

# **THE INFLUENCE OF CASE MANAGER COMPETENCY AND COMMITMENT ON EMPLOYEE PERFORMANCE THROUGH SERVICE QUALITY IN WITNESS AND VICTIM PROTECTION INSTITUTIONS IN 2025**

## **ABSTRACT**

*The Criminal Justice System is not only oriented towards the protection of the perpetrator (suspect/defendant) but also towards the protection/interests of victims and witnesses. Protection is all efforts to fulfill rights and provide assistance to provide a sense of security to Witnesses and / or Victims who must be implemented by LPSK or other institutions in accordance with the provisions of the Law. The Witness and Victim Protection Agency (LPSK) has a strategic role in providing legal protection for witnesses and victims, especially in cases relating to serious violations of the law. In carrying out its duties, the quality of protection services is one of the main indicators of the success of this institution. The high public expectation of effective and responsive protection requires a comprehensive approach, including increasing the competence and commitment of case managers as key actors in the implementation of protection. The research uses quantitative research methods using Structural Equation Modeling tools with smartPLS 4. PLS-SEM software, with added external variables, namely service quality as a moderating variable. The population used in this study were all employees of the Witness and Victim Protection Agency who served as case managers in handling cases. The sampling technique used in this study was saturated sampling, a sampling method from each member of the population. Sample collection used a questionnaire via Google Form sent online. The number of respondents obtained was 375 respondents. Furthermore, the data were analyzed using the Structural Equation Modeling (SEM) analysis method, with the help of SmartPLS v.3.2.9 software through path analysis. The results showed that the competence and commitment of case managers have a positive effect on employee performance and service quality. The higher the competence and commitment, the better the employee performance and service quality. In addition, employee performance is also an important link that mediates the influence of competence and commitment on service quality. In other words, increasing competence and commitment improves employee performance, which ultimately improves service quality.*

**Keywords:** Competence, Commitment, Employee Performance, Service Quality, case manager

## **INTRODUCTION**

The enactment of Law Number 13 of 2006 concerning Witness and Victim Protection (the law) is inseparable from the spirit of eradicating corruption, protecting human rights, and good governance, which after 1998 became important issues in the transition to democracy, law enforcement, and human rights in Indonesia. Developments have occurred in the criminal justice system in Indonesia. The Criminal Justice System is not only oriented towards protecting perpetrators (suspects/defendants) but also oriented towards protecting/the interests of victims and witnesses. Protection is all efforts to fulfill rights and provide assistance to provide a sense of security to Witnesses and/or Victims that must be implemented by the LPSK or other institutions in accordance with the provisions of the Law. The Witness and Victim Protection Agency (LPSK) has a strategic role in providing legal protection for witnesses and victims, especially in cases

related to serious legal violations. In carrying out its duties, the quality of protection services is one of the main indicators of this institution's success. High public expectations for effective and responsive protection require a comprehensive approach, including improving the competence and commitment of case managers as key actors in the implementation of protection. Employee performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities (Mangkunegara & Waris, 2015).

Based on this phenomenon, human resources play a crucial role in supporting the achievement of an organization's vision, mission, and goals. To facilitate this research, the researcher will use employee performance as the research subject, hopefully facilitating the analysis of employee performance at the Witness and Victim Protection Agency (LPSK). Therefore, one element influencing service quality is the competence and

commitment of the individuals performing their duties, in this case, the case managers. Although case managers are the foundation for providing protection to witnesses and victims, problems that frequently arise in the field, such as a lack of clear operational standards, limited human resources, and coordination constraints between agencies, often hinder the achievement of the expected service quality.

Another problem is the lack of standards that can be used to measure the process and performance in service delivery. Cases are still frequently rejected as low-priority. The LPSK budget is not directly proportional to the workload, risks, and resulting performance. Due to the imbalance between the number of cases received and the available human resources at the Witness and Victim Protection Agency (LPSK), many cases are delayed, affecting the assessment of service quality at the LPSK. Therefore, it is important to examine the extent to which case manager competence and commitment influence service quality, taking into account the role of protection services as a moderating variable.

To further understand this phenomenon, researchers will use a quantitative modeling approach using SEM. The purpose of this study is to examine the influence of case manager competence and commitment on employee performance, with service quality as a moderating variable. The results of this study are expected to contribute to the development of strategies to improve employee performance, particularly in the context of managing cases that require professional attention and handling.

This study was conducted at the Witness and Victim Protection Agency. The scope of this research is limited to variables related to human resource management among case managers at the Witness and Victim Protection Agency. These variables relate to competence, commitment, and service quality, which can influence employee performance, thus improving the quality of the Witness and Victim Protection Agency with highly qualified case managers. This research is limited to employees within the Witness and Victim Protection Agency.

Sinambela (2022) explains that performance can be defined as: the implementation of a task and its improvement according to its responsibilities so as to

achieve the expected results. Therefore, it requires competence and commitment that must be seen and possessed by the case manager in carrying out their responsibilities so as to achieve good service quality. The main objective of performance emphasizes the process, where improvements are made during the implementation of the task so that the results of the work or performance can be optimized.

## **THEORETICAL REVIEW**

Performance is a multicomponent concept and on the fundamental level one can distinguish the process aspect of performance, that is, behavioral engagements from an expected outcome (Borman, & Motowidlo, 1993; Campbell et al., 1993; Roe, 1999). The behavior over here denotes the action people exhibit to accomplish a work, whereas the outcome aspect states about the consequence of individual's job behavior (Campbell, 1990). Apparently, in a workplace, the behavioral engagement and expected outcome are related to each other (Borman, & Motowidlo, 1993)

The performance of employees has been considered one of the significant success differential factors influencing organizational performance and sustainability. It entails a worker's capability to effectively provide goods and services to meet an organization's aims. Managers assume people are the scarcest resources since human resources are acknowledged as the key factors that explain the competitive advantage of a business. Human resources is accepted as the key to company success, with performance being fundamental to organizational health (Rauf, 2020; Tziner & Rabenu, 2018).

This study, using employee performance theory, emphasizes that performance is a combination of work behavior, task execution processes, and work outcomes achieved by individuals within an organization. Performance is influenced by internal factors such as motivation, competence, and commitment, as well as external factors such as the work environment, leadership, and reward systems. The external variable, service quality, is added as a moderating variable.

An individual's ability to adapt and provide necessary support to a job profile in a dynamic work situation is referred to as

adaptive performance (Hesketh & Neal, 1999). Previous studies have found that once employees achieve a certain level of excellence in a given task, they attempt to adjust their attitudes and behaviors to the varying requirements of their job role (Huang et al., 2014). Effective adaptive performance requires employees to efficiently navigate fluctuating work situations (Baard, Rench, & Kozlowski, 2014).

Employee competence in carrying out work or tasks is based on skills and knowledge, supported by the work attitudes required by the job. (Gholamhossein Mehralian, et al., 2025) This competency can influence employee performance, the provision of safe services, and the proper fulfillment of professional responsibilities in practice. Competence is a highly complex, specialized ability. Mujiatun (2015) argues that the skills or abilities required by employees are demonstrated by consistently delivering adequate or high levels of performance in a job function.

According to Arifudin (2020), organizational commitment means that an employee identifies with an organization, its goals, and hopes to remain a member. He further defines organizational commitment as the desire of some employees to remain members of the organization.

## **HYPOTHESIS DEVELOPMENT**

Arief & Nisak (2022) state that competence is a characteristic based on an individual's work efficiency based on basic characteristics in a causal relationship with reference criteria. Meanwhile, research by Salsabila and Cecep Hermana (2021), Zulfa Yanti and Eka Risma Putri (2023), and Peni Permata Dewi, Indarto, and Yuli Budiati (2024) indicates that competence has a significant influence on employee performance. The proposed hypothesis can be summarised as:

### **H1: Compensation has a positive and significant effect on Service Quality.**

According to Sinambela (2022), commitment is a commitment to a goal, a person's commitment to completing the tasks they undertake. Based on research by Nofy Endfrias Moerni Akzani; Junaidi; Fahmi Oemar (2024), Peni Permata Dewi, Indarto, and Yuli Budiati (2024) explained that

commitment influences employee performance, indicating that commitment has a significant effect on employee performance. The second hypothesis of this study is proposed:

### **H2: Commitment has a positive and significant effect on Service Quality.**

According to Bukhari & Pasaribu (2019), every organization is created to achieve specific goals, and if achieved, it can be considered successful. In his research, Ardianto (2023) found a real and significant influence on the importance of employee competency development and the implementation of good work discipline to improve service quality in the banking sector. The third hypothesis proposed is as follows:

### **H3: Competence has a positive and significant effect on Employee Performance.**

According to Sinambela (2022), commitment is defined as a commitment to a goal, a person's commitment to completing a task. Based on the research results of Nofy Endfrias Moerni Akzani; Junaidi; Fahmi Oemar (2024), Salsabila, and Cecep Hermana (2021) consider commitment to be a binding force that binds a person to complete their tasks and typically drives them to exert maximum effort in completing their tasks. Therefore, the fourth hypothesis proposed is as follows:

### **H4: Commitment has a positive and significant effect on Employee Performance.**

Kawahe et al. (2016) define public service quality as the level of excellence achieved to meet customer demands. According to Tjiptono (2011), service quality can be defined as the expected level of excellence and the control over that level of excellence to meet customer desires. Based on research by Nofy Endfrias Moerni Akzani; Junaidi; Fahmi Oemar (2024), Peni Permata Dewi, Indarto, and Yuli Budiati (2024). Therefore, the fifth hypothesis proposed is as follows:

### **H5: Service Quality has a positive and significant effect on Employee Performance.**

According to Nurhadi (2018), the competency that can influence service quality

is protection, indicating that protection has a significant effect on Service Quality. According to research conducted by Salsabila and Cecep Hermana (2021), Zulfa Yanti and Eka Risma Putri (2023), and Peni Permata Dewi, Indarto, and Yuli Budiati (2024), service quality has a positive and significant effect on employee performance. Therefore, the sixth hypothesis proposed is as follows:

**H6: Competence has a positive and significant effect on Employee Performance through Service Quality.**

Robbins and Judge (2013) explain that commitment reflects an individual's level of involvement with an organization and their willingness to work hard for its success. Employees with high levels of commitment tend to demonstrate better performance, high loyalty, and a desire to grow with the organization. According to research conducted by Fahmi Oemar (2024), Nofy Endfrias Moerni Akzani; Junaidi; Fahmi Oemar (2024), Salsabila, and Cecep Hermana (2021), it shows that commitment has a positive and significant influence on employee performance mediated by service quality. Therefore, the seventh hypothesis proposed is as follows:

**H7: Commitment has a positive and significant influence on Employee Performance through Service Quality.**

## RESEARCH METHOD

This study used quantitative research methods. According to Sugiyono (2016:7) in (Eprints.uny.ac.id, 2023), quantitative

research methods are techniques derived from positivist philosophy used to study research populations and samples. The method used in quantitative research is associative quantitative research. According to Sugiyono (2015:57) in (Turmidzi, 2020), associative quantitative research is research that examines the relationship between two or more variables.

Based on this hypothesis, the research model is as shown in Figure 1.

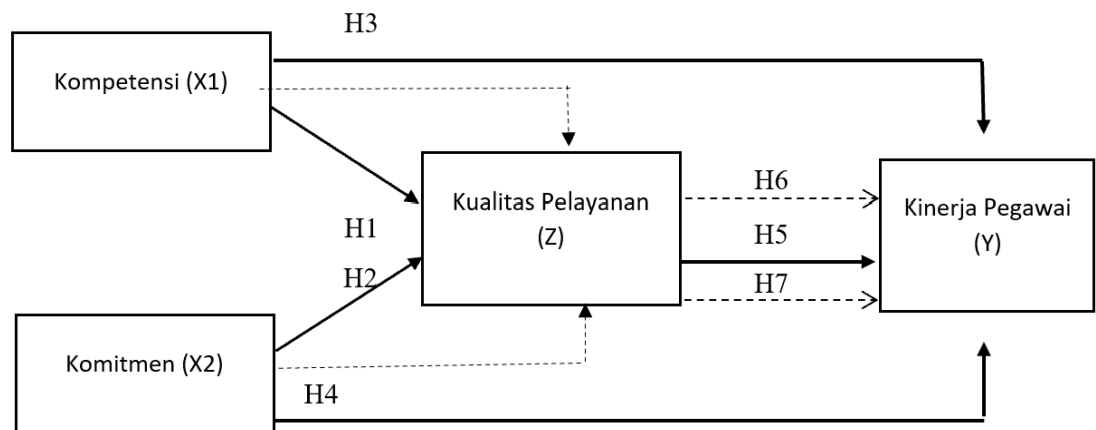
## POPULATION AND SAMPLE

The population used in this study was all employees of the Witness and Victim Protection Agency who served as case managers in handling cases. According to Prasetyo and Jannah (2005), a sample is an example taken from a portion of the population (Setiawan, 2020). To calculate the minimum sample size in this study, the theory used by Hair et al. (1998) states that the sample size in SEM analysis is 100-200. The total indicators in this study were 40, therefore, the sample size was 375 respondents.

### Data Sources and Sampling Method

The data sources in this study consisted of primary and secondary data sources. The primary data source in this study was the results of a questionnaire. Meanwhile, the secondary data sources in this study were theories and literature studies. The sampling technique used in this study was saturated sampling, a method of drawing samples from each member of the population.

**Figure 1. Research Design**



Source: Designed by researchers based on various reviewed studies, (2025)

## RESEARCH RESULT

### Respondent Profile

The total number of respondents in this study was 375. From the results of the respondent data processing, it can be seen that the majority of case managers who were respondents in this study for the gender category were women with a percentage of 41%, while for the category with the largest population divided by work unit/bureau was

the General and Personnel Bureau as much as 27%.

### Validity and Reliability Testing

Outer loading is a table containing factor loadings used to assess the correlation between indicators and latent variables. Hair et al., in their book (Garson, 2016), explain that an indicator is valid if its loading factor is  $>0.5$ , and a construct is reliable if its AVE is  $>0.5$  and its CR is  $>0.7$ , as seen in [Tabel 1](#).

**Table 1. Uji Outer Loading**

Variabel	Indikator	Nilai Loadings
Employee Performance	KINP1	0.746
	KINP2	0.837
	KINP3	0.871
	KINP4	0.749
	KINP5	0.830
	KINP6	0.869
	KINP7	0.830
	KINP8	0.873
Service Quality	KP1	0.824
	KP2	0.972
	KP3	0.714
	KP4	0.978
	KP5	0.975
	KP6	0.713

	KP7	0.974
	KP8	0.973
	KP9	0.816
	KP10	0.977
	KP11	0.711
	KP12	0.977
	KP13	0.970
	KP14	0.715
	KP15	0.979
Competence	KOMP1	0.896
	KOMP2	0.904
	KOMP3	0.938
	KOMP4	0.895
	KOMP5	0.901
	KOMP6	0.940
	KOMP7	0.902
	KOMP8	0.939
Commitment	KOMI1	0.897
	KOMI2	0.946
	KOMI3	0.920
	KOMI4	0.727
	KOMI5	0.894
	KOMI6	0.931
	KOMI7	0.900
	KOMI8	0.943
	KOMI9	0.918

Source: Data processing results with SmartPLS 4, (2025)

*Average Variance Extracted is used as a validity test to determine the validity of the variables studied. Validity refers to the ability of a measuring instrument to reflect the data being studied. Convergent validity is assessed based on factor loading values and average variance extracted (AVE) values. An item is considered valid if its AVE value is greater than 0.70, and good if its AVE value is greater than 0.50 (Ghozali & Latan, 2015). The results of the Average Variance Extracted test can be seen in Table 2.*

*Reliability testing is conducted in two stages. The first is composite reliability testing. Composite reliability is used to determine the reliability of the variables studied. According to Hair et al. (2011), composite reliability must be greater than 0.7 to indicate a construct is reliable and valid. Composite reliability tests the internal consistency of the indicators that measure konstruk tersebut. Hasil pengujian Composite Reliability dapat dilihat pada [Tabel 3](#).*

The second reliability test, using Cronbach's alpha, was used to determine the reliability of each variable studied. According to Ghozali (2018), a variable is considered reliable if its Cronbach's alpha value is greater than 0.70. A

construct is considered reliable if its Cronbach's alpha value is greater than 0.6, and its composite reliability value is greater than 0.7. The results of the Cronbach's alpha test can be seen in Table 4.

**Table2. Uji Outer Loading**

Variabel	Nilai Average Variances Extracted
Service Quality	0.806
Employee Performance	0.685
Commitment	0.793
Competence	0.838

Source: Data processing results with SmartPLS 4, (2025)

**Table 3. Uji Composite Reliability**

Variabel	Composite Reliability
Quality Service	0.989
Employee Performance	0.971
Commitment	0.980
Competence	0.990

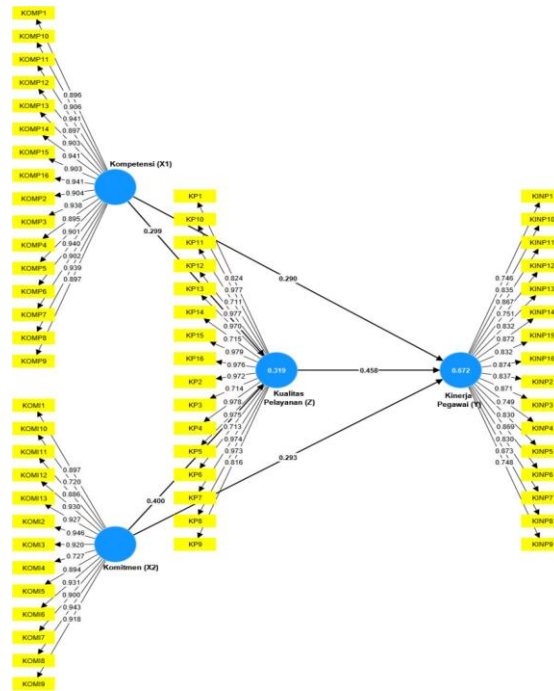
Source: Data processing results with SmartPLS 4, (2025)

**Table 4. Uji Cronbach's Alpha**

	Cronbach's Alpha
Quality Service	
Employee Performance	0,983
Commitment	0,969
Competence	0,978
Kompetensi	0,987

Source: Data processing results with SmartPLS 4, (2025)

**Figure 2. Model Testing**



Source: Data processing results with SmartPLS 4, (2025)

**Table 5.**  
**Hypothesis Test Results**

Hipotesis	Original Sample	T Statistics	P Values
Z -> Y	0.458	9.397	0.000
X2 -> Z	0.400	9.426	0.000
X2 -> Y	0.293	7.723	0.000
X1 -> Z	0.299	6.949	0.000
X1 -> Y	0.290	6.615	0.000
X2 -> Z -> Y	0.184	6.640	0.000
X1 -> Z -> Y	0.137	5.130	0.000

Source: Data processing results with SmartPLS 4, (2025)

### Hypothesis Testing

Hypothesis testing is conducted to address the research assumptions. This study uses hypothesis testing, as evidenced by the path coefficients and p-values. The results of the hypothesis testing indicate that H1, H2, H3, H4, H5, H6, H7, and H8 have t-statistics above 0.967 and p-values above 0.05, thus the hypothesis is accepted. The results of the hypothesis testing are shown in Table 5.

The first hypothesis, stating that "Competence has a positive and significant influence on Employee Performance," is

accepted. This is due to the coefficient of 0.293. This is supported by the p-value of 0.000, indicating a significance value less than 0.05. Therefore, perceived usefulness does not significantly influence behavioral intention to use. These results indicate that competent case managers are essential for performing their jobs. This is consistent with previous research conducted by Fitriana, S., & Haryono, T. (2019). A study on the Influence of Competence and Work Motivation on Employee Performance at a Regional General Hospital found that competence significantly impacts



performance, particularly for medical and managerial personnel, such as case managers. Technical knowledge, interpersonal skills, and decision-making skills were shown to support performance.

The second hypothesis, stating that "commitment has a positive and significant impact on employee performance," was accepted. This is supported by the hypothesis testing results, which showed a coefficient of 0.290. This is supported by a p-value of 0.000, indicating a significance value less than 0.05. Therefore, if case manager commitment increases, employee performance will also improve. This implies that case managers' commitment and responsibility in carrying out their duties in handling cases can be effectively carried out. If case managers' commitment to handling cases is lacking, protected individuals will hesitate to place their trust in the context of protection. This is in line with previous research conducted by Handayani, T., & Prasetyo, A. (2019) in "The Influence of Organizational Commitment on Employee Performance in Social Institutions," which stated that employee commitment, particularly in positions handling direct cases, such as counselors and case managers, significantly impacts performance. Employees with high commitment demonstrate greater responsibility and better relationships with clients.

The third hypothesis, stating that "Competence has a positive and significant influence on Service Quality," is accepted. This is because the results of the hypothesis test show a t-statistic value of 6.949, which is greater than 1.967, and a p-value of 0.000, which is less than 0.05. Therefore, the competency variable has a positive influence on service quality. It can be concluded that higher competency leads to higher service quality; conversely, lower competency leads to lower service quality. These results align with a study conducted at the Putra Rumbia District Office by Rizal et al. (2023) showed a positive and significant effect of employee competence on public service quality of 38.5%. This concludes that improving employee competence positively contributes to improving service quality.

The fourth hypothesis, stating that "Commitment has a positive and significant effect on Service Quality," is accepted. This is because the hypothesis test results show a

t-statistic of 9.426, which is greater than 1.967, and a p-value of 0.000, which is less than 0.05. Therefore, it can be interpreted that the commitment variable has a positive effect on service quality. It can be said that the higher the commitment, the higher the service quality. Conversely, the lower the commitment, the lower the service quality. This is in line with previous research conducted by Putra & Sunarti (2014). This study demonstrated that employee commitment significantly influences service quality in the banking industry. The results of the regression analysis indicate that employees who are loyal and emotionally attached to the company will contribute positively to the quality of service provided.

The fifth hypothesis, stating that "Service quality has a positive and significant effect on Employee Performance," is accepted. This is because the results of the hypothesis testing t-statistics value of 9.397 is greater than 1.967 and p-value of 0.000 is smaller than 0.05 with a coefficient of 0.458. Thus it can be interpreted that the service quality variable has a positive effect on employee performance variables or it can be said that the higher the quality of employees, the higher the employee performance will be, conversely the lower the quality of service, the lower the employee performance will be. This is in line with previous research conducted by Priansa (2017) which states that good service quality not only increases customer satisfaction, but also encourages employees to work more productively, focused, and responsibly.

The sixth hypothesis, stating that "Competence has an indirect effect on Employee Performance through Service Quality," is accepted. This is because the results of the hypothesis testing show a t-statistic value of 5.130, which is greater than 1.967, and a p-value of 0.000, which is less than 0.05, with a coefficient of 0.184. This is proven by the p-value of 0.000, thus indicating a significance value less than 0.05. The coefficient value is positive, indicating positive mediation. These results explain that moderation by Service Quality strengthens the relationship between Competence and Employee Performance. This means that the higher the service quality, the stronger the influence of competence on employee performance. According to research by Namirah et al. (2021), employee technical

and non-technical competence significantly influences service quality at the Mattiro Deceng Village Office, as evidenced by a significance value below 0.05 and a calculated t-value greater than the t-table.

The seventh hypothesis, stating that "Commitment has an indirect effect on Employee Performance through Service Quality," is accepted. This is because the hypothesis test results show a t-statistic of 6.640, which is greater than 1.967, and a p-value of 0.000, which is less than 0.05, with a positive coefficient of 0.137. The coefficient value is positive, indicating a positive mediation effect. This aligns with previous research conducted by Santosa, H., & Dewi, R. (2021) in "The Effect of Commitment on Employee Performance Through Service Quality as a Mediating Variable," which stated that employee commitment to the organization drives improvements in service quality, which in turn significantly improves employee performance.

## CONCLUSION

The conclusion of this study is that case manager competence and commitment have a positive effect on employee performance and service quality. Higher competence and commitment lead to improved employee performance and service quality. Furthermore, employee performance is also a crucial link mediating the influence of competence and commitment on service quality. In other words, increased competence and commitment improve employee performance, which ultimately improves service quality.

The implications of this research are that case manager competency can be improved through gradual self-improvement and conceptual understanding, coupled with practical experience and proportional task adjustments to maximize their abilities. Employee commitment can be strengthened by increasing motivation through rewards and incentives, thus encouraging case managers to work more disciplined and achieve targets effectively. The importance of improving modern and comfortable facilities as an indicator of employee performance variables has direct implications for improving case manager performance. By optimizing modern facilities without sacrificing work quality, case managers can work more productively and make more significant contributions to

the institution. The importance of improving personal traits related to work can strengthen their emotional attachment to the institution. This positively contributes to improving case manager traits, which in turn can increase loyalty, active participation, and overall employee performance.

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