

Mediation of Job Satisfaction in the Influence of Professional Competence and Professional Commitment on Human Resource Performance

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Abstract. *This study aims to analyze and empirically describe the effect of professional competence on professional commitment and human resource (HR) performance. The type of research used is explanatory associative research. The population consists of all HR personnel at the Regional Office of the Directorate General of Customs and Excise (DGCE) in Central Java and the Special Region of Yogyakarta, with a sample of 115 respondents drawn from HR personnel at KPPBC TMP Tanjung Emas. The sampling technique employed was non-probability sampling using the convenience sampling method. Research variables were measured using personality questionnaires with a Likert scale of 1–5, ranging from Strongly Disagree (SD) to Strongly Agree (SA). Data were collected through closed-ended questionnaires and analyzed using the Partial Least Square (PLS) method. The findings indicate that professional competence has a positive and significant effect on HR performance at the Regional Office of DGCE in Central Java and the Special Region of Yogyakarta. Furthermore, professional competence also shows a positive and significant effect on professional commitment. In addition, the results reveal that professional commitment positively and significantly influences HR performance. These findings highlight that improving professional competence can strengthen employees' professional commitment, which in turn enhances organizational performance, particularly in the implementation of customs and excise duties.*

Keywords: *Commitment; Competence; Performance; Professional.*

1. Introduction

Human resources are one of the fundamental factors in an organization or company. (Munadil et al., 2024). All actions taken in every organizational activity are determined by the people who are members of the company. (Sri Nurabdiah Pratiwi, 2020). Organizational performance results from how employees perform when doing their jobs, therefore, it is very important to get quality human resources. (Munadil et al., 2024). Considering the importance of human

resources in helping to achieve success, companies must pay as much attention as possible to their employees. (Agustian et al., 2018).

With the commencement of the bureaucratic reform program under the Decree of the Minister of Finance Number 30/KMK.01/2007 concerning Bureaucratic Reform of the Ministry of Finance, the implementation of Balanced Scorecard (BSC)-based performance management within the Ministry of Finance began. This BSC-based performance management approach is based on the Decree of the Minister of Finance Number 300/KMK.01/2022 concerning Performance Management within the Ministry of Finance.

The performance management system at the Ministry of Finance is implemented in stages, starting at the overall Ministry of Finance level (Kemenkeu-Wide), then down through various levels, from Echelon I to Echelon V (Kemenkeu-One to Kemenkeu-Five). Performance measurement in the BSC is carried out through an assessment of the achievement of key performance indicators that have been established to achieve the organization's strategic goals. These goals are then mapped in a Strategy Map, which illustrates the cause-and-effect relationships in achieving the organization's vision.

In 2023, the Tanjung Emas TMP KPPBC Strategy Map included 12 Strategic Objectives with 19 established Key Performance Indicators (KPIs). Based on that year's performance evaluation, Tanjung Emas TMP KPPBC received a distinguished distinction with an Organizational Performance Score (NKO) of 112.19%. This score was obtained from four main perspectives: Stakeholder Perspective (30%), Customer Perspective (20%), Internal Process Perspective (25%), and Learning and Growth Perspective (25%). Overall, all KPIs were successfully achieved with excellent results.

Tabael KPI Achievements in 2024

No	IKU	Target	Realization	Information
1	Percentage of revenue realization customs and excise	100%	93%	Not achieved

Based on the KPI achievement data, the "Percentage of Customs and Excise Revenue Realization" indicator shows that the 2024 target was only 93% achieved, reflecting ongoing challenges in achieving customs and excise revenue. Several factors contributing to this failure include the global economic slowdown affecting export-import activities, fluctuations in the rupiah exchange rate, and policy changes such as fiscal incentives and excise rate adjustments. Furthermore, the level of taxpayer compliance and increasing practices of import duty evasion may also contribute to the lower realization of the set target.

One of the factors that influences the rise and fall of performance can be caused by the competencies possessed by HR.(Galleli & Hourneaux Junior, 2019)Competence is the ability to carry out a job based on skills and knowledge.(Fregnan et al., 2020)Employees who have

good competencies according to their position will be skilled in carrying out daily work, so they will have the performance that the company expects.(Haksanggulawan et al., 2023).

The competencies possessed by human resources (HR) are not always in line with the competencies required to complete work, especially if employees do not have specific skills that match the demands of their profession.(Fregnan et al., 2020)This can lead to inefficiency, decreased productivity, and suboptimal performance.(Muxammad & Usibjonovich, 2022). Therefore, the importance of professional competence, namely expertise and skills that are directly relevant to the profession being carried out, is key in ensuring that employees are able to complete their tasks well. (Muxammad & Usibjonovich, 2022). Professional competence includes not only technical knowledge, but also a deep understanding of procedures, ethics, and work standards in one's field.(Kotamena et al., 2021)By having the right professional competencies, HR can make maximum contributions to their work, improve the quality of results, and achieve organizational goals more effectively.(Parkhomenko-Kutsevil & Oksana I., 2016).

2. Research Methods

The type of research used is associative explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This research aims to explain testing hypothesis with the aim of confirming or strengthening the hypothesis with the hope of strengthening the theory used foundation. In this case it is professional competence, professional commitment, job satisfaction and HR performance.

3. Results and Discussion

This study used 114 respondents from the Tanjung Emas Customs and Excise Supervision and Service Office. The characteristics of the respondents are presented using statistical data obtained through questionnaire distribution. In the field, all respondents were willing to complete the questionnaire, resulting in 114 completed questionnaires that could be used in the data analysis.

The description of the respondents in this study can be explained in four characteristics, namely based on gender, age, last education and length of service, which are explained below:

1) Gender

The characteristics of the respondents in this study can be described based on gender factors as follows:

Table Respondent Characteristics Data by Gender

Gender	Frequency	Percentage
Man	75	65.8
Woman	39	34.2
Total	114	100.0

Source: Data processing results, 2025.

Based on the results of the respondent description in Table, it can be seen that the majority of employees who became respondents were men, amounting to 75 people or 65.8%, while women numbered 39 people or 34.2%. This shows that the composition of employees in the Tanjung Emas Customs and Excise Supervision and Service Office is still dominated by men, which is in accordance with the characteristics of customs and excise work which often requires high mobility, discipline, and technical skills in the field.

2) Age

The characteristics of the respondents in this study can be described based on age factors as follows:

Table Respondent Characteristics Data by Age

Age	Frequency	Percentage
25 - 30 years	30	26.3
31 - 40 years old	46	40.4
41 - 50 years old	31	27.2
51 - 60 years	7	6.1
Total	114	100.0

Source: Data processing results, 2025.

In terms of age, the majority of respondents were in the 31–40 year range, amounting to 46 people (40.4%), followed by employees aged 41–50 years (31 people, or 27.2%), and employees aged 25–30 years (30 people, or 26.3%). Meanwhile, only 7 employees were aged 51–60 years old, or 6.1%. This distribution shows that the majority of employees are of productive age with sufficient work experience, so they are expected to contribute optimally to organizational performance.

3) Last education

The characteristics of the respondents in this study can be described based on the level of education factor as follows:

Table Respondent Characteristics Data According to Last Education

Education	Frequency	Percentage
Diploma	10	8.8
S1	81	71.1
S2	23	20.2
Total	114	100.0

Source: Results of data processing, 2025.

Based on educational level, the majority of respondents (81 respondents, or 71.1%) had a bachelor's degree, followed by 23 (20.2%) with a master's degree, and 10 (8.8%). This data indicates that employees within the Tanjung Emas TMP Service and Supervision Office have a relatively high educational background, with a predominance of bachelor's graduates. This

demonstrates the organization's strong emphasis on academic competency in supporting the professionalism and quality of customs and excise services.

4) Length of work

The characteristics of the respondents in this study can be described based on the length of service factor as follows:

Table Respondent Characteristics Data According to Length of Service

Years of service	Frequency	Percentage
0-10 years	23	20.2
11 - 20 years	40	35.1
21 - 30 years old	36	31.6
> 30 years	15	13.2
Total	114	100.0

Source: Primary Data Processing Results, 2025.

In terms of length of service, most respondents have served for a fairly long period of time, namely 11–20 years as many as 40 people or 35.1%, followed by 21–30 years as many as 36 people or 31.6%. Meanwhile, employees with a service period of 0–10 years numbered 23 people or 20.2%, and those who have worked for more than 30 years were 15 people or 13.2%. This shows that the majority of employees have long work experience, so it is expected that they have understood the organizational culture, service procedures, and applicable regulations, which in turn will have a positive impact on the effectiveness of institutional performance.

Descriptive analysis aims to obtain an overview of respondents' assessments of the variables studied. Through descriptive analysis, information will be obtained regarding respondents' tendencies in responding to the indicator items used to measure the research variables.

The data is explained by providing a weighted assessment for each statement in the questionnaire. The respondent response criteria follow the following assessment scale: Strongly Agree (SS) score 5, Agree (S) score 4, Quite Agree (CS) score 3, Disagree (TS) score 2, Strongly Disagree (STS) score 1. Furthermore, from this scale, the data will be categorized into 3 groups. To determine the score criteria for each group, it can be calculated as follows (Sugiyono, 2017):

- a. Highest score = 5
- b. Lowest score = 1
- c. Range = $\text{Score}_{\text{highest}} - \text{lowest score} = 5 - 1 = 4$
- d. Class interval = $\text{Range} / \text{number of categories} = 4/3 = 1.33$

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00. A complete description of each variable is presented below:

Table Description of Research Variables

No	Variables and indicators	Mean	Standard Deviation
1	Professional competence	3.88	
	a. Knowledge,	3.91	0.70
	b. Skills,	3.93	0.81
	c. Discipline	3.80	0.72
	d. Expertise in his field.	3.89	0.75
2	Professional commitment	3.86	
	a. Identification,	3.81	0.91
	b. Involvement	3.92	0.83
	c. Loyalty	3.91	0.83
	d. Faithfulness	3.79	0.85
3	HR Performance	3.94	
	a. Quality of Work;	3.89	0.80
	b. Quantity;	3.96	0.71
	c. Punctuality;	3.96	0.74
	d. Effectiveness;	3.96	0.72
	e. Independence	3.82	0.76

Based on the data in Table it can be seen that the Professional Competence variable measured through indicators of knowledge, skills, discipline, and expertise in their fields shows an overall average value of 3.88. The highest mean value is found in indicator X1_2 (skills) of 3.93, while the lowest mean value is found in indicator X1_3 (discipline) with a value of 3.80. These results indicate that Tanjung Emas Customs and Excise employees have quite good skills in carrying out their work, but still need to improve discipline so that professionalism in carrying out their duties is more optimal.

The Professional Commitment variable, which consists of indicators of identification, involvement, loyalty, and faithfulness, obtained an overall average of 3.86. The highest mean value was found in indicator Y1_2 (involvement) with a value of 3.92, while the lowest value was found in indicator Y1_4 (loyalty) at 3.79. These results indicate that employees show more active involvement in carrying out their work, but the aspect of loyalty to the profession and organization still needs to be strengthened relatively to maintain long-term commitment.

For the HR Performance variable, which includes work quality, quantity, timeliness, effectiveness, and independence, the overall average value was 3.92. The indicator with the highest mean value was Y2_3 (timeliness) at 3.96, while the indicator with the lowest mean

value was Y2_5 (independence) with a value of 3.82. These findings indicate that Tanjung Emas Customs and Excise employees are able to carry out their work on time, which is an important requirement in customs and excise services. However, the aspect of employee independence still needs to be improved so that the implementation of tasks does not depend too much on superiors' directions.

Reliability tests are conducted to prove accuracy, consistency and precision. instrument in measuring constructs. In Structural Equation Modeling-Partial Least Squares (SEM-PLS), reliability and construct validity criteria are used to ensure that the measurement model is accurate and reliable. Here's a brief explanation of Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE):

- a. *Cronbach alpha*. This criterion is used to measure the internal consistency of items within a construct, indicating the extent to which the items measure the same concept. A Cronbach's alpha score of more than 0.70 indicates good reliability of the construct being studied (Ghozali, 2014).
- b. *Composite Reliability*. Measuring the internal reliability of a construct by considering the indicator weights (loadings) in the PLS model. A construct's indicators provide good results if they are able to provide a composite reliability value of more than 0.70.
- c. *Average Variance Extracted (AVE)*. An AVE criterion above 0.5 indicates that the indicators that form the research variables are said to be reliable, so they can be used in further analysis in the research.

The Cronbach's alpha, composite reliability and AVE values for each construct of this study are presented in full in the table below:

Table Reliability Test Results

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_c)</i>	<i>Average variance extracted (AVE)</i>
HR Performance	0.879	0.912	0.676
Professional commitment	0.930	0.950	0.826
Professional competence	0.835	0.889	0.668

Source: Smart PLS 4.1.0 data processing (2025)

The results of the reliability test for each structure are shown in the table above. The findings indicate that the Cronbach alpha value for each construct is more than 0.7, and the composite reliability value (*Composite reliability*) each construct is more than 0.7, and the AVE value of each construct is more than 0.5. Based on the results of the reliability test, it can be concluded that the research instrument has high reliability.

Based on the results of the convergent validity, discriminant validity, and reliability tests above, it can be concluded that the indicators used in measuring latent variables can all be stated as valid and reliable measurement indicators.

In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:

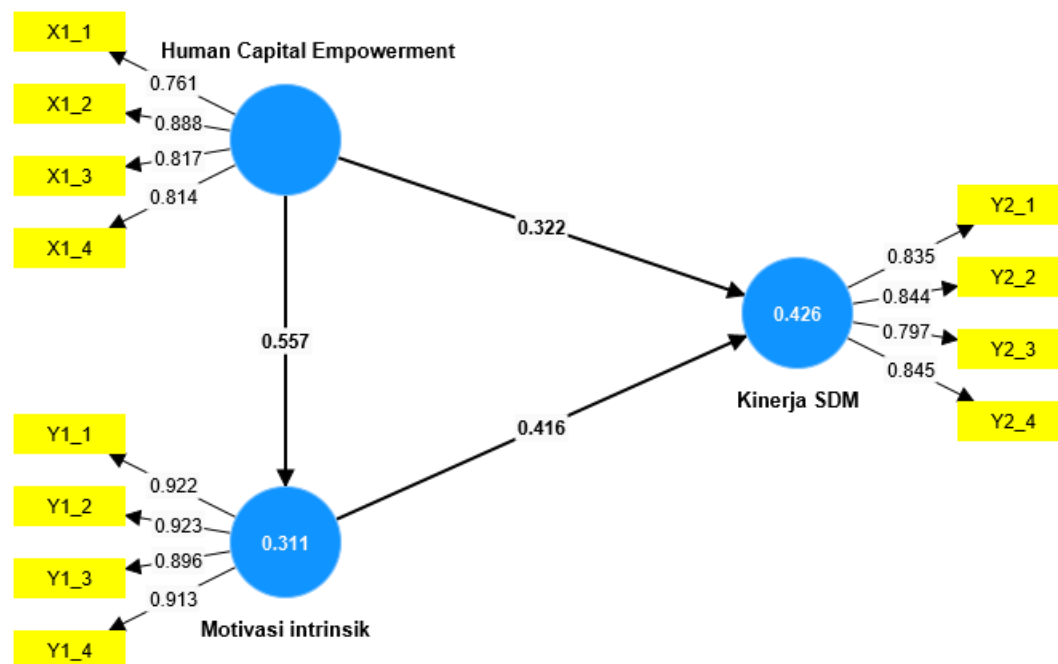


Figure Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)

This section presents the results of the research hypothesis testing conducted in the previous chapter. To determine whether the hypothesis is accepted or not, you can compare the calculated t-value with the t-table, assuming that the calculated t-value is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Professional commitment -> HR performance	0.437	0.436	0.101	4,312	0.000
Professional competence -> HR performance	0.346	0.348	0.103	3,346	0.001
Professional competence -> Professional commitment	0.563	0.567	0.064	8,860	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

By presenting the results of the data processing, testing can then be carried out for each research hypothesis, namely:

1) Hypothesis Testing 1

H1: Professional competence influences HR performance

In testing hypothesis 1, the original sample estimate value was obtained at 0.346. This value indicates that Professional Competence has a positive effect on HR Performance. This result is also supported by the t-test value obtained at 3.346, greater than the t-table value of 1.96, and a significance value of p of $0.001 < 0.05$. Thus, it can be said that there is a positive and significant influence of professional competence on HR performance. Therefore, the first hypothesis stating that "Professional competence influences HR performance" can be accepted.

2) Hypothesis Testing 2

H2: Professional competence influences professional commitment

In testing hypothesis 2, the original sample estimate value was obtained at 0.563. This value proves that Professional Competence has a positive effect on Professional Commitment. This result is even more convincing because the calculated t value of 8.860 is greater than the t table value of 1.96, with a p value of $0.000 < 0.05$. This means that the professional competence possessed by employees is able to encourage the formation of a stronger professional commitment. Thus, the second hypothesis stating that "Professional competence influences professional commitment" can be accepted.

3) Hypothesis Testing 3

H3: Professional commitment influences HR performance

In testing hypothesis 3, the original sample estimate value was obtained at 0.437. This value indicates that Professional Commitment has a positive effect on HR Performance. This is supported by the calculated t value of 4.312, which is greater than the t table of 1.96, and the p value of $0.000 < 0.05$. These results prove that the higher the professional commitment of employees, the better the HR performance shown. Thus, the third hypothesis stating that "Professional commitment has an effect on HR performance" can be accepted.

5) Analysis of the Indirect Influence of Professional Competence on HR Performance through the Mediation of Professional Commitment

The indirect effect test was conducted to see the influence given by an exogenous variable (professional competence) on the endogenous variable (HR Performance) through the intervening variable, namely the variable of professional commitment. The indirect effect of

professional competence on HR performance through the mediation of professional commitment is depicted in the following path diagram:

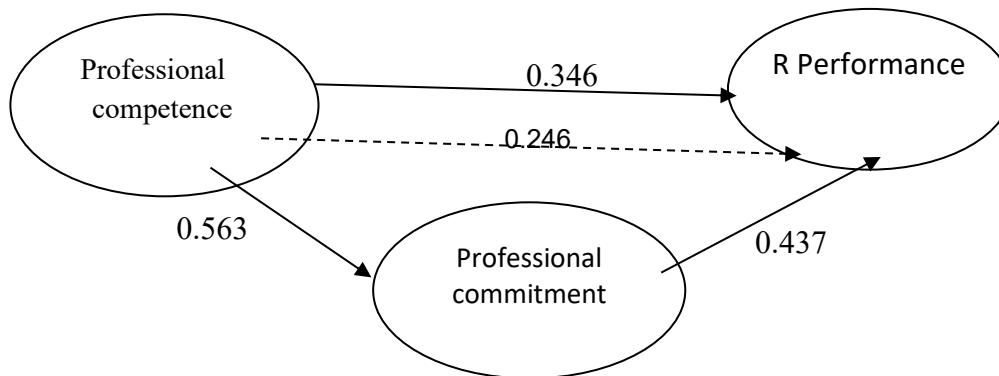


Figure Path Coefficient of the Influence of Professional Competence on HR Performance through Professional Commitment

Information:	
▼	: Direct influence
.	: Indirect influence

The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Table Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Professional competence -> Professional commitment -> HR performance	0.246	0.248	0.068	3,627	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The mediating effect of professional commitment in relation to the variable of professional competence on HR performance is known to be 0.246. The results of the indirect effect test produced a t-count of 3.627 ($t > 1.96$) with $p = 0.000 < 0.05$. The conclusion of the test is that professional commitment mediates the influence of professional competence on HR performance.

The results of this study confirm that professional competence not only directly influences performance but also increases professional commitment, which ultimately strengthens human resource performance. In other words, strong competence will encourage the formation of strong commitment, and this commitment will be a crucial factor in bridging employee performance improvements. The competence inherent in individual employees strengthens their commitment to the profession and the organization, and in turn contributes to improving overall organizational performance.

Discussion:**1) The influence of professional competence on HR performance**

Research findings demonstrate that professional competence has a positive and significant influence on HR performance at the DJBC Regional Offices in Central Java and Yogyakarta. Similar findings were also expressed by (Mulang, 2021) which confirms that competence positively and significantly influences teacher performance. Research by (Ridwan et al., 2020)

These results indicate that increasing knowledge, skills, discipline, and expertise in the field of work will have an impact on improving human resource performance, which is reflected in the quality of work, quantity of results, timeliness, effectiveness, and independence. Improving employee professional competence is a key factor in ensuring optimal performance. Employees who have in-depth knowledge of customs regulations, technical skills in service and supervision processes, discipline in carrying out procedures, and specialized expertise in the field of customs and excise, will be able to carry out their duties more effectively and accountably.

On the other hand, the indicator with the lowest outer loading value for the Professional Competence variable is Knowledge, while for the Human Resource Performance variable, it is Work Quality. These results indicate that increasing employee knowledge will have positive implications for the quality of work produced. In the context of customs and excise, adequate knowledge of regulations, customs procedures, and fiscal policies is an important foundation for employees in producing accurate, professional, and standard-compliant work. Strong knowledge enables employees to reduce administrative errors, increase accuracy in tariff and customs value determination, and strengthen service integrity. Thus, developing employee knowledge not only improves work quality but also contributes to achieving state revenue targets and strengthening the DJBC's function as a revenue collector, trade facilitator, and community protector.

2) The influence of professional competence on professional commitment

The study revealed that professional competence had a positive and significant influence on the professional commitment of human resources at the Central Java and Yogyakarta Regional Offices of the Directorate General of Customs and Excise. Similar results were reported by Pramono and Wulandari (2020), who stated that conceptual mastery, technical skills, and work integrity can foster sustained professional loyalty and dedication.

These findings indicate that the higher the level of knowledge, skills, discipline, and expertise possessed by employees, the stronger their professional commitment is reflected through their identification, involvement, loyalty, and allegiance to the organization. The quality of human resources with high professional competencies, including in-depth knowledge of customs and excise regulations, technical skills in service and supervision, discipline in implementing regulations, and expertise in handling customs issues, will encourage them to have a stronger commitment to their profession. This commitment is reflected in how DJBC

employees feel proud and bound by their supervisory and service duties (identification), actively play a role in supporting the smooth flow of goods and state revenues (involvement), maintain loyalty to the organization by upholding integrity (loyalty), and are consistent in carrying out strategic customs and excise duties to protect the community and the economy (loyalty).

The results of the study indicate that in the Professional Competence variable, the indicator with the highest outer loading value is Skills, while in the Professional Commitment variable, the indicator with the highest outer loading value is Identification. This finding indicates that the higher the skills possessed by employees, the stronger their level of identification with the organization. This means that employees who possess adequate technical and operational skills, for example in conducting goods inspection, customs document management, and monitoring the circulation of excisable goods, will be better able to internalize the values, vision, and mission of the Directorate General of Customs and Excise (DJBC). Thus, improving employee skills not only impacts the quality of task implementation but also strengthens their sense of belonging to the organization, thereby contributing to improved institutional performance.

Meanwhile, the indicator with the lowest outer loading value for the Professional Competence variable is Knowledge, and for the Professional Commitment variable is Loyalty. These findings reflect that increased employee knowledge is associated with increased loyalty to the organization. In the context of customs and excise, the better employees understand regulations, international procedures, and fiscal policies related to cross-border trade, the greater their tendency to demonstrate consistent loyalty to their duties and the organization. This loyalty is reflected in compliance with regulations, dedication to maintaining the integrity of public services, and a commitment to optimizing state revenue from the customs and excise sector.

3) The Influence of Professional Commitment on HR Performance

The research findings indicate that professional commitment has a positive and significant influence on human resource (HR) performance at the DJBC Regional Offices of Central Java and Yogyakarta. These results confirm previous research that professional commitment can lead to improved HR performance.

These results indicate that the higher the level of employee identification, involvement, loyalty, and fidelity, the higher the performance of human resources. This performance improvement is reflected in aspects of work quality, quantity, timeliness, effectiveness, and independence.

On the other hand, the indicator with the lowest outer loading value for the Professional Commitment variable is Loyalty, while for the Human Resource Performance variable, it is Work Quality. This finding implies that increased employee loyalty, reflected in long-term loyalty and commitment to the organization, contributes to improved work quality. In the

customs and excise sector, work quality is crucial for document inspection accuracy, precision in tariff and customs value determination, and professionalism in service and supervision. Therefore, high loyalty will strengthen employee consistency in maintaining work quality and minimize the potential for administrative and technical errors that could impact state revenue.

4. Conclusion

This study aims to analyze and empirically describe the influence of professional competence on professional commitment and HR performance. The answers to the existing research questions are: Professional competence has a positive and significant impact on human resource performance at the Central Java and Yogyakarta Regional Offices of the Directorate General of Customs and Excise. This means that increased knowledge, skills, discipline, and expertise in their work will impact human resource performance, as reflected in work quality, quantity of output, timeliness, effectiveness, and independence. Professional competence has a positive and significant influence on the professional commitment of human resources at the DJBC Regional Office of Central Java and DI Yogyakarta. The quality of human resources with high professional competence includes in-depth knowledge of customs and excise regulations, technical skills in service and supervision, discipline in implementing rules, and expertise in handling customs issues will encourage them to have a stronger commitment to their profession. This commitment is reflected in how DJBC employees feel proud and bound by their supervisory and service duties (identification), actively play a role in supporting the smooth flow of goods and state revenues (involvement), maintain loyalty to the organization by upholding integrity (loyalty), and are consistent in carrying out strategic customs and excise duties to protect the community and the economy (fidelity). Professional Commitment has a positive and significant influence on Human Resources (HR) Performance at the DJBC Regional Office in Central Java and Yogyakarta. High-quality human resources with high professional competencies, including in-depth knowledge of customs and excise regulations, technical skills in service and supervision, discipline in implementing regulations, and expertise in handling customs issues, will encourage a stronger commitment to their profession.

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