

## The Influence of Organizational Commitment and Work Competence on Employee Performance at the Morowali Regent Office

Megar<sup>1</sup>, Andi Indriani Ibrahim<sup>2</sup>, Yoberth Kornelius<sup>3</sup>, Riswandi Palawa<sup>4</sup>

<sup>1,2,3,4</sup> Fakultas Ekonomi dan Bisnis, Universitas Tadulako

Email : [Egarmegar174@gmail.com](mailto:Egarmegar174@gmail.com)

---

### **Keywords:**

*Organizational Competence;  
Work Competence; Employee  
Performance*

### **Abstract**

*This study aims to analyze the influence of organizational commitment and work competence on employee performance at the Morowali Regent Office. This study uses a quantitative approach with an associative research design. The research population is all civil servants who work at the Morowali Regent Office General Section, with sampling techniques using the census method so that 109 respondents were obtained. Data was collected through a closed questionnaire using a five-point Likert scale compiled based on indicators of organizational commitment, work competence, and employee performance. Data analysis was carried out using multiple linear regression with the help of SPSS software version 25, through the stages of validity, reliability, classical assumption test, and hypothesis testing partially and simultaneously. The results of the study show that organizational commitment has a positive and significant effect on employee performance, as well as work competencies that have been proven to have a positive and significant effect on employee performance. Simultaneously, organizational commitment and work competencies have a significant effect on employee performance. These findings indicate that the improvement of ASN performance is not only determined by technical ability, but also by psychological attachment and employee loyalty to the organization. The implications of this study emphasize the importance of strengthening organizational commitment and developing work competencies through continuous training as the basis for the formulation of human resource management policies in the local government environment.*

---

## INTRODUCTION

In the context of modern public administration, where employee performance is one of the determining factors for the success of government organizations in achieving regional development goals. Improving the quality of public services in Indonesia requires state civil servants (ASN) to have a high level of organizational commitment and work competence. Good performance is not only measured by the results of work, but also by how employees carry out their duties.

According to (Scott, 2020) Employee performance is the result of work that has been achieved by employees after carrying out their duties and responsibilities for a period of time, both in terms of quantity and quality, by complying with existing rules, authorities, and responsibilities, and by paying attention to morals and ethics. Performance also reflects the employee's work ability which makes a positive contribution to the progress of the work unit or organization.

The performance of ASN is a national strategic issue because it is directly related to good *governance*. Data from the Ministry of PAN-RB (2024) shows that improving the performance of civil servants contributes significantly to the effectiveness of bureaucratic reform at the regional level. Therefore, the identification of performance determinants such as organizational commitment and work competence is important in the development of human resource policies in the public sector, as well as employees at the Morowali Regent Office.

The urgency of this research has also increased in line with the national bureaucratic reform policy (PermenPAN-RB No. 7 of 2021) which emphasizes the importance of increasing the capacity of human resources and the work culture of the apparatus. Therefore, the results of this research are expected to make a scientific and practical contribution to efforts to improve the effectiveness of local government organizations.

The Morowali Regent Office as a local government agency has a strategic role in carrying out administrative functions and public services. However, the results of the internal evaluation of the Morowali Regional Civil Service Agency in 2024 show that employee performance is not optimal, this is marked by suboptimal employee performance achievements. This is shown from the performance reports of government agencies (*LKjIP*) (Morowali Regency 2024), the employee performance index only reached 78.6% of the set target, while the level of public service satisfaction was at the level of 73.4%, below the average of Central Sulawesi province of 81.2% (BPS, 2024).

This phenomenon indicates that there are internal organizational factors that are not optimal, one of which is caused by a lack of organizational commitment. Previous research in the public sector has shown that organizational commitment has a significant effect on improving employee performance (Hidayat 2021) ;(Afandi 2022). According to (Vera and Sitio 2021) Organizational commitment is defined as a form of love and loyalty owned by employees to be part of an organization. In addition to organizational commitment, work competence has proven to be an important factor in determining performance, especially in a bureaucratic environment that demands professionalism. Meanwhile, work competence refers to the abilities, skills, and knowledge that employees have in carrying out tasks effectively (Spencer)

Previous research has shown inconsistent results. For example, a study by (Mutiasari 2025) Finding that organizational commitment does not always have a direct effect on performance without job satisfaction mediation. Meanwhile, research by Rahman (2023) in the scope of local government shows that work competence has a weak influence on performance when it is not accompanied by an adequate incentive system.

Previous literature reviews have found significant direct influences, while other studies have shown that these influences depend on mediating variables such as job satisfaction, incentive systems, and organizational culture. This inconsistency shows that the relationship between variables has not been completely contextually stable, especially in the local government sector.

This research presents novelty in three main aspects. First, this study simultaneously examines organizational commitment and work competencies in the context of local government bureaucracy in Eastern Indonesia, which is still relatively limited in the public sector human resource management literature. Second, this study uses empirical data based on the actual conditions of ASN performance which refers to the achievements of the Morowali Regency AKIP in 2024, thus providing strong contextual relevance to bureaucratic reform. Third, this study found that organizational commitment is a more dominant variable than work competence in explaining variations in employee performance, with a contribution of 50.4% to the model. These findings enrich the theoretical perspective that affective factors in regional bureaucracy have a more significant role than technical factors alone.

## **Literature Review**

### ***Organizational Commitment***

Meyer and Allen state Organizational commitment is an important behavioral component that can be used to determine how likely a worker is to continue to join the organization (Islamey and Utami 2024). Organizational commitment is essential to improve the performance of public sector employees. For example, research by Rahman and Wibowo (2022) found that affective commitment significantly increases the productivity of civil servants because it encourages people to go beyond formal work expectations. (Nugraha 2024) Found that employees with high normative commitments tended to be more durable and adhere to better organizational procedures. However, research (Yuliana 2021) found that the influence of commitment on performance can be weakened without organisational support and a fair reward system, which suggests the presence of contextual interactions.

### ***Work Competencies***

Spencer stated that Work competence is a person's basic trait that includes knowledge, skills, and work attitudes that allow a person to do a job well (Fall 2023). In research (Cornelius and Putu Rossanty 2025) The Morowali Regency Trade and Industry Office found that competence has a great influence on employee performance. Employees who have the skills, knowledge, and work attitude that are appropriate to their position are able to complete their tasks more efficiently and effectively. The ability of employees to provide high-quality public services is directly correlated with high competence in the context of government bureaucracy. As shown by the latest empirical

study by (Handayani and Prasetyo 2022), technical and behavioral abilities affect the performance of ASN employees in local governments. Research by (Putra et al. 2024) found that continuous training that improves competencies can increase employee commitment and improve performance simultaneously. However, another study (Rini 2021) reminding that high competence does not always mean better performance. Participatory leadership and an adaptive organizational culture are required.

### ***Employee Performance***

Amstrong states that employee performance is an important component of the achievement of a company or agency. If employees work well and achieve or even exceed their targets, the agency will be better able to achieve its goals (Sari and Kurniawan 2025). In line with research (Palawa and Ibrahim 2025) which states that employee performance reflects the work results achieved by a person in terms of quality and quantity in accordance with the responsibilities given. Therefore, employee performance is the main indicator of the success of the organization in achieving the goals set for it. The performance of a public sector organization is influenced by many factors, including ability, motivation, and perception of organizational support. Empirical studies conducted by (Sari and Kurniawan 2025) shows that a balance between affective and cognitive factors is essential to creating effective work behaviors. These findings show that the combination of competencies and organizational commitment can explain up to 62% of the variation in employee performance. Therefore, the theory (Scott, 2023) It shows that employee performance is influenced by three factors: organizational commitment (internal), organizational culture, and work environment (external). It denotes internal-external interactions as described by organizational behavior theory.

## **METHODS**

This study uses a quantitative approach with the type of associative research, because it aims to determine the influence between two independent variables, namely organizational commitment and work competence, on the bound variable, namely the performance of ASN employees at the Morowali Regent Office. The design of this study is considered suitable to answer the research question because it is able to test the causal relationship between variables through *inferential statistical* analysis. This approach allows researchers to obtain measurable empirical evidence regarding the contribution of each factor to improving employee performance in the public sector. The population in this study is all state civil servants (ASN) who work at the Morowali Regent Office. The sampling technique is carried out using the census method or total sampling, because the population is relatively small and can be fully reached. Thus, all ASNs who meet the research criteria are made respondents so that the results of the study are expected to reflect the actual

condition of the population. The number of respondents who participated in this study was 109 employees.

The research data was collected using an instrument in the form of a closed questionnaire which was compiled based on the indicators of each research variable. The questionnaire was compiled using a five-point Likert scale that describes the level of approval of respondents to the statements submitted, ranging from strongly disagree (1) to strongly agree (5). Before use, the questionnaire is tested through validity and reliability tests to ensure the accuracy and consistency of the question items as a measuring tool. The research procedure was carried out sequentially and systematically. The first stage is the preparation and testing of instruments, followed by the distribution of questionnaires to respondents through coordination with the agency's personnel department. After the data is collected, the completeness and accuracy of the respondents' answers are checked before entering the analysis stage. All data were processed using SPSS software version 25, which was used to perform validity, reliability, classical assumptions, and multiple linear regression tests. The data analysis technique was carried out in two stages, namely descriptive analysis and inferential analysis. Descriptive analysis was used to describe the characteristics of respondents and the distribution of answers to each research variable, while inferential analysis was used to test hypotheses regarding the influence between organizational commitment and work competencies on employee performance. The test was carried out through a t-test (*partial*), an F test (*simultaneous*), and a coefficient of determination ( $R^2$ ) with a significance level of 5%. The results of the analysis are interpreted logically and carefully based on statistical principles and compared with the findings of previous research to ensure scientific consistency.

## RESULTS AND DISCUSSION

### Research Instrument Test

#### Validity Test

The validity test aims to find out the extent to which each item in the questionnaire is able to accurately measure the variable in question. This test uses a *Pearson correlation* between each item with a total score. An item is declared valid if the value of  $r$  is calculated  $> r$  of the table, with a significance level of 5% ( $\alpha = 0.05$ ), then the  $r$ -value of the table = 0.361.

**Table 1. Validity Test Results**

Statement Items	Validity Test Results		Remarks
	Sig.	r count	
<b>Organizational Commitment Variable (X1)</b>			
1. I am proud to be part of the Morowali regent's office.	0.001	0.557	Valid
2. I have an emotional attachment to this agency.	0.000	0.638	Valid

3. I love being in this work environment.	0.000	0.615	Valid
4. Leaving this organization will be detrimental to me.	0.000	0.809	Valid
5. There are many things that I will sacrifice if I leave this agency.	0.000	0.703	Valid
6. I find it difficult to find a job with the same conditions outside this organization.	0.000	0.713	Valid
7. I am obliged to continue working in this agency.	0.001	0.589	Valid
8. I have a moral responsibility to contribute to this organization.	0.000	0.705	Valid
9. I don't deserve to leave this organization despite other offers.	0.000	0.627	Valid
<b>Work Competency Variables (X2)</b>			
1. I understand the job duties that I am responsible for.	0.000	0.657	Valid
2. I understand the work procedures that apply in this agency.	0.000	0.853	Valid
3. I am able to complete technical work according to the organization's standards.	0.000	0.816	Valid
4. I am able to operate the work tools used in the work.	0.000	0.754	Valid
5. I am able to complete the work without the direction of my superiors.	0.000	0.932	Valid
6. I am able to solve work problems independently.	0.000	0.782	Valid
7. I show discipline in performing the job	0.000	0.623	Valid
8. I show responsibility in carrying out my duties.	0.000	0.629	Valid
<b>Employee Performance Variables (Y)</b>			
1. My work meets the set quality standards	0.000	0.700	Valid
2. My work has a low error rate.	0.001	0.596	Valid
3. I am able to complete a lot of work according to the set target	0.000	0.756	Valid
4. I maintain work productivity every day.	0.000	0.649	Valid
5. I complete the work according to the specified deadline	0.000	0.742	Valid
6. I get the job done without delay.	0.000	0.704	Valid
7. I am present on time to carry out my duties	0.000	0.760	Valid
8. I comply with the SOP rules according to the organization's regulations	0.002	0.541	Valid

9. I am diligent in completing every task.	0.001	0.595	Valid
10. I am responsible for the results of my work	0.000	0.769	Valid
11. I am able to work closely with colleagues.	0.000	0.665	Valid
12. I assist colleagues in completing work.	0.001	0.589	Valid

Source: SPSS Processed Primary Data

Based on the results of the validity test, all items in the Organizational Commitment variable (X1) have a calculated r-value ranging from 0.557 to 0.809, and all of them are greater than 0.361, so that all items X1 are declared valid. Furthermore, the Work Competency variable (X2) shows a calculated r value ranging from 0.623 to 0.932, all of which are also greater than the r table, so that all items X2 are declared valid. In the Employee Performance variable (Y), the r-value is calculated in the range of 0.541 to 0.769, all of which are greater than 0.361, so that all Y items are declared valid. Thus, it can be concluded that all statement items on variables X1, X2, and Y have met the validity criteria and are suitable for use for subsequent analysis.

### Reliability Test

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha	Value Limit	Remarks
Organizational Commitment	0.835	0.7	Reliable
Work Competencies	0.891	0.7	Reliable
Employee Performance	0.884	0.7	Reliable

Source: SPSS Processed Primary Data

Based on the results of the reliability test, the Cronbach's Alpha value was obtained for the Organizational Commitment variable of 0.835, the Work Competency variable of 0.891, and the Employee Performance variable of 0.884. All of these values are greater than 0.70, so it can be concluded that the research instruments for all variables are reliable and consistent to be used in further analysis.

### Classic Assumption Test

#### Normality Test

The normality test was performed to find out whether the residual data in the regression model was distributed normally or not. One of the methods used in this test is the Kolmogorov-Smirnov Test. This test is carried out on non-standardized residual values.

**Table 3. Normality Test Results**

	Unstandardized Residual
N	109
Red	0.0000000

Normal Parameters, b	Std. Deviation	8.10946463
Most Extreme Differences	Absolute	0.062
	Positive	0.037
	Negative	-0.062
Test Statistic		0.062
Asymp. Sig. (2-tailed) <sup>c</sup>		.200d

Source: SPSS Processed Primary Data

Based on the results of the normality test, it shows the value of Asymp. Sig. (2-tailed) = 0.200, which means it is greater than 0.05. Thus, it can be concluded that the residual is normally distributed, so that the assumption of normality is fulfilled and the data is suitable for use for regression analysis.

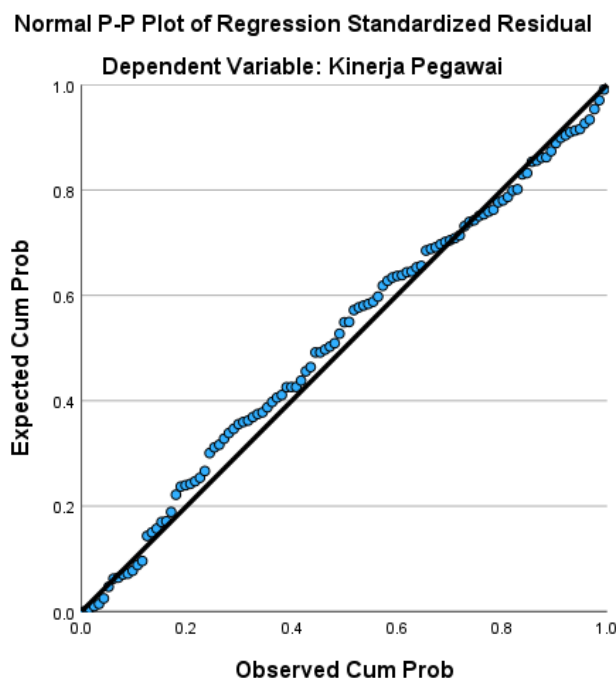


Figure 4.1 Normality Test Results of P-P Plot

### Multicollinearity Test

Table 4. Multicollinearity Test Results

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIVID

1	(Constant)	-	5.066		-0.031	0.975		
	Organizational Commitment	0.878	0.111	0.559	7.921	<,001	0.938	1.066
	Work Competencies	0.678	0.15	0.319	4.521	<,001	0.938	1.066

Source: SPSS Processed Primary Data

Based on the test results, the Organizational Commitment variable (X1) has a value of Tolerance = 0.938 and VIF = 1.066, while the variable of Work Competency (X2) has a value of Tolerance = 0.938 and VIF = 1.066. Since the total tolerance value > 0.10 and the VIF value < 10, it can be concluded that there are no symptoms of multicollinearity, so independent variables can be used together in the regression model.

### Heteroscedasticity Test

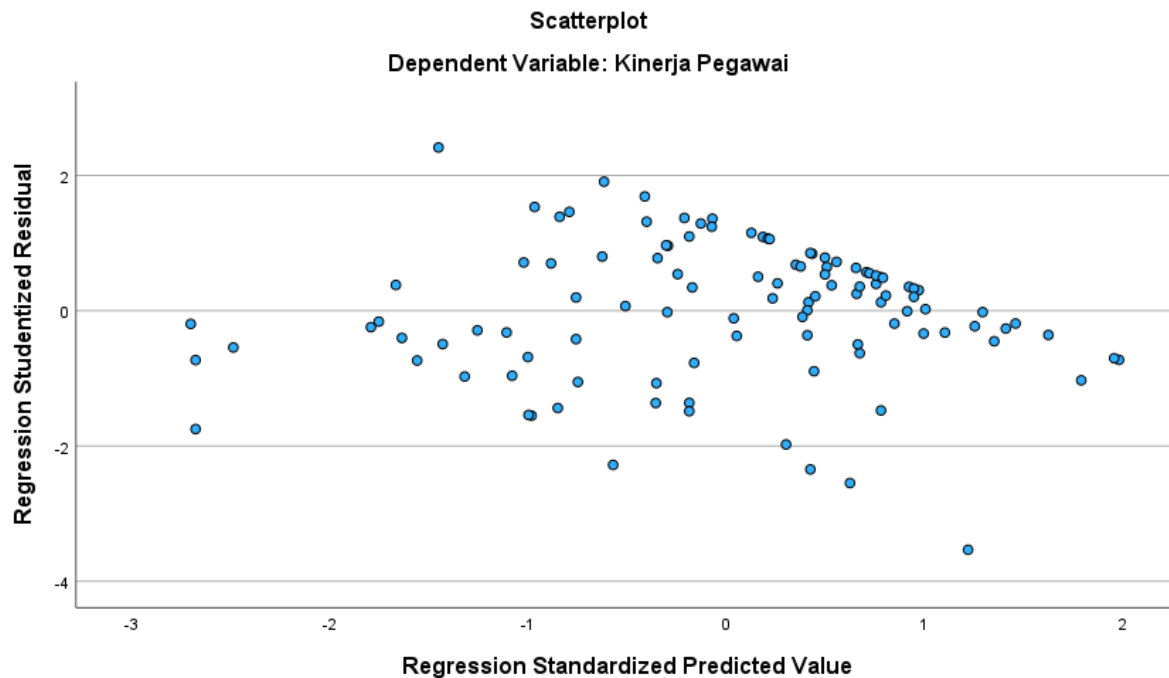
**Table 5. Heteroscedasticity Test Results**

Models	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	10.729	3.134			3.423	0.001
Organizational Commitment	-0.124	0.069	-0.178		-1.801	0.075
Work Competencies	-0.007	0.093	-0.008		-0.078	0.938

a. Dependent Variable: Abs\_res

Source: SPSS Processed Primary Data

Based on the results of the heteroscedasticity test, it showed the significance value of the Organizational Commitment variable (X1) of 0.075 and the Work Competency variable (X2) of 0.938. Since the two significance values are greater than 0.05, it can be concluded that there are no symptoms of heteroscedasticity, so the model fulfills the assumption of homoscedasticity.



**Figure 4.2 Scatter Plot Heteroscedasticity Test Results**

### Multiple Regression Analysis Test

**Table 6. Multiple Regression Analysis Test Results**

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-0.159	5.066		-0.031	0.975
Organizational Commitment	0.878	0.111	0.559	7.921	0.000
Work Competencies	0.678	0.150	0.319	4.521	0.000

Source: SPSS Processed Primary Data

Based on the regression output, the regression equation is obtained as follows:

$$Y = -0.159 + 0.878X_1 + 0.678X_2$$

The value of the constant of -0.159 indicates that if the variables of Organizational Commitment and Work Competency are considered to be zero, then Employee Performance is predicted to be -0.159, but this constant is not significant because the sig value is  $0.975 > 0.05$ . The regression coefficient of Organizational Commitment ( $X_1$ ) of 0.878 shows a positive influence, meaning that every increase of 1 unit of Organizational Commitment will increase Employee Performance by 0.878 units (assuming other variables are constant). The Work Competency regression coefficient ( $X_2$ ) of 0.678 also shows a positive influence, meaning that every increase of 1 unit of Work Competency will increase Employee Performance by 0.678 units. Based on the Standardized Beta value, Organizational Commitment (Beta = 0.559) has a relatively

more dominant influence than Work Competency (Beta = 0.319) in improving Employee Performance.

### Research Hypothesis Test Partial T-Test

**Table 8. Partial T Test Results**

Models	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	-0.159	5.066			-0.031	0.975
Organizational Commitment	0.878	0.111	0.559		7.921	0.000
Work Competencies	0.678	0.150	0.319		4.521	0.000

Source: SPSS Processed Primary Data

Based on the table above, it is known that the results of the t-test show that the variable Organizational Commitment (X1) has a t-value = 7.921 with a significance value of  $0.000 < 0.05$ , so it can be concluded that Organizational Commitment has a positive and significant effect on Employee Performance. Furthermore, the variable Work Competency (X2) has a t-value = 4.521 with a significance value of  $0.000 < 0.05$ , so it can be concluded that Work Competency has a positive and significant effect on Employee Performance.

### F Test Simultan

**Table 9. Simultaneous F Test Results**

Models	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7215.973	2	3607.987	53.847	<.001b
Residual	7102.449	106	67.004		
Total	14318.422	108			

Source: SPSS Processed Primary Data

Based on the table above, it is known that the results of the F test show a calculated F value = 53.847 with a significance value of  $< 0.001$  (less than 0.05). This means that Organizational Commitment (X1) and Work Competency (X2) simultaneously have a significant effect on Employee Performance (Y). Thus, the regression model is declared feasible to use.

### Coefficient Determination Test

**Table 10. Determination Coefficient Test Results (R2)**

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710a	0.504	0.495	8.186

Source: SPSS Processed Primary Data

Based on the results of the determination coefficient, the value of R Square = 0.504 was obtained. This means that the variables of Organizational Commitment and Work Competency

are able to explain the variation in Employee Performance by 50.4%. Meanwhile, the remaining 49.6% was explained by factors outside the research model. The value of Adjusted R Square = 0.495 indicates that the model's ability to explain dependent variables remains good after adjusting for the number of independent variables used.

## DISCUSSION

The results of Multiple Regression Analysis, this study shows that Organizational Commitment and Work Competency have a positive and significant effect on the Performance of ASN Employees in the General Section of the Morowali Regent Office. These findings indicate that the performance of public sector employees is not only determined by technical ability, but also by psychological aspects in the form of attachment and loyalty to the organization.

The results of the regression test showed that Organizational Commitment had the most dominant influence on Employee Performance, with a regression coefficient of 0.878, a t count value of 7.921, and a significance of 0.000 ( $< 0.05$ ). These findings confirm that the higher the level of loyalty, emotional bond, and sense of responsibility of employees towards the organization, the higher the performance shown. These results are in line with the concept of organizational commitment put forward by (Meyer and Allen 1991), which states that commitment is a psychological aspect that encourages individuals to behave positively and contribute more to the organization.

These findings also support the research of Rahman and Wibowo (2022) who found that affective commitment plays an important role in increasing ASN productivity because it encourages employees to go beyond formal work demands. In addition, the results of this study are in line with (Nugraha 2024) which shows that employees with high normative commitment tend to be more compliant with organizational procedures and have better work resilience. Thus, organizational commitment can be understood as the foundation of a sustainable work attitude in the government bureaucracy.

These findings also need to be understood contextually. Yuliana (2021) emphasized that the influence of commitment on performance can be weakened if it is not supported by a fair system of rewards and organizational support. In the context of this study, the dominance of the influence of organizational commitment indicates that the work environment in the Morowali Regent Office is relatively able to support the internalization of employee values and loyalty to the organization.

The results of the study showed that Work Competency also had a positive and significant effect on Employee Performance, with a regression coefficient of 0.678, a t count value of 4.521, and a significance of 0.000 ( $< 0.05$ ). These findings indicate that the knowledge, skills, and work attitudes possessed by employees play an important role in determining the effectiveness and efficiency of task implementation. This result is in line with the view of Spencer and Spencer (1993)

who stated that competence is a basic characteristic of individuals that has a causal relationship with superior performance.

The results of this study also support the empirical findings of Handayani and Prasetyo (2022) who stated that technical skills and work behavior have a significant effect on the performance of civil servants in local governments. In addition, the research (Setiawanto and Indrawati 2025) strengthen these findings by showing that competency development through continuous training not only improves work skills, but also strengthens employee commitment which ultimately has an impact on improving performance. This finding also needs to be examined by considering the results of research (Rini 2021) which states that high competence is not always directly proportional to performance if it is not supported by participatory leadership and an organizational culture that is adaptive. Therefore, the positive influence of work competencies in this study indicates the existence of structural support and a relatively conducive work culture in the organizational environment studied.

Based on the determination coefficient value ( $R^2$ ) of 0.504, it can be concluded that 50.4% of the variation in Employee Performance can be explained by Organizational Commitment and Work Competence, while the remaining 49.6% is influenced by other factors outside this research model. This result is in line with the view (Armstrong 2014) that employee performance is the result of the interaction of various factors, both internal and external. This finding also supports the theory of organizational behavior put forward by (Robbins and Judge 2019), which explains that individual behavior and performance are the result of the interaction between personal characteristics (such as commitment and competence) and work environment factors. The results of this study confirm that improving the performance of civil servants in the public sector requires a comprehensive approach, not only focusing on improving technical competence, but also on strengthening organizational commitment. The combination of affective and cognitive factors as proposed by Sari and Kurniawan (2025) has proven to be relevant in explaining work behavior and employee performance in the context of local government.

## **CONCLUSION**

Based on the results of the research, it can be concluded that organizational commitment and work competencies have a positive and significant effect on the performance of ASN employees at the Morowali Regent Office. Organizational commitment is the dominant factor that affects performance, showing that employee loyalty and sense of responsibility to the organization have an important role in increasing work productivity. Work competencies also contribute to improved performance, which means that employees' abilities, skills, and professional attitudes need to be continuously developed so that work results are more optimal. Together, the two variables explain 50.4% of the variation in employee performance, while the rest is influenced by

other factors such as organizational culture, work motivation, and leadership. These results indicate that the improvement of ASN performance is not only determined by technical capabilities, but also by commitment to organizational values and goals. This research enriches knowledge in the field of public sector human resource management by strengthening empirical evidence that commitment and competence are two key factors in building the performance of government apparatus. This study has limitations in the scope of respondents which only includes one regional agency, so the results cannot be generalized to all public organizations. Therefore, further research can expand the object and add other relevant variables, such as work motivation and organizational culture.

## REFERENCES

- Afandi, Hasrun. 2022. "The Effect of Organizational Commitment on Employee Performance with Compensation as a Moderation Variable." 16(1): 120–26.
- Gita saputri, Riana Susanti. 2023. "The Effect of Organizational Commitment, Organizational Culture, and Work Environment on Employee Performance with Work Motivation as a Moderating Variable." 12(4).
- Hisea. 2021. "The Influence of Work Discipline and Organizational Commitment on Employee Performance at the Office of Community Empowerment and Government of Muara Bungo Regency." 9(2): 55–68.
- Islamey, Azelia Almira, and Ayu Tuty Utami. 2024. "The Effect of Perceived Organizational Support on the Affective Commitment of Generation Z Employees." : 91–96.
- Regency, Government. 2024. "Information on the Achievement of Performance Accountability of Government Agencies (AKIP) of Morowali Regency in 2024."
- Cornelius Yoberth and Evvy Putu Rossanty. 2025. "The Influence of Organizational Culture and Competence on Employee Performance at The Trade and Industry Office Of Morowali Rege." 8(12): 8481–88. doi:10.56338/jks.v8i12.9708.
- Larenta. 2023. "The Influence of Organizational Climate and Competence on Employee Performance with Organizational Commitment of Mediation Variables (Study at Regional Office IV BKN Makassar)." 7(3): 537–48.
- Mutiasari. 2025. "Mediation of Job Satisfaction on Employee Performance Through Influence Incentives and Organizational Commitment ( A Study of Islamic Economics and Business Baitul Maal Hidayatullah , Banten Province )." Sci. 3(03): 279–90.
- Thanks. 2024. "The Role of Organizational Commitment in Mediating the Influence of the Physical Work Environment and Organizational Culture on the Performance of Perumda Employees of Argha Nayottama Market, Buleleng District." (50): 456–74.
- Muhammad Riswandi Palawa, and Andi Indriani Ibrahim. 2025. "The Influence of Communication and Physical Work Environment On Employee Performance At The Social Service Office Of Morowali Regency." 8(12): 8944–53. doi:10.56338/jks.v8i12.9773.

Rini, Wahyu A. 2021. "*The Influence of Management Commitment on the Achievement of Lecturers through Work Motivation and Organizational Citizenship Behavior.*" 48(6).

Sari and Kurniawan. 2025. "*The Influence of Organizational Commitment and Internal Control on Fraud Prevention with Good Governance as a Moderation.*" 13(1): 621–34. doi:10.37641/jimkes.v13i1.3122.

Setiawanto, Edhi July, and Mei Indrawati. 2025. "The Effect of Employee Training and Competency on Performance by Mediating Employee Commitment at the Population and Civil Registration Office of Bojonegoro Regency." 3(9): 1–11.

Spencer. *Models for Superior Performance.*

Titin Rosdyanti, Voice. 2020. "The Influence of Competence, Motivation and Company Culture on Employee Performance at the Purbolinggo Health Center in East Lampung." 14(1).

Vera, and Saragi Sitio. 2021. "The Effect of Organizational Commitment and Organizational Culture on Employee Performance with *Organizational Citizenship Behavior* as an Intervening Variable at Pt. Emerio Indonesia." *Scientific journal m-progress* 11(1): 22–37.

Yuliana. 2021. "The Influence of Organizational Culture on Employee Performance." 15(1).