

The Effect of Work Environment, Organizational Commitment and Competence on Employee Performance at UPTD Puskesmas Abang II

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Abstract— This study investigates employee performance in public health services at the community health center level, focusing on how internal and external factors shape outcomes. Using a quantitative approach, it explores whether organizational commitment mediates the impact of the work environment and competence on performance. The research surveyed all 64 staff at UPTD Puskesmas Abang II, collecting data through carefully tested questionnaires. Analysis included reliability, validity, classical assumption checks, and path analysis. Key findings reveal that a supportive work environment and higher competence both significantly strengthen organizational commitment. Additionally, the work environment and competence each directly enhance employee performance, while organizational commitment independently boosts performance levels. However, organizational commitment does not mediate the relationship between the work environment or competence and performance. This suggests that although commitment is beneficial, it does not serve as a connecting pathway in this context—possibly due to factors like work stress, organizational culture, or heavy workloads. The study highlights the importance of managerial efforts to align employee values with organizational goals, foster motivation, and deepen commitment to ensure sustained improvements in employee performance.

Keywords: Put your keywords here, keywords are separated by comma. We would like to encourage you to list your keywords in this section

1. INTRODUCTION

The healthcare system in Indonesia, particularly at the primary care level such as Puskesmas, plays a crucial role in achieving the highest possible standard of public health. As the front line of health services, Puskesmas are directly responsible for implementing national health programs within communities. However, challenges persist, especially concerning the quality of human resources. Based on performance indicators outlined in the Minimum Service Standards (SPM) at UPTD Puskesmas Abang II for 2022–2023, several targets—such as maternal care, services for productive age groups, and chronic disease management—have not been achieved. These deficiencies highlight issues in employee performance, reflecting broader challenges in managing and optimizing human resources[1].

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Among the key The work environment and personal competence are among the primary elements that impact employee performance. An inadequate physical setting—such as limited facilities, cramped examination rooms, and outdated equipment—can reduce employee comfort and hinder service delivery. Furthermore, many employees lack regular training or are placed in roles that do not align with their educational backgrounds, affecting the effectiveness of healthcare delivery. Prior [2] have shown that both a supportive work environment and sufficient competence are essential for improving performance and meeting organizational goals

Despite the significance of these two factors, the role of organizational commitment remains under-investigated, particularly in public health centers. It refers to the psychological connection and dedication employees have to their workplace or institution, which can drive higher motivation and performance. Research by [3] has demonstrated that organizational commitment may serve as a mediating variable between environmental or personal factors and employee outcomes. However, studies addressing this mediation role in the context of Puskesmas are still limited, leaving a gap in both theory and practice

To address existing research limitations, this study investigates how Work environment and employee competence impact performance not only directly but also indirectly through mediating variables, mediated by organizational commitment. By focusing on UPTD Puskesmas Abang II, the research aims to deliver empirical findings on how these elements interact and how they can be utilized to strengthen employee performance. The expected contributions include both theoretical advancements in the human resources field and actionable insights for improving workforce efficiency in public healthcare institutions.[4].

The empirical study in this study is based on empirical studies that have been conducted previously. Previous studies of a similar nature related to the object of the problem under study become a reference and foundation in this writing as follows : [5],[6],dan[7]

Research[8] Focusing on the West Sumatra Provincial Education Office, which employs 667 staff members, this study investigates the influence of human relations, workplace conditions, and The influence of organizational culture on performance, mediated by organizational commitment, the study involved 87 respondents determined via Slovin's formula. Regression and path analysis were applied using SPSS version 21. Results indicate that human relations strongly affect performance, and both work environment and culture positively support employee productivity.

2. THEORETICAL REVIEW

2.1. Work Environment

The work environment encompasses all aspects and facilities surrounding employees that influence how they perform their duties [9]. Everything present in an employee's surroundings that affects task execution reflects the quality of the work environment [10]. A conducive work environment helps employees work more effectively and achieve better results by reducing obstacles and creating conditions that support productivity [11]. Key indicators of the work environment include: the overall work atmosphere, which shapes employees' mood, focus, and ability to perform; relationships with co-workers, where supportive and conflict-free interactions encourage teamwork; relationships between subordinates and leaders, which build trust and open communication; and the availability of adequate, modern, and well-maintained work facilities that enable employees to complete their tasks smoothly and efficiently [12].

2.2. Competence

Competence is defined as the fundamental characteristics of an individual that are linked to effective performance or superior achievement, distinguishing them from others with only average levels of competence [13]. It refers to a person's ability to perform work-related tasks, which is built upon their knowledge, skills, and professional attitudes, all aligned with the standards set by the organization [14]. Thus, competence embodies a blend of expertise, practical skills, and behavioral dispositions that enable individuals to successfully fulfill specific roles or responsibilities.

2.3. Employee Performance

The concept of job performance involves the extent to which employee behavior, whether positive or negative, supports the fulfillment of organizational aims[17]. Employee performance encompasses both beneficial and harmful actions that impact organizational goals. It represents the result of a time-bound process assessed using agreed-upon benchmarks. Indicators of employee performance, include several key aspects: (1) Quality, which reflects how well an employee performs tasks as expected; (2) Quantity, measured by how long and how quickly employees complete their work each day; (3) Task implementation, indicating how accurately employees carry out their duties without errors; and (4) Responsibility, shown by employees' awareness of their obligations to complete the work assigned by the organization.

2.4. Relationship Among Variables: Work Environment, Competence, Organizational Commitment, and Employee Performance

Organizational commitment refers to the extent to which individuals feel attached to and engaged with their workplace. As noted by [18], Employees who possess a high level of commitment generally see themselves as important parts of the organization, demonstrate strong loyalty, and are motivated to make meaningful contributions. Similarly, [19] This commitment reflects employees' trust in and alignment with the company's goals and values, thereby reducing their intention to leave the organization. A study conducted by [20] Several studies have also shown that organizational commitment positively influences task execution by enhancing motivation, productivity, and ultimately supporting the overall success of the organization. This finding is further supported by research from[21], which emphasizes that a committed workforce not only enhances individual effectiveness but also plays a vital role in achieving overall organizational success.

In addition, a supportive work environment plays a crucial role in improving employee productivity. The work environment includes not only physical aspects, such as facilities and infrastructure, but also psychological aspects, such as harmonious interpersonal relationships and a positive workplace atmosphere[22]. When employees perceive that they are working under favorable conditions, their perceptions and attitudes toward the organization become more positive, thereby strengthening their commitment to contribute to shared goals. A study conducted by [23] Research indicates that the work environment significantly affects performance, with organizational commitment acting as a mediator that reinforces this relationship. A conducive work environment fosters a stronger sense of commitment, which in turn enhances employee performance.

Employee competence, which includes the knowledge, skills, and abilities needed to perform tasks effectively, is crucial for achieving strong performance outcomes. Numerous studies, A study by [24] show that competence directly and positively affects job performance. However, this impact is significantly amplified when coupled with high organizational commitment. Acting as an intermediary, commitment ensures employees channel their capabilities toward the organization's mission and strategic goals. Highly

competent and committed employees are typically more proactive, dedicated, and motivated to excel, resulting in superior performance. Research consistently highlights that organizational commitment strengthens the link between competence and high-quality work outcomes, demonstrating that even skilled employees perform better when emotionally invested in their organization. Therefore, fostering commitment is essential to fully leverage employee competencies and achieve strategic objectives. This synergy between competence and commitment emphasizes the importance of integrated human resource strategies that simultaneously enhance skills and nurture deep organizational loyalty, ultimately driving sustained growth and competitive advantage [25].

2.5. Organizational Commitment As A Mediator In The Relationship

Organizational commitment refers to an employee's psychological state that indicates the degree of attachment and alignment they feel toward their workplace, encompassing emotional, normative, and behavioral aspects. Within the framework of how Employee performance is shaped by both the quality of the work environment and the level of competence, while organizational commitment further reinforces this relationship is viewed as a mediating factor that connects external influences to employee outcomes. Drawing from Social Exchange Theory, when organizations provide a supportive atmosphere and foster employee growth through competence development, employees tend to reciprocate with stronger emotional engagement and a sense of belonging—reflected in their commitment to the organization. In parallel, insights from motivation theories suggest that when employees perceive shared values and goals with their organization, they are more internally motivated to perform well, and their commitment becomes a pathway through which this motivation is expressed [26] [27].

3. RESEARCH METHOD

Using a quantitative method, this research investigates The research explores how organizational commitment Acts as an intermediary factor linking the work environment and employee competence to performance outcomes at UPTD Puskesmas Abang II. The research includes the work environment as a primary variable. Work Environment (X1) and competence (X2) as independent inputs, organizational commitment (Y1) as the mediating factor, and performance (Y2) as the outcome variable. All 64 employees were surveyed through total population sampling. Data collection involved a structured Likert-scale questionnaire, complemented by document reviews and field observations[28] and [29].

Each variable is defined operationally with specific indicators. The work environment is measured through the work atmosphere, relationships between colleagues and superiors, and work facilities. Competence includes motives, traits, self-concept, knowledge, and skills. Organisational commitment is measured through discipline, attendance, cooperation, and satisfaction, while employee performance includes quality, quantity, task execution, and responsibility. In this research, data collection involved two types of sources: primary data obtained from respondents through structured questionnaires, and secondary data acquired from official institutional documents. To ensure the accuracy of the measurement tool, a validity assessment was carried out using Pearson correlation analysis, while the consistency of the instrument was verified through Cronbach's Alpha reliability testing.

This research utilized both descriptive and inferential statistical methods. The study employed descriptive statistics to illustrate respondents' demographic information and to offer insights into their answers related to each variable under investigation. For the inferential analysis, path analysis was conducted using SPSS software to explore the direct and indirect relationships between the variables. Before executing the path analysis,

classical assumption testing—including assessments of normality, multicollinearity, and heteroscedasticity—was carried out to ensure the validity of the model. Additionally, This study applied the Sobel test to examine the extent to which organizational commitment acts as a mediator within the framework of the indirect relationship.

Table 1. Variables, Indicators and Question Items

Research Variable	Indicator	Question Items
Work Environment (X1)	1) Work atmosphere 2) Relationship with co-workers 3) Relationship between subordinates and leaders 4) Availability of work facilities	1) The work atmosphere at the UPTD Puskesmas Abang II is very conducive 2) Relationships with colleagues are well established 3) The relationship between subordinates and leaders is well established 4) Existing work facilities can support the completion of employee performance
Competence (X2)	1) <i>Motives</i> 2) <i>Traits</i> 3) <i>Self concept</i> 4) Knowledge 5) <i>Skill</i>	1) I can create a systematic work plan that supports my work 2) I am always open and ready to work with anyone 3) I can be calm when dealing with problems at work 4) The knowledge I have is in accordance with my field of work 5) I have skills that can support task completion
Organisational Commitment (Y1)	1) Discipline 2) Attendance 3) Cooperation 4) Satisfaction	1) I always obey the rules at the UPTD Puskesmas Abang II 2) I always attend on time according to the rules at UPTD Puskesmas Abang II 3) I can cooperate with colleagues in completing work 4) I feel satisfied with the work that I can complete so far
Employee Performance (Y2)	1) Quality 2) Quantity 3) Task Implementation 4) Responsibility	1) The quality of my work is in accordance with organisational requirements 2) I can complete more work than before 3) I always try to complete my work as well as possible 4) I am always responsible for the work given by my superiors

4. RESULTS AND DISCUSSION

4.1 RESULTS

Table 2. Results of Validity Tests and Research Reliability Tests

Variable	Indicator	Validity Test		Reliability Test	
		Pearson Correlation	Description	Cronbach's Alpha	Description
Work Environment (X1)	X1.1	0,699	Valid	0,740	Reliable
	X1.2	0,675	Valid		
	X1.3	0,633	Valid		
	X1.4	0,524	Valid		
Competence (X2)	X2.1	0,737	Valid		
	X2.2	0,556	Valid		

	X2.3	0,543	Valid	0,712	
	X2.4	0,573	Valid		Reliable
	X2.5	0,509	Valid		
Organisational Commitment (Y1)	Y1.1	0,567	Valid		
	Y1.2	0,762	Valid		
	Y1.3	0,538	Valid	0,683	Reliable
	Y1.4	0,406	Valid		
Employee Performance (Y2)	Y2.1	0,775	Valid		
	Y2.2	0,803	Valid	0,798	
	Y2.3	0,737	Valid		Reliable
	Y2.4	0,679	Valid		

Source: Data processed (2025)

As shown in Table 2, the outcomes of the instrument validation reveal that every item from the four variables that have been studied are declared valid and show a good level of reliability, thus the research instrument is a valid and reliable instrument as a data collection tool.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardised Residual
N		64
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.75815215
Most Extreme Differences	Absolute	.067
	Positive	.059
	Negative	-.067
Test Statistic		.067
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data processed (2025)

Table 3 indicates an Asymp. Sig. (2-tailed) result of 0.200, which surpasses the 0.05 significance level, suggesting that the data distribution is normal and the regression analysis assumptions are met.

Table 4. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.867	1.153
	X2	.872	1.146
	Y1	.822	1.216
a. Dependent Variable: Y2			

Source: Data processed (2025)

As shown in Table 4, the tolerance values for competence, work environment, and work motivation all exceed 0.10, while their VIF values remain under 10, suggesting that multicollinearity is not an issue in this regression model.

Table 5. Heteroscedasticity Test

Coefficients ^a						
Unstandardised Coefficients				Standardised Coefficients	T	Sig.
Model	B	Std. Error		Beta		
1	(Constant)	-.594	1.345		-.442	.660
	X1	.014	.077	.024	.186	.853
	X2	-.113	.065	-.221	-1.754	.085
	Y1	.291	.091	.418	3.217	.062

Source: Data processed (2025)

Table 5 reveals that the significance values for the competence, work environment, and work motivation variables all exceed the 0.05 threshold. According to the Glejser test guidelines, this outcome confirms that heteroscedasticity is not present in the regression model.

Table 6. Test Results of Direct and Indirect Effects

No	Relationship between Variables	Direct Effect	Indirect Effect	Total Effect	Sig	Description
1	Work environment (X1) → organisational commitment (Y1)	0,272	-	0,272	0,026	H1 accepted
2	Competence (X2) → organisational commitment (Y1)	0,262	-	0,262	0,032	H2 accepted
3	Work environment (X1) → Employee performance (Y2)	0,238	-	0,238	0,037	H3 accepted
4	Competence (X2) → Employee Performance (Y2)	0,328		0,328	0,004	H4 accepted
5	Organisational commitment (Y1) → Employee Performance (Y2)	0,247		0,247	0,035	H5 accepted
6	Work environment (X1) → organisational commitment (Y1) → Employee performance (Y2)	-	0,067 (0,272 x 0,247)	0,067	-	H6 rejected
7	Competence (X2) → organisational commitment (Y1) → Employee Performance (Y2)	-	0,064 (0,262 x 0,247)	0,064	-	H7 rejected

Figure 1 presents the final path model, developed from the outcomes of the substructure 1 and substructure 2 assessments.

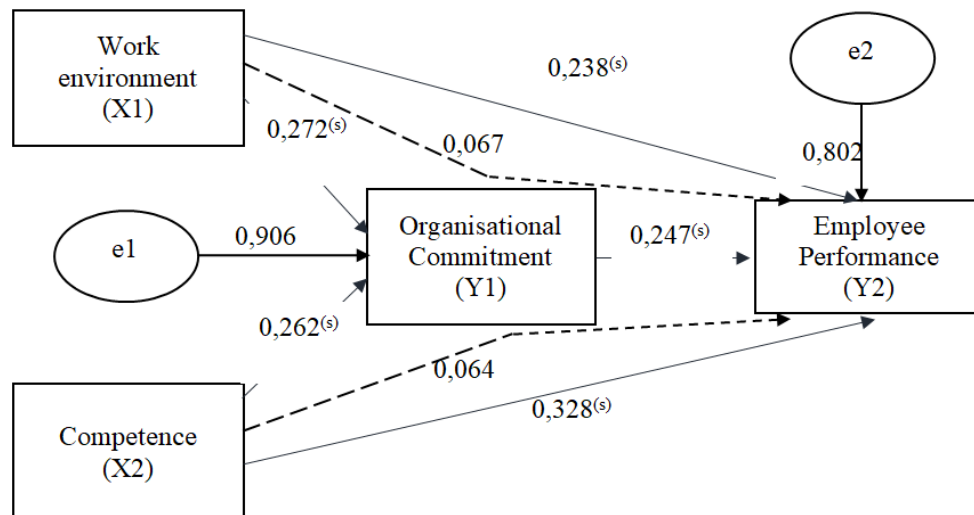


Figure 1. Path Analysis Model

$$\begin{aligned}\text{Error Term (e1)} &= \sqrt{1 - R_1^2} \\ &= \sqrt{1 - 0,178} \\ &= 0,907\end{aligned}$$

$$\begin{aligned}\text{Error Term (e2)} &= \sqrt{1 - R_2^2} \\ &= \sqrt{1 - 0,356} \\ &= 0,802\end{aligned}$$

4.2 DISCUSSION

4.2.1 The Effect of Work Environment on Organisational Commitment at UPTD Puskesmas Abang II

According to the analysis, The analysis at UPTD Puskesmas Abang II revealed a meaningful positive link between the work environment and organizational commitment, indicated by a coefficient of 0.272, a t-value of 2.276, and a significance level of 0.026. These findings suggest that a more favorable and supportive workplace atmosphere contributes to increased commitment among employees toward the organization. This outcome aligns with findings from previous research. [30]; [31] and [32] Studies have demonstrated that a favorable work environment positively and significantly influences organizational commitment. When employees operate in a supportive and comfortable setting, it nurtures a stronger sense of loyalty, belonging, and willingness to contribute their best efforts to the organization.

At UPTD Puskesmas Abang II, the work environment is evaluated based on various dimensions such as the general atmosphere at work, interpersonal dynamics among coworkers, the nature of subordinate-supervisor relationships, and the adequacy of available workplace facilities. The research indicates that the overall environment is fairly supportive. This is reflected in a safe and orderly setting that promotes employee comfort and motivation, thereby reinforcing their dedication to the organization. Strong peer relationships facilitate teamwork, effective communication, and cooperation. Additionally, respectful and transparent interactions between staff and leadership have a notable impact on fostering organizational loyalty. Well-maintained and sufficient work infrastructure also plays a vital role in enhancing employee commitment to the workplace.

4.2.2 Effect of Competence on Organisational Commitment at UPTD Puskesmas Abang II

The research findings demonstrate that employee competence significantly influences organizational commitment at UPTD Puskesmas Abang II. The direct impact is reflected in a coefficient value of 0.262, with a t-value of 2.192 and a significance level of 0.032, indicating statistical relevance (≤ 0.05). This means that as employees enhance their competencies, their commitment to the organization also improves. These results are consistent with previous studies that have shown a positive correlation between employee competence and organizational engagement. [33]; [34]; [35] and [36] which found Organizational commitment is positively and significantly affected by the level of employee competence.

Competence is one of the key factors that influence employee commitment to the organisation. At UPTD Puskesmas Abang II, employee competence is generally quite good, which is reflected in five main elements, namely motives, traits, self-concept, knowledge, and skills. Motives of employees are quite high, both in terms of the desire to serve the community and in terms of achieving work performance. This strong motivation becomes an internal drive that strengthens the sense of belonging to the organisation, thus increasing the commitment to keep working and giving their best. Traits (Personal Characteristics) are seen in the presence of responsibility, and integrity in the daily lives of employees. These traits are important in building healthy working relationships, open communication, and a positive work culture that supports long-term commitment to the organisation.

Self-concept shows that employees have a good understanding of their roles and responsibilities. Employees can be calm in facing work problems. Employees are able to place themselves as an important part of the health care system. The existence of a positive self-concept encourages employees to behave professionally and show loyalty to the vision and mission of the Puskesmas. Knowledge is an adequate level of knowledge, both in medical and administrative technical aspects, enabling employees to work effectively and efficiently. Knowledge is the most dominant indicator in influencing the ability of UPTD Puskesmas Abang II employees to carry out work professionally. The skills possessed by employees, both technical ones such as patient handling and interpersonal skills such as communication and teamwork, have supported the achievement of quality health services. These skills make employees feel competent and valued, which encourages them to remain loyal to the organization.

4.2.3 Effect of Work Environment on Employee Performance at UPTD Puskesmas Abang II

The study results reveal a statistically significant impact on how employees perform., with a direct effect measured at 0.238. The corresponding t-statistic is 2.138, and the significance level of 0.037 confirms that this effect is significant at the 5% level.. This suggests that the more supportive and conducive the work environment is, This increases the potential to improve employee performance at UPTD Puskesmas Abang II. These results support earlier studies that emphasize the positive role of a good work environment in increasing employee productivity and efficiency, [37],[38],[39], and [40] A well-structured work environment was found to positively impact the performance levels of employees..

The work setting at UPTD Puskesmas Abang II is characterized by several fundamental components, including the general atmosphere, collaboration among coworkers, interactions between supervisors and subordinates, and the availability of essential workplace resources. A supportive and pleasant environment fosters a sense of comfort among staff, which in turn enhances their motivation and encourages them to perform their responsibilities more effectively. A calm and organised atmosphere encourages work focus and lowers stress levels. Good relationships with colleagues create effective collaboration. At Puskesmas Abang II, solid teamwork and open

communication between employees facilitate the service process to the community. Relationships between subordinates and leaders that are supportive and respectful also play a major role in shaping a healthy work environment. The head of the UPTD Puskesmas Abang II is considered capable of being a leader who is fair, open, and able to provide good direction, so that employees feel valued and more enthusiastic in working. In addition, the availability of work facilities such as medical equipment, proper work space, and other supporting equipment also supports work effectiveness. Adequate facilities allow employees to work without significant obstacles. With the fulfilment of these four aspects, the work environment created at UPTD Puskesmas Abang II is able to significantly improve employee performance.

4.2.4 The Effect of Competence on Employee Performance at UPTD Puskesmas Abang II

Competence was found to positively and significantly affect employee performance, supported by a coefficient of 0.328, $t = 2.953$, and $p = 0.004$. These results support the notion that higher competence levels lead to improved job outcomes, aligning with prior research emphasizing Competence as a key factor in enhancing work performance [30], [13], [24], and [36]. Indicating a meaningful impact of competence on job performance.

At UPTD Puskesmas Abang II, competence serves as a fundamental element influencing employee performance. Competence involves an integration of factors such as motivation, personal characteristics, self-identity, expertise, and abilities that support employees in carrying out their roles efficiently. The analysis indicates that employees generally exhibit a good level of competence. Individuals with strong competencies can complete their duties accurately and promptly, in accordance with established healthcare service standards. They are also more capable of adapting to organizational changes, solving problems effectively, and taking initiative in their tasks. Such strengths are instrumental in elevating the standard of services delivered by the health facility. Therefore, continued efforts to develop and refine employee competence are essential for maintaining high performance and delivering better care to the public.

4.2.5 Effect of Organisational Commitment on Employee Performance at UPTD Puskesmas Abang II

This research validates the significant role of organizational commitment in enhancing employee performance, evidenced by a 0.247 path coefficient, 2.158 t-statistic, and a significance value of 0.035. all indicate a meaningful relationship. Higher commitment levels among employees are linked to better job performance. commitment to the organization increases, their performance tends to improve as well. These results align with previous research that emphasizes organizational commitment as a crucial driver of enhanced employee output [24]. Commitment to the organization significantly affects employee outcomes, especially by increasing drive and output.

Organisational commitment is a positive attitude shown by UPTD Puskesmas Abang II employees in the form of loyalty, involvement, and the desire to contribute optimally to organisational goals. Organisational commitment among UPTD Puskesmas Abang II staff emerged as a key element in the analysis findings. employees is quite high, seen from the aspects of discipline, attendance, cooperation, and job satisfaction. Employee discipline can be seen from compliance with work rules, punctuality, and seriousness in carrying out tasks. High work discipline directly impacts employee efficiency and productivity.

Good employee attendance reflects responsibility and a sense of belonging to the job and the organisation. Consistent attendance allows services to the community to run smoothly without a hitch. Solid teamwork strengthens coordination in health service delivery. An attitude of mutual help, respect and Strengthening workplace support contributes to the development of a productive atmosphere, ultimately improving performance results. And the job satisfaction felt by employees, such as a sense of pride in working at the Puskesmas, appreciation for achievements, and a pleasant working

atmosphere, increases enthusiasm and commitment to work optimally. Thus, When employees are more emotionally connected to their workplace, their job performance typically increases. they produce. Therefore, it is important for the management of UPTD Puskesmas Abang II to continue to maintain and improve employee commitment through a humanist, fair, and supportive approach.

4.2.6 Effect of Work Environment on Employee Performance Through Organisational Commitment at UPTD Puskesmas Abang II

Employee performance is positively influenced by the work environment, with organizational commitment acting as a contributing factor is considered as a connecting factor. The analysis revealed an indirect effect value of 0.067. However, the Sobel Test resulted in a Z-score of 1.57, which is below the standard threshold of 1.98 at the 5% level of significance. This indicates that, in the context of UPTD Puskesmas Abang II, organizational commitment does not significantly mediate the influence of the work environment on employee performance. These results contrast with earlier studies that identified organizational commitment as a significant intervening variable in similar relationships. The work environment directly influences how employees perform facilitated by organizational commitment as an intermediate variable [38] and [4].

At UPTD Puskesmas Abang II, organisational commitment has not been able to act as Serving as a bridge in the relationship, this indicates that even though the work environment at Puskesmas Abang II supports the creation of good conditions for employees, high organisational commitment cannot always strengthen or accelerate the positive impact of Strong organizational commitment does not automatically translate into enhanced employee performance. This indicates that the work environment may serve as a more decisive and immediate factor in influencing job outcomes because even committed employees can face external challenges that hinder their performance.

In addition, although the work environment at UPTD Puskesmas Abang II is quite conducive, there are still shortcomings in some aspects of facilities or other support needed to support maximum employee performance. In this context, organisational commitment is not strong enough to be an effective link between the work environment and employee performance.

4.2.7 Effect of Competence on Employee Performance Through Organisational Commitment at UPTD Puskesmas Abang II

The research results indicate that employee competence contributes positively to job performance when viewed in relation to organizational commitment. The calculated indirect effect through this commitment pathway is 0.064. Nonetheless, the Sobel test yields a Z-value of 1.54, which does not surpass the critical value of 1.98 at the 5% significance threshold. This outcome implies that organizational commitment does not serve as a significant intermediary in the relationship between competence and performance at UPTD Puskesmas Abang II. This outcome diverges from findings in previous literature where Organizational commitment effectively bridges the relationship between employee competence and job performance, amplifying how personal abilities contribute to overall outcomes [33].

The inability of organizational commitment to serve as an effective channel through which competence enhances employee performance may be attributed to the organization's limited efforts in supporting its workforce. This includes insufficient attention to career progression, inadequate appreciation of employee achievements, and lack of improvement in workplace conditions. Such limitations can lead to a decline in employee loyalty, ultimately weakening the positive influence of competence on performance. Furthermore, even when organizational commitment appears relatively strong, employees may still feel unmotivated to fully apply their knowledge and abilities. As a result, despite having the required competence, they may fall short in delivering

optimal performance due to the absence of reinforcing factors that encourage them to maximize their potential.

5. CONCLUSION

The analysis at UPTD Puskesmas Abang II shows that a positive work environment and strong employee competence both increase organizational commitment, strengthening employees' connection and loyalty to the organization. These two factors also directly boost employee performance, leading to better efficiency and productivity. Moreover, employees with high organizational commitment tend to perform their duties more effectively. However, the study finds that organizational commitment does not act as a mediator between the work environment or competence and performance; the influence of these factors on performance occurs mainly through direct effects, not indirectly via organizational commitment.

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