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The Influence of Competency and Quality of Work Life on Organizational Commitment with Job Satisfaction as a Mediating Variable: A Study of Civil Servants at the Education Office of Banjarmasin, Indonesia

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ABSTRACT

Organizations around the world face challenges in their efforts to maintain and improve work productivity and efficiency. In this context, it is important for organizations to understand the factors that affect employee commitment to the organization while improving the quality of their work life. This study is a quantitative descriptive research. The sample in this study were all civil servants who worked at the education office of Banjarmasin, totaling 86 people. The sampling technique used is saturated sampling or census. This study was measured using PLS-SEM analysis. Competence has no significant positive effect on job satisfaction in civil servants at the education office of Banjarmasin. The quality of work life has a significant positive effect on job satisfaction in civil servants at the education office of Banjarmasin. Competence has a significant positive effect on organizational commitment in civil servants at the education office of Banjarmasin. The quality of work life has a significant positive effect on organizational commitment in Civil Servants at the education office of Banjarmasin. Job satisfaction has no significant positive effect on organizational commitment to civil servants at the education office of Banjarmasin. Job satisfaction cannot mediate competency in organizational commitment in civil servants at the education office of Banjarmasin. Job satisfaction cannot mediate the quality of work life on organizational commitment in civil servants at the education office of Banjarmasin.

1. Introduction

In the era of globalization and increasingly fierce competition, organizations around the world face challenges in efforts to maintain and increase work productivity and efficiency. In this context, it is important for organizations to understand the factors that affect employee commitment to the organization while improving the quality of their work life. One sector that has a crucial role in the development of a country is the education sector. Civil servants (PNS) at the education office of Banjarmasin, Indonesia, as part of this sector, have a strategic role in advancing

education and learning in the area. In a complex and dynamic work environment, employee competence and quality of work life are the main pillars that have a significant influence on the level of organizational commitment shown by employees. Competence describes the overall abilities, knowledge, and skills possessed by employees to carry out their duties effectively. This competency does not only cover technical aspects related to work but also involves interpersonal skills, problem-solving, and adaptation to change.



Meanwhile, the quality of work life refers to the extent to which the work environment provides physical and psychological support for employees. A conducive work environment, including aspects such as physical well-being, work-life balance, social support, and development opportunities, can positively influence employee motivation, satisfaction, and involvement in the organization. Good quality of work life tends to create more motivated and happier employees, which in turn strengthens their bonds with the organizations they work for. However, the role of job satisfaction is an element that cannot be ignored in relation to the relationship between competence and quality of work life, and organizational commitment. Job satisfaction reflects the extent to which employees are satisfied with their jobs, including the level of attainment of job goals, recognition for their efforts, and compatibility between personal values and organizational values. High job satisfaction can be a strong link between competence and quality of work life, and organizational commitment. When employees feel competent in their jobs and experience a good quality of work life, this tends to lead to higher job satisfaction. High job satisfaction can then motivate employees to have a stronger commitment to the organization, considering they feel valued and recognized for their efforts and contributions.

Organizational commitment reflects the level of attachment and loyalty of employees to the organization where they work. A strong commitment can encourage employees to contribute more actively and sustainably towards organizational goals and to survive in a dynamic work environment. Therefore, understanding how competence and quality of work life affect organizational commitment through the mechanism of job satisfaction becomes essential for organizational management. This study aimed to determine the effect of competence and quality of work life on organizational commitment with job satisfaction as a mediating variable: a study on civil servants at the education office of Banjarmasin, Indonesia.

2. Literature Review

Competence

Competence is a basic characteristic related to the effectiveness of an individual's performance in his work, which is expected to be in accordance with what is done by the organization to achieve its goals. The basic characteristics of competence include character, motives, self-concept, knowledge, and skills that can influence behavior and ability to produce work performance. Competency theory, developed by David McClelland and Richard Boyatzis in 1982 and later expanded by David Spencer and Spencer Signe M. in 1993, is one of the leading approaches to understanding and managing competence in an organizational context. This theory highlights the importance of competence in predicting successful work behavior and high performance.

This theory identifies three main components of competence: 1) Social competence: This includes the dispositions, attitudes, and values of individuals that shape how they approach work and interact with others. Personal characteristics can affect the extent to which individuals are motivated, adaptive, and effective in the work environment. 2) Emotional competence: Personality abilities involve the ability of individuals to perform certain tasks well based on their personal characteristics. It involves dispositions and motivations that lead to effective action. Personality abilities include factors such as decision-making, problem-solving, and creativity. 3) Intellectual competence: Knowledge and skills refer to an individual's understanding of information relevant to their job as well as the practical ability to carry out such tasks. It includes the technical knowledge, analytical skills, and interpersonal skills necessary for success on the job.

This competency theory emphasizes that effective competence is formed from a combination of personal characteristics, personality abilities, and mutually supportive knowledge/skills. Good competence not only affects work performance but also helps predict



the potential for individual development within the organization. This theory has become the basis for many human resource management approaches that focus on competency measurement and development. The use of this theory helps organizations identify employees who have the potential to succeed and develop and plan appropriate training and development to improve their performance and contribution to the work environment.

Quality of work life

In 1998, Wayne F. Cascio developed a theory about the quality of work life that summarizes the factors that influence employee well-being and satisfaction in the work environment. This theory provides insight into how working conditions and the organizational environment affect employee experience and the impact this has on their performance and commitment to the organization. Cascio's Quality of Work Life Theory identifies several important dimensions that affect the quality of work-life: 1) Available facilities: The physical environment of the workplace has a major impact on the quality of work-life. Comfortable, efficient, and adequate facilities such as good workspaces, recreational facilities, and rest areas can increase the comfort of employees in carrying out their duties. 2) Safety in the work environment: Employee well-being is highly dependent on safety in the workplace. Efforts to create a risk-free work environment, prioritize compliance with safety standards, and provide safety training will provide a sense of security and protection for employees. 3) Employee engagement: Employee engagement refers to the extent to which they feel connected to their work and organizational goals and feel they have an important role in achieving goals. High involvement can motivate employees to give their best and contribute positively. 4) Balanced compensation: Fair and balanced compensation is a key factor in job satisfaction. Employees need to feel that the wages and rewards they receive are commensurate with the effort

and contribution they make. 5) Communication: Effective communication between management and employees is the basis for creating a good work environment. Transparency, providing constructive feedback, and open channels of communication can help resolve conflicts and increase employee satisfaction. 6) Pride in the institution: Employees who feel proud of the institution they work for tend to be more committed and passionate. Organizational success and its positive image can give employees a positive sense of identity and ownership. 7) Job security: Job uncertainty and fear of losing one can have a negative impact on the quality of work life. Employees who feel secure in their jobs are more likely to focus on productivity and better performance.

All of these factors are interrelated and influence each other to form a positive work environment and support a good quality of work life. Organizations that prioritize these factors tend to have more satisfied, committed, and productive employees.

Job satisfaction

Job satisfaction is an emotional and psychological condition felt by an individual towards the work they do. This includes positive feelings arising from the individual's perception of the work environment, job duties, co-workers, management, compensation, and other factors related to their job. Job satisfaction influences how individuals feel about themselves, their job, and the organization they work for. 1) Job satisfaction: This factor refers to employee satisfaction with the tasks and responsibilities they carry out on a daily basis. Employees who are satisfied with the content of their jobs tend to be more motivated and have a high sense of achievement. 2) Satisfaction with rewards: This involves employees' satisfaction with the financial compensation and other rewards they receive as a result of their work. Compensation that is commensurate and adequate can affect the feeling of being valued and respected by the organization. 3) Satisfaction with supervisor supervision: This factor



reflects how employees perceive the quality of their relationship with their immediate supervisor. Satisfaction with superior supervision involves aspects such as support, feedback, clear directions, and fairness in treatment. 4) Satisfaction with co-workers: Relationships with co-workers also play an important role in job satisfaction. Employees who have positive relationships with co-workers tend to feel more comfortable, collaborate more, and are more satisfied in the work environment. 5) Promotional opportunities: Employees' perceptions of opportunities for career advancement and promotion within the organization can affect satisfaction levels. Employees who feel they have the opportunity to develop and get promoted tend to be more motivated and satisfied with their jobs.

Organizational commitment

The theory of organizational commitment by Allen (1990) is an important framework for understanding the concept of commitment felt by employees to the organization where they work. This theory identifies three main dimensions of organizational commitment and helps explain how employees experience attachment to their organizations.

The three dimensions of organizational commitment, according to Allen and Meyer's theory, are: 1) Affective commitment: This refers to the emotional and affective level that employees feel towards the organization. Employees with high affiliation commitment feel connected to the organization emotionally, feel attached to organizational values, and feel they have a strong bond with the organization. 2) Continuance commitment: This dimension deals with employees' perceptions of the costs and benefits associated with moving from the organization. If employees feel that the costs of leaving the organization are higher than the benefits (for example, the loss of retirement benefits or a stable income), they have a higher obligation commitment to the organization. 3) Normative commitment: This

commitment is related to feelings of moral and ethical responsibility towards the organization. Employees with high normative commitment feel that they have an obligation to remain with the organization because they feel indebted or feel obligated to continue their contribution.

This theory emphasizes that the combination of these three dimensions can contribute to different levels of organizational commitment. For example, individuals with strong affiliation commitment are more likely to stay in organizations because they have a deep sense of attachment. On the other hand, individuals with strong normative or obligation commitment may remain in the organization even though their affective feelings toward the organization may not be as strong as others. Allen and Meyer's Theory of Organizational Commitment provides a powerful framework for understanding why employees remain in organizations and how various factors, including organizational culture and work experience, can influence their level of commitment. In human resource management, an understanding of organizational commitment can help organizations develop effective retention strategies, promote employee engagement, and improve employee performance and loyalty.

3. Methods

This study is a quantitative descriptive research. This research is to look for the influence that occurs between competence and quality of work life on organizational commitment, with job satisfaction as a mediating variable. The sample in this study were all civil servants who worked at the education office of Banjarmasin, totaling 86 people. The sampling technique used is saturated sampling or census. This research was measured using PLS-SEM analysis, where all questionnaires that have been collected will be used for the data analysis stage. The data will be entered into SmartPLS 3.2.9 software and re-checked to find consistent results so as to minimize errors



when entering data. Data were analyzed using descriptive and inferential statistical analysis.

Descriptive statistical analysis will display research results in the form of an average score.

Table 1. Research instrument development.

Variable	Indicator	Source
Competency (X1)	Intellectual competence	(Spencer & Spencer, 1993)
	Emotional competence	
	Social competence	
Quality of Work Life (X2)	Facilities available	(Cascio, 1998)
	Safety in the work environment	
	Employee engagement	
	Balanced compensation	
	Communication	
	Feeling proud of the institution	
	Sense of security against work	
Job satisfaction (Z)	Job satisfaction	(Spencer & Spencer, 1993)
	Satisfaction with rewards	
	Satisfaction with superior supervision	
	Satisfaction with co-workers	
	Promotion opportunity	
Organizational Commitment (Y)	Affective commitment	(Allen & Meyer, 1990)
	Normative commitment	
	Sustainable commitment	

4. Results and Discussion

Based on Table 2, it can be seen that overall the dimensions of competence have an average of 4.26 with a high level, quality of work life has an average

of 4.22 with a high level, organizational commitment has an average of 3.58 with a medium level, and job satisfaction has an average value of 4.08 with a high level.

Table 2. Variable description.

No.	Variable	Average	Level
1.	Competence	4.26	High
2.	Quality of Work Life	4.22	High
3.	Organizational Commitment	3.58	Medium
4.	Job satisfaction	4.08	High

Table 3. Convergent validity test results.

Variable	Indicator	Loading factor	Information
Job Satisfaction (Z)	Z.8	0.926	Valid
	Z.13	0.752	Valid
Competency (X1)	X1.1	0.677	Valid
	X1.2	0.845	Valid
	X1.3	0.656	Valid
	X1.6	0.636	Valid
Quality of Work Life (X2)	X2.11	0.788	Valid
	X2.13	0.790	Valid
	X2.14	0.867	Valid
Organizational Commitment (Y)	Y.8	0.724	Valid
	Y.10	0.772	Valid
	Y.11	0.710	Valid
	Y.14	0.794	Valid
	Y.15	0.847	Valid
	Y.16	0.861	Valid



Based on Table 3, it can be seen that after analyzing the measurement model (outer model) in the third validity test, 15 question items were declared valid out of 52 question items provided using each dimension for each variable. Therefore, it can be concluded that the value of each of these indicators can be declared valid because the value is > 0.50 , and these indicators have met good convergent validity in this study (Ghozali, 2021).

The AVE square root value measured through Fornell-Lacker Criteria on the job satisfaction variable is 0.843 or greater than the AVE root value on other variables. In the variable organizational commitment (Y) the AVE root value obtained is 0.787 or greater than 0.257. Likewise with the AVE square root in the competency variable (X1), which is 0.708 or greater than 0.503. And the square root of AVE on the variable quality of work life (X2) is 0.816 or greater than 0.233. So it can be concluded that the discriminant validity test requirements through the Fornell-Lacker criteria have been fulfilled, and the construct has a good discriminant validity value (Ghozali, 2021). The HTMT value of the organizational commitment variable is 0.355, the competence HTMT value is 0.641, and the quality of work-life value is 0.337. So it can be concluded that the value of the discriminant validity test in this study already has good discriminant

validity because the HTMT value on the variables used in the study has a value of < 0.90 (Ghozali, 2021).

The AVE value of the job satisfaction variable (Z) is 0.711, the AVE value of the organizational commitment variable (Y) is 0.619, the AVE value of the competency variable (X1) is 0.502, and the AVE value of the quality of work life variable (X2) is 0.666. So it can be concluded that the research construct has good value and meets the criteria because the value obtained is > 0.50 (Ghozali, 2021). The value of Cronbach's alpha variable of job satisfaction (Z) is 0.618, the value of Cronbach's alpha organizational commitment variable (Y) is 0.875, the value of Cronbach's alpha competence variable (X1) is 0.666, and the value of Cronbach's alpha variable quality of work life (X2) is 0.748. So it can be concluded that all variables have good reliability and can be said to be reliable because they have results > 0.60 (Ghozali, 2021). The Composite reliability value on the variable job satisfaction (Z) is 0.830, the value composite reliability organizational commitment variable (Y) is 0.907, the value composite reliability competency variable (X1) is 0.799, and the value composite reliability variable quality of work life (X2) is 0.856. So it can be concluded that the results composite reliability of all construct variables have a high value of > 0.60 and are considered very reliable.

Table 4. Results of direct influence.

	Hypothesis	P-values	Results
H1	The effect of competence on job satisfaction	0.968	Rejected
H2	The effect of quality of work life on job satisfaction	0.000	Accepted
H3	The effect of competence on organizational commitment	0.000	Accepted
H4	The effect of quality of work life on organizational commitment	0.000	Accepted
H5	The effect of job satisfaction on organizational commitment	0.691	Rejected

Based on Table 4 above, it can be seen that the results of the direct influence hypothesis are as follows: p-values in hypothesis 1 is 0.968 or > 0.05 so in this case, H1 is rejected and H0 is accepted. So it

can be concluded that competence has no significant positive effect on job satisfaction. P-values in hypothesis 2 is 0.000 or < 0.05 so in this case H2 is accepted and H0 is rejected. So it can be concluded



that the quality of work life has a positive and significant effect on job satisfaction. P-values in hypothesis 3 is 0.000 or <0.05 so in this case H3 is accepted and H0 is rejected. So it can be concluded that competence has a positive and significant effect on organizational commitment. P-values in hypothesis 4 is 0.000 or <0.05 so in this case H4 is accepted and

H0 is rejected. So it can be concluded that the quality of work life has a positive and significant effect on organizational commitment. P-values in hypothesis 5 is 0.0691 or > 0.05 so in this case H5 is rejected and H0 is accepted. So it can be concluded that job satisfaction has no significant positive effect on organizational commitment.

Table 5. Indirect influence results.

	Hypothesis	P-values	Results
H6	The effect of job satisfaction mediating competence on organizational commitment	0.991	Rejected
H7	The effect of job satisfaction mediating the quality of work life on organizational commitment	0.688	Rejected

Based on Table 5 above, it can be seen that the results of the indirect effect hypothesis are as follows: p-values in hypothesis 6 are 0.991 or > 0.05, so in this case, H6 is rejected, and H0 is accepted. So it can be concluded that job satisfaction does not mediate the influence of competence on organizational commitment. P-values in hypothesis 7 are 0.688 or > 0.05, so in this case, H7 is rejected, and H0 is accepted. So it can be concluded that job satisfaction does not mediate the effect of quality of work life on organizational commitment.

The R-square adjusted value on the mediating variable, namely job satisfaction, is 0.113 or 11.3%.

This means that the ability of the independent variables of competence and quality of work life to explain the variable of job satisfaction is 11.3%. While the rest, which is equal to 88.7%, the influence is explained by other variables outside the variables used in this study. The R-square value adjusted for the dependent variable, namely organizational commitment, is 0.508 or 50.8%. This means that the ability of the independent variables of competence and quality of work life to explain the organizational commitment variable is 50.8%. While the rest, which is equal to 49.2%, the effect is explained by other variables outside the variables used in this study.

Table 6. F-Square test results.

Variable	Job satisfaction (Z)	Organizational commitment (Y)
Job satisfaction (Z)		0.002
Organizational commitment (Y)		
Competency (X1)	0.000	0.287
Quality of work life (X2)	0.149	0.476

Based on Table 6 above, it can be seen that if competency (X1) is dropped from the model, the impact on value f-square Job satisfaction is 0.000, which means it has a weak impact, so if the quality of work life (X2) is dropped from the model, the impact

will also be weak because the value is <0.15 (weak). Then if job satisfaction (Z) is dropped from the model, then the impact of the changer-square is 0.002, so if competence (X1) is dropped from the model, then r-square organizational commitment (Y) will change by



0.287. If the quality of work life (X2) is dropped from the model, then the impact of the changer-square organizational commitment (Y) will be large to 0.476.

The SRMR value or measurement tool measures the fit of the model to the column-estimated model. The result is 0.107. The conditions used for the SRMR value are if the SRMR value is below 0.08, then it indicates a fit model, while the SRMR value is between 0.08 and 0.10. still acceptable. NFI (Normed Fit Index), ie, obtained results of 0.584. NFI denotes the size of

the proportion of the proposed model and the null model. NFI has values ranging from 0 (no fit at all) to 1 (perfect fit). However, according to (Ghozali, 2021), a good NFI calculation standard is that it must be more than 0.90, so it can be said to be a good fit. Based on this opinion, it can be concluded that the NFI in this study obtained a result of 0.584, or it can be said to be a good model marginal fit but not even a close perfect fit.

Table 7. Results of direct effect hypothesis testing.

Hypothesis	T-statistics	P-values	Information
Competence in job satisfaction	0.041	0.968	No significant influence
Quality of work life on job satisfaction	3.779	0.000	Significant influence
Competence against organizational commitment	6.705	0.000	Significant influence
Quality of work life against organizational commitment	8.233	0.000	Significant influence
Job satisfaction against organizational commitment	0.398	0.691	No significant influence

Based on Table 7 above, it can be seen that the t-test was carried out at a significance level of 5% and 1%. So the hypothesis testing is acceptable if the t-statistic value is greater than the t-table value. If the hypothesis is accepted at a significance level of 1% then it will be accepted at a significance level of 5%, and vice versa. If the hypothesis is rejected at a significance level of 5% then it will also be rejected at a significance level of 1%. As for the results of the statistical values in Table 7, it can be concluded that the results of testing the hypothesis are as follows: Hypothesis 1, namely the effect of competence on job satisfaction in civil servants at the education office of Banjarmasin The t-statistic value obtained in hypothesis table 1 is 0.041 or less than the t-table value of 0.968 so it can be concluded that H1 is rejected or competence has no significant positive effect on job satisfaction in civil servants at the

education office of Banjarmasin. Hypothesis 2, namely the influence of the quality of work life on job satisfaction in civil servants at the education office of Banjarmasin. The t-statistic value obtained in the hypothesis table 2 is 3.779 or greater than the t-table value of 0.000 so it can be concluded that H2 is accepted or the quality of work life has a significant positive effect on job satisfaction in civil servants at the education office of Banjarmasin. Hypothesis 3, namely the effect of competence on organizational commitment in civil servants at the education office of Banjarmasin. The t-statistic value obtained in the hypothesis table 3 is 6.705 or greater than the t-table value of 0.000 so it can be concluded that H3 is accepted or competence has a significant positive effect on organizational commitment in civil servants at the education office of Banjarmasin. Hypothesis 4, namely the effect of the quality of work life on



organizational commitment in civil servants at the education office of Banjarmasin. The t-statistic value obtained in hypothesis Table 4 is 8.233 or greater than the t-table value of 0.000, so it can be concluded that H4 is accepted or the quality of work life has a significant positive effect on organizational commitment in civil servants at the education office of Banjarmasin. Hypothesis 5, namely the effect of job satisfaction on organizational commitment in civil

servants at the education office of Banjarmasin. The t-statistic value obtained in hypothesis table 5 is 0.398 or less than the t-table value of 0.691, so it can be concluded that H5 is rejected or job satisfaction has no significant positive effect on organizational commitment in civil servants at the education office of Banjarmasin.

Table 8. Indirect influence hypothesis testing results.

Hypothesis	T-statistics	P-values	Information
The influence of job satisfaction mediating competence against organizational commitment	0.012	0.991	No significant influence
The effect of job satisfaction mediating the quality of work life on organizational commitment	0.402	0.688	No significant influence

Based on Table 8 above, it can be seen that the t-test was carried out at a significance level of 5% and 1%. So the hypothesis testing is acceptable if the t-statistic value is greater than the t-table value. If the hypothesis is accepted at a significance level of 1%, then it will be accepted at a significance level of 5%, and vice versa. If the hypothesis is rejected at a significance level of 5%, then it will also be rejected at a significance level of 1%. As for the results of the statistical values in Table 8 above, it can be concluded that the results of testing the hypothesis are as follows: Hypothesis 6, namely the effect of job satisfaction mediating competency on organizational commitment in civil servants at the education office of Banjarmasin. The t-statistic value obtained in hypothesis Table 6 is 0.012 or less than the t-table value of 0.991, so it can be concluded that H6 is rejected or job satisfaction cannot mediate the influence that occurs between competence on organizational commitment in civil servants at the education office of Banjarmasin. As for the value

original sample or the original sample value on the variable job satisfaction, which mediates between competence and organizational commitment, it has a value of $-0.000 * 0.035 = -0.000$. With these results, it can be concluded that the job satisfaction variable cannot mediate the influence between competence and organizational commitment in civil servants at the education office of Banjarmasin. Hypothesis 7, namely the effect of job satisfaction which mediates the quality of work life on organizational commitment in civil servants at the education office of Banjarmasin. The t-statistic value obtained in hypothesis Table 7 is 0.402 or less than the t-table value of 0.688, so it can be concluded that H7 is rejected or job satisfaction cannot mediate the influence that occurs between the quality of work life on organizational commitment in civil servants at the education office of Banjarmasin. The original sample value on the variable job satisfaction which mediates between competence and organizational commitment, has a value of $0.369 * 0.035 = 0.013$. With these results, it can be concluded



that the variable job satisfaction cannot mediate the influence between the quality of work life and organizational commitment in civil servants at the education office of Banjarmasin. After comparing the two values from the results of the indirect hypothesis testing above, namely the values obtained for -0.000 and 0.013, it can be proven that the effect of the variable job satisfaction in mediating the quality of work life on organizational commitment is greater than competence on organizational commitment. So it can be concluded that job satisfaction is not a mediating variable for the relationship between competency on organizational commitment, and quality of work life on organizational commitment in civil servants at the education office of Banjarmasin.

The results of this study are in line with and supported by the results of research from (Mukhtar, 2018) in (Rijal, 2020) which shows that the effect of competence on employee job satisfaction is positive and not significant. The results of the study (Darmawan, 2018) state that competency values have no significant effect on employee job satisfaction at PT Elnusa Tbk with a total effect of -0.1%. The results of this study are not in line with the results of research (Nikolajevaite, 2016), which states that competency has a positive and significant influence but not a strong effect on job satisfaction, and research from (Berlian, 2018) in its presentation says that competency shows an influence positive and significant on job satisfaction. These results are supported by research (Iqram, 2019) which states that the quality of work-life variable has a significant effect on employee satisfaction variables at PT. Pelabuhan Indonesia IV Makassar Container Terminal Work Unit. The results of the study (Michael, 2009) emphasize that organizational commitment reflects the unique relationship of individuals with organizations and that this relationship is important in explaining individual behavior in organizations. The results of the research (Pramdhana, 2013) in (Iqram, 2019) also state that the quality of work life and the dependent variable is

employee job satisfaction. Louis et al. (2010) stated that the quality of work life has a significant positive effect on job satisfaction because of job rewards. Employees get the opportunity to build or improve performance so that they will try to avoid failure, try to show things that are seen as more valuable, and can consider social views of results or achievements at work. According to (Schermerhon, 1994) suggested that the quality of work life is the overall quality of the human experience at work. The results of research that are not in line are the results of (Ngalimun, 2022), which states that work-life balance able to increase their job satisfaction. Then there is no influence and no significant between work-life balance on organizational commitment and work motivation because employees are still considered ethical when moving office (resign). The results of this study are in line with the theory (Stoner, 1978) in (Jan, 2020) where employee competency influences organizational commitment. Organizational commitment is basically in line with the meaning of employee loyalty to the organization. When viewed from the results of the descriptive analysis, employee competence is formed by three indicators, namely: (a) intellectual competence, (b) emotional competence, and (c) social competence. The indicators that contribute the most to the formation of employee competence are intellectual competencies related to knowledge owned by internal employees solving task on time. The results of this study are in line with the results of research conducted by (Fadli, 2012) and (Lotunani, 2014) they found, among other things, that competency influences organizational commitment. The results of this study indicate that competence is a factor that must be maintained and maintained and developed in accordance with the situation and conditions. The results of the study (Jan, 2020) also formulate that employee competence has a positive and significant effect on organizational commitment, thus strengthening and increasing organizational commitment, but improvements must be made to



intensity application of employee competence. The results of research from (Kholik, 2020) are not in line with the results of this study, namely stating that competence has no significant effect on organizational commitment.

These results are in line with research from (Sudiq, 2020) which states that the quality of work life affects organizational commitment, which means that the higher or lower the quality of work-life variable will have an influence on the organizational commitment of the company employees. According to (Battistelli, 2016) in (Kurniasari, 2018) which explain that there is a relationship between competence and employee commitment in the organization and concludes that competency has an indirect influence on employees throughout the organization. These results are in line with research from (Suyanto, 2021) which states that job satisfaction has no significant positive effect on organizational commitment. Indicators of job satisfaction that have the most influence on organizational commitment are those related to job satisfaction with supervisory supervision and job satisfaction with promotion. The statement is accompanied by reasons because employees feel they have responsible supervision in carrying out their duties. This result is not in line with previous research from (Salim, 2013), finding that job satisfaction has an effect on organizational commitment and (Antari, 2019) which states that the results of hypothesis testing show that job satisfaction has a positive and significant effect on organizational commitment. The results (Andrian et al., 2021) state that job satisfaction has a direct positive and significant effect on employee work commitment because good commitment is influenced by good co-workers. This is not in line with the results of research from (Kholik, 2020), which states that job satisfaction fully mediates the influence of competence on organizational commitment, which means that employee competency influences organizational commitment if it is through the employee's job satisfaction. The results of the study

are also not in line with the results of (Yuliati, 2019) which state that consumer job satisfaction can mediate the effect of job characteristics and competence on the organizational commitment of members of the Central Java Regional Police Ditreskrim. This is not in line with the results of research from (Kholik, 2020) which states that job satisfaction mediates the effect of quality of work life (QWL) on organizational commitment, but the direct effect is greater than the indirect effect. This shows that if the level of competence is high, it will increase organizational commitment and also increase employee job satisfaction. On the other hand, if the competency level is low, then organizational commitment will also decrease, and job satisfaction will also decrease.

5. Conclusion

Competence has no significant positive effect on job satisfaction in civil servants at the education office of Banjarmasin. The quality of work life has a significant positive effect on job satisfaction in civil servants at the education office of Banjarmasin. Competence has a significant positive effect on organizational commitment in civil servants at the education office of Banjarmasin. The quality of work life has a significant positive effect on organizational commitment in civil servants at the education office of Banjarmasin. Job satisfaction has no significant positive effect on organizational commitment to civil servants at the education office of Banjarmasin. Job satisfaction cannot mediate competency in organizational commitment in civil servants at the education office of Banjarmasin. Job satisfaction cannot mediate the quality of work life on organizational commitment in civil servants at the education office of Banjarmasin.

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