta. *Jurnal Ekonomi dan Perbankan*, 3(2).
17. Van Esch, E., Wei, L. Q., & Chiang, F. F. T. (2018). High-performance human resource practices and firm performance: The mediating role of employees' competencies and the moderating role of climate for creativity. *International Journal of Human Resource Management*, 29(10), 1683–1708.
18. Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588.
19. Nilasari, B. M., Risqiani, R., Nisfiannoor, M., & Leon, F. M. (2024). The influence of job satisfaction on employee performance of educational staff. *European Journal of Business Management Research*, 9(3), 148–156.
20. Torlak, N. G., & Kuzey, C. (2019). Leadership, job satisfaction and performance links in private education institutes of Pakistan. *International Journal of Productivity and Performance Management*.
21. Pang, K., & Lu, C.-S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*.
22. Xie, L., Luo, Z., & Xia, B. (2024). Influence of psychosocial safety climate on construction workers' intent to stay, taking job satisfaction as the intermediary. *Engineering, Construction and Architectural Management*, 31(3), 1298–1321.
23. Nabawi, R. (2019). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170–183.

24. Rahman, Z. (2020). Impact of Islamic work ethics, competencies, compensation, work culture on job satisfaction and employee performance: The case of four-star hotels. *European Journal of Business Management Research*, 5(1), 1–8.
25. Oppong, R. F., & Zhau, W. (2020). The influence of competence on performance with motivation as an intervening variable on medical employees in America public service department. *MEDALION Journal of Medical Research Nursing, Health, and Midwife Participation*, 1(2), 63–70.
26. Ahlvik, C., Smale, A., & Sumelius, J. (2016). Aligning corporate transfer intentions and subsidiary HRM practice implementation in multinational corporations. *Journal of World Business*, 51(3), 343–355.
27. Spada, A. (2022). Understanding the effects of the standardisation of social competences in the Italian educational system: Teachers' conceptions in a context of normative indeterminacy. In *Educational Standardisation in a Complex World* (pp. 125–141). Emerald Publishing Limited.
28. Kenayathulla, H. B., Ahmad, N. A., & Idris, A. R. (2019). Gaps between competence and importance of employability skills: Evidence from Malaysia. *Higher Education Evaluation and Development*.
29. Chuang, Y., Chiang, H., & Lin, A. (2019). Helping behaviors convert negative affect into job satisfaction and creative performance: The moderating role of work competence. *Personnel Review*.
30. Collie, R. J. (2021). Motivation theory and its yields for promoting students' social and emotional competence. In *Motivating the SEL Field Forward Through Equity* (Vol. 21, pp. 43–59). Emerald Publishing Limited.
31. Twalib, M. H., & Kariuki, M. M. (2020). Influence of motivation on employee performance at Telkom Kenya Limited. *International Journal of Business and Social Science Education*, 2(11), 421–431.
32. Kyambade, M., Bartazary, D., Namatovu, A., & Tushabe, M. (2024). Authentic leadership and performance of public servants in Tanzania context: The mediation role of motivation. *International Journal of Public Leadership*.
33. Zaccone, M. C., & Pedrini, M. (2019). The effects of intrinsic and extrinsic motivation on students' learning effectiveness. Exploring the moderating role of gender. *International Journal of Educational Management*.
34. Idris, M., Palembang, U. M., Perwakilan, D., & Republik, R. (2022). The influence of motivation, discipline and work organizational culture on the performance of employees of the Economic Planning Bureau at the Secretariat General of the Republic. *Jurnal Ilmu Manajemen* (Vol. 3, No. 3, pp. 84–109).
35. Campos, L., Axinn, C., Freeman, S., & Suder, G. (2018). Motivations to internationalise: Evidence from Brazilian shoe firms. In *Key Success Factors of SME Internationalisation: A Cross-Country Perspective* (Vol. 34, pp. 225–247). Emerald Publishing Limited.
36. Demir, S. (2020). The role of self-efficacy in job satisfaction, organizational commitment, motivation and job involvement. *Eurasian Journal of Educational Research*, 20(85), 205–224.
37. Guzeller, C. O., & Celiker, N. (2020). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*, 14(1), 102–120.
38. Herrera, J., & De Las Heras-Rosas, C. (2021). The organizational commitment in the company and its relationship with the psychological contract. *Frontiers in Psychology*, 11, 609211.
39. Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171.
40. Logahan, J. M., & Aesaria, S. M. (2014). Budaya organisasi dan keterlibatan kerja terhadap komitmen organisasi berdampak pada kinerja karyawan pada BTN–Ciputat. *Binus Business Review*, 5(2), 551–563.
41. Wang, W., Albert, L., & Sun, Q. (2020). Employee isolation and telecommuter organizational commitment. *Employee Relations International Journal*, 42(3), 609–625.
42. Lambert, E. G., Keena, L. D., Leone, M., May, D., & Haynes, S. H. (2020). The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff. *Social Science Journal*, 57(4), 405–416.
43. Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*, 40(7/8), 529–541.
44. Chaudhary, A., Islam, T., Ali, H. F., & Jamil, S. (2023). Can paternalistic leaders enhance knowledge sharing? The roles of organizational commitment and Islamic work ethics. *Global Knowledge, Memory and Communication*, 72(1/2), 98–118.
45. Lo, Y.-C., Lu, C., Chang, Y.-P., & Wu, S.-F. (2024). Examining the influence of organizational commitment on service quality through the lens of job involvement as a mediator and emotional labor and organizational climate as moderators. *Heliyon*, 10(2).
46. Aima, H., Rizki Adam, M. M., & Hapzi Ali, C. M. A. (2017). Model of employee performance: Competence analysis and motivation (Case study at PT. Bank Bukopin, Tbk Center). *Leadership*, 5(5).
47. Harahap, N. (2020). Penelitian kualitatif.
48. Truijens, F. L., De Smet, M. M., Vandevoorde, M., Desmet, M., & Meganck, R. (2023). What is it like to be the object of research? On meaning making in self-report measurement and validity of data in psychotherapy research. *Methods in Psychology*, 8, 100118.
49. Berndt, A. E. (2020). Sampling methods. *Journal of Human Lactation*, 36(2), 224–226.
50. Firmansyah, D. (2022). Teknik pengambilan sampel umum dalam metodologi penelitian: Literature review. *Jurnal Ilmiah Pendidikan Holistik*, 1(2), 85–114.
51. Eisele, G. E., et al. (2022). The effects of sampling frequency and questionnaire length on perceived burden, compliance, and careless responding in experience sampling data in a student population. *Assessment*, 29(2), 136–151.
52. Tejada, J. J., & Punzalan, J. R. B. (2012). On the misuse of Slovin's formula. *Philippine Statistician*, 61(1), 129–136.
53. De Groot, A. D. (2014). The meaning of 'significance' for different types of research [Translated and annotated by Eric-Jan Wagenmakers et al.]. *Acta Psychologica (Amsterdam)*, 148, 188–194.
54. Bhardwaj, P. (2019). Types of sampling in research. *Journal of Primary Care and Specialty*, 5(3), 157–163.
55. Saputra, A. R. (2018). Pengaruh kompensasi dan komitmen organisasional terhadap kinerja.
56. Lubis, H., Rohmatillah, N., & Rahmatina, D. (2020). Strategy of tourism village development based on local wisdom. *Jurnal Ilmu Sosial dan Humaniora*, 9(2), 320.
57. Rachman, S. M. A., & Ali, H. (2016). Divorce without in-between: An empirical study on the failure of mediation in the religious court of Sengeti Jambi province. *Man India*.

58. Mukhtar, Risnita, M. S. Saifillah, & Ali, H. (2016). Effect of knowledge management and work commitment to employees satisfaction services (Study on teacher Madrasah Aliyah Country Jambi Province). *International Journal of Economic Research*.
59. Mueller, R. O., & Hancock, G. R. (2018). Structural equation modeling. In *The Reviewer's Guide to Quantitative Methods in the Social Sciences* (pp. 445–456). Routledge.
60. Civelek, M. E. (2018). *Essentials of structural equation modeling*. Lulu.com.
61. Chen, R. (2013). Living a private life in public social networks: An exploration of member self-disclosure. *Decision Support Systems*, 55(3), 661–668.
62. Chang, Y.-C., Yeh, T.-F., Lai, I.-J., & Yang, C.-C. (2021). Job competency and intention to stay among nursing assistants: The mediating effects of intrinsic and extrinsic job satisfaction. *International Journal of Environmental Research and Public Health*, 18(12), 6436.
63. Lee, A.-K., Yeo, J.-Y., Jung, S., & Byun, S. S. (2013). Relations on communication competence, job-stress and job-satisfaction of clinical nurse. *Journal of Korea Contents Association*, 13(12), 299–308.
64. 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), 81–94.
65. Ratnasari, S. L., Sutjahjo, G., Susanti, E. N., Tanjung, R., & Ismanto, W. (2021). Pengaruh kompetensi, motivasi, dan kreativitas terhadap kinerja guru melalui kepuasan kerja. *Manajemen Pendidikan*, 16(1), 1–12.
66. Stankovska, G., Angelkoska, S., Osmani, F., & Grncarovska, S. P. (2017). Job motivation and job satisfaction among academic staff in higher education. *Bulgarian Comparative Education Society*.
67. Smokrović, E., Žvanut, M. F., Bajan, A., Radić, R., & Žvanut, B. (2019). The effect of job satisfaction, absenteeism, and personal motivation on job quitting. *Journal of East European Management Studies*, 24(3), 398–422.
68. Saputra, M. P. P., & Adnyani, I. (2019). Pengaruh motivasi, komunikasi dan stres kerja terhadap kepuasan kerja karyawan. *E-Jurnal Manajemen*, 8(1), 6961–6989.
69. Aziz, H. M., Othman, B. J., Gardi, B., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., Hamza, P. A., Sorguli, S., Ali, B. J., & Anwar, G. (2021). Employee commitment: The relationship between employee commitment and job satisfaction. *Journal of Humanities, Education and Development*, 3(3), 54–66.
70. Gopinath, R. (2020). Impact of job satisfaction on organizational commitment among the academic leaders of Tamil Nadu universities. *GEDRAG Organization Review*, 33(2), 2337–2349.
71. DiPietro, R. B., Moreo, A., & Cain, L. (2020). Well-being, affective commitment and job satisfaction: Influences on turnover intentions in casual dining employees. *Journal of Hospitality Marketing & Management*, 29(2), 139–163.
72. Setiawan, H. D. (2020). Pengaruh komitmen organisasi terhadap kepuasan kerja pegawai di lingkungan kecamatan Bantargebang Kota Bekasi. *Jurnal Ilmu dan Budaya*, 41(69).
73. García, J. A., Carcedo, R. J., & Castaño, J. L. (2019). The influence of feedback on competence, motivation, vitality, and performance in a throwing task. *Research Quarterly for Exercise and Sport*, 90(2), 172–179.
74. Violin, V. (2022). Influence of leadership, competence, and motivation on employee performance in health service at Regency Bay Bintuni West Papua Province. *Jurnal Administrasi dan Pemikiran Ilmiah dan Pendidikan Administrasi Perkantoran*, 9(2), 305–310.
75. Hayati, R., Arafat, Y., & Sari, A. P. (2020). Pengaruh komitmen organisasi dan motivasi kerja terhadap kinerja guru. *JMKSP (Jurnal Manajemen, Kepemimpinan, dan Supervisi Pendidikan)*, 5(2), 100–111.
76. Mustapha, K. S. G. (2020). The impact of motivation on employee performance in some public and private schools in Talata Mafara. *International Journal of Applied Research in Management and Economics*, 3(1), 21–29.
77. Chien, G. C. L., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality and Tourism*, 19(4), 473–495.
78. Al Shammre, A. S., Alshebami, A. S., Ali Seraj, A. H., Elshaer, I. A., & Al Marri, S. H. (2023). Unleashing environmental performance: The impact of green entrepreneurial motivation on small enterprises. *Frontiers in Environmental Science*, 11, 1176804.
79. Sedarmayanti. (2019). Pengaruh motivasi dan disiplin kerja terhadap kinerja karyawan. *Jurnal Ekonomi dan Kewirausahaan*, 2.
80. Princy, K., & Rebeka, E. (2019). Employee commitment on organizational performance. *International Journal of Recent Technology and Engineering*, 8(3), 891–895.
81. Van Waeyenberg, T., Peccei, R., & Decramer, A. (2022). Performance management and teacher performance: The role of affective organizational commitment and exhaustion. *International Journal of Human Resource Management*, 33(4), 623–646.
82. Ogala, S. C. (2020). Effect of employees' commitment on organizational performance in selected firms. *Randwick International Social Science Journal*, 1(1).
83. Astuti, D. (2022). Pengaruh komitmen organisasi dan budaya organisasi terhadap kinerja pegawai. *Jurnal Akuntansi dan Manajemen Bisnis*, 2(2), 55–68.
84. Yuen, K. F., Loh, H. S., Zhou, Q., & Wong, Y. D. (2018). Determinants of job satisfaction and performance of seafarers. *Transportation Research Part A: Policy and Practice*, 110, 1–12.
85. Wolomasi, A. K., Asaloei, S. I., & Werang, B. R. (2019). Job satisfaction and performance of elementary school teachers. *International Journal of Evaluation and Research in Education*, 8(4), 575–580.
86. NGO, T. T. (2021). Impact of psychological capital on job performance and job satisfaction: A case study in Vietnam. *Journal of Asian Finance, Economics and Business*, 8(5), 495–503.
87. Afuan, M. A. M., Sari, D. P., & Diana, A. (2022). Pengaruh kepribadian dan kepuasan kerja terhadap kinerja karyawan dengan organizational citizenship behavior (OCB) sebagai variabel moderating pada PT. Batanghari Barisan Padang. *Jurnal Pendidikan dan Konseling*, 4(6), 9041–9049.
88. Luna-Arocas, R., & Morley, M. J. (2015). Talent management, talent mindset competency and job performance: The mediating role of job satisfaction. *European Journal of International Management*, 9(1), 28–51.
89. Owusu, V. K., Gregar, A., & Ntsiful, A. (2021). Organizational diversity and competency-based performance: The mediating role of employee commitment and job satisfaction. *Management & Marketing. Challenges for the Knowledge Society*, 16(4), 352–369.
90. Edward, Y. R., & Kaban, L. M. (2020). The effect of transformational leadership and competence on employee performance with job satisfaction as an intervening variable. *Academy Journal of Economic Studies*, 6(2), 62–72.

91. Suristya, K. L., & Adi, N. R. (2021). Pengaruh kompetensi karyawan dan motivasi terhadap kinerja melalui kepuasan kerja sebagai variabel intervening. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi)*, 8(1).
92. Davidescu, A. A., Apostu, S.-A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
93. Habba, D., Modding, B., Bima, M. J., & Bijang, J. (2017). The effect of leadership, organisational culture and work motivation on job satisfaction and job performance among civil servants in Maros District Technical Working Unit.
94. Majid, A., Hakim, A. L., & Assadam, E. (2021). Pengaruh motivasi kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel moderasi. *JAS-PT (Jurnal Analisis Sistem Pendidikan Tinggi Indonesia)*, 5(1), 9–16.
95. Dinc, M. S. (2017). Organizational commitment components and job performance: Mediating role of job satisfaction. *Pakistan Journal of Commerce and Social Sciences*, 11(3), 773–789.
96. Loan, L. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307–3312.
97. Goetz, N., & Wald, A. (2022). Similar but different? The influence of job satisfaction, organizational commitment and person-job fit on individual performance in the continuum between permanent and temporary organizations. *International Journal of Project Management*, 40(3), 251–261.
98. Na-Nan, K., Kanthong, S., Joungrakul, J., & Smith, I. D. (2020). Mediating effects of job satisfaction and organizational commitment between problems with performance appraisal and organizational citizenship behavior. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(3), 64.
99. Mwesigwa, R., Tusiime, I., & Ssekiziyivu, B. (2020). Leadership styles, job satisfaction and organizational commitment among academic staff in public universities. *Journal of Management Development*, 39(2), 253–268.