



**EMPLOYEE PERFORMANCE TRANSFORMATION THROUGH
COMPETENCE AND WORK ENVIRONMENT: THE MEDIATING ROLE OF
WORK COMMITMENT AMONG SUMENEP REGENCY DPRD
EMPLOYEES**

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Abstract

This study aims to examine the effect of competence and work environment on employee performance with work commitment as a mediating variable at the Secretariat of the Regional House of Representatives (DPRD) of Sumenep



Regency. The research employs a quantitative approach using Structural Equation Modeling (SEM) and SmartPLS analysis based on questionnaire data collected from employees. The findings indicate that competence does not significantly affect employee performance, while the work environment has a positive and significant effect. Work commitment also influences performance, but the negative relationship suggests that some employees work out of obligation rather than emotional attachment to the organization. Furthermore, competence and work environment affect work commitment, which acts as a mediating variable. The study concludes that improving employee performance requires not only strengthening technical competence but also fostering a supportive work environment and affective commitment. Therefore, the Secretariat of DPRD Sumenep is recommended to develop a more open work system, provide performance-based recognition, and create a comfortable and collaborative work environment.

Keywords: Competence, Environment Work, Commitment Work, Performance Employee

INTRODUCTION

Source Power man is element key for A organization and institution in reach the goal. With ability For planning, organizing, directing, and mobilizing various factor in company, source Power man ensure that company still on the right track going to the vision that has been determined (Martinson & De Leon, 2018) . Employee performance is factor crucial in reach objective organizations, especially in the sector government that holds role important in service public and taking decision. Employee performance determined by will and openness they For finish work the . More far , if employee willing and open For finish work they, there are possibility that productivity they will grow, which will contribute to the improvement performance (Raziq & Maulabakhsh, 2015) .

One of role in improvement performance employee with see variables that influence it like competence. Competence employee is combination from essential knowledge, skills and abilities in implementation duties and responsibilities the answer. Various findings has show correlation significant positive between competence employee with level performance . Employees who have competence adequate proven more speak in understand and complete various challenge work , so that leading to an increase productivity and efficiency (Elrehail et al., 2020) .



In support study furthermore explore competence Work with the relationship to welfare employees in generation Y are factor in life work in the environment continuous work changed. Incompetence No only factor poor performance but also potential threat to welfare employee (Kultalahti et al., 2023) . Meanwhile according to other findings say correlated core competencies positive with performance organization seen from aspect age that the more young employees , increasingly Good its performance and seen from perspective position work , core competencies (Liang et al., 2013) .

Variables next thing that can be done determine tall or low performance employee can seen from environment Work employee the environment Work as factor important in determine reliability and skill employee in performance. Research previously highlight role importance environment positive work own strength For increase performance (Zhenjing et al., 2022) . Level of willingness worker For still motivated , creative , involved with colleague work , and loyal to work everything influenced by factors environment place Work (Hafeez et al., 2019) . According to a number of researchers, features relatedness with environment place Work This own impact various advantages and disadvantages (Purity et al., 2017) .

Between the two variables own influence strong to performance employee can strengthened by commitment employee in carry out duties and responsibilities answer inside something institution government, in research conducted by Aziz (2021) commitment and performance employee own connection positive, which indicates that worker own belief that company they will treat they in a way positive can increase their interpersonal loyalty to organization and, consequently, improve effectiveness they environment Positive work also improves level commitment and ability fight For achieve in a way significant . Role for achieve has used as a previous mediator together with commitment work between interaction social and performance work (Lin et al., 2022) .

Worker with a high sense of commitment to objective organization feel a strong sense of ownership on not quite enough answer they, meanwhile employee with level more commitment low towards company targets No feel obligation like that. Research certain show that commitment and performance employee own connection negative (van Rossenberg et al., 2018) . Employees who have commitment organization tall often feel " trapped " in the situation in which they are feel own A little choice For leave organization, although desire they For still stay low. As a result , they tend not enough Serious in operate his duties, which resulted in a decline productivity (van Rossenberg et al., 2018) .



Representative Council (DPRD) of the Regency Sumenep , as one of the institution legislative at the level district, sued For own optimal performance to meet hope public as well as operate its function with effective . Through in -depth analysis about influence competence and environment work mediated by commitment work, expected can obtained an effective strategy For increase performance Regency DPRD employees Sumenep . Regency / City DPRD consists of on member party political participant election general selected through election general. institution legislative unicameral located in the Regency Sumenep, East Java. Regency DPRD Sumenep own member totaling 75 people divided to in 10 parties political with faction most held by the Party Resurrection Nation .

Study This will give outlook about How third variables the each other interact and contribute in reach optimal performance in the environment governance . Aspects this is very interesting and important Because give benefit significant for individual, society, nation, and state. Employee performance government aim For give service public that prioritizes interest general, simplifying the administrative process public, speed up services, and improve satisfaction public (Ohemeng et al., 2018) .

This study aims to establish several important relationships that have not been well explored in the government sector, particularly in the Sumenep Regency Regional People's Representative Council (DPRD). First, this study examines the mediating role of work commitment in the relationship between competency and work environment in the Sumenep Regency DPRD, where these factors have not been explored in Sumenep Regency. Second, this study contributes to the field of Human Resources Management (HRM) in government institutions by offering an in-depth look at the existing literature. Third, this study considers the mediating effect of employee work commitment, which was initially introduced in organizations and companies. Finally, such complex relationships broaden the dimensions of research conducted on employee work competency and work environment. This paper is structured as follows: starting with hypothesis development, followed by methods, measurement items, data analysis, and discussion, and finally concluding with implications and future directions.

LITERATURE REVIEW

Competence



Michael Armstrong (Sudarmanto, 2009, p. 46) explain that competence is what someone bring to in work , in the form of various types and levels different behaviors . Competence This determine aspects main in the performance process work. In perspective competence employees, adaptability employee is one of the core competencies that can influence its performance. To be precise, it This involving response adaptive For face situation environment new (Federici et al., 2021) .

Studies latest choose competence This For using one of the factor main For study This based on studies previously (Kang & Lee, 2021) (Guzak & Kang, 2018) which shows connection positive between competence orientation employees who finally can influence performance . Competence employee own attachment strong in agency when work. According to Mayer (1998) shows that employees will feel more satisfied and hold fast to their commitment in accordance with the values in government organizations. Employees who have a strong commitment have a strong attachment to the institution where they work, as evidence that they do not want to leave their workplace because they have high loyalty.

Competency indicators according to (Sutrisno, 2010, p. 204) consist of: 1) Knowledge, is an understanding of regulations, procedures and new techniques used in government institutions; 2) Understanding, is the depth and perspective of thinking such as characteristics and working conditions that are more effective and efficient; 3) Abilities, *skills* and something that an individual has for the work assigned to him; 4) Attitude, the reaction that an individual has when facing stimuli or events such as the work environment, economic conditions and rights granted; 5) Values, an important standard that is owned and integrated with a person such as employee behavior standards, and; 6) Interest, a person's tendency to carry out every activity in work with positive or negative reactions.

H1: Competence influential on Employee Performance

H4: Competence influential to Commitment

Environment Work

Environment Work play role important in form behavior employee in a way individual. As a result, motivation For Work hardness, efficiency and performance they shaped by influence quality place Work (Zhenjing et al., 2022) . There are beneficial or detrimental impacts depending on the physical condition of the work environment. This is important to consider because organizations and government institutions need to prioritize safe and healthy working conditions to improve employee commitment and performance. In the corporate and business context, this is considered wasteful, so extensive investment in maintaining it in good condition has not been made (Muchiri et al., 2022) .



Employees who work in an unstable and unhealthy atmosphere, put them at risk of occupational diseases related to the adverse effects of the environment on their productivity, which impacts organizational productivity (Hoque et al., 2019) . This is in line with what was expressed by Hafeez (2019) The level of employee willingness to stay motivated, creative, engaged with coworkers, and loyal to their work are all influenced by factors environment place work. For development sustainable, very important for every organization For have dedicated and committed people to the goal (Aghaji et al., 2021) . Indicator environment Work adopted from Nitisemito (1992) consists of above : 1) Coloring , related with coloring space that can give impact on mood and enthusiasm work ; 2) Cleanliness, condition health and cleanliness in the environment work; 3) Exchange air , has influence strong in freshness physical employee ; 4) Illumination , factor on- site lighting Work must customized with eye employees to improve productivity they; 5) Security, related with security privacy and security self employees, and; 6) Noise, caused from pollution the sound produced can bother concentration and productivity employee.

H2: Environment Work influential on Employee Performance

H5: Environment Work influential to Commitment

Commitment

Commitment employee increase performance in organizations that improve level commitment in self They. Previousl , a sense of security to employee For increase dedication they to organization and efficiency (Mahmood et al., 2019) . Employee performance related to with commitment. Some findings own psychological status opinion every element commitment varies from One worker to worker other (Yu et al., 2019) . For finish assigned tasks in evaluate impact environment Work to performance employees, there are very important needs For find capable facilitator increase connection environment work and performance employee.

Based on need this, commitment employee needed as mediation between second connection mentioned. Indicators the commitment required in study adopted from Mayer (Mayer & Schoorman, 1998) namely : 1) Commitment effective, related with relationships and attachments emotional member to organization; 2) Commitment sustainability, related with awareness that members who left organization will harm for self they Because existence needs within organization 3) Commitment normative, feelings that are owned member own attachment within organization .



H3: Commitment influential on Employee Performance

Employee Performance

According to assumptions management source Power human resources (HR), improvement performance achieved through employees inside organization institutions. With thus, employees viewed as asset valuable For increase performance the organization (Nor, 2018) . Employee performance depends on willingness and openness they in finish tasks them. In addition, if employee own desires and attitudes open For finish work, productivity they Possible will increases, which in turn will contribute to the improvement performance overall (Raziq & Maulabakhsh, 2015) . According to Johari's findings (2019) welfare employee covers quality comprehensive from experience and performance they are in the environment work . Employee can functioning in a way effective when they feel satisfied and well-off in positive situation in place work. Conditions This will increase level well-being, which is ultimately produce performance great work normal (Warr, 2011) . Indicators performance employees used in study This from John Minner in Sudarmanto (Sudarmanto, 2009) namely : 1) Target, related with settlement task in the specified target; 2) Quality, related to results burden assigned tasks in accordance with standard; 3) Time, related with settlement in accordance specified deadlines, and ; 4) Obedient, related with discipline from presence and completion burden Work .

RESEARCH METHOD

Study This focused on transformation performance employee through competence and environment Work with mediation commitment work at the Regency DPRD Secretariat Sumenep. The method used in study This is Structural Equation Modeling (SEM) which makes it possible researchers For analyze connection causal between variables studied. Research design This use approach quantitative with type study associative. According to Ismayani (2019) , research quantitative is methods used For research population or sample certain, with objective For test hypothesis that has been determined previously. In the research this, all employee Secretariat of the Regency DPRD Sumenep made into sample research, so that allows For obtain comprehensive and representative data. Data collection was carried out through designed questionnaire For measure variables competence, environment work, commitment work and performance employee. Questionnaire the use Likert scale 1-5 (very disagree) agree – strongly agree) section First questionnaire is variables adapted competencies from Sutrisno (2010, p. 204) , work environment adapted from Nitisemito (1992) , commitment

adapted from Mayer (1998) , and performance employee adapted from John Minner in Sudarmanto (2009) .

RESULTS AND DISCUSSION

Outer Model Test Results

Outer model evaluation is carried out For ensure that every indicators used in study this is valid and reliable in reflect the latent construct being measured , namely competence , environment work , commitment , and performance employee . Stages evaluation covering convergent validity testing , discriminant validity, and reliability construct through composite reliability value and Cronbach's Alpha.

Convergent Validity

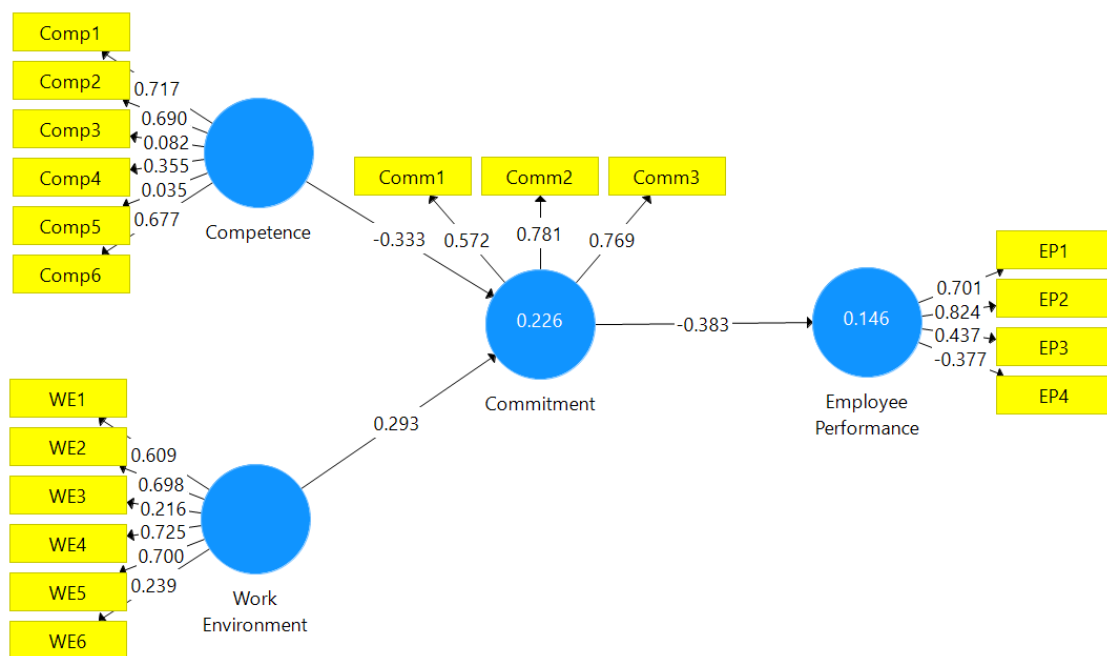


Figure 1. Outer Loading before Drop

The initial model consisted of four latent constructs: Competence, Work Environment, Commitment, and Employee Performance. Based on the initial *outer model analysis*, several indicators still had loading factor values below the minimum threshold of 0.5, necessitating their elimination from the model.

In detail, the Competence construct has six indicators, but only three indicators (Comp1, Comp2, and Comp6) meet the convergent validity criteria (loading > 0.6). Meanwhile, Work Environment has six indicators, four of which

(WE1, WE2, WE4, and WE5) are declared valid. The Commitment construct consists of three indicators and all are declared valid (Comm1, Comm2, and Comm3). Meanwhile, Employee Performance has four indicators, but only two indicators (EP1 and EP2) have a loading value above 0.6.

Overall, the results of the initial model show that there are still several indicators that are not reliable, especially in the constructs of *Competence*, *Work Environment*, and *Employee Performance*, so the model needs to be modified by removing indicators that have low *loading factor values*.

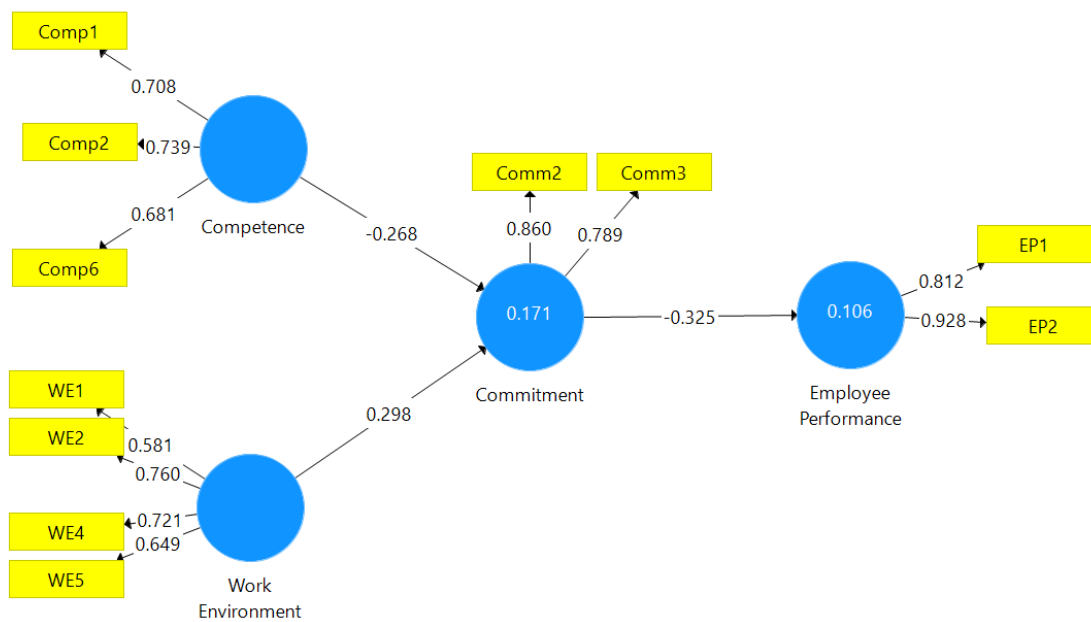


Figure 2. Outer Loading After Drop Elimination

Based on picture on After eliminating indicators with *loading factor values* below 0.5, the model was retested. The analysis showed an increase in *loading factor values* for all remaining indicators, all of which met convergent validity criteria (loading > 0.6).

Competence construct now consists of three valid indicators (Comp1, Comp2, Comp6) with *loading factor values* of 0.708, 0.739, and 0.681, respectively. *The Work Environment* construct has four indicators (WE1, WE2, WE4, and WE5) with *loading factor values* ranging from 0.581 to 0.760. *The Commitment* construct retains three valid indicators (Comm2 and Comm3) with *loading factor values* of 0.860 and 0.789, respectively. Meanwhile, the *Employee Performance* construct consists of two main indicators (EP1 and EP2) with high *loading factor values* of 0.812 and 0.928.



Thus, the modified model meets the *convergent validity requirements* , because all *factor loading values* are above the minimum threshold and the *Average Variance Extracted (AVE) value* for each construct is expected to exceed 0.5. This model is then declared suitable to proceed to the reliability and *inner model testing stages* .

Discriminant Validity

Discriminant validity testing was conducted using the *Heterotrait-Monotrait Ratio (HTMT) value* . The results showed that all HTMT values between constructs were below the threshold of 0.90, namely:

Table 1. HTML

Construct Relationship	HTML Value
Commitment – Competence	0.509
Commitment – Employee Performance	0.513
Commitment – Work Environment	0.525
Competence – Employee Performance	0.737
Competence – Work Environment	0.250
Employee Performance – Work Environment	0.108

Source : Processed Researcher (2025)

These HTMT values confirm that each construct is clearly distinct from the others, or in other words, there is no multicollinearity problem between the latent variables. This indicates that each construct (competence, work environment, commitment, and employee performance) measures theoretically distinct concepts.

Composite Reliability

composite reliability results show that all constructs have met the reliability requirements, with values above 0.70, while *Cronbach’s Alpha* also mostly shows values that are close to or exceed the minimum limit (0.60) which is still acceptable for exploratory research.

Composite Reliability

Construct	Cronbach's Alpha	rho_A	Composite Reliability
Commitment	0.535	0.546	0.810
Competence	0.518	0.503	0.753
Employee Performance	0.698	0.793	0.863
Work Environment	0.624	0.652	0.774



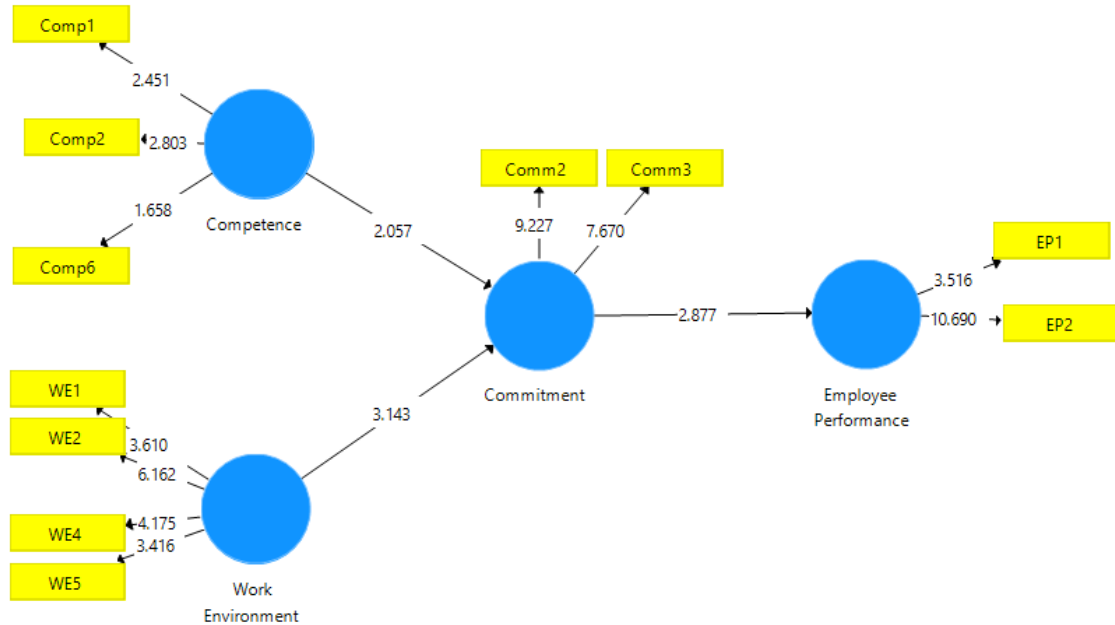
Source : Processed Researcher (2025)

Based on the table, it can be seen that the highest composite reliability value is found in the employee performance construct (0.863), which means the indicators are most consistent in measuring the construct. Meanwhile, competence (0.753) and work environment (0.774) also show good reliability. Although the Cronbach's Alpha value for several constructs such as competence (0.518) and commitment (0.535) is still below 0.6, the composite reliability value has exceeded 0.7 indicating that the internal consistency between indicators remains acceptable (Hair et al., 2019) .

Thus, it can be concluded that the measurement model (outer model) has met the validity and reliability criteria, so that the data obtained can be used to test the structural model (inner model).

Inner Model

No	Relationship between variables	O	T	P	Information
H1	Competence Employee Performance →	0.087	1,420	0.156	Not Significant
H2	Environment Work Employee Performance →	-0.097	2,160	0.031	Significant
H3	Commitment Employee Performance →	-0.325	2,877	0.004	Significant
H4	Competence Commitment →	-0.268	0.040	0.040	Significant
H5	Environment Work Commitment →	0.298	3,143	0.002	Significant

**Figure 3. Inner Model Test Results**

Discussion

Influence Competence on Employee Performance

Analysis results show that variables competence No influential significant to performance Regency DPRD employees Sumenep ($\beta = 0.087$; $t = 1.420$; $p = 0.156$). Findings This signify that improvement competence individual No in a way direct contribute to the improvement performance employee . In the context of bureaucracy government , results This can interpreted that competence technical employee Not yet fully integrated with need organization and systems applicable work .

According to Elrehail et al. (2020) stated that competence is combination from knowledge , skills , and abilities that will impact positive to performance if managed in a way strategic in system management source Power humans . However , the results study This show that competencies possessed employee Not yet facilitated with both by the organization For produce optimal performance . This is in line with Federici et al.'s (2021) view that competencies that are not accompanied by with support proper HR organization and policies will lost Power push to performance .

In the Sumenep DPRD , employees Lots involved in activity administrative and technical service to member legislative . Individual competence that is general , such as mastery administration and communication , not yet give effect



significant to achievements performance more institutions complex . With Thus , the increase performance employee No Enough only through training technical , but also through creation system work that distributes competence to direction productivity real .

Influence Environment Work on Employee Performance

Environment Work influential significant to performance employees ($\beta = -0.097$; $t = 2.160$; $p = 0.031$). Although the coefficient negative , influence This meaningful in a way statistics , which indicate that perception to environment Work become determinant important in performance employee . Findings This in line with results study Zhenjing et al. (2022) which confirms that environment comfortable , healthy and supportive work collaboration capable increase motivation and effectiveness Work employees . Hafeez et al. (2019) also found that factors like cleanliness , lighting , and circulation air influential to spirit and resilience work . In the Sumenep DPRD , several aspect environment physical and non-physical , such as spatial planning work , interpersonal atmosphere , and support leadership , still need improvements to be more conducive . Coefficient negative can interpreted that pressure Work or formality environment highly bureaucratic Can lower comfort work , so that impact on productivity .

This matter support Muchiri et al.'s (2022) opinion that environment full-time work pressure political and administrative can cause stress work (*occupational stress*), which ultimately influential to decline performance although facility Work in a way physique adequate . Therefore that , strengthening climate participatory and collaborative work become step strategic For increase performance employee .

Influence Commitment on Employee Performance

Variables commitment proven influential significant to performance employees ($\beta = -0.325$; $t = 2.877$; $p = 0.004$). These results support Mayer & Schoorman's (1998) theory and Aziz et al.'s (2021) research , that commitment Work own connection positive to effectiveness and responsibility answer individual in carry out task organization . However , the direction connection negative indicates existence more phenomena complex .

Employee with commitment tall Not yet Of course display performance tall if commitments formed nature normative or continuance *commitment* , where employees feel bound Because obligation structural , not Because encouragement affective . Van Rossenberg et al. (2018) emphasized that type commitment This can make employee feel " trapped " in organization without motivation strong intrinsic , so that his contribution to performance become limited . With Thus , the Sumenep DPRD need develop commitment affective based on a sense of



belonging and pride to organization , not only just formal loyalty . Culture organizations that provide room appreciation and participation will strengthen bond emotional employee to his institution .

Influence Competence to Commitment Work

Research result show that competence own influence significant to commitment work ($\beta = -0.268$; $t = 2.040$; $p = 0.040$). This means that the increase competence employee precisely can lower commitment Work if No balanced with chance actualization self and recognition organization . Phenomenon This supported by the findings of Yu et al. (2019), which revealed that employee competent tall will lost motivation and loyalty when they feel abilities possessed No utilized optimally .

Condition This often appear in organization public with system rigid bureaucracy . Competent employees but hampered in system promotion , assessment performance , or taking decision tend experience *role frustration* . Therefore that , strengthening merit system , involvement employee in the formulation process policies , as well as transparency career become element important For guard balance between competence and commitment .

Influence Environment Work to Commitment Work

Environment Work influential significant to commitment employees ($\beta = 0.298$; $t = 3.143$; $p = 0.002$). These results in line with research by Hafeez et al. (2019) and Aghaji et al. (2021) shows that condition safe , clean and harmonious work capable grow loyalty and a sense of belonging to organization . In the context of the Sumenep DPRD , this This show that employees who feel cared for and supported by the environment his work will tend show more commitment tall to institution .

Zhenjing et al. (2022) added that environment positive work No only increase comfort physical , but also strengthens climate psychological organization . With thus , improvements environment work – good through spatial planning , communication organization , as well as style supportive leadership – will strengthen commitment affective employee to organization .

The Role of Mediation Commitment Work

Commitment Work proven play a role as variables mediation between competence and environment Work to performance employee . This is confirm role important aspect psychological in bridge influence personal and environmental variables to results Work . Lin et al. (2022) stated that commitment Work capable increase effect competence to performance Because strengthen motivation achieve individual (*achievement striving*).



In a way empirical , results study This show that competence and environment Work No will be optimal in increase performance if No accompanied by with commitment strong work . This means competent employees who work in a supportive environment . will performance more Good If they own attachment emotional and moral towards institution .

Implications Managerial and Theoretical

In a way theoretical , research This expand understanding in field *public sector human resource management* with confirm that competence and environment Work No Enough as determinant direct performance without presence commitment Work as factor connector . This is strengthens the conceptual model of Mayer (1998) and Hair et al. (2019) which states that connection between variables source Power man nature multidimensional and dynamic .

In a way practical , results study give recommendation for the Regency DPRD Sumenep For :

1. Integrate development competence with system career merit- based .
2. Create environment inclusive and healthy work in a way physique and psychological .
3. Growing commitment affective through appreciation , involvement in the policy process , and communication open organization .

The effort expected capable strengthen performance DPRD employees in general sustainable in operate function legislation , oversight , and a more robust budget effective and responsive to public .

CONCLUSION

Based on the results of the research conducted regarding the influence of competence and work environment on employee performance with work commitment as a mediating variable at the Secretariat of the Regional House of Representatives (DPRD) of Sumenep Regency, the following conclusions can be drawn:

1. Competence does not have a significant influence on the performance of employees at the Secretariat of DPRD Sumenep Regency. This indicates that the skills and abilities possessed by employees have not fully translated into improved work performance.
2. The work environment significantly influences employee performance at the Secretariat of DPRD Sumenep Regency. This shows that a comfortable workplace atmosphere, positive relationships among employees, and



organizational support play important roles in enhancing performance outcomes.

3. Work commitment significantly influences employee performance at the Secretariat of DPRD Sumenep Regency, suggesting that the degree of employees' attachment and responsibility toward the organization affects their performance quality.
4. Competence influences work commitment with a negative relationship direction among employees at the Secretariat of DPRD Sumenep Regency. This finding indicates that higher competence does not necessarily correspond with stronger organizational commitment.
5. The work environment positively influences work commitment among employees at the Secretariat of DPRD Sumenep Regency, meaning that a supportive and conducive work climate strengthens employees' organizational attachment.
6. Work commitment has been proven to mediate the relationship between competence and work environment on employee performance at the Secretariat of DPRD Sumenep Regency. This confirms the role of commitment as an intermediary mechanism linking individual and organizational factors to performance outcomes.

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