

EXAMINING THE IMPACT OF COMPETENCE, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE: A CASE STUDY OF THE MENGWI VILLAGE OFFICE IN BADUNG REGENCY

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Abstract: Human resources play a very important role in the existence of an organization. Prospective assets, human resources can be transformed into real potential, both tangible and intangible. This study aims to determine how organizational commitment, job satisfaction, and employee competence influence employee performance at the Mengwi Village Office in Badung Regency. The study was conducted at the Mengwi Village Office in Badung Regency. The entire population of 33 Mengwi Village Office employees in Badung Regency was used as the research sample. Thus, census-based research was conducted using the entire population as the sample. Data was collected through questionnaires, interviews, and observations. Multiple linear regression analysis was conducted using SPSS version 26 software. According to the results of the analysis, employee performance at the Mengwi Village Office in Badung Regency is positively and significantly influenced by employee competence. Employee performance at the Mengwi Village Office increases with increasing competence. Employee performance at the Mengwi Village Office is positively and significantly influenced by job satisfaction. Employee performance at the Mengwi Village Office will increase with increased job satisfaction. Employee performance at the Mengwi Village Office in Badung Regency is also positively and significantly influenced by organizational dedication. Employee performance will increase with increasing organizational commitment.

Keywords: competence, job satisfaction, organizational commitment, employee performance

INTRODUCTION

The quality of human resources is reflected in work performance, especially in the context of high performance. Professionalism is an individual's ability to understand work behavior that leads to achieving company goals and objectives. Individuals can become the center of organizational difficulties when their potential is not realized. For example, professionalism is the ability to manage human resources effectively to achieve profitable results. Some businesses compete to get their employees to work at a high level because people (labor) are essential to their success. Ultimately, employee performance affects the performance of the organization.

In order to achieve the growth of the central government, village governments, as the smallest branches of government, play an important role in strategically managing village communities. In order to provide quality services and promote community welfare, particularly at the village level, village officials must be able to work to their full potential. As a principal institution of the central government, village governments are capable of carrying out their duties in a professional, effective, and efficient manner, as well as optimizing services to the community. Nevertheless, a number of issues still impede the capacity of village governments to achieve their strategic objectives, necessitating an assessment.

The Mengwi Village Government, through the village office, functions as a service entity for the community. It is responsible for the management of village finances in support of village activities, infrastructure development, and human resource management in Mengwi Village. The Mengwi Village Office constitutes a form of village government that supports the needs and services of the community, especially those in the Mengwi village area. In instances where the village head functions as the leader of the organizational or governmental structure, village officials such as the village secretary, head of administration, and head of departments provide support. The village supervisor (kelian) and staff within the village office possess distinct duties and authorities in their respective domains. These include the formulation of village regulations and the provision of solutions for the village community experiencing problems such as poverty, limited access to education and health care, as well as unemployment and other social issues (kampungkb.bkkbn.go.id., 2024).

Achieving positive results in business settings necessitates the concerted effort of all employees. Absent robust performance from the entire workforce, attaining objectives becomes a formidable challenge. Consequently, performance emerges as a pivotal and compelling facet of professional endeavors. Performance, in essence, is a mental attitude and behavior that is continuously predicted based on the assumption that the work being done now must be of higher quality than the work that has been done in the past so that the future will be of higher quality than the present. Employee satisfaction and a sense of accomplishment are contingent upon the organization's performance outcomes. The concept of "good performance" in the workplace is a multifaceted and subjective one. Employees whose performance meets quality and quantity standards will achieve good work performance. The enhancement of service to the community is contingent upon the cultivation of work competence. Work competence is defined as the degree of skill required to complete activities effectively. As demonstrated in Table 1, the job competencies referenced herein correspond to the competencies deemed essential for the effective execution of a role.

Table 1
Data on Employees of the
Mengwi Village Office, Badung Regency, 2023

No.	Field/Section	Employees
1	Prebikel Dea	1
2	Sekretaris	1
3	Kaur Perencanaan	1
4	Kaur Keuangan	1
5	Kaur Umum	1
6	Kasi dan Kesejahteraan	1
7	Kasi Pemerintahan	1
8	Kasi Pelayanan	1
9	Staf	13
10	Klian Dinas	12
Total		33

Source: Mengwi Village Office, 2023

As illustrated in Table 1, the distribution of personnel across ten distinct areas within the Mengwi Village office is consistent with the natural organization of tasks and responsibilities. The workforce constitutes a pivotal element within an organization, as the absence of its members would impede the execution of its responsibilities, thereby hindering the realization of its objectives. When an individual meets the performance standards of the organization, they are said to be performing well. The stress engendered by these expectations, which are beyond the control of any individual employee, will result in a decline in performance.

A comprehensive analysis encompassing observational data and interviews with employees reveals a correlation between the limited capacity for employees to dedicate sufficient time to the completion of their duties and a decline in their performance ratings at the Mengwi Village Office. In order to comply with the requirements established by local authorities, a significant number of employees continue to allocate a portion of their time to their professional obligations. Consequently, it is imperative to enhance employee awareness. By doing so, employees will be motivated to complete their work in a timely manner, thereby ensuring the production of quality results.

It has been established that the rate of attendance at the Mengwi Village Office in Badung Regency experienced fluctuations throughout the year in 2023. The highest attendance rate was observed in January, with an attendance rate of 99 percent and a probability percentage of 1, indicating that employee attendance was considered optimal. Conversely, the lowest attendance rates were observed in May, August, and October, with an attendance rate of 90 percent and a probability percentage of 10, indicating that employee attendance had not reached the village office's target.

Job satisfaction issues are rooted in employee dissatisfaction, encompassing discontent with work, relationships with colleagues, and absenteeism. Absenteeism serves as a conduit between job satisfaction and a lack of organizational commitment when inappropriate measures are implemented, such as forced labor and employee absenteeism. Job satisfaction and job satisfaction are also associated with lower rates of employee turnover. This will affect the perception of the Village Office. A dearth of organizational commitment among employees has been demonstrated to result in the delayed completion of work and the unmet of village government targets. This is due to a lack of responsibility in completing work, frequent tardiness, which reflects a lack of commitment among employees, causing work to be delayed, and a lack of responsibility for their work. Consequently, the village government is obligated to enhance its services to the community as a means of promoting village development.

The effectiveness of the employees at Mengwi Village Office will be evident from their commitment. A comprehensive approach that prioritizes the needs of employees and fosters a sense of shared purpose with the organization is conducive to cultivating employee commitment. The attainment of organizational commitment among employees is a pivotal factor in fostering organizational loyalty and ensuring optimal performance. A series of interviews were conducted with employees of the Mengwi Village Office, located in the Mengwi District of Badung Regency, with the aim of assessing the performance of employees encountering challenges in attaining the office's service targets.

These challenges were attributed to a perceived absence of individuality and a deficitary sense of responsibility towards their professional duties, which manifested in a perceived lack of competence. This has become a factor hindering the realization of the services provided, which can lead to a decline in performance at the village office. This assertion aligns with the observations made by Mr. Waca Krisnanta, who noted that the Mengwi village office seeks to employ individuals who can execute their duties in an effective and efficient manner. Consequently, the competencies required for the execution of a given task are the very competencies that are the subject of this discussion. These competencies empower individuals to fulfill their responsibilities within their respective fields, thereby ensuring that the village office's targets are achieved to the fullest extent of each employee's knowledge, abilities, and skills.

According to the findings of the interviews and observations conducted on the subject, Mrs. Komang Oka has asserted that a state of discontent with one's job is a potential consequence of poor job satisfaction. Job dissatisfaction has been demonstrated to exert a markedly deleterious influence on individuals. Employees may engage in behaviors that are deemed inappropriate, including absenteeism,

poor relations with colleagues, a lack of loyalty, and high rates of turnover. These behaviors can lead to low employee satisfaction, characterized by dissatisfaction with their work, which in turn can adversely impact the reputation of the Village Office. A comprehensive review of the available literature on organizational commitment issues, as evidenced by interviews and observations conducted with Mrs. Gita Rahayu, reveals a persistent lack of commitment among employees in fulfilling their responsibilities at work. This commitment issue is further compounded by tardiness and absenteeism during working hours. Consequently, satisfaction and commitment will exert a substantial influence on employee performance at the Mengwi Village Office.

The findings of this study suggest that, when considering competency issues, competency can have a beneficial effect. This finding aligns with the conclusions of previous research conducted by Sarumaha (2022). Furthermore, Asniwati's research indicates that competency exerts a positive and significant effect on employee performance at the South Sulawesi Provincial Secretariat Office (2022). This assertion is supported by the findings of Hidayat's (2021) research, which examined the relationship between employee performance and various factors at PT. Surya Yoda Indonesia is not influenced by competence." Job satisfaction has been demonstrated to exert a positive influence on employee performance, a finding that aligns with the conclusions of previous research conducted by Azhari and Madi (2021). Furthermore, the findings of research conducted by Fajri et al. (2022) demonstrate that job satisfaction and work discipline exert an influence on employee performance. However, research by Nabawi (2019) found no relationship between employee performance and job satisfaction. A substantial body of research has been conducted on the subject of personal organizational commitment. A seminal study by Astuti (2022) demonstrated that organizational commitment exerts a positive effect on employee performance. Furthermore, according to Rizal et al. (2023), the results of the study demonstrate that the regression test of organizational commitment exerts a positive and significant effect on the performance of Gorontalo City Education Office employees. However, research by Rahmawati and Juwita (2019) demonstrates that organizational dedication does not exert a positive effect on employee performance.

In consideration of the aforementioned background, the author seeks to undertake a research initiative entitled "The Impact of Employee Competence, Job Satisfaction, and Organizational Commitment on Employee Performance at the Mengwi Village Office in Badung Regency."

LITERATURE

Goal Setting Theory

Goal-Setting Theory, as initially proposed in 1969 by Locke (1969), posits that two cognitive elements, specifically values and intentions (or goals), play a predominant role in determining an individual's behaviors. According to this theory, individuals are capable of formulating objectives for their future conduct, with these objectives exerting an influence on their subsequent behavior. The examination of the impact of employee competence, job satisfaction, and organizational commitment on employee performance can be facilitated by goal-setting theory. In this context, the establishment of clear objectives can provide employees with a strong sense of direction, enhance their motivation, and orient their efforts toward the achievement of organizational goals.

Employee Performance

Kasmir (2016) posits that employee performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities assigned within a certain period. According to Sartika (2016), performance can be defined as performance, work performance, or work achievement, and it is determined by human processes that are directly related to financial contributions, happiness, and organizational strategic objectives. According to Sedarmayanti (2001), performance indicators are as follows: Quality of Work, Punctuality, Initiative, Capability, and Communication.

Competence

McAshan (1981) posited that the concept of competence can be defined as the knowledge, skills, and abilities that an individual has mastered to the point that they have become an integral part of their identity. This enables the individual to successfully perform a wide range of cognitive, emotional, and psychomotor functions. As posited by Sumendap et al. (2015), competence is defined as the capacity to execute a task or perform a job based on the individual's skills, knowledge, and the work attitude demanded by the job. As posited by Aisyah et al. (2022), work competency indicators, namely: knowledge, understanding, skills, attitude, and interest are a person's feelings of attraction to something or an activity.

Job Satisfaction

As Handoko (2009) asserts, job satisfaction is defined as a pleasant or unpleasant emotional state with which employees regard their work. According to Robbins and Judge (2015), job satisfaction is defined as a positive feeling toward work that results from an assessment of characteristics that have dimensions that produce an overall feeling of satisfaction with the job itself. As Afandi (2018) asserts, the hallmarks of job satisfaction encompass a multifaceted array of factors, including work itself, remuneration, opportunities for advancement, the supervision provided by one's immediate superiors, and the dynamics among colleagues.

Organizational Commitment

According to Steers (2011), organizational commitment is defined as the desire to achieve a high level of expertise on behalf of the organization, a certain trust, and acceptance of the organization's values and goals. According to Dessler (2019), organizational commitment is defined as a sense of identification with the organization's mission, a sense of engagement in its activities, and a profound sense of loyalty and affection for the organization as a means of survival and professional engagement. According to Meyer and Allen (1997), Indicators of organizational commitment include: Pride in one's work, Loyalty to the organization, Concern for the organization's survival, Inspiring work, and Alignment of personal and organizational values.

Hypothesis

The Influence of Employee Competence on Employee Performance

A close examination reveals a clear correlation between competence and performance, with competence often resulting in effective or superior performance. This finding suggests a close relationship between performance and competence. It can be argued that workers will exhibit greater efficacy in their work if they possess competence in their industry. According to McAshan (1981), the term "competence" is defined as the knowledge, skills, and abilities that an individual has acquired and integrated into their personal identity. This enables them to perform cognitive, affective, and psychomotor behaviors to the best of their ability. As posited by Sumendap et al. (2015), competence is defined as the capacity to execute a task or perform a job based on the individual's skills, knowledge, and the work attitude demanded by the job. This assertion is supported by extant research findings on the relationship between employee competence and performance, as evidenced by studies conducted by Mulyasari (2019), Junaidi (2021), Fauzi et al. (2019), Triastuti (2019), and Herawati (2019). The findings of the study demonstrate that employee competence exerts a positive influence on employee performance. The initial hypothesis can be postulated as follows, based on the findings of the study and a thorough theoretical review::

H₁: Employee competence has a positive effect on employee performance.

The Influence of Job Satisfaction on Employee Performance

Handoko (2009) offers a definition of job satisfaction as a pleasant or unpleasant emotional state with which employees regard their work. According to Robbins and Judge (2015), job satisfaction is defined as a positive feeling toward work that results from an assessment of characteristics that have dimensions that produce an overall feeling of satisfaction with the job itself. This assertion is supported by the findings of previous studies on job satisfaction and employee performance conducted by Fajri et al. (2022), Purba et al. (2019), Andayani (2020), Adha et al. (2019), and Sudiyanto (2020). The results of the study demonstrate that job

satisfaction exerts a positive influence on employee performance. The second hypothesis can be proposed as follows, based on the research findings and theoretical review:

H2: Job satisfaction has a positive effect on employee performance.

The Influence of Organizational Commitment on Employee Performance

Employees who exhibit organizational commitment are characterized by a strong interest in the goals, values, and objectives of their organization. Moreover, formal membership constitutes merely one component of organizational commitment; other aspects include maintaining a favorable opinion of the organization and being willing to make considerable effort to assist the organization in achieving its objectives. According to Steers (2011), organizational commitment can be defined as the desire to achieve a high level of expertise on behalf of the organization, a certain trust, and acceptance of the organization's values. According to Dessler (2019), organizational commitment is defined as a sense of belief in the organization's mission, a sense of involvement with its tasks, and a sense of loyalty and affection for the organization as a means of survival and work. According to research on corporate dedication to employee performance conducted by Syamsir and Hidayat (2019), Angraini, et al. (2021), Priyatna (2021), Patta, et al. (2021), and Umrah, et al. (2022), the issue is still being studied. The results of the study demonstrate that organizational commitment exerts a substantial influence on employee performance. The third hypothesis can be proposed as follows, based on the results of the study and theoretical review:

H3: Organizational commitment has a positive effect on employee performance.

RESEARCH METHOD

The research was conducted at the Mengwi Village Office, Mengwi District, Badung Regency. The selection of this location was predicated on the issues discussed in this study and the ease of access to conduct research and obtain the necessary data. The objectives of the study included the following: to examine employee performance, organizational commitment, job satisfaction, and educational achievement. The population under study comprised 33 employees of the Mengwi Village Office in Badung Regency. Consequently, the entire population will be utilized as the sample in this census-based study. The collection of data was facilitated through the implementation of various research instruments, including questionnaires, interviews, and observational studies. The present study employed multiple linear regression analysis, a data analysis approach, utilizing SPSS software version 26.

RESULTS AND DISCUSSION

Instrument Test

1. Validity Test

The validity of all research instrument questions related to the variables of organizational commitment, job satisfaction, employee performance, and employee competence in Table 2 was ascertained through the implementation of a validity test, the results of which indicated the questions to be valid. This was evidenced by a Corrected Item-Total Correlation score above 0.30 for each question item.

2. Reliability Test

Preliminary findings from the reliability test of the research instrument in Table 2 indicate that the employee competency variable has a Cronbach's alpha value of 0.808, job satisfaction of 0.728, organizational commitment of 0.919, and employee performance of 0.700. It is noteworthy that each variable possesses a Cronbach's Alpha coefficient value that exceeds 0.6, indicative of substantial internal consistency within the dataset. Consequently, it can be concluded that each selected variable is reliable and suitable for utilization as a research instrument.

Table 2
Validity and Reliability Test Results

Variable	Item Conduct	Validity		Reliability	
		Coefficient Correlation	Description	Cronbach Alpha	Description
Competence (X_1)	$X_{1,1}$	0.764	Valid	0.808	Reliable
	$X_{1,2}$	0.850	Valid		
	$X_{1,3}$	0.778	Valid		
	$X_{1,4}$	0.605	Valid		
	$X_{1,5}$	0.761	Valid		
Job Satisfaction (X_2)	$X_{2,1}$	0.769	Valid	0.728	Reliable
	$X_{2,2}$	0.766	Valid		
	$X_{2,3}$	0.752	Valid		
	$X_{2,4}$	0.677	Valid		
	$X_{2,5}$	0.506	Valid		
Organizational Commitment (X_3)	$X_{3,1}$	0.913	Valid	0.919	Reliable
	$X_{3,2}$	0.889	Valid		
	$X_{3,3}$	0.895	Valid		
	$X_{3,4}$	0.836	Valid		
	$X_{3,5}$	0.818	Valid		
Employee Performance (Y)	$Y_{1,1}$	0.708	Valid	0.700	Reliable
	$Y_{1,2}$	0.729	Valid		
	$Y_{1,3}$	0.767	Valid		
	$Y_{1,4}$	0.646	Valid		
	$Y_{1,5}$	0.501	Valid		

Source: Data Processed, 2024

Classic Assumptions Test

1. Normality Test

Table 3

Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		33
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	0.72800684
Most Extreme Differences	Absolute	0.115
	Positive	0.078
	Negative	-0.115
Test Statistic		0.115
Asymp. Sig. (2-tailed)		0.200

Source: Data Proccesed, 2024

The results of the Kolmogorov-Smirnov normality test, as presented in Table 3, indicate an Asymp. significance value (2-tailed) of $0.200 > 0.05$, suggesting that the variable can be considered normally distributed.

2. Multicollinearity Test

Table 4
Multicollinearity Test Results

Variable	Collinearity Statistics		Description
	Tolerance	VIF	
Competence	0.436	2.293	No multicollinearity
Job Satisfaction	0.432	2.317	No multicollinearity
Organizational Commitment	0.456	2.194	No multicollinearity

Source: Data Proccesed, 2024

As illustrated in Table 4, the tolerance values of the independent variables, namely employee competence, job satisfaction, and organizational commitment, are greater than 0.10, and the VIF values are less than 10. Therefore, it can be concluded that multicollinearity is not present between the independent variables in the regression model.

3. Heteroscedasticity Test

Table 5
Heteroscedasticity Test Results

Variable	Sig.	Description
Competence	0.220	No heteroscedasticity
Job Satisfaction	0.815	No heteroscedasticity
Organizational Commitment	0.583	No heteroscedasticity

Source: Data Proccesed, 2024

As illustrated in Table 5, the absolute residual (ABSRES) exhibits partial significance values greater than 0.05. The composite variable representing employee competence registered at 0.220, job satisfaction at 0.815, and organizational commitment at 0.583. The findings suggest that the model in the regression does not

exhibit symptoms of heteroscedasticity, thereby indicating its suitability for predicting the dependent variable.

Multiple Linear Regression Analysis

Table 6
Multiple Linear Regression Analysis Results

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	2.319	1.122		2.067	0.048
Competence	0.350	0.065	0.417	5.377	0.000
Job Satisfaction	0.377	0.081	0.364	4.669	0.000
Organizational Commitment	0.166	0.042	0.298	3.936	0.000

Source: Data Proccesed, 2024

According to the findings presented in Table 6, the multiple linear regression equation is as follows: The regression equation is expressed as follows: $Y = 2.319 + 0.350X_1 + 0.377X_2 + 0.166X_3$. The aforementioned equation signifies the following:

- $a = 2.319$ indicates that if the values of employee competence (X_1), job satisfaction (X_2), and organizational commitment (X_3) are all zero (0), then employee performance (Y) at the Mengwi Village Office in Badung Regency will increase by 2.319 units.
- $b_1 = +0.350$ means that if employee competence (X_1) increases while job satisfaction (X_2) and organizational commitment (X_3) remain unchanged, employee performance (Y) will increase by 0.350 units. This means that every increase in employee competence will improve employee performance at the Mengwi Village Office in Badung Regency.
- $b_2 = +0.377$ means that if job satisfaction (X_2) increases while employee competence (X_1) and organizational commitment (X_3) remain unchanged, employee performance (Y) will increase by 0.377 units. This means that every increase in job satisfaction can improve employee performance at the Mengwi Village Office in Badung Regency.
- $b_3 = +0.166$ means that if organizational commitment (X_3) increases while employee competence (X_1) and job satisfaction (X_2) remain unchanged, employee performance (Y) will increase by 0.166 units. This means that every increase in organizational commitment can improve employee performance at the Mengwi Village Office in Badung Regency.

Multiple Correlation Analysis

Table 7
Multiple Correlation Analysis Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.961 ^a	0.924	0.916	0.76474

Source: Data Proccesed, 2024

As illustrated in Table 7, the correlation value (R) of 0.961 falls within the 0.80–1.000 range, indicating a highly significant relationship between employee competence, job satisfaction, and organizational commitment on the one hand, and employee performance at the Mengwi Village Office in Badung Regency on the other.

Determination Analysis (Adjusted R²)

The modified R² value is 0.916, or 91.6%, as shown in Table 7. This indicates that at the Mengwi Village Office in Badung Regency, the relationship between employee competence, job satisfaction, and organizational commitment to employee performance varies by 91.6%, while the remaining 8.4% are additional characteristics that are outside the scope of this research model.

T-test

The following interpretations can be made based on the findings of the t-test calculated using SPSS and presented in Table 7:

1. The calculated t-value for the employee competency variable is 5.377, and the significant t-test value is 0.000, which is smaller than α (significance level) = 0.05. This outcome suggests that the null hypothesis, H_0 , is rejected and the alternative hypothesis, H_1 , is accepted. This finding indicates that employee competence exerts a positive and significant influence on employee performance at the Mengwi Village Office in Badung Regency, thereby validating the first hypothesis (H_1).
2. The t-value for the job satisfaction variable is 4.669, and the t-test significance value is 0.000, which is smaller than α (significance level) = 0.05. This outcome suggests that the null hypothesis, H_0 , is rejected and the alternative hypothesis, H_1 , is accepted. This finding indicates that job satisfaction exerts a positive and significant influence on employee performance at the Mengwi Village Office in Badung Regency, thereby validating the second hypothesis (H_2).
3. The t-value for the organizational commitment variable is 3.936, and the significance value of the t-test is 0.000, which is smaller than α (significance level) = 0.05. This outcome suggests that the null hypothesis, H_0 , is rejected and the alternative hypothesis, H_1 , is accepted. This finding indicates that organizational commitment exerts a positive and significant influence on employee performance at the Mengwi Village Office in Badung Regency, thereby validating the third hypothesis (H_3).

Discussion

The Influence of Competence on Employee Performance

The results of the t-test examining the relationship between employee competence and performance at the Mengwi Village Office in Badung Regency revealed a t-count value of 5.377 and a t-test significance value of 0.000. This value is smaller than the significance level (α) of 0.05. Therefore, H_0 is rejected and H_1 is accepted. Therefore, employee competence positively and significantly affects employee performance at the Mengwi Village Office in Badung Regency.

This shows a positive impact, meaning improved employee performance will result from increased competence among employees at the Mengwi Village Office in Badung Regency. The five indicators of increased competence are knowledge, understanding, ability, attitude, and interest. Effective or exceptional performance results from a close relationship between competence and performance. Thus, performance and competence are closely related. Employees will perform better and more effectively if they are competent in their field. Likewise, high work motivation increases output. McAshan (1981) argues that competence is defined as knowledge, skills, and abilities that have become second nature to a person. Thus, individuals can perform cognitive, affective, and psychomotor behaviors to the best of their ability. The findings of this study are consistent with those of other studies conducted by Mulyasari (2019), Junaidi (2021), Fauzi et al. (2019), Triastuti (2019), and Herawati (2019). The results show that employee competence positively affects performance. In other words, the better an employee's competencies, the higher their performance.

The Influence of Job Satisfaction on Employee Performance

The results of the t-test examining the relationship between job satisfaction and employee performance at the Mengwi Village Office in Badung Regency revealed a t-count value of 4.669 and a t-test significance value of 0.000. This value is smaller than the significance level of 0.05. Therefore, H_0 is rejected and H_1 is accepted. Therefore, job satisfaction positively and significantly affects employee performance at the Mengwi Village Office in Badung Regency.

Therefore, employee performance at the Mengwi Village Office in Badung Regency will increase in line with job satisfaction. Five indicators show an increase in job satisfaction: work, wages, promotions, supervisors, and coworkers. Robbins and Judge (2015) define job satisfaction as a positive feeling toward work resulting from an assessment of characteristics with dimensions producing an overall feeling of satisfaction with the job itself. The findings of this study are consistent with those of Fajri et al. (2022), Purba et al. (2019), Andayani (2020), Adha et al. (2019), and Sudiyanto (2020). The results show that job satisfaction positively affects employee performance. In other words, the better the job satisfaction, the higher the employee performance.

The Influence of Organizational Commitment on Employee Performance

The results of the t-test examining the effect of organizational commitment on employee performance at the Mengwi Village Office in Badung Regency revealed a t-count value of 3.936 and a t-test significance value of 0.000. This value is smaller than the significance level of 0.05. Therefore, H_0 is rejected and H_1 is accepted. Therefore, organizational commitment positively and significantly affects employee performance at the Mengwi Village Office in Badung Regency.

Specifically, employee performance increases with increased motivation. Five indicators of organizational commitment are pride in work, loyalty to the organization, concern for its sustainability, inspiring work, and the health of one's own and organizational values. Employees who demonstrate organizational commitment are interested in their company's goals, values, and ambitions. Furthermore, formal membership is only one aspect of organizational commitment. Other aspects include having a positive view of the company and being willing to put in a lot of effort to achieve its goals. Because of their strong commitment to the company, employees can optimize their performance, which benefits the company in achieving its goals (Steers, 2011). These results align with previous studies by Syamsir and Hidayat (2019), Angraini et al. (2021), Priyatna (2021), Patta et al. (2021), and Umrah et al. (2022). The results show that organizational commitment significantly affects employee performance. Thus, employee performance improves as company commitment increases.

CONCLUSION AND LIMITATIONS

The following findings were obtained from data analysis and discussion. Employee performance at the Mengwi Village Office in Badung Regency is positively and significantly influenced by employee competence. Employee performance improves with increasing competence. Employee performance at the Mengwi Village Office is also positively and significantly influenced by job satisfaction. Employee performance increases with job satisfaction. Employee performance at the Mengwi Village Office in Badung Regency is positively and significantly influenced by organizational commitment. Employee performance increases with better organizational commitment.

One limitation of this study is that it was only conducted at the Mengwi Village Office in Badung Regency. It is hoped that future researchers will expand the scope of their studies. This study only examined three factors: employee competence, job satisfaction, and organizational commitment. Future research should include more factors.

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