

The Influence of Competence and Work Environment on Employee Performance with Organizational Commitment as an Intervening Variable

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Competence, Work Environment, Organizational Commitment, Employee Performance, Mediation, Public Sector, Human Resource Management.

Abstract: This study investigates the influence of competence and work environment on employee performance at the Demak District Health Office, with organizational commitment as a mediating variable. Drawing on quantitative data collected from 51 employees through closed-ended questionnaires, the study employs multiple regression and Sobel tests to evaluate both direct and indirect relationships among variables. The results reveal that competence and work environment significantly and positively influence employee performance. However, neither competence nor work environment has a significant effect on organizational commitment. Moreover, organizational commitment does not significantly influence employee performance and fails to mediate the relationship between competence or work environment and performance. These findings suggest that while employee skills and a supportive work environment directly boost performance, organizational commitment does not play a substantial mediating role. One reason may be that commitment expressed by employees does not translate into active participation or productivity. Factors such as normative attachment and job security may explain high loyalty levels without corresponding performance impacts. The study contributes to human resource management theory by challenging the assumption that organizational commitment always enhances performance. Managerial implications highlight the importance of continuous training to enhance competence, improving work facilities, and designing incentive structures that go beyond fostering loyalty to promote actual performance outcomes. Limitations include a relatively small sample and reliance on self-reported data, which may introduce bias. Future research should explore other mediating factors that link workplace conditions and individual competencies to performance more effectively.

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INTRODUCTION

Organizational success in achieving its goals is significantly influenced by the quality of its human resources (HR). HR serves as a critical component of the organization that can generate benefits both for individual employees and the organization as a whole (Meutia & Husada, 2019). Therefore, organizations must prepare human resources with superior quality, innovation, and high creativity, as HR is the key to ensuring the achievement of organizational objectives (Made et al., 2024).

Organizational commitment refers to an individual's psychological attachment to the organization and their willingness to maintain membership as part of it (Yerismal & Jamil, 2022). According to Yandi & Bimaruci (2022), organizational commitment reflects a strong identification and involvement of an individual with their organization. It embodies the willingness of employees to remain part of the organization and work towards the achievement of its goals. Busro (2018) further defines organizational commitment as the level of trust and acceptance employees have toward achieving organizational objectives and their desire to be part of the organization. This includes employees agreeing with the organization's values and perspectives (Othman et al., 2024). Organizational commitment is a management concept that places human resources at the center, and without it, it is difficult to gain deep and active participation from employees (Purboyo et al., 2021).

High employee competence reflects the quality of the organization and must be developed to support performance. According to Sutrisno (2016:189), competence is the ability to perform tasks based on skills and knowledge supported by a proper work attitude. Hidayat (2021) describes competence as the capability of an employee to demonstrate behavior and attitudes aligned with their position. Competence includes the ability to carry out duties based on required skills, knowledge, and work attitudes (Nyoman et al., 2023). Employees with adequate competence can complete their tasks effectively, contributing to performance improvement and organizational success (Nofiar et al., 2021).

Several previous studies have examined the impact of competence on organizational commitment, and findings have generally shown that competence influences organizational commitment (Yandi & Bimaruci, 2022; Jan & Hasan, 2020; Silaban et al., 2021; Pudjowati et al., 2022; Edward et al., 2022). However, contrasting results were reported by Asnora & Indra (2020) and Sri et al. (2024), who found that competence had no significant impact on organizational commitment.

Another factor affecting organizational commitment is the work environment, which includes all physical and non-physical elements surrounding employees while they work. These can influence task completion (Munardi et al., 2021). A conducive work environment increases employee comfort and enhances performance (Sorongan & Yulandari, 2020), supporting task execution and creating a safe and comfortable workplace (Ilham et al., 2024).

Previous studies exploring the work environment's influence on organizational commitment have found positive correlations (Ilham et al., 2024; Asi et al., 2021; Nyoman Putu Martini, 2024). However, Priyatno & Rijanti (2024) reported contrary findings, indicating that the work environment did not significantly influence organizational commitment.

Organizational commitment reflects an employee's desire to remain within an organization and strive toward its goals. A high level of commitment often corresponds with strong employee performance, which refers to an individual's achievement in completing tasks (Suwanto, 2020). Employee performance encompasses both quality and quantity of output based on assigned responsibilities (Mangkunegara, 2009). It is a function of motivation and capability in task

execution (Pusparani, 2021). According to Mathis & Jackson (2011), employee performance is the level of effectiveness and efficiency in achieving organizational objectives. It also directly affects organizational productivity, such that poor performance reflects low productivity, and vice versa (Cahyani & Suhana, 2021).

Employee performance is influenced by various factors. Sorongan & Yulandari (2020) identified work environment and job satisfaction as key influencers. Meanwhile, Wijayanthi et al. (2024) argued that competence and organizational commitment affect employee performance. In agreement, Pusparani (2021) stated that job satisfaction, work environment, and organizational commitment are major factors influencing performance.

Numerous studies confirm these conclusions. For instance, research by Trisdiana et al. (2023), Rakhmalina (2021), Kurnia & Andi (2022), Destiana et al. (2022), and Budianto & Kurniawati (2024) found a positive and significant effect of competence on employee performance. However, different results were reported by Nyoman et al. (2023) and Hidayat (2021), who found no significant effect of competence on performance.

In addition to competence, a conducive and comfortable work environment can motivate employees to work more productively and contribute optimally to the organization (Mulyana et al., 2023). Sedarmayanti (2018) defines the work environment as a place that provides the necessary facilities to help the organization achieve its goals. It includes workplace design elements that promote comfort, efficiency, and safety, enabling employees to work at their full potential (Astuti & Rahardjo, 2021). Hermawan (2022) adds that workplace comfort depends on adequate facilities, a clear and firm system, and harmonious relationships among employees, all of which can enhance performance and productivity.

Studies by Darmastuti & Rini (2023), Sun (2021), Jopanda (2021), Munardi et al. (2021), and Astuti & Rahardjo (2021) found a positive and significant relationship between the work environment and employee performance. However, Sipayung & Purba (2021) found opposing results, concluding that the work environment does not significantly influence employee performance.

This study is thus intended to investigate the influence of the work environment on employee performance at the Demak District Health Office. Employees must possess strong organizational commitment, as it demonstrates responsibility, enthusiasm, and belief in the organization's values. According to Busro (2018), organizational commitment refers to the level of trust and acceptance employees have regarding organizational goals and their desire to remain part of the organization. This includes alignment with the organization's values and perspectives (Othman et al., 2024). As a core human resource management concept, organizational commitment is central to securing active participation from employees (Purboyo et al., 2021).

Several prior studies have examined the relationship between organizational commitment and employee performance. Most found that organizational commitment positively influences performance (Maranata et al., 2023; Evitasari et al., 2023; Yandi & Bimaruci, 2022; Ausat et al., 2022). However, Suhardi et al. (2021) concluded that organizational commitment had no significant influence on employee performance.

The Demak District Health Office was established based on Demak District Regulation No. 6 of 2008 concerning the Organizational Structure and Work Procedures of Regional Offices. The office is responsible for implementing regional autonomy in the field of health. In 2024, the performance of employees at the Demak District Health Office showed very strong outcomes, with most performance targets achieved, as reflected in the following table.

Table 1. Health Affairs Performance Achievements Against the 2024 Regional Work Plan

N O	Aspek/Bidang Urusan/Indikator	Satuan	Kondisi Kinerja Akhir RPJMD	Target 2024					Tingkat Capaian s/d kondisi akhir RPJMD	PD Penanggung Jawab
				RPJMD	RKD 2024	Realisasi	Capaian s/d Triwulan II	Status Capaian		
1	2	3	4	5	6	7	8	9	10	11
B. ASPEK PELAYANAN UMUM										
B.1 Urusan Pemerintahan Wajib yang Berkaitan dengan Pelayanan Dasar										
KESEHATAN										
1	Angka Kematian Bayi (AKB)	Angka	4,7	4,8	4,8	6,1	72,92		70,21	DINKES
2	Angka Kematian Ibu (AKI)	Angka	95	97	97	64,47	134,14		132,76	DINKES
3	Persentase fasilitas pelayanan kesehatan primer dan rujukan terakreditasi minimal Madya	%	93,1	93,1	96,6	100	103,52		107,41	DINKES
4	Persentase Desa Siaga aktif mandiri	%	47	46	80,23	63,86	79,60		135,87	DINKES

Sumber: Dinkes Kab. Demak (2024)

Based on Table 1, it is evident that nearly all of the programs planned by the Demak District Health Office have been implemented or are in the process of being implemented. However, according to Adi (2024), during a performance evaluation meeting held with Commission D of the Demak District Regional House of Representatives (DPRD), it was revealed that although most targets have been realized, some areas—such as the reduction in infant mortality rates and the activation of independent alert villages—remain at only 70% completion. This indicates that while the employee performance at the Health Office is commendable, there is still room for improvement to fully realize the organization's objectives.

Achieving the organization's goals in enhancing employee performance cannot rely on a single factor alone. Therefore, competence, work environment, and organizational commitment must be improved simultaneously to develop superior human resources and optimize employee performance within the institution.

Previous studies on this topic have produced varied and inconsistent results. Some research has shown that organizational commitment mediates the relationship between competence and employee performance (Helmi et al., 2020; Wijayanthi et al., 2024; Rubina et al., 2024). However, other studies—such as those by Bagyo & Khusnia (2021) and Tupti & Siswadi (2022)—have found that organizational commitment does not mediate the effect of competence on employee performance.

Similar variations were found in studies on the mediating role of organizational commitment between work environment and employee performance. Some research supports the mediating effect (Ilham et al., 2024; Nurkholifa & Budiono, 2022; Parinding et al., 2024; Nopiani & Sinambela, 2024), while other studies—such as Nurgiyantoro et al. (2024) and S et al. (2025)—concluded that organizational commitment does not mediate the effect of the work environment on employee performance.

This study aims to analyze the influence of competence and work environment on organizational commitment and employee performance at the Demak District Health Office, including the mediating role of organizational commitment. It is expected to contribute theoretically to the development of HRM theory and practically to provide insights for improving employee performance, especially within public sector organizations like the health department.

METHOD

Types of research

This study uses explanatory research, which aims to explain the relationships between variables. It examines the effect of independent variables (competence and work environment) on the dependent variable (performance) through the intervening variable (organizational commitment), both partially and simultaneously.

Population and Sample

The population of this study consists of all 131 employees at the Demak District Health Office in 2024. Using purposive sampling, 51 respondents were selected based on specific criteria: permanent employees with a minimum education of high school and at least five years of work experience at the Health Office.

Data Types and Sources

This study uses quantitative data, including both primary and secondary sources. Primary data were obtained directly from respondents through closed-ended questionnaires distributed to employees of the Demak District Health Office in 2024. Secondary data were gathered indirectly from relevant literature, journals, articles, and online sources.

Data Analysis Techniques

This study uses descriptive analysis to summarize respondent characteristics and assess responses to variables such as competence, work environment, organizational commitment, and employee performance. Multiple linear regression analysis is used to evaluate the effects of independent variables on the dependent variable. The regression model includes organizational commitment as a mediating variable. Model testing involves the coefficient of determination (R^2) and F-test to determine the model's explanatory power and overall significance. Hypothesis testing uses a 0.05 significance level, with decisions based on p-values and t-statistics. The Sobel test is applied to examine indirect effects and determine whether organizational commitment mediates the relationship between competence and work environment on employee performance.

RESULTS AND DISCUSSION

The Influence of Competence on Organizational Commitment

Competence has a regression coefficient value of 0.052 and a significance value of 0.067 (>0.05). This indicates that competence does not have a significant influence on organizational commitment. This finding suggests that the level of employee competence is not strong enough to foster meaningful commitment to the organization. This is also supported by the previous statistical analysis, which showed that three items in the competence variable were categorized as low.

The first item, X1.8, "I have in-depth knowledge of my job," had an average score of 3.21. The second item, X1.4, "I am able to make an organized work plan," had an average of 3.23. The third item, X1.2, "I have the ability to complete work within the assigned time," had an average of 3.35. These items represent important dimensions of work competence. As Spencer & Spencer (1993) define, competence is a fundamental characteristic of an individual that is causally related

to effective and/or superior performance based on criteria in a particular job or situation. The low average scores on these three items may indicate that employees at the Demak District Health Office have not fully mastered the tasks assigned to them, both technically and managerially, which impacts their confidence in contributing to the organization.

One form of commitment that is highly influenced by competence is affective organizational commitment (emotional attachment to the organization). This occurs when employees feel that their competence is not optimal or is not being utilized effectively by the organization, which leads to weakened attachment to the organization. Therefore, although the relationship between competence and organizational commitment is positive, it is not strong enough to produce a significant level of attachment. This finding supports the results of studies conducted by Asnora & Indra (2020) and Sri et al. (2024), which show that competence does not have a significant influence on organizational commitment.

The Influence of Work Environment on Organizational Commitment

The work environment has a regression coefficient value of -0.02 and a significance value of 0.713 (>0.05). These results indicate that the work environment does not significantly influence organizational commitment.

There are several possible explanations for this finding, one of which relates to employee perception. There is a tendency among employees to separate workplace comfort from their sense of loyalty to the organization. Allen and Meyer (1991) classify the dimensions of commitment into three categories: affective, continuance, and normative. The normative dimension can override employee perceptions, even in an unsupportive work environment, meaning that poor workplace conditions do not necessarily reduce employees' commitment to the organization.

Furthermore, based on the results of the descriptive analysis, it can be seen that although some indicators of the work environment were rated quite well by employees—such as prayer facilities and break rooms—there were also indicators that revealed less favorable perceptions, such as discomfort with building conditions and the physical workplace, as well as a lack of harmonious relationships among employees. Meanwhile, the highest-rated indicator of organizational commitment was the item "I am loyal to this organization," which suggests that employees' commitment is not necessarily formed based on an ideal workplace situation.

In other words, the commitment of employees at the Demak District Health Office is likely driven more by other factors beyond the work environment, such as moral obligations, alignment of personal values with organizational values, or pragmatic factors such as employment status and job security. These findings are consistent with those of Priyatno & Rijanti (2024), which show that the work environment does not influence organizational commitment.

The Influence of Competence on Employee Performance

Competence has a regression coefficient value of 0.045 and a significance value of 0.000 (<0.05). This result indicates that competence has a positive and significant influence on performance. The higher the level of competence possessed by employees, the better their performance will be.

Theoretically, this finding aligns with the theory proposed by Spencer & Spencer (1993), which states that competence is a fundamental characteristic of an individual that is causally related to effective and/or superior performance, as referenced by criteria in a particular job or situation. Competence includes aspects of knowledge, skills, and behaviors that enable an

individual to complete tasks efficiently and make accurate decisions.

Furthermore, competence is one of the key factors in assessing a person's performance, as it encompasses both the quality and quantity of work delivered by an employee in fulfilling their responsibilities. As stated by Mangkunegara (2017), performance is defined as the quality and quantity of work achieved by an employee in carrying out their duties according to the responsibilities assigned. Therefore, competence not only determines how well an employee understands their job, but also influences how effectively they can adapt to established work standards.

This result is consistent with previous studies conducted by Trisdiana et al. (2023), Rakhmalina (2021), Kurnia & Andi (2022), Destiana et al. (2022), and Budianto & Kurniawati (2024), which demonstrated a positive and significant influence of competence on employee performance.

The Influence of Work Environment on Employee Performance

The work environment has a regression coefficient value of 0.066 and a significance value of 0.001 (<0.05), indicating that the work environment has a positive and significant influence on employee performance. This means that the better the work environment, the higher the employees' performance.

A conducive work environment plays a crucial role in creating a comfortable atmosphere, minimizing employee stress, and enhancing enthusiasm and motivation in fulfilling assigned responsibilities. As explained by Munardi et al. (2021), the work environment includes everything surrounding employees while they are working, both physical and non-physical elements, which can influence them in performing their daily tasks and duties.

Work comfort is shaped by adequate work facilities, a clear and firm system, and harmonious relationships among employees, all of which improve work productivity and are expected to lead to enhanced employee performance (Hermawan, 2022). This finding is in line with previous studies conducted by Darmastuti & Rini (2023), Sun (2021), Jopanda (2021), Munardi et al. (2021), and Astuti & Rahardjo (2021), all of which demonstrated a positive and significant relationship between the work environment and employee performance.

The Influence of Organizational Commitment on Employee Performance

Organizational commitment to employee performance shows a negative regression coefficient value of -0.047 and a significance value of 0.345 (>0.05), indicating that organizational commitment does not have a significant influence on employee performance.

An individual's commitment cannot be used as a determinant in assessing employee performance. This is evident from the descriptive analysis of the organizational commitment variable, particularly from the lowest average item, Y1.2: "I always participate in organizational activities without being forced." On this item, although employees stated loyalty or allegiance to the organization, their involvement in organizational activities remained moderate. The low score suggests a disconnect between a sense of belonging to the organization and actual participation in activities of a collective nature. In other words, the commitment formed within the organization tends to be internal but does not manifest in active participation behavior.

Therefore, organizational commitment has not become a dominant factor capable of driving employee performance at the Demak District Health Office. This may be due to the possibility that the experienced commitment is normative in nature and driven by obligation, rather than intrinsic motivation. This research finding aligns with the study conducted by Suhardi et al.

(2021), which also found that organizational commitment does not influence employee performance.

Organizational Commitment Mediates the Influence of Competence on Employee Performance

Based on the results of the Sobel test, the influence of competence (X1) on employee performance (Y2) through organizational commitment (Y1) produced a Z value of -0.852 with a p-value of 0.394. This result indicates that there is no significant mediating effect.

This finding suggests that although, descriptively, employees demonstrate a moderate level of organizational commitment, it is not strong enough to bridge the relationship between competence and employee performance. According to the dimensions of organizational commitment proposed by Allen & Meyer (1990), commitment is categorized into three types: affective, normative, and continuance. These dimensions tend to reflect attitudes and loyalty to the organization rather than a direct drive toward work outcomes. Therefore, it is possible that employees may have an emotional attachment to the organization, which alone is insufficient to boost performance unless it is accompanied by substantial support from their level of competence.

This finding supports previous research by Bagyo & Khusnia (2021) and Tupti & Siswadi (2022), which also concluded that organizational commitment does not mediate the influence of competence on employee performance.

Organizational Commitment Does Not Mediate the Influence of Work Environment on Employee Performance

Based on the results of the Sobel test, the influence of the work environment (X2) on employee performance (Y2) through organizational commitment (Y1) yielded a Z value of -0.134 with a p-value of 0.893. This result indicates that there is no significant mediating effect.

Theoretically, this finding can be explained by considering that although the work environment contributes to comfort and provides facilities that support work, it does not automatically foster a strong emotional commitment to the organization. According to Lazarus & Folkman (1984), a stressful work environment can trigger stress when individuals perceive that the demands of the environment exceed their capacity. Therefore, if the work environment is merely adequate or lacks deeper psychological motivators, its influence may be limited to improving workplace comfort rather than building loyalty or commitment.

Additionally, the average score for organizational commitment also reveals that employees' level of active involvement is not high. The lowest-scoring item was "I always participate in organizational activities without coercion," which indicates that employee participation in organizational dynamics is still moderate. This suggests that organizational commitment is not strong enough to bridge the influence of the work environment on performance outcomes, and thus the mediating function does not operate significantly.

Consequently, in the context of this study, it can be concluded that the work environment is more effective in directly influencing performance rather than through the mediation of organizational commitment. This result is consistent with the studies by Nurgiyantoro et al. (2024) and S et al. (2025), which also found that organizational commitment does not mediate the influence of the work environment on employee performance.

CONCLUSION

Based on the results and discussion of the study, it can be concluded that both competency and work environment do not significantly influence organizational commitment. However, competency has a positive and significant effect on employee performance, meaning that the better the employee's competency, the higher their performance. Similarly, the work environment also has a positive and significant impact on employee performance, indicating that a more supportive work environment enhances performance. On the other hand, organizational commitment does not significantly affect employee performance at the Demak District Health Office. Furthermore, organizational commitment does not mediate the influence of either competency or work environment on employee performance within this context.

Research Limitations

This study has several limitations that should be considered, as the interpretation of results cannot be generalized broadly. The sample size was limited to only 51 respondents from a single institution, which may restrict the generalizability of the findings to other organizations with similar cultural characteristics. Additionally, the reliance solely on questionnaires as the primary data source may have introduced response bias due to varying respondent interpretations and the tendency to answer normatively. Lastly, the mediating variable—organizational commitment—was not strong in influencing the relationship between competency and work environment with performance, which may be due to other influencing factors not explored in this study.

Research Implications

This study contributes theoretically by showing that while competency and work environment significantly affect employee performance, organizational commitment does not play a significant role in enhancing or mediating these effects. This suggests that loyalty does not always equate to productivity.

Managerially, it highlights the need for the Demak District Health Office to strengthen employee competency through structured training and support, improve workplace comfort and harmony, and adopt new strategies—like career development and performance incentives—to build genuine employee engagement and drive performance.

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