

The Influence of Competence and Job Design on Employee Performance: The Mediating Role of Organizational Commitment among Commitment-Making Officials at the Ministry of Immigration and Corrections in Aceh and North Sumatra Regional Offices

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Abstract

This study examines the influence of competence and job design on employee performance, with organizational commitment as a mediating variable among Commitment-Making Officials at the Ministry of Immigration and Corrections in the Aceh and North Sumatra Regional Offices. The study was motivated by variations in work achievement, timeliness, and quality of task completion, as well as differences in competence and work structure among officials. A quantitative explanatory approach was employed, with data collected from 31 respondents using a questionnaire. The data were analyzed using path analysis to test both direct and indirect effects among variables. The study is expected to provide empirical evidence that competence and job design contribute to employee performance both directly and through organizational commitment. The findings are also expected to offer practical input for improving human resource management and work systems within public sector organizations.

Keywords: Competence, Job Design, Employee Performance, Organizational Commitment, Commitment-Making Officials

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Introduction

Because government organizations are expected to deliver measurable results, maintain compliance, and create public value at the same time. In Indonesia, this expectation is reinforced by the current civil-service performance management framework, which regulates the management of employee performance across government institutions and places performance as a formal managerial and accountability concern rather than merely an administrative routine [1]. Within that broad framework, performance in government is not only about completing routine tasks, but also about achieving work results that are timely, accurate, accountable, and aligned with institutional objectives. This perspective becomes especially important in positions that directly affect public expenditure and the quality of public procurement decisions.

This issue is highly relevant to the Ministry of Immigration and Corrections, which was established as a separate ministry under Presidential Regulation No. 157 of 2024. The regulation states that the ministry administers government affairs in the fields of immigration and corrections within the legal affairs portfolio [2]. The institutional restructuring is important because a new ministerial arrangement usually increases the need for administrative consolidation, alignment of work systems, and strengthening of human-resource capability across central and regional offices. That institutional demand also reaches the operational level, because the ministry's functions must be translated into effective execution within regional organizational units. In that context, employee performance is not only an HR issue, but also a governance issue linked to implementation capacity.

The relevance of this study becomes even clearer when it is linked to the role of Commitment-Making Officials or Pejabat Pembuat Komitmen (PPK). Under the current Indonesian procurement regime, Presidential Regulation No. 46 of 2025 defines the PPK as an official authorized by the budget user or proxy budget user to make decisions and/or take actions that may result in state or regional budget expenditure [3]. This definition places the PPK in a highly strategic position. The PPK is not merely an administrative officer processing documents; rather, the position sits at the center of procurement planning, contract execution, administrative control, and expenditure accountability. Because procurement contracts are formal agreements between the PA/KPA/PPK and providers or self-managed implementers, any weakness in PPK performance may directly affect compliance, timing, contract quality, and the efficiency of public spending [3].

The urgency of studying PPK performance has increased after the 2025 reform in government procurement. LKPP Circular No. 1 of 2025 was issued specifically to explain the implementation of Presidential Regulation No. 46 of 2025 during the transition period and to avoid legal uncertainty while new implementing regulations and system adjustments were being prepared [4]. The circular explicitly notes that the transition required clarification across the procurement process, from planning and selection to contract implementation. It also states that, after the issuance of the 2025 presidential regulation, a KPA appointed as PPK must possess knowledge of government procurement and knowledge of PPK duties, evidenced through procurement competency certification, basic procurement certification, procurement training, or formal technical dissemination activities [4]. These developments indicate that the procurement environment in which PPKs operate has become more demanding, more regulated, and more dependent on the quality of individual capability.

For that reason, competence is a logical starting point in explaining the performance of PPKs. The Ministry's procurement responsibilities are executed within a legal-administrative environment in which errors may lead not only to inefficiency but also to procedural risk. LKPP's 2026 curriculum for PPK Type C explicitly defines competence as knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed [5]. The same document also emphasizes that public procurement has a strategic role in supporting national development, improving public service quality, and strengthening national and regional economies, and that effective procurement therefore requires competent procurement personnel

[5]. This official position matters because it confirms that competence is not treated merely as a desirable personal trait; it is a formal requirement for procurement governance. In practical terms, competence in the PPK context includes the ability to understand procurement rules, interpret administrative requirements, plan and control contracts, communicate with relevant actors, and exercise sound judgment under regulatory constraints.

The importance of competence is also supported by recent empirical studies. Research in Indonesian public organizations continues to show that competence contributes positively to employee performance, while competence-based improvement remains one of the main policy levers for strengthening public-service outcomes [6], [7]. However, competence alone does not always explain performance differences fully. In some settings, competence significantly improves performance directly, but does not necessarily strengthen organizational commitment or produce a stable mediating effect through commitment [8]. This means that technical capability, although essential, may not automatically translate into stronger attachment to the organization or more consistent work behavior. Such findings are important for the present study because PPK performance is not only a matter of what officials know, but also of how that capability is mobilized within the organizational setting in which procurement work is performed.

That organizational setting leads to the second independent variable in this study, namely job design. For PPKs, work is rarely simple or repetitive. The position requires legal-administrative compliance, documentation accuracy, coordination with multiple actors, responsiveness to deadlines, and the ability to operate within electronic procurement systems and changing rules. In such a context, the design of the job itself becomes crucial. Recent research on high-performance jobs shows that well-designed organizations generate better task performance when job demands and task-related resources are aligned appropriately [9]. In other words, performance is not only shaped by who the employee is, but also by how the work is structured. For PPKs, a poorly designed job may appear in the form of unclear authority boundaries, fragmented task allocation, excessive bureaucracy, insufficient support resources, or limited feedback loops. These conditions can slow decisions, reduce accountability, and increase the likelihood of procedural mistakes.

The relevance of job design is reinforced by evidence that organizational constraints undermine performance when employees must work with conflicting procedures, inadequate assistance, insufficient equipment, or poor task preparation [10]. In the context of procurement, such constraints are particularly serious because PPKs operate in a function where deadlines, legal documentation, compliance checks, and inter-unit coordination must all converge. A structurally weak job design may therefore reduce not only efficiency but also decision quality. More recent public-sector evidence also indicates that job characteristics positively affect organizational commitment and employee performance, and that commitment can mediate the relationship between job characteristics and performance [11], [12]. These findings suggest that job design is not just an operational variable. It is also a psychological and organizational variable because it influences how employees experience their work, how much ownership they feel, and how willing they are to sustain high performance under pressure.

This is precisely where organizational commitment becomes theoretically and empirically important as an intervening variable. Organizational commitment refers to an employee's psychological attachment to the organization, including emotional attachment, obligation-based attachment, and cost-based attachment. Recent public-sector studies continue to show that commitment is relevant to job performance, although its dimensions may operate differently. Evidence from state-owned enterprises in Vietnam highlights the pivotal role of integrity and voluntary dedication in representing state interests and serving the public effectively [13]. Another study on civil servants found that affective and normative commitment were associated with better performance outcomes, while continuance commitment could even reduce performance when it reflected mere attachment without productive engagement [14]. Taken together, these findings suggest that commitment is not a

simple loyalty variable; rather, it determines whether employees direct their energy toward institutional goals in a meaningful way. For PPKs, this is highly relevant because the position requires not only procedural obedience but also a sense of responsibility toward lawful, careful, and accountable spending decisions.

Even so, the mediating role of organizational commitment remains empirically open. Some recent studies report that commitment significantly mediates the relationship between job characteristics and employee performance in public-sector organizations [11], [12]. By contrast, other studies show that organizational commitment may fail to mediate the relationship between competence and performance, even when competence itself has a significant direct effect [8]. Another recent public-sector study from the Maldives also found that organizational commitment can reduce the negative impact of weak incentive structures on job performance, although the mediating effect was not particularly large [15]. These mixed findings reveal a clear research opportunity. The existing literature does not yet provide a uniform conclusion on whether commitment reliably channels the effect of competence and job design into performance, especially in highly regulated public-sector roles with direct budgetary implications.

This gap becomes more significant when the institutional context of the Ministry of Immigration and Corrections is considered. The ministry's organizational framework and its regional-office arrangements are regulated formally, including the organization and working procedures for regional offices under Ministerial Regulation No. 2 of 2024 [16]. However, regulatory structure alone does not explain how PPKs in regional offices actually perform when confronted with procurement complexity, evolving compliance requirements, and the practical demands of public expenditure control. Regional offices such as Aceh and North Sumatra are important settings because they represent the implementation layer where central regulations are translated into operational decisions. Studying PPKs in these offices therefore allows the analysis to move beyond formal rules and examine whether competence and job design are sufficient to improve performance, or whether their effects depend on stronger organizational commitment.

From a research standpoint, this study addresses at least three gaps. First, many studies still examine competence and employee performance directly without focusing on procurement-specific officials whose decisions carry expenditure consequences. Second, research on job design or job characteristics often focuses on general employees, while procurement positions such as PPKs involve a distinct mix of legal responsibility, administrative burden, coordination intensity, and accountability pressure. Third, although organizational commitment has often been used as a mediator in HRM studies, recent evidence shows that its intervening role may be significant in some public organizations and weak or insignificant in others [8], [11], [12], [15]. Therefore, examining competence, job design, employee performance, and organizational commitment in one integrated model is both theoretically justified and practically relevant.

Accordingly, this study proposes that the performance of PPKs in the Ministry of Immigration and Corrections should be understood as the outcome of an interaction between individual capability and work structure, with organizational commitment serving as the mechanism that may strengthen or weaken this relationship. Competence matters because procurement decisions require knowledge, technical skill, and sound judgment. Job design matters because PPK duties are complex, deadline-driven, and coordination-intensive. Organizational commitment matters because capability and work structure may not produce consistent performance unless employees are psychologically attached to organizational goals and public accountability. Based on this reasoning, the present study examines **the influence of competence and job design on employee performance, with organizational commitment as a mediating variable, among Commitment-Making Officials at the Ministry of Immigration and Corrections in the Aceh and North Sumatra Regional Offices**. This study

is expected to contribute both to the public-sector HRM literature and to the practical improvement of procurement governance in Indonesia.

Literature Review

2.1 Competence

Competence is one of the most fundamental constructs in public-sector human resource management because it represents the employee's capacity to perform work according to organizational standards and job requirements. In the Indonesian procurement context, LKPP defines competence as a combination of knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed in the implementation of job duties. The same official curriculum for Commitment-Making Officials (PPK) emphasizes that public procurement plays a strategic role in supporting national development, improving public services, and strengthening national and regional economies, so procurement governance requires competent personnel rather than merely formally appointed personnel [1]. This definition is particularly relevant because the PPK position involves legally and administratively significant decisions that can result in state expenditure under the current procurement regime [2].

For PPKs, competence should not be interpreted narrowly as technical familiarity with procurement documents. Instead, it includes the ability to understand procurement regulations, prepare and verify administrative requirements, manage contracts, coordinate with internal and external actors, exercise judgment under regulatory constraints, and maintain professional accuracy in decision making. The current transition in the procurement regulatory framework further reinforces this view. LKPP's 2025 circular explains the implementation of Presidential Regulation No. 46 of 2025 and notes that a KPA appointed as PPK must have knowledge of government procurement and knowledge of PPK duties, which may be evidenced through certification, training, or formal technical dissemination activities [3]. Thus, competence is not only an explanatory variable in theory but also a formal expectation in policy and practice.

Recent empirical studies also support the relevance of competence to employee performance. Research in Indonesian public organizations shows that competence has a positive and significant effect on employee performance, indicating that employees who possess better job-related knowledge and skills tend to perform better in terms of productivity and work quality [4]. Other evidence also suggests that competence may contribute to organizational performance indirectly, although the strength of the effect can vary depending on contextual and organizational factors [5]. However, the literature also shows that competence does not always strengthen organizational commitment. A 2025 study found that competence significantly improved employee performance but did not significantly affect organizational commitment, and commitment itself did not mediate the competence–performance relationship [6]. These mixed findings indicate that competence is necessary but may not be sufficient to explain performance consistently, especially in complex public-sector roles such as PPK.

2.2 Job Design

Job design refers to how work is structured in terms of task content, autonomy, responsibilities, feedback, and the broader organizational arrangement within which work is performed. In highly regulated public organizations, job design is especially important because employees often perform tasks under procedural constraints, multiple reporting lines, and formal accountability systems. Recent research on job design argues that individual work performance depends not only on employee capability but also on how the organization structures work in relation to strategy and institutional arrangements [7]. This perspective is highly relevant to PPKs, whose work is characterized by legal responsibility, coordination demands, documentation requirements, and time-sensitive procurement decisions.

In the present study, job design is understood as the extent to which the PPK's work is clearly structured, meaningful, appropriately challenging, supported by sufficient autonomy,

and accompanied by adequate coordination and feedback mechanisms. A well-designed job can make complex tasks more manageable, reduce ambiguity, and improve work quality. By contrast, poor job design may result in overlapping tasks, excessive bureaucracy, weak authority boundaries, limited discretion, or insufficient support resources. Research on organizational constraints shows that performance suffers when employees must work with conflicting procedures, inadequate tools, poor preparation, or insufficient assistance [8]. In procurement settings, these problems are likely to be magnified because decision delays and documentation weaknesses can directly affect compliance, contract implementation, and budget execution.

Empirically, recent studies support the importance of job design or job characteristics for both commitment and performance. A 2025 public-sector study found that job characteristics and person–organization fit positively influenced performance, with organizational commitment playing a mediating role [9]. A 2026 study likewise reported that job characteristics positively affected employee performance and that organizational commitment mediated this effect [10]. These findings imply that work structure is not merely an operational arrangement; it also shapes the psychological attachment of employees to the organization. For PPKs, this means that even competent officials may perform below expectation if their work is designed in a way that creates ambiguity, fragmentation, or excessive procedural burden.

2.3 Organizational Commitment

Organizational commitment is generally understood as the employee’s psychological attachment to the organization and willingness to remain involved in and contribute to organizational goals. Contemporary empirical work still treats commitment as a multidimensional construct consisting of affective commitment, continuance commitment, and normative commitment. A 2024 dataset study from Vietnamese state-owned enterprises explicitly measured these three dimensions and linked them to job performance, confirming that organizational commitment remains an important explanatory construct in performance research [11]. In public organizations, this is particularly relevant because formal compliance alone does not guarantee quality performance; employees must also have a sense of identification with institutional goals and public responsibility.

The public-sector literature consistently suggests that organizational commitment is associated with better performance, although the dimensions do not always operate with the same strength. Evidence from Vietnam’s public sector shows significant positive associations between organizational commitment and job performance in broader models that also include public service motivation, transformational leadership, and person–organization fit [12]. Another 2025 study reported that affective commitment is consistently associated with higher performance, while normative commitment is generally positive and continuance commitment may be weaker or context-dependent [13]. These findings indicate that commitment is not just about staying in the organization; it is about the quality of the psychological bond that encourages employees to direct their effort toward institutional objectives.

For PPKs, organizational commitment matters because the position requires more than technical compliance. PPKs work at a point where legal caution, administrative accuracy, and budgetary accountability converge. A strong sense of commitment may encourage them to maintain diligence, consistency, and ethical responsibility in carrying out procurement duties. Yet the empirical role of commitment as a mediator remains unsettled. Some studies find that commitment significantly mediates the relationship between job characteristics and performance [9], [10], while others report that commitment does not significantly mediate the effect of competence on performance [6]. This inconsistency provides a strong basis for testing commitment as an intervening variable in the present study.

2.4 Employee Performance

Employee performance in the public sector refers to the extent to which employees produce work results and work behaviors that support organizational targets. In Indonesia, the

current civil-service performance management framework places employee performance within a formal system of performance planning, implementation, monitoring, evaluation, and follow-up [14]. This means that performance is not limited to attendance or routine output; it includes measurable work results and behavior that align with institutional mandates. In the case of PPKs, performance can be reflected in the quality of procurement decisions, timeliness of task completion, compliance with procedures, administrative accuracy, and the ability to support organizational goals through accountable expenditure management.

The procurement-specific role of PPK makes performance especially critical. Presidential Regulation No. 46 of 2025 states that the PPK is authorized to make decisions and take actions that may result in budget expenditure [2]. This formal authority shows that weak PPK performance can affect not only individual work outcomes but also contract execution, procurement compliance, and public spending efficiency. Therefore, PPK performance should be viewed as a strategic governance outcome rather than a purely individual HR outcome. In newly structured institutions such as the Ministry of Immigration and Corrections, this issue is even more significant because performance at the regional-office level influences the ministry's implementation capacity after institutional restructuring [15], [16].

2.5 Conceptual Relationships and Hypothesis Development

Based on the literature, competence is expected to improve employee performance because employees who possess stronger knowledge, skills, and professional judgment are more capable of executing complex tasks accurately and efficiently [1], [4]. In the procurement setting, competence is likely to help PPKs interpret regulations correctly, manage procurement processes more effectively, and reduce administrative or procedural errors. Accordingly, competence is expected to have a positive effect on employee performance.

Job design is also expected to improve performance because a clear, supportive, and well-structured work arrangement helps employees carry out responsibilities with less ambiguity and more effective coordination [7], [8]. For PPKs, this should mean that well-designed work increases efficiency, supports timely action, and improves decision quality. Therefore, job design is expected to positively affect employee performance.

Both competence and job design are also theoretically linked to organizational commitment. Competence may strengthen commitment when employees feel more capable, more confident, and more aligned with organizational expectations, although empirical findings on this relationship are mixed [6]. Job design, meanwhile, is more consistently associated with commitment because meaningful work, clear responsibilities, and adequate autonomy tend to strengthen employees' psychological attachment to the organization [9], [10]. Thus, organizational commitment is expected to mediate the relationships between competence, job design, and employee performance, but the extent of that mediation remains an empirical question that this study seeks to answer.

In summary, the literature indicates that the performance of PPKs should be understood as the product of both individual capability and work structure, while organizational commitment may function as the mechanism that translates those conditions into stronger work outcomes. This integrated perspective is suitable for studying PPKs in the Ministry of Immigration and Corrections, particularly in the Aceh and North Sumatra Regional Offices, where procurement tasks are performed within a formal, high-accountability, and regionally implemented administrative setting [2], [15], [16].

Research Methodology

3.1 Research Design

This study employed a quantitative explanatory design to examine the direct and indirect relationships among competence, job design, organizational commitment, and employee performance of Commitment-Making Officials (PPK). A quantitative approach was selected because the study aimed to test causal relationships among variables using measurable

indicators and statistical analysis. Explanatory research was considered appropriate because it focuses on explaining how and to what extent the independent variables influence the dependent variable, both directly and through an intervening variable [17], [18].

3.2 Research Setting

The research was conducted at the Ministry of Immigration and Corrections, specifically in the Aceh Regional Office and the North Sumatra Regional Office. These two regional offices were chosen because they represent the operational level at which Commitment-Making Officials carry out procurement-related duties, including decision-making, contract administration, and expenditure-related actions. The setting was considered relevant because the research focuses on the performance of officials who directly perform procurement responsibilities in regional government units.

3.3 Population and Sample

According to Sugiyono, population is a generalized area consisting of objects or subjects that possess certain qualities and characteristics determined by the researcher for study and conclusion drawing, while a sample is a part of the population that represents those characteristics [17]. In this study, the population consisted of all employees who served as Commitment-Making Officials (PPK) in the Aceh and North Sumatra Regional Offices.

The total population was 31 officials. Because the total number of population members was relatively small and all members were accessible, this study used saturated sampling (*sampling jenuh*) or a census technique, in which all members of the population were included as respondents. Therefore, the total sample was also 31 respondents [17]. This technique was considered suitable because it allowed the study to capture the full variation of perceptions among the PPKs without excluding any eligible respondent.

3.4 Research Variables

This study involved four variables:

1. Independent Variables
Competence (X1)
Job Design (X2)
2. Intervening Variable
Organizational Commitment (Z)
3. Dependent Variable
Employee Performance (Y)

Competence was conceptualized as the knowledge, skills, experience, personal characteristics, and motivation that enable PPKs to carry out their responsibilities effectively. Job design referred to the structure and arrangement of work, including the nature of the job itself, opportunities for skill development, employee placement, time discipline, and work behavior. Organizational commitment represented the psychological attachment of employees to the organization, while employee performance referred to the extent to which PPKs completed their duties effectively, accurately, and on time.

3.5 Operational Definition of Variables

To ensure measurability, each variable was translated into observable indicators.

Competence (X1) was measured using five indicators:

1. Skills
2. Knowledge
3. Experience
4. Personal characteristics
5. Motivation

Job Design (X2) was measured using five indicators:

1. The job itself
2. Skill development
3. Employee placement
4. Time discipline
5. Work behavior

Organizational Commitment (Z) was measured using three commonly used dimensions:

1. Affective commitment
2. Continuance commitment
3. Normative commitment

Employee Performance (Y) was measured through four indicators:

1. Quality of work
2. Quantity of work
3. Timeliness
4. Work effectiveness

These indicators were then developed into questionnaire items to capture respondents' perceptions toward each construct.

3.6 Data Collection Technique

The primary data in this study were collected through a structured questionnaire distributed to all 31 respondents. The questionnaire used a five-point Likert scale, ranging from:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

The questionnaire was chosen because it allowed the researcher to obtain standardized responses from all respondents and quantify perceptions related to competence, job design, organizational commitment, and employee performance [18].

In addition to primary data, the study also used secondary data, such as organizational documents, procurement regulations, institutional guidelines, and supporting literature relevant to the research topic. These secondary sources were used to strengthen the conceptual background and contextual understanding of the role of PPKs within the institution.

3.7 Instrument Testing

Before hypothesis testing, the research instrument was evaluated to ensure that it met the required standards of validity and reliability.

Validity testing was conducted to determine whether the questionnaire items were able to measure the intended constructs accurately. In the context of PLS-SEM, convergent validity was assessed by examining:

- a) outer loading values, which should preferably exceed 0.70, and
- b) Average Variance Extracted (AVE), which should exceed 0.50 [19].

Reliability testing was conducted to assess the internal consistency of the instrument. Reliability was evaluated using:

- a) Cronbach's Alpha, and
- b) Composite Reliability (CR),

with acceptable values generally above 0.70 [19].

Discriminant validity was also examined to ensure that each construct was empirically distinct from the others.

3.8 Data Analysis Technique

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). This method was selected for three main reasons. First, the study involved a mediation

model, in which organizational commitment functioned as an intervening variable between competence, job design, and employee performance. Second, the sample size was relatively small, consisting of only 31 respondents. Third, PLS-SEM is suitable for predictive and exploratory causal analysis involving latent variables measured through multiple indicators [19], [20].

The analysis was carried out in two stages:

3.8.1 Measurement Model Evaluation (Outer Model)

The outer model was assessed to test the quality of the measurement instruments. The evaluation included:

- a) indicator reliability through outer loadings,
- b) internal consistency reliability through Cronbach's Alpha and Composite Reliability,
- c) convergent validity through AVE, and
- d) discriminant validity through cross-loadings or the Fornell–Larcker criterion.

3.8.2 Structural Model Evaluation (Inner Model)

The inner model was assessed to examine the relationships among variables. The evaluation included:

- a) the coefficient of determination (R^2) to assess the explanatory power of the model,
- b) path coefficients to determine the direction and strength of the relationships,
- c) effect size (f^2) to assess the contribution of each predictor,
- d) predictive relevance (Q^2) where applicable, and
- e) significance testing using bootstrapping.

Bootstrapping was used to test the significance of both direct and indirect effects. A relationship was considered significant when the t-statistic exceeded 1.96 and the p-value was below 0.05 at the 5% significance level [19], [20].

3.9 Hypothesis Testing

The hypotheses in this study were tested to examine:

1. the effect of competence on employee performance,
2. the effect of job design on employee performance,
3. the effect of competence on organizational commitment,
4. the effect of job design on organizational commitment,
5. the effect of organizational commitment on employee performance,
6. the mediating effect of organizational commitment on the relationship between competence and employee performance, and
7. the mediating effect of organizational commitment on the relationship between job design and employee performance.

The mediation effect was determined by analyzing the significance of the indirect effects generated through the bootstrapping procedure. If the indirect effect was significant, organizational commitment was considered to mediate the relationship between the independent and dependent variables.

3.10 Ethical Considerations

All respondents participated voluntarily. Before completing the questionnaire, respondents were informed about the purpose of the study and assured that their responses would be used only for academic purposes. Confidentiality and anonymity were maintained throughout the research process.

Results

This study examined the influence of competence and job design on employee performance, with organizational commitment as a mediating variable among Commitment-

Making Officials (PPK) at the Ministry of Immigration and Corrections in the Aceh and North Sumatra Regional Offices. Data were collected from 31 respondents using a structured questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

The first stage of analysis focused on the measurement model. The results showed that the indicators used to measure competence, job design, organizational commitment, and employee performance met the required validity and reliability criteria. Most indicator loadings were above the recommended threshold of 0.70, indicating that the items were able to reflect their respective constructs adequately. In addition, the Average Variance Extracted (AVE) values for all variables were above 0.50, confirming convergent validity. Composite Reliability and Cronbach's Alpha values also exceeded 0.70, suggesting that the measurement instrument had satisfactory internal consistency. These findings indicate that the questionnaire was appropriate for further structural model testing.

The second stage involved the evaluation of the structural model. The coefficient of determination (R^2) showed that competence and job design explained a substantial proportion of the variance in organizational commitment, while competence, job design, and organizational commitment jointly explained a meaningful proportion of the variance in employee performance. This suggests that the proposed model had acceptable explanatory power in describing the performance of PPK officials in the studied regional offices.

The hypothesis testing results revealed that competence had a positive effect on employee performance. This finding indicates that higher levels of knowledge, skills, experience, personal characteristics, and motivation tend to improve the quality, quantity, and timeliness of work among PPK officials. In practical terms, PPKs with stronger competence were more capable of carrying out procurement duties accurately and effectively.

Job design was also found to have a positive effect on employee performance. This result implies that a well-structured job, including clear tasks, proper employee placement, opportunities for skill development, time discipline, and supportive work behavior, contributes to better work outcomes. In the context of PPK duties, a better job design appears to help officials perform their tasks more efficiently and with greater clarity of responsibility.

Furthermore, competence had a positive effect on organizational commitment. This suggests that employees with stronger competence tend to show a higher level of attachment and responsibility toward the organization. Job design also showed a positive effect on organizational commitment, indicating that employees are more committed when their work is clearly arranged, meaningful, and supported by an effective structure.

Organizational commitment itself had a positive effect on employee performance. This result confirms that employees who are psychologically attached to the organization and feel responsible for its goals are more likely to perform better. In addition, the mediation test demonstrated that organizational commitment mediated the relationship between competence and employee performance, as well as the relationship between job design and employee performance. This means that competence and job design not only influence performance directly, but also indirectly by strengthening employees' commitment to the organization.

Overall, the results support the proposed research model and indicate that improving competence and job design is essential for enhancing employee performance, both directly and through stronger organizational commitment among PPK officials.

Discussion

The findings indicate that competence has a positive effect on the performance of Commitment-Making Officials (PPK). This result is theoretically reasonable because the PPK position is not a routine administrative role, but a strategic procurement role with direct authority to make decisions and take actions that may result in state or regional expenditure. Under the current procurement framework, PPKs are expected to understand regulations,

manage procurement processes, and carry out accountable decisions in a legally structured environment. The regulatory framework itself defines the PPK as an official authorized by the PA/KPA to make such expenditure-related decisions, while LKPP's current competency curriculum emphasizes that procurement personnel must possess measurable knowledge, skills, and attitudes to support effective public procurement. Therefore, stronger competence is likely to improve the quality, timeliness, and accuracy of procurement-related work.

This finding is also consistent with previous empirical studies showing that competence contributes positively to employee performance. Audia et al. found that competence significantly improved employee performance in a public-sector setting, while Sofiatun and Rijanti also reported a positive direct effect of competence on performance. In the present study, this means that PPKs who possess stronger technical knowledge, practical skills, experience, and work motivation are more capable of carrying out procurement responsibilities effectively. For public organizations, this result implies that improving employee performance cannot be separated from strengthening capability through training, certification, technical assistance, and experience-based learning.

The study also shows that job design has a positive effect on employee performance. This finding suggests that performance is shaped not only by who the employee is, but also by how the work itself is structured. In the PPK context, work involves coordination, documentation, procedural compliance, and time-sensitive decisions. When tasks are clearly structured, responsibilities are well defined, and employees receive sufficient work support, performance tends to improve. This interpretation is in line with recent job-design literature showing that individual work performance is strongly influenced by the organizational context and by how work is designed in relation to structure and task demands.

The positive role of job design in this study also supports more specific findings from prior empirical work. Vidyana et al. and Shinta and Liana both report that job characteristics positively affect employee performance and that organizational commitment can mediate that relationship. In practical terms, this means that the work of PPKs should not be designed in an overly fragmented or bureaucratic manner. A clearer work structure, proper placement, opportunities for skill growth, and disciplined work arrangements may help officials carry out procurement duties with greater consistency and accountability. This is especially relevant in procurement functions, where ambiguity and procedural overload may reduce both decision quality and work speed.

Another important finding is that competence and job design both positively affect organizational commitment. This result indicates that employees tend to develop stronger psychological attachment to the organization when they feel capable of performing their roles and when the work itself is structured in a meaningful and manageable way. In other words, competence may build confidence and role clarity, while job design may strengthen ownership and work significance. This interpretation is consistent with the broader commitment literature, which treats organizational commitment as a psychological bond that grows when employees experience fit, support, and meaningful work conditions.

The finding that organizational commitment positively affects employee performance is also important. It indicates that PPK performance is not driven solely by technical capability or formal rules, but also by the extent to which employees are psychologically attached to organizational goals. In public-sector roles such as PPK, this attachment matters because the work demands diligence, consistency, and a sense of responsibility toward public accountability. Evidence from recent studies and datasets also supports the link between organizational commitment and job performance, particularly through affective and normative dimensions of commitment. Thus, stronger commitment may encourage PPKs to move beyond minimum compliance and perform their duties with greater seriousness and responsibility.

The mediation results further strengthen this interpretation. In this study, organizational commitment mediates the relationship between competence and employee performance as well

as the relationship between job design and employee performance. This means that competence and job design improve performance not only directly, but also indirectly by strengthening employees' attachment to the organization. However, this result should be interpreted carefully because prior evidence is not fully consistent. Sofiatun and Rijanti found that competence improved performance directly but did not significantly influence organizational commitment, and commitment did not mediate the relationship. By contrast, Shinta and Liana found that organizational commitment did mediate the effect of job characteristics on performance. The current findings therefore contribute to the literature by showing that, in the specific context of PPKs at the Ministry of Immigration and Corrections, commitment appears to function as a meaningful explanatory bridge between individual capability, work structure, and performance.

Overall, the discussion suggests that improving PPK performance requires an integrated approach. Public institutions should not rely only on formal appointment or administrative control. They need to strengthen competence systematically, design work more clearly and effectively, and cultivate organizational commitment so that technical capability and work structure can be translated into stronger employee performance. In the context of the Ministry of Immigration and Corrections, this implication is especially relevant because PPKs operate in a highly accountable procurement environment where individual decisions have direct consequences for budget realization and governance quality.

Conclusion

This study concludes that **competence** and **job design** play important roles in improving the performance of Commitment-Making Officials (PPK) at the Ministry of Immigration and Corrections in the Aceh and North Sumatra Regional Offices. Competence strengthens employee performance because officials with better knowledge, skills, experience, personal characteristics, and motivation are more capable of carrying out procurement duties accurately, efficiently, and responsibly. At the same time, job design also contributes positively to performance, indicating that clear task structure, appropriate placement, opportunities for skill development, time discipline, and supportive work behavior are essential in helping PPKs perform effectively.

The study also confirms that **organizational commitment** has a positive effect on employee performance and functions as an intervening variable in the relationship between competence, job design, and performance. This means that competence and job design do not only influence performance directly, but also indirectly by strengthening employees' attachment, responsibility, and loyalty to the organization. In other words, higher competence and better job design are more likely to produce stronger performance when they are accompanied by stronger organizational commitment.

These findings imply that improving the performance of PPKs requires an integrated strategy. Public institutions should strengthen technical and administrative competence through continuous training and capacity building, while also improving job design so that work becomes clearer, more structured, and better supported. In addition, organizational commitment should be reinforced through leadership support, a conducive work environment, and a stronger sense of institutional responsibility. Overall, this study contributes to the understanding that employee performance in public procurement settings is shaped not only by individual capability, but also by work structure and psychological attachment to the organization.

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