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Competence and organizational commitment to performance through job satisfaction in BPS west Sumatera region

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ABSTRACT

The purpose of this study is to examine how job satisfaction among employees of the West Sumatra Regional Central Statistics Agency affects competence and organisational commitment on performance. Using the Slovin technique, 269 samples were found to meet the study's criteria. In research, questionnaires chosen by proportional random sampling are distributed, and SmartPLS3 is used to test the data. The study's findings demonstrate that while organisational commitment has a significant impact on job satisfaction, competence has no significant effect on performance, job satisfaction has a significant impact on performance, and job satisfaction is able to job satisfaction has the ability to mediate organisational commitment to performance, and competence can mediate performance.



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Introduction

Human resources are a very important asset in a business organization or company, because they have a role as the subject of implementing policies and activities in company operations. The presence of human resources who have good performance can provide optimal results for a company. Therefore, human resources must always be maintained and developed so that they provide optimal output for the development of an organization. Because human resources are essential to an organization's ability to succeed in reaching its objectives, finding and keeping good human resources can be difficult, especially when it comes to government agencies (Fatmawati et al., 2020). As a result, organisations must work to improve the quality of their human resources. Therefore, in order to train and develop workers based on their competency and to maintain the high level of commitment needed to retain quality employees, employers must give priority to those who are skilled and perform well.

Organizations have an interest in always optimizing the performance of all their employees so that they will be more productive and professional (Herman, 2017), apart from that, employees who have good performance will achieve the organization's goals. Employees of a government organisation that concentrates on human resources also play a significant role in supplying services to the community. An organisation must maximise its human resources due to the high level of competency. Competence is the capacity to perform a task in accordance with knowledge and skills, as well as the work motivations and attitudes necessary for the position (Rizaldi, 2022).

Consequently, organisations need to control and monitor the performance of their human resources if they are to accomplish group goals. It is envisaged that the possibility of organisational survival can be preserved by maintaining optimal Human Resource performance. Every indicator's performance achievements for 2020–2022 differ, according to the BPS government agency performance report (LAKIP). Based on the Central Statistics Agency's performance report (LAKIP) and two assessment indicators, the agency's performance was given a score of 87.74 percent in 2020, 87.67 percent in 2021, and 100.00 percent in 2022. The first indicator was based on the results of the 2020 LAKIP Implementation assessment. Regarding the second metric, the data user satisfaction percentage with facilities and infrastructure yielded a value of 100.00 percent in 2020 and 2021, and 98.98 percent in 2022. Employee performance reviews exhibit oscillations or ups and downs, as previously mentioned. Employee performance at the Central Statistics Agency is still subpar, according to the findings of the evaluation of the LAKIP implementation and the data user satisfaction percentage with facilities and infrastructure. Performance is affected by several factors, according to Armstrong and Baron (Sahir et al., 2022). These factors include: 1). Personal factors, such as aptitude, skill, drive, organisational commitment, and level of dedication on an individual basis. 2) Leadership qualities, evaluated by how well the manager offers advice, encouragement, and support. 3) The quality of support provided by colleagues indicates the team dynamics. Competence, according to Mathis and Jackson (Sinambela, 2017), is a necessary attribute for enhancing both individual and group performance. The same point was underlined by George Klemp (Rosmiati et al., 2021), who claimed that competence is a necessary personal trait that results in excellent work and performance.

Organizational commitment is also a factor that influences organizational performance/success. Organizational commitment is employee trust in organizational values. Organizational commitment is the identification of feelings, loyalty involvement shown by workers towards their organization or organizational unit (Srisinto, 2018). An attitude of acceptance, a strong belief in the principles and objectives of the organisation, and a strong desire to stay a member in order to further the organization's objectives are all indicators of organisational commitment (Sanjani & Werastuti, 2021). The performance of BPS in the West Sumatra Region is also not at its best, allegedly because of insufficient employee competency, the existence of BPS employees whose work is not in line with their field or major, and a lack of knowledge and understanding of their work, which prevents employees from mastering their work. In addition to education, the organization's requirements regarding the suitability of skills and job qualifications also have an impact on performance. Employees who exhibit low or nonexistent work commitment are perceived as lacking a passion for their work. The performance of an organisation is a direct reflection of the performance of its employees. An organisation will perform well if its employees are able to produce high-quality work, and vice versa (Butarbutar et al., 2020).

Method

The data needed in this research comes from two main sources, namely 1) primary data and 2) secondary data.. Primary data comes from a list of questions (Questioner) was directed to employees of the Central Statistics Agency for the West Sumatra region and secondary data was obtained through the Central Statistics Agency for the West Sumatra region. Research is defined as a process of collecting and analyzing data that is carried out systematically and logically to achieve certain goals. The intended data collection and analysis is by using scientific methods, both quantitative and qualitative, experimental or non-experimental, interactive or non-interactive, depending on the research objectives and the results you want to know so that it also influences the paradigm that surrounds it. (Harahap & Tirtayasa, 2020).

This type of research is causal research, (Tjiptono, 2015) mentions that causal design is useful for analyzing how one variable influences other variables, and is also useful in experimental research where exogenous variables are treated in a controlled manner by researchers to see their impact on endogenous variables directly. This research approach is quantitative with inferential statistics (parametric), the quantitative approach is based on an analysis model Structural Equation Modelling (SEM) or SEM PLS3 with several exogenous variables and endogenous variables. The framework for research is as shown in Figure 1:

The Slovin formula, which is a statistical calculation, was used to determine the sample size in this study. The West Sumatra Regional Central Statistics Agency uses this formula to calculate the sample size from a known population, specifically 824 employees, to a sample of 269 employees. The Slovin formula was applied in this study to arrive at the following result. Library research and field research employing interview, questionnaire, and documentation techniques are the data collection methods used in this study. One method of gathering data is the questionnaire, which involves asking respondents to provide written answers. Competence, Organisational Commitment, Job Satisfaction, and Employee Performance of the Central Statistics Agency for the West Sumatra Region are the variables that are stated in the closed, structured

statement type of questionnaire. By providing respondents with five different answers, a Likert scale is used to arrange the items based on indicators. Following data collection, data analysis is done.

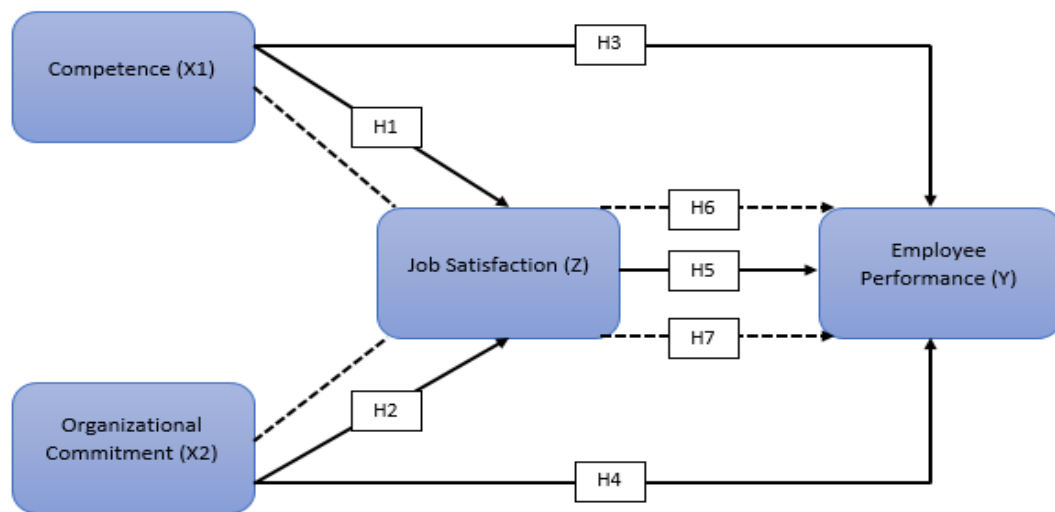


Figure 1. Framework of Thought

The process of analysing data obtained from the distribution of completed questionnaires is called data analysis. Statistical methods were used in this study to analyse the collected data. The quantitative approach, which is based on the Structural Equation Modelling (SEM) analysis model with multiple exogenous and endogenous variables, is combined with inferential statistics (parametric) in this study's analysis methodology. A multivariate analysis method called structural equation modelling (SEM) was created in response to the shortcomings of earlier models including confirmatory factor analysis, regression analysis, and path analysis. A component of SEM analysis called structural model assessment is used to evaluate the relationship between latent variables in order to confirm the validity and reliability of the latent variables. It is essential to establish the test's validity and reliability. If a construct satisfies the following requirements, it is considered valid and reliable: Average Variance Extracted (AVE) 0.5, or rho A 0.7. Relationships or influences can be obtained by procedures bootstrapping, with criteria: (Ali & Limakrisna, 2013). Influential/Not influential: (1) If the t-count value (t-value) > t-table (1.96), then the hypothesis is influential. (2) If the t-count value (t-value) < t-table (1.96), then the hypothesis has no effect. Influential/Not influential: (1) If the significance level $\alpha < 5\%$ (0.05), then the hypothesis is significant. (2) If the significance level $\alpha > 5\%$ (0.05), then the hypothesis is not significant. Based on the research conceptual framework previously explained in the previous chapter, shows the influence of exogenous variables on endogenous variables.

Results and Discussions

The outer model assessment aims to assess the correlation between the item or indicator score and the construct score which shows the level of validity of a statement item. Outer model testing was carried out based on the results of questionnaire trials that had been carried out for all research variables. There are three criteria for using data analysis techniques to assess the outer model, namely Convergent Validity, Discriminant Validity and Composite Reliability. An item or statement is considered valid if it has a correlation value or convergent validity value above 0.7, but obey (Saputro & Siagian, 2017) in the correlation development stage 0.5 until 0.6 considered adequate or acceptable. In research on value boundaries convergent validity on 0.5 seen in the picture 2.

Results were obtained through algorithmic calculations based on data processing using Smart PLS3, as shown in Figure 2 above. The explanation of all indicators in each competency, organisational commitment, job satisfaction, and performance variable has a loading factor (LF) value > 0.5, meaning that the indicators are considered valid and meet validity standards, thus being included in the model for each of the criteria. Structural model assessment is part of the analysis SEM which is used to test the relationship between latent variables to ensure that the latent variables are valid and reliable, establishing the reliability and validity of the test is necessary. A construct is said to be valid and reliable if it meets the following criteria: Rho_A 0.7 or Average Variance Extracted (AVE) 0.5. The results of construct reliability and validity are presented in table 1.

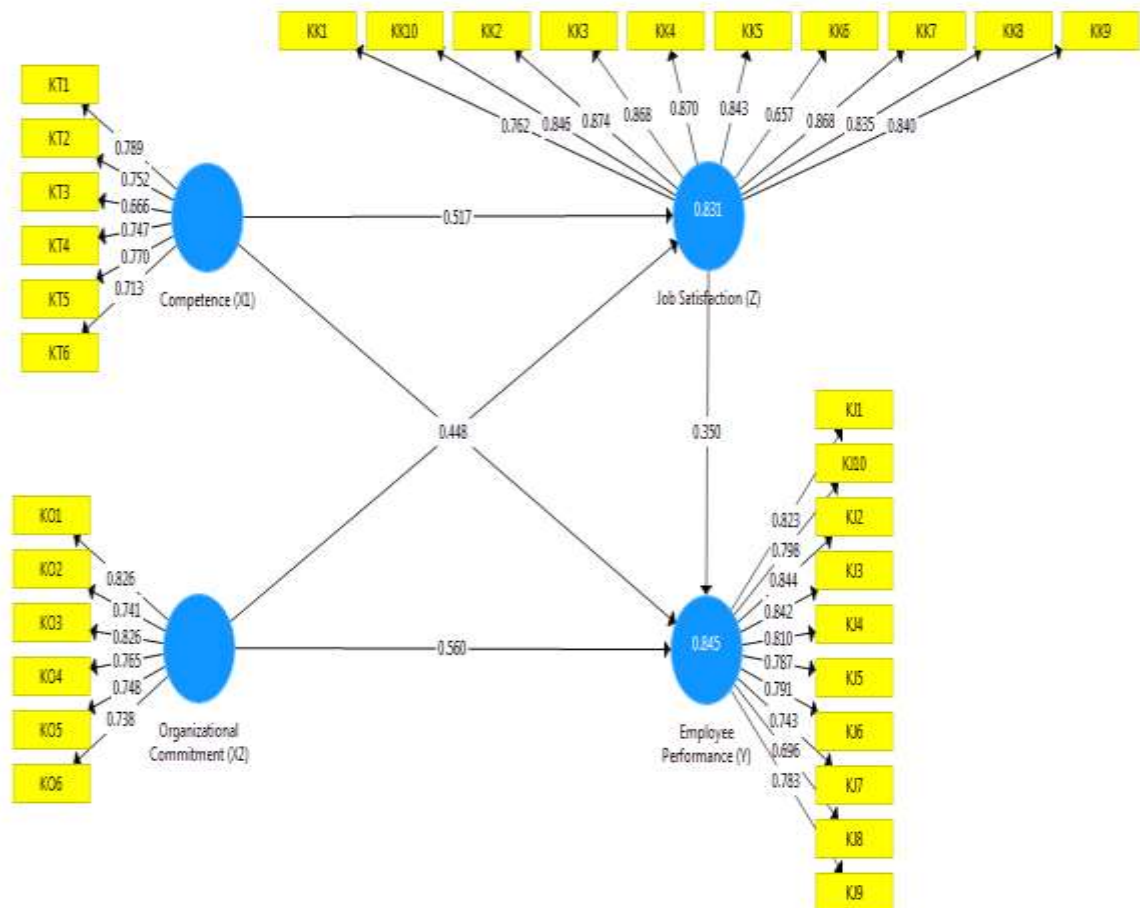


Figure 2. Outer Loading

Table 1. Constructs of Reliability and Validity

Variable	Cronbach Alfa	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Competency (X1)	0.837	0.857	0.879	0.548
Organizational Commitment (X2)	0.866	0.869	0.900	0.600
Job Satisfaction (Z)	0.948	0.952	0.956	0.687
Performance (Y)	0.934	0.936	0.944	0.629

Source: Primary Data processed with SmartPLS 3

Based on output Smart PLS in table 1 above, composite reliability and value values have been found cronbach alpha each construct or major variable from 0,70. Thus it can also be concluded that the level of data reliability is good or reliable. Next, as previously explained, the inner model assessment is evaluated through values R-Squared, to assess the influence of certain exogenous latent constructs on whether endogenous latent constructs have a substantive influence. The following is the R-Square estimate in Table 2 below.

Table 2. Evaluation of R Square Values

Variable	R Square	R Square Adjusted
Job Satisfaction	0,831	0,830
Performance	0,845	0,843

Source: Primary Data Processed by SmartPLS 3

In Table 2, It can be seen that the R-Square value of the Productivity construct is equal to 0,831 or as big as 83,1% which illustrates the magnitude of the influence received by the Job Satisfaction construct from the Competency and Organizational Commitment construct or is a simulated influence of the Competency and Organizational Commitment construct on Job Satisfaction. Meanwhile, the R-Square value for the Performance construct is 0,845 or as big as 84,5% shows the magnitude of influence exerted by Competence,

Organizational Commitment and Job Satisfaction in explaining or influencing Employee Performance. The higher the R-Square value, the greater the ability of the exogenous construct to explain endogenous variables so that the better the structural equation that is formed. The higher the R-Square value, the greater the ability of the exogenous construct to explain endogenous variables so that the structural equations formed are better. (Prayetno & Ali, 2017).

Table 3. Results for Inner Weights

Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
Competency -> Performance	0,048	0,044	1,101	0,272	Hypothesis Not Accepted
Organizational Commitment -> Performance	0,560	0,072	7,809	0,000	Hypothesis Accepted
Competency -> Job Satisfaction	0,517	0,051	10,046	0,000	Hypothesis Accepted
Organizational Commitment -> Job Satisfaction	0,448	0,054	8,283	0,000	Hypothesis Accepted
Job Satisfaction -> Performance	0,350	0,068	5,178	0,000	Hypothesis Accepted

Source : Primary Data Processed by SmartPLS 3

The results of the SmartPLS 3.0 test in table 6 can be seen from the results of research hypothesis testing starting from the first hypothesis to the fifth hypothesis, namely that there is a direct influence of the construct of Information Technology and Professionalism on Productivity, the influence of the construct of Information Technology and Professionalism on employee performance. Following are the results of testing and discussion of each hypothesis:

The Effect of Competency on Job Satisfaction

The test results in table 3 above can be seen that t- Statistics (10,046) > from (1,96), p-value (0,000) < from (0,05). So that conclusions can be drawn if Ha Accepted as well Ho Rejected, which means Competence (X1) significant effect on Job Satisfaction (Z). The original value of the sample is positive by 0,517 which shows the direction of the relationship between Competency (X1) significant effect on Job Satisfaction (Z) is positive. In other words, there is a significant positive influence of competence on job satisfaction. If you want to increase job satisfaction through competence, then the things that need to be done and paid attention to are: 1) Work itself: feeling happy about the job responsibilities, 2) Payment/Salary: always receive salary on time, 3) Promotion: If able do your job well, then there is a chance to be promoted, 4) Supervision: the boss you work with provides support, 5) Colleagues: work with people who are responsible.

Thus, if the parties involved are able to effectively apply competency indicators such as 1) Knowledge, 2) Skills, and 3) Attitude, this will have a positive impact on: 1) Quality: work that meets the requirements of the parties involved, 2) Quantity: Able to complete tasks according to protocol; 3) Timeliness: All arrangements are made; 4) Implementation of Duties: Able to collaborate and maintain positive relationships with colleagues; and 5) Accountability: the ability to take ownership of assigned or assigned tasks. The research findings make it clear that competency has a major impact on job satisfaction. Because job satisfaction still depends very much on competence. Competent employees will be very satisfied with their work. The results of this research are in line with research conducted by (Fitriati, 2020), (Chang et al., 2021) and (Yumhi, 2021) with the results of competency research having a positive and significant effect on job satisfaction.

The Effect of Organizational Commitment on Job Satisfaction

The test results in table 3 above can be seen that t- Statistics (8,283) > from (1,96), p-value (0,000) < from (0,05). So that conclusions can be drawn if Ha Accepted as well Ho Rejected, which means Organizational Commitment (X2) significant effect on Job Satisfaction (Z). The original value of the sample is positive by 0,472 which shows the direction of the relationship between Organizational Commitment (X2) on Job Satisfaction (Z) is positive. In other words, there is a significant positive influence of organizational commitment on job satisfaction. To enhance job satisfaction via organisational commitment, you should focus on and perform the following actions: 1) The actual work: a sense of fulfilment with the duties of the position, 2) Payment/salary: make sure you always get paid on schedule. 3) Promotion: Should you perform well at work, you will have the chance to advance. 4) Supervision (supervision): your coworkers' superiors offer assistance, 5) Coworkers: Surround yourself with responsible individuals.

Accordingly, if the pertinent parties are able to apply and put into practice indicators of organisational commitment like: 1) Employee willingness: the ability to adhere to all agency regulations and perform work effectively; and 2) Employee loyalty: the capacity to accept risks and take accountability for actions. perform an incorrect task, 3) Employee pride in the company: the drive to put in a lot of effort so that one can work independently and complete tasks without waiting for guidance from superiors. The study's findings clarify that there is a big impact from organisational commitment to job satisfaction. This is a result of the continued significance of organisational commitment for work satisfaction. Employees will experience high levels of job satisfaction at work if there is strong organisational commitment. Indicators of organisational dedication, like personnel indicators of job satisfaction in the form of work itself, payment/salary, promotions, supervision, and coworkers are related to willingness, employee loyalty, and pride in the organisation. The results of this research are in line with research conducted by (Wahab, 2021), (Prasetyo et al., 2020) and (Setiawan, 2020) with research results, organizational commitment has a positive and significant effect on job satisfaction.

The Effect of Competency on Performance

The test results in table 3 above can be seen that t- Statistics (1,101) > from (1,96), p-value (0,272) > from (0,05). So that conclusions can be drawn if H₀ Accepted as well H_a Rejected, which means Competency (X1) does not have a significant influence on Performance (Y). The original value of the sample is positive by 0,048 which shows that the direction of the relationship between Competency (X1) and Performance (Y) is positive. In other words, there is no significant influence of competence on performance. To create quality human resources, competence is needed. If employees do not have competence, it will cause problems for the company/organization. individual commitment to achieving their life goals (motives), discipline, self-concept, social roles, quality of mentors, harmony in family relationships. Of all the components of competency, commitment to achieving one's life goals (motive) is the strongest in determining a person's level of competency mastery, which ultimately influences his or her performance. Therefore, competency can be used to predict which employees have good and poor performance based on the standards used.

The following actions and considerations must be made if you wish to increase performance through organisational competence: 1) Quality: The calibre of the work I accomplish meets the requirements of the clients I work with. 2) Quantity: the amount of labour performed in compliance with established protocols, 3) Accuracy time: all tasks can be completed and the outcomes meet the scheduled timeline, 4) Task implementation: able to collaborate with all coworkers, 5) Responsibility: taking accountability for the tasks allocated. In this manner, it will positively affect: if the parties involved can effectively apply and apply indicators of competency such as: 1) Knowledge, 2) Skills, and 3) Attitudes 1) Quality: work that satisfies the parties served and their expectations, 2) Quantity: the capacity to complete tasks in accordance with protocols; 3) Punctuality: everything is scheduled; 4) Task Execution: the capacity to collaborate with colleagues and uphold cordial relationships; and 5) Responsibility: the capacity to take ownership of the work that is assigned or given.

The Effect of Organizational Commitment on Performance

The test results in table 3 above can be seen that t- Statistics (8,283) > from (1,96), p-value (0,000) < from (0,05). So that conclusions can be drawn if H_a Accepted as well H₀ Rejected, which means that Organizational Commitment (X2) has a significant effect on Performance (Y). The original value of the sample is positive by 0,560 which shows that the direction of the relationship between Organizational Commitment (X2) and Performance (Y) is positive. In other words, there is a significant positive influence of organizational commitment on performance. Employee commitment to the company is considered very important in an organization, where loyal employees will be willing to put the interests of the company/organization before their own interests. Commitment is also one of the requirements in evaluating employee performance and promotions. The higher the employee's commitment, the better the employee's performance.

The following actions and considerations must be made if you want to increase performance through organisational commitment: 1) Quality: The calibre of the work I produce meets the requirements of the clients I work with. 2) Quantity: the amount of work completed in compliance with established protocols, 3) Accuracy time: everything can be completed and the outcomes match the schedule. 4) Task implementation: capable of cooperating with all coworkers, 5) Responsibility: in charge of the task given. That way, if the relevant parties can apply and implement indicators of organizational commitment such as: 1) Employee willingness: to follow all applicable agency regulations and do their work well, 2) Employee loyalty: able to face existing risks and be responsible for what they do. do the wrong job, 3) Employee pride in the organization: having the desire to work hard so that they are able to independently carry out tasks without having to wait for instructions from superiors. The results of this research are in line with research conducted

by (Princy & Rebeka, 2019), (Ogala, 2020), (Riono et al., 2020) and (Hayati et al., 2020), with research results, organizational commitment has a positive and significant effect on performance.

The Effect of Job Satisfaction on Performance

The test results in table 3 above can be seen that t- Statistics (5,178) > from (1,96), p-value (0,000) < from (0,05). So that conclusions can be drawn if H_a Accepted as well H_o Rejected, which means Job Satisfaction (Z) has a significant effect on Performance (Y). The original value of the sample is positive by 0,350 which shows that the direction of the relationship between Job Satisfaction (Z) and Performance (Y) is positive. In other words, there is a significant positive influence of job satisfaction on performance. Working conditions that provide comfort and support their work will make employees feel calm at work. Companies that provide employees with opportunities to advance in their work, whether in the form of knowledge or higher positions, will have an impact on employee satisfaction regarding the need for self-actualization and being appreciated in the organization.

The following actions and considerations are necessary if you wish to increase performance through job satisfaction: 1) Quality: The calibre of the work I produce meets the standards of the people I serve; 2) Quantity: The quantity of work completed in compliance with established protocols 4) Task implementation: the ability to collaborate with all coworkers, 3) Punctuality: all work can be completed and results are in line with the scheduled time, 5) Responsibility: taking accountability for the tasks allocated. Thus, if the pertinent parties are able to apply and implement measures of job satisfaction like 1) The job itself: there is a sense of fulfilment with the duties in the job, 2) Payment/salary: make sure you always get paid on time, 3) Promotion: Should you perform well on the job, you will have the chance to advance. 4) Supervision: Your coworkers' superiors offer assistance, 5) Coworkers: Assemble dependable individuals. The results of this research are in line with research conducted by (Yuen et al., 2018), (Wolomasi et al., 2019), (Jufrizen & Sitorus, 2021) and (Afuan et al., 2022) with research results that job satisfaction has a positive and significant effect on employee performance

The Effect Competence through Job Satisfaction on Performance

To see whether the Job Satisfaction variable (Z) is able to mediate the relationship between the exogenous variable, namely Competence (X1), and the endogenous variable, namely Performance (Y). The relationship between the exogenous variable Competence and the endogenous variable Performance through the mediating variable in this research can be seen in Table 4 below.

Table 4. Indirect Effect Results

Hypothesis	Connection	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Results
H6	Competency - > Job Satisfaction -> Performance	0,181	0,181	0,037	4,942	0,000	Significant

Source : Primary Data Processed by SmartPLS 3

The test results in table 4 above can be seen that t- Statistics (4,942) > from (1,96), p-value (0,000) < from (0,05). So that conclusions can be drawn if H_a Accepted and H_o Rejected, which means that Job Satisfaction (Z) is able to mediate the relationship between Competency (X1) and Performance (Y). The original value of the sample is positive by 0,181 which shows that the direction of the relationship between Competency (X1) and Performance (Y) is positive (Full Mediation). The results of this research explain that competence influences employee performance through job satisfaction which has a significant influence. This is because job satisfaction is important for competency in employee performance through job satisfaction. With job satisfaction, competence and performance will achieve optimal results in accordance with what is desired. Apart from that, organizational commitment should also be paid attention to by agencies where strong commitment will build employees who love their agency so that it will create high performance. The results of this research are in line with research conducted by (Suristya & Adi, 2021), (Owusu et al., 2021), (Edward & Kaban, 2020) and (Luna-Arocas & Morley, 2015) with research results, job satisfaction is able to mediate the relationship between competence and performance.

The Effect Organizational Commitment through Job Satisfaction on Performance

To see whether the Job Satisfaction variable (Z) is able to mediate the relationship between the exogenous variable, namely Organizational Commitment (X2), and the endogenous variable, namely Performance (Y). The relationship between the exogenous variable Organizational Commitment and the endogenous variable Performance through the mediating variable in this research can be seen in Table 5 below.

The test results in table 5 above can be seen that t- Statistics (4,076) > from (1,96), p-value (0,000) < from (0,05). So that conclusions can be drawn if Ha Accepted and Ho Rejected, which means that Job Satisfaction (Z) is able to mediate the relationship between Organizational Commitment (X2) and Performance (Y). The original sample value is positive at 0.157 which shows that the direction of the relationship between Organizational Commitment (X2) and Performance (Y) is positive (Full Mediation). The results of this research explain that organizational commitment influences employee performance through job satisfaction having a significant influence. Employees who have high organizational commitment and have high job satisfaction will certainly improve employee performance. An employee who has a strong commitment will spend the remainder of his or her career in the company/organization to show the employee's strong commitment. Having high commitment and high employee job satisfaction will improve employee performance. The results of this research are in line with research conducted by (Ola et al., 2019), (Dinc, 2017), (Loan, 2020) and (Santoso & Kambara, 2020) with research results, job satisfaction is able to mediate the relationship between organizational commitment and performance.

Table 5. Indirect Effect Results

Hypothesis	Connection	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Results
H7	Organizational Commitment -> Job Satisfaction -> Performance	0,157	0,156	0,039	4,076	0,000	Significant

Source : Primary Data Processed by SmartPLS 3

Conclusions

The research indicates that competency has no discernible impact on performance at the West Sumatra Regional Central Statistics Agency, it can be concluded from the discussion above. The process of attaining employee performance improves with increasing competency. Poor performance will undoubtedly be impacted by low quality or competency. 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. Performance at the West Sumatra Regional Central Statistics Agency is positively and significantly impacted by organisational commitment. Employee commitment to the organisation affects performance. When compared to employees with low organisational commitment, those with high organisational commitment exhibit greater dedication and a greater desire for reciprocation.

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