Research.

The Role of Organizational Commitment in Mediating Competence and Self-Efficacy on Healthcare Workers' Performance

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Received: March 10, 2026 **Accepted: June 30, 2026** **Published: June 30, 2026**

To cite this article: **Ghibran, MIJ' Saputra, P.; Azazi, A.; Irdhayanti, E.,** (2026). The Role of Organizational Commitment in Mediating Competence and Self-Efficacy on Healthcare Workers' Performance., *The Management Journal of BINANIAGA*., 11 (1). 11-28 doi: 10.33062/mjb.v11i01.124

Abstract. This study aims to analyze the influence of competence and self-efficacy on the performance of healthcare workers with organizational commitment as a mediating variable at the Sanggau District Health Office. The research uses a quantitative approach with the Partial Least Squares (PLS) based Structural Equation Modeling (SEM) method. The research population consisted of 1,132 health workers at community health centers, with a sample of 92 respondents determined using Slovin's formula with a margin of error of 10%. The research results showed that competence and self-efficacy had a positive and significant effect on the performance of health workers. Both variables also have a significant effect on organizational commitment. Furthermore, organizational commitment has been proven to significantly affect performance and is capable of mediating the influence of competence and self-efficacy on performance. These findings indicate that the improvement of healthcare workers' performance will be more optimal if supported by strong organizational commitment as a psychological mechanism within public sector organizations.

Keywords: Self-Efficacy, Performance, Organizational Commitment, Competence

INTRODUCTION

Background

One of the most important elements in an organization is human resources (HR), which can be understood because every human resource within an organization will determine the achievement of the organization's goals. Employe performance is the main benchmark in assessing the success of a government agency in providing services to the community. In the field of health, the quality of healthcare workers' performance not only affects the achievement of organizational goals but also directly impacts the quality of life of the community. Therefore, efforts to improve employe performance in health institutions are important and need to be studied in depth.

The situation on the ground shows that the performance of healthcare workers in several regions still faces various obstacles, one of which is in West Kalimantan. According to data from the Ministry of Health (2023), there is a difference in service

quality between central areas and other regions. This also occurs at the Sanggau District Health Office, where several aspects of public service, such as the achievement of community health programs, the speed of administrative processes, and the level of public satisfaction, have not been maximally achieved. Based on the LAKIP of the Sanggau District Health Office for the year 2024, there are still strategic performance indicators that have not met the established targets. This condition is particularly evident in the indicator for the percentage of competent health human resources, which only achieved 80.49%, as well as the indicator for the percentage of health human resources with improved competencies, which only reached 75.71%. The Sanggau District Health Office routinely conducts training every year with a frequency of 6 to 9 times, covering various fields of health worker competencies such as maternal and child health, mental health, emergencies, and early detection of non-communicable diseases as shown in the table below.

Data on Training Activities for Employes of the Sanggau District Health Office 2024

No	Type of Training	Period
1	Improvement of ILP Posyandu Cadres' Capacity in Health Facilities	June 2024
2	Breastfeeding Counseling	July 2024
3	Healthcare Services for Victims of Trafficking and Exploitation in Healthcare Facilities	Augst 2024
4	Basic Trauma Cardiac Life Support (BTCLS)	Augst 2024
5	ANC, Delivery, Postpartum, and Family Planning Services for Midwives	Augst 2024
6	Integrated Mental Health Care Workers	Augst 2024
7	ANC Services and Limited Use of Basic Obstetric Ultrasound	September 2024
8	Smoke-Free Areas and Smoking Cessation Efforts	October 2024
9	Early Detection of Cervical and Breast Cancer at FKTP	November 2024

Source: Sanggau Regency Health Office, 2024

The training was conducted to enhance the competencies of healthcare workers from community health centers and other primary healthcare facilities. This model aims to ensure that the knowledge gained can be disseminated more widely thru workplace information-sharing mechanisms. However, the training participants are limited to program holders at the community health center level. The limited number of participants poses a challenge in the comprehensive implementation of the training results, which heavily relies on the self-efficacy of the participants and organizational support in integrating new skills into daily services. Although the planning has set optimal targets, the achievements and realizations of the implementation show results that are not yet aligned with the initial planning. The target, which was not set at 100%, was formulated by considering the region's capabilities, resource availability, and policy direction outlined in the Strategic Plan (Renstra). The setting of a target below 100% also takes into account the dynamics of Human Resource Development in Health (SDMK), such as the need for continuous training, certification processes, and regional budget limitations.
These issues are reinforced by the performance report of the West Kalimantan Provincial Health Office (2024), which highlights the limited distribution of healthcare personnel, the

low managerial competence of some staff, and the weak organizational commitment to optimizing resources. The differences in service quality are primarily influenced by the limitations and uneven distribution of healthcare human resources in various regions. This situation indicates the presence of internal factors within the organization, particularly related to employe competence and motivation, which require more in-depth attention.

The main factor in assessing employe performance is competence. Employes with good competence will be able to carry out tasks according to the set targets, as they have the desire to continuously improve their work results (Hendriyan et al., 2024). In the context of healthcare workers, competence is key to providing quality service to the community. Healthcare workers need to possess professional abilities, technical skills, and mastery of digital technology such as electronic medical record systems and telemedicine. In the era of digital transformation, the ability to adapt to technology has become an important part of healthcare professionals' competencies. However, the level of technological proficiency can vary depending on age and work experience, with younger healthcare professionals generally adapting more quickly than their more senior counterparts. Therefore, continuous competency enhancement is necessary to ensure that the performance of healthcare workers remains optimal and responsive to the developments in healthcare technology.

Another factor that affects performance is self-efficacy, which is a person's belief in their ability to complete tasks, achieve goals, and overcome various obstacles to achieve results under certain conditions (Rokmah et al., 2024). Employes who are given tasks that are quite difficult by their superiors often feel worried that the results of their work will not be optimal. Some employes also feel burdened by various difficulties in their work, compounded by the passing of responsibilities among each other, causing tasks to pile up and hindering their completion (Ni'mah, 2022).

Organizational commitment plays an important role in driving employe performance improvement. The main objective of this commitment is to minimize and prevent the recurrence of mistakes in the workplace. Employes with a high level of commitment exhibit different attitudes compared to those with low commitment. High organizational commitment can produce optimal performance and simultaneously serve as a factor preventing a decline in work performance (IA Setiawan et al., 2022). Organizational commitment can be understood as the attitude or behavior of individuals toward the organization, reflected in the form of loyalty and efforts to realize the organization's vision, mission, and goals. The level of this commitment is influenced by various factors, including personal characteristics, job nature, organizational structure, and work experience. In addition, there are other aspects that also play a role, such as a culture of openness, job satisfaction, opportunities for self-development, a clear organizational direction, recognition according to needs, mutual trust, willingness, and employe loyalty (Tupti & Siswadi, 2023).

Employe performance in an organization serves as the main pillar in the effort to achieve the established goals. If employe performance runs optimally, the organization will find it easier to achieve the expected targets. Employe performance can be improved thru human resource development, one of which is by providing training aimed at enhancing employe competence (Hondo, 2024). Recent studies indicate a strong correlation between competence, self-efficacy, and performance. Good competence tends to enhance self-efficacy, which is the employes' belief in their ability to complete tasks. High self-efficacy, in turn, drives performance improvement, both in terms of quality and productivity (Hermansson et al., 2024).

Most previous studies related to competence, self-efficacy, and performance have concentrated on the private sector or business entities. Thus, the findings produced mostly explain the dynamics within the corporate environment. Meanwhile, research in the public sector, particularly focusing on the State Civil Apparatus (ASN) in the health sector, is still relatively rare. However, ASN has different job characteristics, regulations, and challenges compared to private sector employes, so findings in the corporate environment are not always relevant to be applied in government agencies, especially in

the health sector which has high complexity (Todorović et al., 2024). On the other hand, although human resource management theory emphasizes that organizational commitment plays a crucial role in strengthening the influence of competence and self-efficacy on performance, empirical research examining the mediating role of these variables in the public sector, particularly in the health field, is still limited.

LITERATURE REVIEW

Competency

Competence is the ability of an individual to perform job tasks based on knowledge, skills, and work attitudes that support the achievement of organizational goals (Masúd et al., 2022; Armstrong & Taylor, 2020). In the context of health human resources, competence reflects the professional ability of healthcare workers to provide services effectively and efficiently, including mastery of technology supporting public services (Poltekkes Kemenkes Jakarta III, 2024; WHO, 2024). Competence is measured thru three main indicators, namely 1. Knowledge; 2. Skills; 3. Work attitude (Masúd et al., 2022). Good competence becomes an important foundation in improving employe performance and the quality of organizational services.

Self-Efficacy

Self-efficacy is the belief in one's ability to organize and execute the actions required to achieve a specific outcome (Bandura, 1997). Employes with high self-efficacy tend to be more confident, persistent, and capable of completing challenging tasks, whereas low self-efficacy has the potential to reduce work performance (Rokmah et al., 2024). Self-efficacy consists of three dimensions, namely 1. Level; 2. Generality; 3. Strength, which reflect the difficulty level of tasks, the breadth of ability application, and the strength of an individual's belief in their own capabilities (Bandura, 1997). Self-efficacy plays an important role in driving employe motivation and perseverance in achieving optimal performance.

Organizational Commitment

Organizational commitment is the psychological attachment of individuals to the organization, reflected in loyalty, the desire to maintain membership, and the willingness to contribute to achieving the organization's goals (Dahlan & Madjodjo, 2020; Dewinawati et al., 2023). Luthans (2015) classifies organizational commitment into three dimensions, namely 1. Affective commitment; 2. Continuance commitment; 3. Normative commitment. Organizational commitment acts as a psychological factor that strengthens the application of competence and self-efficacy in work behavior, making it relevant to be used as a mediating variable in explaining the relationship between individual characteristics and employe performance.

Performance

Employe performance is the work result achieved by individuals both in terms of quality and quantity according to the responsibilities assigned (Kahpi et al., 2020). Performance is influenced by individual, psychological, and organizational factors (Gibson et al., 1996), and includes two main dimensions, namely task performance and contextual performance (Borman & Motowidlo, 1997). Performance is measured thru six indicators, namely 1. Work quality; 2. Work quantity; 3. Timeliness; 4. Effectiveness; 5. Initiative; 6. Cooperation (Kahpi et al., 2020). Performance becomes the main indicator of an organization's success in achieving its goals and improving the quality of public service.

Competency and Performance

Competence, which includes knowledge, skills, and work attitudes, is considered an important factor in improving performance because it strengthens the alignment of individuals with job demands. Several studies show that competence positively affects employe performance (Martini, 2024). However, other findings indicate inconsistent results, where competence does not significantly impact performance due to organizational factors such as the work environment and support systems (Pancasasti, 2023; Burhan et al., 2023). These differing results indicate that the relationship between competence and performance is contextual. Therefore, this study reexamines the influence of competence on employe performance in the public sector.

Self-Efficacy and Performance

Self-efficacy reflects an individual's belief in their ability to complete tasks and face work challenges. High self-efficacy encourages individuals to set goals, strive more diligently, and demonstrate better performance (Asti & Nasution, 2025). However, some studies have found that the influence of self-efficacy on performance is positive but not significant, as it is affected by other factors such as motivation and career development (Permata Sari & Candra, 2022). The inconsistency of these findings indicates the need for further testing in the context of public organizations.

Competency and Organizational Commitment

Employe competence has the potential to enhance organizational commitment thru increased self-confidence, organizational recognition, and emotional attachment (Komariyah et al., 2023). Organizational investment in competence development has been proven to drive employe loyalty and commitment (Irhamna & Rahmawati, 2023). However, several studies indicate that competence does not always have a significant impact on organizational commitment, particularly in government agencies (Bagyo & Khusnia, 2021; Wijayanthi et al., 2024). This difference indicates that the influence of competence on commitment is contextual and needs further testing.

Self-Efficacy and Organizational Commitment

Self-efficacy plays a role in shaping organizational commitment thru increased engagement and work motivation (Opolot et al., 2024). Individuals with high self-efficacy tend to show stronger attachment to the organization. However, several studies have found that self-efficacy does not have a significant impact on organizational commitment in the public sector (Maria et al., 2021; Wahyudi & Sugiasih, 2024). The inconsistency of these findings suggests that the relationship between self-efficacy and organizational commitment needs to be further examined, taking into account the contextual factors of the organization.

Organizational Commitment and Performance

Organizational commitment reflects the psychological attachment of employes that drives loyalty, responsibility, and the desire to contribute optimally. Several studies show that organizational commitment positively affects employe performance (Afriansah & Aprianto, 2025). However, other research finds that organizational commitment does not significantly impact performance because it is influenced by other factors such as motivation and career development (Jannah et al., 2024; Saputri & Susanti, 2023). The differences in findings indicate that the impact of commitment on performance is situational and contextual.

Competence in Employe Performance thru Organizational Commitment

Employe competence has the potential to improve performance both directly and indirectly thru organizational commitment. Previous research shows that competence drives the formation of organizational commitment, which in turn impacts performance

improvement (Dewi, 2024; Armawati, 2024). However, other findings indicate that organizational commitment does not always mediate the influence of competence on performance (Sinarti & Saraswati, 2022). These differing results highlight the importance of testing the mediating role of organizational commitment in the relationship between competence and healthcare performance.

Self-Efficacy on Employe Performance thru Organizational Commitment

Efikasi diri yang tinggi mendorong keyakinan individu dalam menyelesaikan tugas dan menghadapi tantangan kerja, yang berpotensi meningkatkan komitmen organisasi dan kinerja. Sejumlah penelitian menunjukkan bahwa komitmen organisasi mampu memediasi pengaruh efikasi diri terhadap kinerja (Ekowati et al., 2024). Namun, penelitian lain menemukan bahwa peran mediasi tersebut tidak signifikan pada sektor publik tertentu (Krisnayanti, 2025). Ketidakkonsistenan temuan ini menunjukkan perlunya pengujian kembali peran komitmen organisasi sebagai mediator dalam hubungan efikasi diri dan kinerja tenaga kesehatan.

RESEARCH METHOD

This research uses a quantitative approach by collecting primary and secondary data that aligns with the study. Primary data collection was conducted by distributing questionnaires to health workers at community health centers under the Sanggau District Health Office thru Google Forms. The questionnaires were formulated based on research variable indicators adapted from previous literature and developed using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree." Secondary data were obtained from internal documents and employe performance reports of the Sanggau District Health Office. The population in this study consists of all healthcare workers assigned to community health centers under the Sanggau District Health Office, totaling 1,132 individuals. Due to the large population size, the sample size was determined using Slovin's formula (1960), which is used to estimate a representative sample size from a large population with a certain margin of error, especially when the population variance is not precisely known. The formula is stated as $n = \frac{N}{1+N\,(e)^2}$ where n is the sample size, N is the population size, and e is the error rate or margin of error. In this study, the margin of error used is 10% (0.10), with a confidence level of 90%. Based on these calculations, a sample size of 92 respondents was obtained. The sampling technique used is Stratified Proportional Random Sampling. The criteria for respondents in this study are Public Health Center Health Workers within the Sanggau District Health Office, with PNS or PPPK employment status and having worked for at least 2 years.

To conduct Structural Equation Modeling (SEM) on the data, we use SmartPLS 4. To determine whether the research instrument is truly valid, it is necessary to evaluate the Outer Model validity test (Dewi, 2018). The validity test is an integral part of the assessment of measurement instruments aimed at ensuring the reliability and validity of research tools. The analysis process is carried out thru two main stages, namely the measurement model (outer model) and the structural model (inner model). The measurement model is used to test the validity and reliability of the research constructs by assessing the loading factor, average variance extracted (AVE), as well as composite reliability and Cronbach's alpha. The ideal loading factor value is above 0.70, although a value of 0.60 is still acceptable (Hair et al., 2021). We also examined Composite Reliability (greater than 0.7), Discriminant Validity (greater than 0.5), and Average Variance Extracted (greater than 0.5). Meanwhile, the structural model is used to test the relationships between latent variables, taking into account the path coefficient value, R-square, and significance test using the bootstrapping technique.

RESULTS AND DISCUSSION

Respondent Characteristics

Category	Item	f	%
Man or Women	Man	21	23%
	Woman	71	77%
	Total	**92**	**100%**
Age	21-30	20	22%
	31-40	46	50%
	41-50	22	24%
	51-60	4	4%
	Total	**92**	**100%**
Last Education	Profesi Apoteker	3	3%
	S1	23	25%
	D4	6	7%
	D3	58	63%
	AKBID	2	2%
	Total	**92**	**100%**
Employment Status	PNS	49	53%
	PPPK	43	47%
	Total	92	**100%**
Work Durations	2 - 5 years	31	34%
	5 - 10 years	25	27%
	10 -15 years	10	11%
	More 15 years	26	28%
	Total	92	**100%**
Position	Dokter	2	2%
	Bidan	29	32%
	Perawat	31	34%
	Farmasi	6	7%
	Sanitarian	4	4%
	Tenaga Gizi	8	9%
	Tenaga Lab	4	4%
	Lainnya	8	9%
	Total	**92**	**100%**
Origin of the Community Health Center	Sanggau	5	5%
	Tayan	5	5%
	Meliau	5	5%
	Kedukul	5	5%
	Entikong	5	5%
	Pusat Damai	6	7%
	Kembayan	6	7%
	Bonti	5	5%
	Harapan Makmur	4	4%
	Noyan	4	4%
	Teraju	4	4%
	Beduai	4	4%
	Tanjung Sekayam	5	5%
	Kampung Kawat	4	4%
	Belangin III	4	4%
	Balai Sebut	6	7%

	Batang Tarang	5	5%
	Sosok	5	5%
	Balai Karangan	5	5%
	Total	**92**	**100%**

Source: Sanggau Regency Health Office, 2025

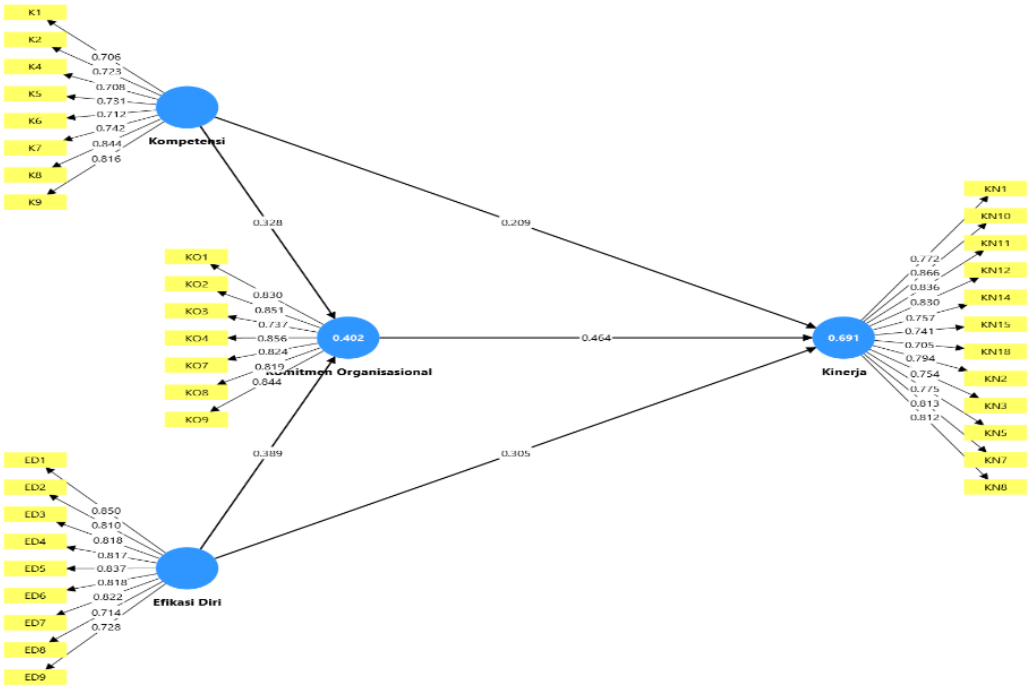
Based on the table above, the characteristics of the respondents in this study involve 92 healthcare workers from various community health centers within the Sanggau Regency Health Office. The respondents were predominantly female healthcare workers, with the majority of them being in the productive age range, particularly the 31–40 age group. This indicates that the respondents have relatively adequate potential and work experience in supporting healthcare services.

In terms of the highest level of education, most respondents are graduates of a Diploma 3 (D3), followed by Bachelor's degree (S1) graduates and other educational levels. This condition reflects the structure of health human resources at community health centers, which is still dominated by personnel with diploma-level education qualifications. Based on employment status, the respondents consist of Civil Servants (PNS) and PPPK in relatively equal numbers. From the perspective of work experience, the respondents have diverse work experiences, with the majority falling into the medium to long work experience category.

In terms of positions, the respondents are predominantly nurses and midwives, followed by other healthcare workers such as nutritionists, pharmacists, sanitarians, laboratory technicians, and doctors. Meanwhile, based on the origin of the Puskesmas, the respondents in this study are proportionally distributed across all Puskesmas under the auspices of the Sanggau District Health Office. Overall, the distribution of respondents indicates that all health service units in Sanggau Regency have been represented evenly and proportionally according to the number of healthcare workers in each Puskesmas.

Validity and Reliability Test

The results of the conformity test, validity test, and reliability test are as follows:



Picture 4.1. Outer Loading Output

Based on the image above, the indicators for the variables of competence, self-efficacy, organizational commitment, and performance have external loadings above 0.7, while an external loading value of 0.6 is still acceptable (Hair et al., 2021). Because the outer loading values meet the criteria, this confirms the validity of these statement items. Further evaluation involves Cronbach's Alpha (CA) and Composite Reliability (CR), both of which must be greater than 0.70, as well as Average Variance Extracted (AVE), which must be greater than 0.50 to meet the criteria (Hair et al., 2021). The results of the CA and CR tests for competence, self-efficacy, organizational commitment, and performance show values greater than 0.70, while the AVE test results also show values greater than 0.50. Thus, the instrument can be said to be reliable.

Table 4.1. Reliability and Validity Test

	Cronbach's alpha	Composite reliability	AVE	Note
Self-Efficacy	0.931	0.942	0.644	Realible
Performance	0.944	0.952	0.623	Realible
Organizational Commitment	0.921	0.937	0.679	Realible
Competency	0.888	0.911	0.562	Realible

Source: Data processed by the Researcher, 2025

The results of the reliability test show that all variables in this study meet the required reliability criteria, as evidenced by their Cronbach's alpha, Composite reliability, and AVE values. Specifically, the Cronbach's alpha for all variables exceeds 0.7, Composite reliability is above 0.8, and the AVE values are greater than 0.5. This indicates that all variables in this study have a high level of internal consistency, which confirms their reliability.

The findings of discriminant validity are shown in Table 4.2, which highlights constructs with association values greater than other constructs. The model's excellent discriminant validity is demonstrated by this (Hair et al., 2021).

Table 4.2. Discrimination Validity Analysis (Fornell-Larcker)

	E D	K	K O	K
Self-Efficacy	0.803			
Performance	0.688	0.789		
Organizational Commitment	0.573	0.752	0.824	
Competency	0.561	0.633	0.546	0.749

Source: Data processed by the Researcher, 2025

Berdasarkan temuan yang disajikan pada tabel di atas, kita dapat melihat bahwa nilai diagonal secara konsisten lebih tinggi daripada nilai korelasi antar konstruksi lainnya. Hal ini menunjukkan bahwa tabel tersebut memenuhi kriteria Fornell-Larcker. Dengan kata lain, tabel-tabel tersebut menunjukkan validitas diskriminatif yang baik, yang berarti konstruksi-konstruksi dalam tabel tersebut cukup berbeda satu sama lain dan tidak tumpang tindih.

Structural Model (Inner Model)

Table 4.3. R-Square

	R-square	R-square adjusted
Performance	0.691	0.680
Organizational Commitment	0.402	0.389

Source: Data processed by the Researcher, 2025

From the table above, it can be seen that Performance has an R-square value of 0.691 and an adjusted R-square value of 0.680. This indicates that the independent variables in the model can explain 69.1% of the variation in the Performance variable. In other words, the model has a strong explanatory power regarding changes in Performance, although there is still 30.9% of variance influenced by factors outside the model. Meanwhile, Organizational Commitment has an R-square value of 0.402 and an adjusted R-square value of 0.389. This value indicates that the independent variables can explain 40.2% of the variance in Organizational Commitment. The remaining 59.8% is explained by other variables not included in the model.

If we refer to the general categories of R-square assessment according to Hair et al. (2021), which are 0.75 (strong), 0.50 (moderate), and 0.25 (weak), then the R-square value for the Performance variable falls into the moderate to strong category, while the R-square value for Organizational Commitment falls into the moderate category. Overall, these values indicate that the research model has a fairly good explanatory power, although there are other factors that also influence the two dependent variables.

Hasil Test Hipotesis

Tabel 4.4. Findings of Direct Effect Test

Hipotesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Result
H1	0.209	0.211	0.092	2.266	0.024	Diterima

H2	0.305	0.309	0.072	4.222	0.000	Diterima
H3	0.328	0.334	0.098	3.335	0.001	Diterima
H4	0.389	0.395	0.097	4.010	0.000	Diterima
H5	0.464	0.459	0.089	5.236	0.000	Diterima

Source: Data processed by the Researcher, 2025

The table above shows the results of the hypothesis testing in this study. H1: Competence > Performance tests the effect of competence on employe performance. With a p-value of 0.024, which is less than 0.05, this hypothesis is accepted. This indicates that competence has a significant impact on employe performance. H2: Self-efficacy > Performance also has a p-value of 0.000, which is below the significance threshold of 0.05, thus the hypothesis is accepted. This means that self-efficacy has a significant influence on performance improvement. Next, H3: Competence > Organizational Commitment obtained a p-value of 0.001, which is less than 0.05. Therefore, this hypothesis is accepted, indicating that competence plays a significant role in enhancing employes' organizational commitment. H4: Self-Efficacy > Organizational Commitment also shows a p-value of 0.000, thus the hypothesis is accepted. These results confirm that self-efficacy significantly affects organizational commitment. Finally, H5: Organizational Commitment > Performance has a p-value of 0.000, which is less than 0.05, thus the hypothesis is accepted. These findings indicate that organizational commitment has a significant impact on employe performance. Thus, the table shows that all hypotheses are accepted, and all variables in this study have been proven to have a significant impact on both performance and organizational commitment.

Tabel 4.5. Findings of Indirect Effect Test

Hipotesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Result
H6	0.152	0.152	0.052	2.924	0.003	Diterima
H7	0.181	0.181	0.055	3.258	0.001	Diterima

Source: Data processed by the Researcher, 2025

The table reveals the following finding that H6: This hypothesis tests how Competence affects Performance thru Organizational Commitment. The original sample value is 0.152, with a t-statistic of 2.924, and a p-value of 0.003. Because the p-value is below 0.05, this hypothesis is accepted. This indicates that the influence of competence on performance thru organizational commitment is significant. H7: This hypothesis tests the influence of Self-Efficacy on Performance thru Organizational Commitment. The original sample value is at 0.181, with a t-statistic of 3.258, and a p-value of 0.001. Since the p-value is less than 0.05, this hypothesis is accepted. This means that self-efficacy also significantly affects performance thru organizational commitment. Overall, the results from this table indicate that both competence and self-efficacy significantly affect performance thru organizational commitment. These findings reinforce that organizational commitment plays an important role as a mediating mechanism that strengthens the influence of competence and self-efficacy on employe performance.

RESULTS AND DISCUSSION

The results of this study affirm that all the hypotheses proposed in the research model are acceptable, where competence, self-efficacy, and organizational commitment have been proven to significantly influence the performance of healthcare workers. These

findings are in line with various previous studies that show that the development of competencies thru training and capacity-building programs can drive improvements in performance, job satisfaction, and employe creativity (Martini, 2024). In line with that, self-efficacy has also been proven to contribute directly and indirectly to performance improvement thru the strengthening of organizational commitment, as shown by research that emphasizes that an individual's belief in their own abilities plays a role in determining work goals, effort intensity, and resilience in facing obstacles (Asti & Nasution, 2025; Maria et al., 2021). The results of this study also support empirical evidence that competence has a positive relationship with organizational commitment, as competence developed thru training, qualification enhancement, and work behavior coaching can foster emotional attachment and employe loyalty to the organization (Komariyah et al., 2023; Irhamna & Rahmawati, 2023). Furthermore, the findings regarding the significant influence of self-efficacy on organizational commitment are also consistent with previous studies that show that strong self-belief can enhance engagement levels and foster a sense of ownership toward the organization (Dewi, 2020; Opolot et al., 2024; Wijaya et al., 2024). Ultimately, the results of this study affirm that organizational commitment plays a crucial role in driving employe performance, in line with findings that show employes with high commitment and supportive work environments tend to exhibit superior performance and are oriented toward the long-term goals of the organization (Afriansah & Aprianto, 2025; Hendri, 2019). The consistency between the results of this study and previous findings strengthens the argument that the enhancement of competence and self-efficacy, followed by the strengthening of organizational commitment, is an important foundation in building optimal employe performance.

CONCLUSION AND SUGGESTIONS

Based on the research results on the health workers at the Puskesmas within the Sanggau District Health Office, it can be concluded that competence and self-efficacy have a positive and significant impact on performance, both directly and thru organizational commitment. These findings also provide empirical answers to the issues identified in the LAKIP, particularly regarding the low competence of health human resources and the suboptimal achievement of key performance indicators. Competence, which includes technical skills, understanding of SOPs, mastery of service technology, and professionalism, has proven to be a strategic factor that strengthens performance while also enhancing employe commitment to the organization. Meanwhile, self-efficacy emerges as a psychological factor that has a stronger influence on performance, as the confidence of healthcare workers in their own abilities can drive resilience, certainty in decision-making, and higher engagement in task execution.

In addition to the direct influence of competence and self-efficacy, this study reveals that organizational commitment plays a significant role as a mediating variable. This emphasizes that performance improvement does not only depend on individual capacity but also on psychological mechanisms such as a sense of belonging, loyalty, and responsibility toward the institution. When healthcare workers have strong commitment, the positive impact of competence and self-efficacy becomes more optimal. Overall, this research emphasizes that improving the performance of healthcare workers requires an integrated strategy that not only focuses on training and enhancing service standards but also considers strengthening psychological factors and developing a conducive organizational climate. The integration of competency enhancement, self-efficacy strengthening, and organizational commitment formation is an approach that aligns with the demands for increased accountability and quality of healthcare services as directed in

LAKIP. Based on research findings that show competency and self-efficacy significantly influence performance thru organizational commitment, the Sanggau District Health Office is advised to strengthen the sustainable human resource development program at the Puskesmas level. These efforts can be carried out thru technical training, qualification enhancement, updating service standards, and developing soft skills relevant to the demands of primary health care. In addition, interventions that focus on enhancing self-efficacy, such as coaching, supportive supervision, and structured feedback, are important to implement so that healthcare workers have greater confidence in performing their duties. Investment in competency development not only enhances individual skills but also strengthens employes' psychological commitment to the organization.

Furthermore, since organizational commitment has proven to be a significant mediating mechanism in improving performance, the heads of community health centers and the Health Department need to create a work environment that supports employes' emotional and professional engagement. Strategies that can be implemented include improving internal communication, creating a collaborative work culture, providing performance-based incentives, and enhancing role clarity and workload. Creating a fair organizational climate, valuing contributions, and being responsive to the needs of healthcare workers can strengthen employe loyalty and sense of belonging to the institution. By combining the enhancement of individual capacity and the strengthening of organizational commitment, the quality of healthcare workers' performance at community health centers can be sustainably improved, which ultimately impacts the improvement of healthcare service quality to the community.

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