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The Influence of Competence, Work Environment, and Transformational Leadership on Organizational Commitment Through Job Satisfaction in Situbondo Civil Servant

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Abstract

This research aims to identify the effect of competence, work environment, and transformational leadership on organizational commitment through job satisfaction. The sample for this study was composed of 165 respondents. The data analysis method used is Partial Least Square (PLS) with SmartPLS 4.0 software. The results of this study indicate that 1) competence has a significant effect on job satisfaction 2) work environment has a significant effect on job satisfaction 3) transformational leadership has a significant effect on job satisfaction 4) competence has a significant effect on organizational commitment 5) work environment has a significant effect on satisfaction 6) transformational leadership has a significant effect on satisfaction 7) job satisfaction has a significant effect on organizational commitment 8) competence has a significant effect on organizational commitment through job satisfaction 9) work environment has a significant effect on organizational commitment through job satisfaction 10) transformational has a significant effect on organizational commitment through job satisfaction.

Keywords: Work Environment; Transformational Leadership; Organizational Commitment; Job Satisfaction

INTRODUCTION

Organizational commitment reflects employees' attachment to their organization and plays a vital role in shaping work behavior. In the context of civil servants (ASN), commitment signifies loyalty and involvement in achieving common goals, which are aligned with ASN core values. Government institutions with highly committed civil servants tend to exhibit stronger motivation and better performance.

Organizational commitment is a fundamental pillar that influences the effectiveness, accountability, and sustainability of an institution. For civil servants (ASN), commitment is not merely loyalty to the workplace but a deeper dedication to the nation, the state, and the interests of the society they serve. According to Parjaya and Zahran (2022), low commitment can create problems for an organization, as commitment is considered a valuable 'commodity' and a key factor in organizational success. In government, this can directly affect the quality of public services. Civil servants (ASN) who are unable to work optimally and lack emotional attachment to the organization will find it difficult to achieve optimal performance.

Organizational commitment is influenced by civil servants' (ASN) competence and work environment. Competent and well-trained employees tend to perform duties more confidently, which positively affects their commitment (Riyanto et al., 2023). Similarly, a conducive work environment enhances job satisfaction, thereby strengthening organizational commitment (Alfian & Ricky, 2025).

The work environment encompasses all aspects surrounding employees, including workplace facilities that support task completion and enhance performance. According to Setyanti (2025:14), a positive work environment is a fundamental factor in improving productivity, well-being, and employee satisfaction. Case studies of companies with exemplary work environments provide insights into elements that can be effectively applied to create workplaces that foster innovation, collaboration, and long-term employee well-being.

Transformational leadership plays a significant role in fostering organizational commitment. Inspirational and supportive leaders can motivate their staff to achieve high performance standards, thereby strengthening commitment. Wang (2022) found that leaders with strong transformational behaviors are more capable of building commitment due to their psychological connection with employees. Employee-oriented leadership emphasizes well-being, motivation, and engagement as key priorities, which in turn enhance productivity and innovation (Setyanti, 2025:26).

Job satisfaction, as the intervening variable in this study, emphasizes that employees who are satisfied with their working conditions tend to be more loyal. Competence, a supportive work environment, and transformational leadership collectively enhance job satisfaction, which in turn strengthens organizational commitment.

The Regional Apparatus Organizations of the Situbondo Regency Government selected for this study are those serving as coordinators in the assessment of the Situbondo Regency Reform. Based on Situbondo Regent Regulation Number 39 of 2023 concerning the Bureaucratic Reform Roadmap of the Situbondo Regency Government for 2023–2024, the Regional Apparatus Organizations act as coordinators in the Bureaucratic Reform

assessment of Situbondo Regency. The selection of eight Regional Apparatus Organizations (OPD) as coordinators for the Bureaucratic Reform assessment in Situbondo Regency represents a strategic step to ensure clear accountability in each area of change. The Regional Secretariat is responsible for establishing the structural and procedural foundations of bureaucratic reform, and any failure in this area—such as corruption cases in Situbondo—can undermine civil servants' trust and commitment. The Regional Development, Research, and Innovation Agency (Bapperida) plays a role in formulating development policies and programs, which relates to the pillar of Public Service Motivation (PSM) as a form of affective commitment.

The Department of Library and Archives provides structured and easily accessible information as a basis for transparency, aimed at improving efficiency and strengthening civil servants' commitment to an organized system. The Regional Financial and Asset Agency serves as a driver of accountability, placing itself at the forefront of the fight against corruption. Meanwhile, the Regional Human Resources Development and Financial Agency acts as the core of bureaucratic reform in the area of human resource management.

The research gap identified in this study is an evidence gap, which arises due to inconsistencies in previous findings. Riyanto et al. (2023) found that competence has a direct effect on organizational commitment, whereas Damanik et al. (2024) reported no such effect. Jun (2025) revealed that the work environment has a significant positive influence on the organizational commitment of LTC hospital nurses, while Priyatno and Rijanti (2024) found no significant effect. Similarly, Othman and Khrais (2022) reported that transformational leadership positively and significantly affects job satisfaction, whereas Parada and Arifin (2023) found no such effect.

By examining the factors that shape organizational commitment, this study is expected to provide insights for improving personnel management in Situbondo Regency. More broadly, enhancing the commitment and job satisfaction of civil servants (ASN) in Situbondo will contribute to better performance and improved quality of public services. This is particularly important as civil servants serve as the backbone of public service delivery. In line with efforts to build a professional bureaucracy that is responsive to societal needs, the researcher was motivated to conduct a study entitled *'The Influence of Competence, Work Environment, and Transformational Leadership on Organizational Commitment through Job Satisfaction among Civil Servants in the Situbondo Regency Government.'*

LITERATURE REVIEW

Competence

Competence is an essential component of human resource success in achieving organizational goals. The term competence originates from the word 'competent,' which means capable, and is aligned with the term 'ability.' Competence refers to an individual's capacity to behave and act in ways that contribute to achieving the objectives of civil servants (ASN). Several human resource theories are used to understand the concept of individual competence, including work theory, dynamic theory, quality orientation theory, problem-solving theory, team theory, independent theory, creativity theory, and integrated capability theory (Amrutha & Geetha, 2021).

Work Environment

Soelistya et al. (2021:46) define the work environment as everything surrounding the workplace that influences an individual's performance in carrying out their tasks, either directly or indirectly, as well as affecting the outcomes achieved and overall productivity.

Transformational Leadership

Transformational leadership is a leadership style that aims to create significant changes in both individuals and organizations. A transformational leader inspires team members with a strong vision, fosters enthusiasm, and guides them toward excellence (H. Nainggolan et al., 2024).

Job Satisfaction

Job satisfaction refers to the feelings that support an employee's well-being in relation to their work and personal conditions. Work-related aspects include salary, career development opportunities, relationships with other civil servants, job placement, type of work, organizational structure, and quality of supervision. Meanwhile, personal aspects relate to age, health condition, abilities, and education (Rohman et al., 2023).

Organizational Commitment

According to Woldearegay (2021), organizational commitment is defined as a construct with sub-constructs that include affective commitment, which arises from emotional attachment or psychological closeness to the organization; continuance commitment, which is based on the strategic assessment of the costs of leaving; and normative commitment, where employees remain loyal out of a sense of gratitude toward the organization.

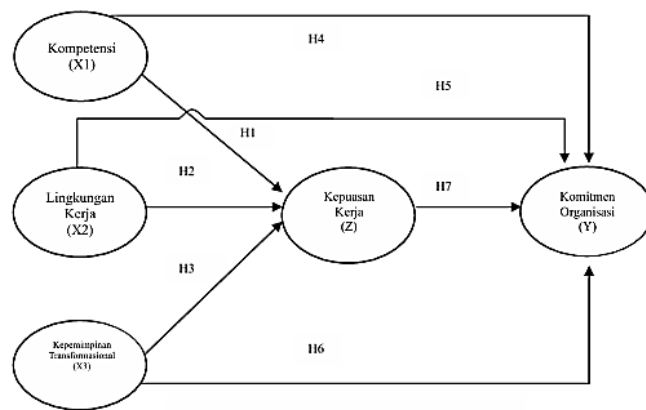


Figure 1. Conceptual Model

METHODOLOGY

This study employs a correlational research design, which examines the relationship and degree of association between two or more variables without manipulating them (Syahza, 2021; Selviana et al., 2024). The population in this study consists of 280 civil servants (ASN) working in the Regional Apparatus Organizations (OPD) of Situbondo Regency that serve as coordinators of bureaucratic reform. This study employed the Slovin formula to determine the sample size, resulting in a total of 165 respondents. Type of research data This namely quantitative data that is processed and analyzed with calculation statistics. The source of data used in this study is primary data. Primary data were obtained through questionnaires and interviews with civil servants in the Regional Apparatus Organizations of Situbondo Regency that serve as coordinators of bureaucratic reform.

Table 1. Operational Definition of Variables

Variables	Understanding	Statement
Competence(X ₁)	An individual's ability to behave and act in ways that contribute to achieving the objectives of civil servants (ASN) (Amrutha & Geetha, 2021).	The indicators of competence, according to Zainal and Idris (2024), in this study are as follows: 1) Knowledge (X1.1) 2) Skill (X1.2) 3) Attitude (X1.3)
Work Environment (X ₂)	Everything that exists within the work environment and influences an individual's performance (Soelistya, <i>et al.</i> , 2021)	The indicators of the work environment variable, according to Budiasa (2021:44), in this study are as follows: 1) Work Environment (X2.1) 2) Work Facilities (X2.2) 3) Work Safety (X2.3) 4) Relationship (X2.4) 5) Fairness in The Work Environment (X2.5)
Transformational Leadership (X ₃)	The manner in which a leader motivates subordinates to collaborate in achieving the organization's vision and mission. (Panggabean, 2024)	The indicators of security, according to Panggabean (2024:82)), in this study are as follows: 1) Idealized Influence (X3.1) 2) Inspirational Motivation (X3.2) 3) Intellectual Stimulation (X3.3) 4) Individualized Consideration (X3.4)
Organizational Commitment(Y)	As an attitude that reflects employees' loyalty to the organization and a continuous process in which organizational members express their concern for the organization.	The indicators of Organizational Commitment, according to Porter, <i>et al.</i> , in this study are as follows: 1) Strong Desire to Remain a Member (Y.1) 2) A strong belief in the Values of the Organization (Y.2) 3) A Willingness to Exert Considerable effort (Y.3)
Job Satisfaction (Z)	A supportive feeling experienced by employees that relates both to their work and to their	The indicators of job satisfaction, according to Afandi (2021:82), in this study are as follows:

	personal condition	1) Satisfaction with the Work Itself (Z.1) 2) Satisfaction with Pay (Z.2) 3) Satisfaction with the Supervisor (Z.3) 4) Satisfaction with Co-worker (Z.4).
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Source: Processed Primary Data (2025)

Data analysis using the Partial Least Square or PLS approach. Ghozali & Latan (2015:5) stated that the purpose of PLS is to explain the relationship between latent variables. SmartPLS 4.0 software was used for data analysis in this study. Hypothesis testing is by using statistical values, so for alpha 5% the t-statistic value used is 1.96. So, the criteria for accepting/rejecting the hypothesis are H_a is accepted and H_0 is rejected when the t-statistic > 1.96. For hypothesis testing using probability, H_a is accepted if the p value < 0.05.

RESULTS

Outer Model Evaluation or Measurement Model

a. Convergent Validity

Table 2. Convergent Validity Test Results

Variables	Item	Outer Loading	Information
Competence (X_1)	X _{1.1}	0.889	Valid
	X _{1.2}	0.873	Valid
	X _{1.3}	0.857	Valid
Work Environment (X_2)	X _{2.1}	0.838	Valid
	X _{2.2}	0.810	Valid
	X _{2.3}	0.812	Valid
	X _{2.4}	0.811	Valid
	X _{2.5}	0.804	Valid
Transformational Leadership (X_3)	X _{3.1}	0.843	Valid
	X _{3.2}	0.779	Valid
	X _{3.3}	0.780	Valid
	X _{3.4}	0.845	Valid
Organizational Commitment (Y)	Y _{1.1}	0.910	Valid
	Y _{1.2}	0.904	Valid
	Y _{1.3}	0.905	Valid
Job Satisfaction (Z)	Z _{1.1}	0.903	Valid
	Z _{1.2}	0.883	Valid
	Z _{1.3}	0.857	Valid
	Z _{1.4}	0.817	Valid

Source: Processed Primary Data (2025)

Based on table 1, the outer loading value on the indicators of all variables has a value above 0.5, which means that all indicators are considered valid.

b. Discriminant Validity

Table 2. Cross Loading Value Results

	X1.	X2.	X3.	Y1.	Z1.
X1.1	0.889	0.329	0.141	0.608	0.557
X1.2	0.873	0.286	0.181	0.569	0.458
X1.3	0.857	0.356	0.225	0.563	0.545
X2.1	0.325	0.838	0.282	0.528	0.553
X2.2	0.268	0.810	0.281	0.488	0.537
X2.3	0.298	0.812	0.233	0.424	0.491
X2.4	0.295	0.811	0.196	0.471	0.534
X2.5	0.326	0.804	0.272	0.494	0.585
X3.1	0.130	0.262	0.843	0.389	0.359
X3.2	0.145	0.271	0.779	0.266	0.349
X3.3	0.117	0.166	0.780	0.324	0.342
X3.4	0.267	0.306	0.845	0.400	0.420
Y1.1	0.554	0.518	0.433	0.910	0.721
Y1.2	0.611	0.566	0.349	0.904	0.727
Y1.3	0.643	0.527	0.388	0.905	0.664
Z1.1	0.537	0.551	0.377	0.694	0.903
Z1.2	0.558	0.539	0.411	0.697	0.883
Z1.3	0.455	0.611	0.373	0.686	0.857
Z1.4	0.519	0.601	0.412	0.611	0.817

Source: Processed Primary Data (2025)

Based on table 2, the cross-loading value of each variable is greater than the other variable items, so that all variables are valid discriminants.

c. Composite Reliability

Table 3. Composite Reliability Value Results

Variables	Composite Reliability	Information
Competence (X_1)	0.906	Reliable
Work Environment (X_2)	0.908	Reliable
Transformational Leadership (X_3)	0.886	Reliable
Organizational Commitment (Y)	0.932	Reliable
Job Satisfaction (Z)	0.923	Reliable

Source: Processed Primary Data (2025)

Based on table 5. value composite reliability each variable own mark above 0.7, so that can show that all variable is reliable.

Evaluation Inner Model

a. Coefficient Determination (R^2)

Table 4. Values Coefficient Determination (R^2)

Variables	R Square	R Square Adjusted
Organizational Commitment (Y)	0.691	0.683
Job Satisfaction (Z)	0.633	0.627

Source: Processed Primary Data (2025)

Based on the data in table 6, the influence of the variable competence, work environment and transformational leadership on organizational commitment has a value of 0.691 so that the variable is able to explain 69.1%. Furthermore, the variables competence, work environment and transformational leadership on job satisfaction have a value of 0.633 so that this variable explains 63,3% while the rest is explained by other variables not examined in this study.

b. Predictive Relevance (Q2)

Calculation results from Q-Square with General purpose of Stone-Geisser Q Square Test:

$$Q \text{ Square} = 1 - [(1 - R^2_1) \times (1 - R^2_2)]$$

$$= 1 - [(1 - 0.691) \times (1 - 0.633)]$$

$$= 0.887$$

Based on the calculation results above, the Q-Square value is 0.887 or 88,7% that the magnitude of the influence of the independent variable is 88.7%. These results can be concluded that this study has good Predictive Relevance.

c. Hypothesis Testing

1) Testing Influence Direct

Table 5. Hypothesis Test Results through Path Coefficient Bootstrapping Technique

Variables	Original Sample(O)	T Statistics	P Values
X1. -> Y1.	0.330	5.995	0.000
X1. -> Z1.	0.382	7.421	0.000
X2. -> Y1.	0.150	2.351	0.020
X2. -> Z1.	0.449	9.324	0.000
X3. -> Y1.	0.121	2.265	0.025
X3. -> Z1.	0.235	4.143	0.000
Z1. -> Y1.	0.425	5.725	0.000

Source: Processed Primary Data (2025)

Based on the table results, value of <0.05 and a T statistic value of >1.96 so that all variable has a direct influence.

2) Testing Indirect Influence

Table 6. Indirect Test Results

Variables	Original Sample(O)	T Statistics	P Values
X1. -> Z1. -> Y1.	0.162	4.928	0.000
X2. -> Z1. -> Y1.	0.191	4.797	0.000
X3. -> Z1. -> Y1.	0.100	2.941	0.004

Source: Processed Primary Data (2025)

Based on the results of the direct influence test table between variables, it can be explained has a significance value of <0.05 and T statistic >1.96 so that all variables have an indirect influence.

CONCLUSION

Based on the results of data processing, the following conclusions were obtained: *that 1) competence has a significant effect on job satisfaction 2) work environment has a significant effect on job satisfaction 3) transformational leadership has a significant effect on job satisfaction 4) competence has a significant effect on organizational commitment 5) work environment has a significant effect on satisfaction 6) transformational leadership has a significant effect on satisfaction 7) job satisfaction has a significant effect on organizational commitment 8) competence has a significant effect on organizational commitment through job satisfaction 9) work environment has a significant effect on organizational commitment through job satisfaction 10) transformational has a significant effect on organizational commitment through job satisfaction.*

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