



# The Influence of Organizational Commitment, Competency, and Information Technology on the Performance of Civil Servants (PNS) through Job Satisfaction

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## ARTICLE INFO

## ABSTRACT

This research was conducted with a purpose(1). To find out and analyze the effect of commitment on the satisfaction of Makassar City Government Employees. (2). To find out and analyze the influence of competency on the satisfaction of Makassar City Government Employees. (3). To find out and analyze the influence of information technology on the satisfaction of Makassar City Government Employees. (4). To find out and analyze the influence of commitment on the performance of Makassar City Government Employees. (5). To find out and analyze the influence of competency on the performance of Makassar City Government Employees. (6). To find out and analyze the influence of information technology on the performance of Makassar City Government Employees. (7). To find out and analyze the influence of job satisfaction on the performance of Makassar City Government Employees. (8). To understand and analyze the influence of commitment on the performance of Makassar City Government Employees, through job satisfaction. (9). To determine and analyze the influence of competency on the performance of Makassar City Government Employees through Job Satisfaction. (10). To understand and analyze the influence of information technology on the performance of Makassar City Government Employees, through job satisfaction. The data analysis methods used in this research are descriptive analysis and SEM analysis(structural Equation Modeling) with the help of the AMOS program. The research results show that (1). Commitment directly has a positive and significant effect on job satisfaction. (2). Competency has a positive and significant effect on job satisfaction. (3). Information Technology has a positive and significant effect on job satisfaction. (4). Organizational commitment has a positive and insignificant effect on employee performance. (5). Competence has a positive and significant effect on employee performance (6). Information technology has a positive and significant effect on employee performance (7). Job satisfaction has a positive and significant effect on employee performance (8). Commitment has a positive and significant effect on employee performance through job satisfaction(9). Competency has a positive and significant effect on employee performance through job satisfaction (10). Information technology has a positive and significant effect on employee performance through job satisfaction.

**Keywords:** Organizational Commitment, Competency, Information Technology, Job Satisfaction and Employee Performance..

## INTRODUCTION

Bureaucratic Reform aims to create a professional government bureaucracy with the characteristics of adaptive, integrity, high performance, clean and free from Corruption, Collusion and Nepotism (KKN), able to serve the community, neutral, prosperous, dedicated, and upholding values. basics and code of ethics for State officials. The desired goals and conditions of the bureaucracy are stated in Presidential Regulation Number 81 of 2010 concerning Grand Design for Bureaucratic Reform 2010–2025 and Regulation of the Minister of State for Administrative Reform and Bureaucratic Reform Number 20 of 2010 concerning Road Map for Bureaucratic Reform 2010–2014.

Civil Servants, hereinafter abbreviated to PNS, based on Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus, are Indonesian citizens who meet certain requirements, appointed as ASN Employees permanently by civil service development officials to occupy government positions. Civil Servants are part of the State Civil Service, hereinafter abbreviated as ASN. Based on central BKN data, the number of Civil Servants in Indonesia in 2021 is 4,081,824 people with details of 949,050 or 23% serving in central agencies and the remaining 3,132,774 or 77% serving in regional agencies. Furthermore, from the position element, statistical data shows that 11% occupy structural positions, 51% occupy specific functional positions, and 38% occupy general functional positions. With the enactment of Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus, to meet national demands and global challenges in realizing the State Civil Apparatus as part of bureaucratic reform, the Central Government feels the need to establish the State Civil Apparatus as a profession that must manage, develop themselves and must be held accountable for their performance. Performance for ASN is important for the creation of good governance and as a form of responsibility as a public servant. Furthermore, Civil Servants as human resources in the government sector play an important role in the successful implementation of government administration and national development.

The low quality of human resources is a fundamental problem that can hamper the process of bureaucratic transformation in government. In the public narrative, Good Governance is a demand for the government to make changes that lead to better quality human resources by maintaining consistent performance of government employees so that they remain at the forefront of national development. As elements of the government apparatus, employees as well as servants of the State and servants of the community have a very important role, namely as thinkers, planners, mobilizers of community participation in the development process, maintaining the unity and unity of the nation with full loyalty to Pancasila and the 1945 Constitution. Good governance can be realized if it is supported by officials who have high professionalism. The performance of Civil Servants (PNS) is regulated in Government Regulation (PP) of the Republic of Indonesia Number 30 of 2019 concerning Performance Assessment where employee performance in question is the work results achieved by each civil servant in an organization or unit in accordance with employee performance targets (SKP) and work behaviour so that the amount of work results achieved is by the planned targets. The phenomena that apply to the working environment of civil servants in Indonesia have the same similarities, namely first, there is no correlation between civil servant performance, which is measured based on the PP 30/2019 pattern, and organizational performance. Second, regional governments in describing employee performance assessments have not fully considered the main tasks, functions and objectives of each regional apparatus organization. This then results in the inefficient performance of civil servants and creates a gap, namely that high employee performance is not directly proportional to organizational performance.

Government Regulation (PP) Number 30 of 2019 concerning Civil Servant (PNS) Performance Assessment, Civil Servant Performance Assessment aims to guarantee the objectivity of civil servant development which is based on an achievement system and career system. The assessment is carried out based on performance planning at the individual level and unit or organization level, taking into account the targets, achievements, results and benefits achieved, as well as the behaviour of civil servants. Article 4 of Government Regulation (PP) Number 30 of 2019 concerning Performance Assessment of Civil Servants (PNS) states that Civil Servant Performance Assessment is carried out based on the principles: objective; measurable; accountable; participative; and transparent. An overview of employee performance in the research object can be explained in Table 1 below.

**Table 1: Civil Servant Performance Achievements in Makassar City**

No	Performance Factors	Mark Guide	Mark
1	Service Orientation	110-120	75
2	Communication	Very good	80
3	Integrity	90-109	80
4	Empathy	Good	75
5	Initiative	70-89	75
6	Discipline	Pretty good	80
7	Cooperation	50-69	80
		Not good < 69	80
		Very Not Good	
<b>Total SKP Value</b>			<b>545</b>
<b>Average SKP Value</b>			<b>77,86</b>

Data source: Balitbang Makassar City (2022).

Based on the performance information in Table 1, shows that the performance achievements of civil servants in Makassar City are categorized as quite good. However, this achievement is not optimal. The dimensions in performance appraisal are related to motivational aspects which originate from the intrinsic strengths of each employee. The phenomenon related to organizational commitment, especially those related to the dimensions of commitment, is the lack of understanding by employees regarding organizational values, which apply to the organization, or all regional government organizations (OPD). This is based on initial observations made by researchers, that Makassar city government employees tend to ignore the importance of organizational values. About developments over time, a civil servant must have competencies that must also continue to develop and keep up with the challenges of the times. Currently, the world, especially Indonesia, has entered the Industrial Revolution 4.0, which requires civil servants to be more responsive in their work. The Industrial Revolution 4.0 has resulted in a change in the pattern of civil servant competency development to technology-based methods. This new pattern is in the non-classical training model, where this non-classical training involves technology that is in line with the Industrial Revolution 4.0. The phenomenon related to the use of information technology facilities in government organizations can be explained that the Makassar City Government, which has a Regional Apparatus Organization (OPD), has technological facilities other than the use of computers, namely the existence of applications or information systems that support speed in the transformation of tasks, public service duties, and duties in their respective organizations. In this case, the Makassar City Government has expectations in realizing the Makassar smart city. Information technology will also avoid asymmetric information. In government organizations, the use of information technology requires employees to quickly adapt to this technology, and this will of course have a different impact on employees. Some employees will see it as an opportunity and are more likely to use it as an active work tool to improve performance and job satisfaction (Bala & Venkatesh, 2016). The application of IT not only in the business sector but in the public sector, especially in providing services to the community, is necessary. Based on the phenomena and inconsistencies in previous researchers' findings, the main theme of this research is: "The Influence of Commitment, Competence and Information Technology on the Satisfaction and Performance of Makassar City Government Employees.

## **RESEARCH METHODS**

The research approach used is a quantitative approach which is a systematic approach to studying parts and phenomena and their relationships. Quantitative research aims to develop and use mathematical models, theories and hypotheses related to natural phenomena. Research with a quantitative approach is defined as research that is based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, and quantitative or statistical data analysis with the aim of testing predetermined hypotheses.

### **Data Types and Sources**

The types of data used in this research are quantitative data and quantitative data. Quantitative data is data in the form of numbers such as responses or responses from respondents about social objects as outlined in a Likert measurement scale. The data source used in this research is primary data. Primary data is data that is processed and collected directly by researchers for analytical purposes in solving problems such as respondents' responses as outlined in questionnaires (Sugiyono, 2016:44).

### **Method of collecting data**

The data collection method in this research is intended to obtain data that is relevant and accurate to the problem being discussed. The data collection method is as follows:

1. Observation. This method is used as a tool in collecting data based on direct observation.
2. Questionnaire. A questionnaire is a data collection technique by asking a number of questions in writing which are given to respondents with the aim of obtaining accurate and valid data.
3. Interviews are data collection techniques carried out face to face and direct question and answer between researchers and sources. As technology develops, interview methods can also be carried out through certain media, for example, telephone, email or Skype. Interviews are divided into two categories, namely structured and unstructured interviews.

### **Population and Sample**

The population in this research is all Civil Servants (PNS) within the Makassar City Government, totalling 10,088, spread across 51 work units. The sampling method is carried out using purposive sampling so that employees can truly provide an objective assessment of the variables being measured.

## **RESEARCH RESULTS AND DISCUSSION**

Based on the empirical model proposed in this research, the proposed hypothesis can be tested by testing the path coefficients in the structural equation model. The criteria for hypothesis testing are  $p\text{-value} < 0.05$ , so the

relationship between the variables is significant. The results of hypothesis testing can be presented in the following table:

**Table 2. Hypothesis Testing**

Hip	Variable			Direct	Indirect	Total	P-Value	Is
	Independent	Intervening	They depend					
1	Commitment (X1)	-	Job satisfaction (Y1)	0,384	-	0,384	0,000	(+) Significant
2	Competence (X2)	-	Job satisfaction (Y1)	0,225	-	0,225	0,004	(+) Significant
3	Information Technology (X3)	-	Job satisfaction (Y1)	0,159	-	0,159	0,044	(+) Significant
4	Commitment (X1)	-	Employee Performance (Y2)	0,215	-	0,215	0,063	(+) Not Significant
5	Competence (X2)	-	Employee Performance (Y2)	0,170	-	0,170	0,039	(+) Significant
6	Information Technology (X3)	-	Employee Performance (Y2)	0,153	-	0,153	0,048	(+) Significant
7	Satisfaction Work (Y1)	-	Employee Performance (Y2)	0,315	-	0,315	0,000	(+) Significant
8	Commitment (X1)	Job satisfaction (Y1)	Employee Performance (Y2)	0,121	0,384	0,505	0,005	(+) Significant
9	Competence (X2)	Job satisfaction (Y1)	Employee Performance (Y2)	0,071	0,225	0,296	0,016	(+) Significant
10	Information Technology (X3)	Job satisfaction (Y1)	Employee Performance (Y2)	0,050	0,159	0,209	0,048	(+) Significant

Source: Data processing results, 2023

Table 2 shows that of the ten (10) paths analyzed, nine (9) paths are significant and there is one (1) that is not significant. The interpretation of these results can be explained as follows:

1. Commitment (X1) directly has a positive and significant influence on job satisfaction (Y) with p-value =  $0.000 < 0.05$ . This coefficient shows that high commitment will increase employee job satisfaction. Thus, the first hypothesis is accepted.
2. Competency (X2) has a positive and significant influence on job satisfaction with p-value =  $0.004 < 0.05$ . This coefficient shows that good competence will be able to increase employee job satisfaction. Thus, the second hypothesis is accepted.
3. Information Technology (X3) has a positive and significant influence on job satisfaction (Y) with p-value =  $0.044 < 0.05$ . This coefficient shows that good information technology will increase employee job satisfaction. Thus, the third hypothesis is accepted.
4. Commitment (X1) has a positive and insignificant influence on employee performance (Y2) with p-value =  $0.063 > 0.05$ . This coefficient shows that Commitment (X1) cannot improve employee performance. Thus, hypothesis four is rejected.
5. Competency (X2) has a positive and significant influence on employee performance (Y2) with p-value =  $0.039 < 0.05$ . This coefficient shows that high competency (X2) can improve employee performance. Thus, hypothesis five is accepted.
6. Information technology (X3) has a positive and significant influence on employee performance (Y2) with p-value =  $0.039 < 0.05$ . This coefficient shows that good information technology (X3) can improve employee performance (Y2). Thus, hypothesis six is accepted.
7. Job satisfaction (Y1) has a positive and significant influence on employee performance (Y2) with p-value =  $0.000 < 0.05$ . This coefficient shows that high job satisfaction (Y1) can improve employee performance. Thus, hypothesis seven is accepted.
8. Commitment (X1) has a positive and significant effect on employee performance through job satisfaction with p-value =  $0.048 < 0.05$ . This means that with high commitment, you will be able to increase job satisfaction and this will then have an impact on improving the performance of Makassar City Government employees.
9. Competency (X2) has a positive and significant effect on job satisfaction with p-value =  $0.016 < 0.05$ . This means that good competency will increase job satisfaction and subsequently also improve the performance of Makassar City Government employees
10. Information technology (X3) has a positive and significant effect on job satisfaction with p-value =  $0.048 < 0.05$ . This means that with good information technology, job satisfaction will be able to increase and this will then have an impact on improving the performance of Makassar City Government employees.

## Discussion

### **The Effect of Commitment on Job Satisfaction.**

Based on the results of hypothesis testing, it is stated that Organizational Commitment directly has a positive and significant influence on job satisfaction. ( $Y$ ) with  $p$ -value =  $0.000 < 0.05$ . This coefficient shows that high commitment will increase employee job satisfaction. Thus, the first hypothesis is accepted. To explore this relationship, researchers can explain the tendencies of each indicator. Based on respondents' answers to all of these indicators, the results of this research can confirm the theory of organizational commitment. Organizational commitment can grow because employees have an emotional bond with the organization which includes moral support and acceptance of the values that exist within the organization as well as an inner determination to serve the organization. In an organization, it is very necessary to have a clear and directed commitment to achieve success (Robbins, 2019). Overall, the results of this research are in line with several previous studies such as Samto Hadi Isnanto, (2021), that job satisfaction is proven to strengthen employee involvement and organizational commitment, Le Thi Minh Loana (2020), organizational commitment has a positive effect on job satisfaction. Yuan Badrianto, and Dwi Astuti, (2023), organizational commitment influences job satisfaction, Ernanto, and Indriyaningrum (2023), and Sri Rahayu, and Dahlia (2023), also found the same relationship that organizational commitment is positive and significant in satisfaction. Purnama et al (2023), with the results that organizational commitment and Organizational Citizenship Behavior (OCB) have a positive and significant effect on job satisfaction. Other research such as Sembiring, et al (2021), with the same results. Carolina, M. D. R. and Silvio, L. P. (2016), and Muhammad Irfandi Hendri, (2019), also with the same results. The results of this research are not in line with research by Putri Andari, (2023), that organizational commitment has a positive and insignificant effect on job satisfaction. Likewise, research by Ernanto and Indriyaningrum (2023) shows that affective commitment has an insignificant negative effect on job satisfaction. Research by Aprillianto, et al, (2019), states that affective commitment has a positive and insignificant effect on employee satisfaction.

### **The Influence of Competency on Job Satisfaction**

Based on the results of hypothesis testing, it is stated that competency directly has a positive and significant influence on job satisfaction. This coefficient shows that high competency will increase employee job satisfaction. Thus, the second hypothesis is accepted. To explain this relationship, researchers can explain the tendencies of respondents' answers.

Considering that competency is very important for Civil Servants (PNS), competency. This can be understood as an ability or skill that a person has in carrying out a job or task in a certain field, according to the position he holds. Competent people will work professionally and with integrity. Competence can also be interpreted as skills, knowledge, basic attitudes and values contained in a person which are reflected in the ability to think and act consistently. In other words, competence is not only about a person's knowledge or ability, but the willingness to do what is known to produce benefits. Competence is one of the keys to the work system of government agencies. According to McClelland (1973), competence is a fundamental characteristic that a person has to produce extraordinary performance in a given job, situation or role. Therefore, training based on assessment results or competency-based, known as TNA, is needed. Another factor in building a good government agency work system is professionalism. This means that this system is supported by ASN who are able to work according to their field. ASN must have expertise and skills that are understood and mastered, according to their job. This can be realized by dividing tasks proportionally according to individual skills/competencies.

### **The Influence of Information Technology on Job Satisfaction**

Based on the research results, it is stated that information technology has a positive and significant effect on job satisfaction. These results accept the third hypothesis. To provide an argument for this relationship, this information technology variable uses several indicators, including first, employees need to understand, know and adapt to information technology. Based on the results of respondents' responses, this indicator has a good response criteria value. The results of this response show that Makassar City Government employees, in supporting public service performance, must use information technology as the main means of increasing work productivity. This fact is in accordance with the theory and conditions in government agencies that information technology is technology that does not only involve computer technology (hardware and software) which will be used to process and store information, but also includes communication technology to send or disseminate information. The application of IT not only in the business sector, but in the public sector, especially in providing services to the community, is absolutely necessary. Technology is one of the main factors that drives a country's economic growth. With technology, people's welfare will certainly increase because it can increase productivity efficiency and the added value of the products produced. Information technology currently plays a role as the main supporting component of development in various fields. In government, ICT advances have been adopted to support government performance through the e-Government (e-Gov) program, which has long been trending. If information technology can have a positive impact on individual performance, the technology must be used appropriately and must be compatible with the tasks being supported. Technology supporting government performance is getting higher. Unfortunately, many State Civil Servants (ASN) are still reluctant

to follow changes in technology-based work patterns. ASNs need and must follow this technological development so that it can be used to provide good public services.

### **The Effect of Organizational Commitment on Employee Performance**

Based on the results of hypothesis testing, it is known that Commitment has a positive and insignificant influence on employee performance. This coefficient shows that Commitment cannot directly improve employee performance. The results of this research are in accordance with the theory of organizational commitment developed in the research of Amri, et al, (2021), namely that organizational commitment is a situation where an employee takes sides with the organization and its goals and desires to maintain and intend to maintain membership in the organization. Organizational commitment is the desire of organizational members to maintain their membership in the organization and are willing to try hard to achieve organizational goals. (Ardan & Jaelani, 2021). Commitment is a form of employee loyalty to the agency where they work. From the results of the respondents' responses, the total average score value of the respondents' responses was 3.50. This means that in general, Makassar City Government employees have a good commitment to their organization. This will certainly have an impact on the good performance of employees at the agency which in turn will have a positive impact on the agency's performance in general. This result is an illustration that if organizational commitment is good, organizational performance will also be good and vice versa. However, it is not statistically proven that good commitment will correlate linearly with performance. The results of this research are theoretically appropriate in that organizational commitment only forms an attitude of love towards the organization they work for. The facts in every regional organization (OPD) environment show that the indicators mentioned above are that employees need to have good mental dexterity in carrying out work instructions. Mental dexterity is the level of ability and speed in receiving work instructions and adapting to existing work methods and work situations. From this explanation, it can be emphasized that indicators of organizational commitment do not provide a significant relationship or impact on employee performance.

### **Direct Influence of Competency on Employee Performance**

Based on the research results, it is stated that competency has a positive and significant influence on employee performance. This coefficient shows that high competency can improve employee performance. This research hypothesis further emphasizes that the performance achievements obtained by employees are of course produced through the competence they have in completing the work they are responsible for. Performance is a way to show how the goals and vision of an organization and company are realized through the actions of its employees (Nayaka, 2019). When an employee performs well, it means he is more efficient, effective, and produces better results when completing the tasks he has been given. Based on the respondents' answers, it is known that competency has an average value with good criteria. These results show that competence has a contribution to employee performance. The findings from this research can be used as a basis for improving employee performance. These results also strengthen motivation theory, where employees working with appropriate competence, high commitment, and high motivation in providing services can improve employee and organizational performance. Research by Rosmaini & Tanjung, (2019), emphasizes that to do their work correctly, employees must be competent. Based on the explanation above, overall it can be emphasized that research in human resource management continues to transform elements that can improve performance, including competence, perception, personality, motivation, commitment, job satisfaction, job stress, leadership, and compensation (Gibson et al., 2011). Several previous studies have found a positive relationship between competency and employee performance (Fitrio and Dewi, 2022; Aprilia et al., 2020; Chen and Kuo, 2022; Dewi et al., 2020; Hu et al., 2021; Ibidunni et al., 2021; Muhara et al., 2020; Furthermore, several schools of thought have also found that competency has no impact on employee performance (Efendi and Yusuf, 2021; Hasibuan, 2020; Nababan et al., 2020; Suantara et al., 2020).

### **The Influence of Information Technology on Performance**

Based on the research results, it is known that information technology has a positive and significant influence on employee performance with  $p\text{-value} = 0.039 < 0.05$ . This coefficient shows that good information technology can improve employee performance. Based on respondents' answers to this variable, it is known that the average value of information technology meets good criteria. These results show that by using information technology, the work completed by employees becomes easier, faster, and more efficient. The results of this research are in line with Chukwukaelo, et.al, (2018), that information technology has an important role in the activities of an organization or company, the development of computer-based information technology can make it easier for every organization to access information anywhere and make it easier to carry out activities that occur in organizations, especially activities that aim to produce highly competitive products and services in order to create strong competitiveness. The results of this research are in line with several studies with a significant relationship to performance, such as the research of Fita Fitria et al, (2021). Triwarni, Evanita, (2021). Eka Saputra, et al, (2020). Hillary, at. al, (2023). Chukwukaelo, at.al, (2018). Muh. Darwis, et al, (2023). Meanwhile, research by Cristiani (2022) shows that information technology has no significant impact on performance.

### **The Direct Effect of Satisfaction on Employee Performance**

Job satisfaction has a positive and significant influence on employee performance with  $p\text{-value} = 0.000 < 0.05$ . This coefficient shows that high job satisfaction can improve employee performance. Job satisfaction in this study uses five indicators related to the nature of work, cooperation, supervision, wages and promotions. The first indicator is that understanding the nature of work can support performance. Respondents' answers show that the majority of employees understand the nature or characteristics of their work, and this can improve employee performance. The nature of work in human resource management is the attitude of the internal aspects of the work itself which consists of variations in skills required, procedures and clarity of tasks, level of importance of tasks, authority and responsibility as well as feedback from tasks that have been carried out. So the study of the nature of work is important for human resource management in analyzing the characteristics of work to be considered in job design. Furthermore, leaders must know the characteristics, standards and human abilities in each job because each job requires different educational requirements, age, gender, experience, talents interests and experience. Likewise, the work environment in an organization encourages performance improvement. The results of this research show that employees understand the nature of work such as SOP, main duties and abilities to carry out each job. These results are by research by Nurtjahjonoa, et al (2020), and Hussein, A. (2020), with positive and significant results between job characteristics and performance. The second indicator is colleagues who can work together well can support performance.

### **Indirect Effect of Organizational Commitment on Performance**

Based on the research results, it is stated that organizational commitment has a positive and significant effect on employee performance through job satisfaction with  $p\text{-value} = 0.048 < 0.05$ . This means that with high commitment, you will be able to increase job satisfaction and this will then have an impact on improving the performance of Makassar City Government employees. The results of this research mean that job satisfaction is closely related to employee performance, the reason is because job satisfaction refers to an individual's general attitude towards the work they do. Employees with a high level of job satisfaction show a positive attitude towards work, while employees who are dissatisfied with their work show a negative attitude towards the job. So it can be said that high job satisfaction will influence employee performance.

The results of this research theoretically can provide a strong implication that organizational commitment is undergoing a transformation process, such as O'Reilly and Chatman and Allen and Meyer. O'Reilly and Chatman's theory uses an approach to examine various reasons for employees to maintain their membership in an organization and the consequences or impacts of having employees who have an organizational commitment to the organization. Based on this theory, it can be emphasized that employees with commitment will feel satisfied with their work so that they can improve performance.

### **Indirect Effect of Competency on Performance**

Based on the research results, it is stated that competency has a positive and significant effect on job satisfaction with  $p\text{-value} = 0.016 < 0.05$ . This means that good competency will increase job satisfaction and subsequently also improve the performance of Makassar City Government employees. The findings of satisfaction with performance show a positive and significant value as seen from the critical ratio (+) and  $p\text{-value} (<0.05)$ , this shows that the satisfaction felt by each employee in carrying out work can encourage improving employee performance. It can be interpreted that the higher the job satisfaction felt by employees, the higher the work output (performance) provided by the agency. Findings from indirect testing of the Sobel results show that competence on performance through job satisfaction has a positive and significant meaning, where it can be said that good competence, supported by job satisfaction, can produce optimal performance for employees. Of course, with these results, the role of job satisfaction in mediating competence and performance can contribute to the process of optimizing employee performance that has been planned in their work.

The findings of this research are different from the results of research conducted by Supiyanto, (2015) which said that competency has an influence, but not significantly, on employee performance and competency has a significant influence on job satisfaction. Research by Hidayat, et al, (2020), shows the results that job satisfaction can mediate competence and performance. Brilliantityo, and Abiyyu (2018) also in their research found that job satisfaction was able to mediate the relationship between competence and employee performance. Alpiomy M. Billik, at. al (2023), in his research also found that job satisfaction can mediate competency on employee performance.

### **Indirect Influence of Information Technology on Performance**

Based on the research results, it is stated that information technology has a positive and significant effect on job satisfaction with a  $p\text{-value} = 0.048 < 0.05$ . This means that with good information technology, job satisfaction will be able to increase and this will then have an impact on improving the performance of Makassar City Government employees. The results of this research support the theory that by using the help of technological devices, employees will enjoy their work, so they feel satisfied, and this has a linear effect on employee performance. These results are in line with research by Amiruddin (2021), that job satisfaction can mediate the digitalization of company systems on employee performance. HR e-system values that are similar to job satisfaction values can have significant results in developing organizations with efficiency and increasing employee productivity and performance. (Amirudin et al., 2021). Adhi Hildardi, Basri Modding, and Aditya

Halim Perdana Kusuma Putra (2022), in their research, explained that information technology in organizations is a combination of human resources (knowledge, skills and techniques) with basic materials and equipment (equipment, machines and computers) which are used by workers to convert these basic materials into finished goods and services.

Shidqi, et al, (2023), in their research, explained that the influence of information technology on performance is a model of business alignment with information technology. High performance is demonstrated by satisfaction. Results of previous research by Eka Saputra, et al, (2020). that there is a significant influence between system digitalization on performance. Digital competency is a current HR need where HR can take functional responsibility but is unable to develop on its own when technology changes rapidly (Ferguson & Reio, 2010). Technological advances and developments in the global world today have triggered major changes in various sectors, including work systems in organizations, both non-business and business organizations. We can see these changes in the employee recruitment system which currently prioritizes employees who not only have knowledge in their field but also have information technology expertise.

### Conclusions

1. Commitment directly has a positive and significant effect on job satisfaction. High commitment will increase employee job satisfaction.
2. Competency has a positive and significant effect on job satisfaction. Good competencies will be able to increase employee job satisfaction.
3. Information Technology has a positive and significant effect on job satisfaction. Good information technology will increase employee job satisfaction.
4. Commitment has a positive and insignificant effect on employee performance. Commitment cannot improve employee performance if it is not mediated by satisfaction.
5. Competence has a positive and significant effect on employee performance. High competency can improve employee performance.
6. Information technology has a positive and significant effect on employee performance. Good information technology can improve employee performance.
7. Job satisfaction has a positive and significant effect on employee performance. High job satisfaction (Y1) can improve employee performance.
8. Commitment has a positive and significant effect on employee performance through job satisfaction. High commitment will increase job satisfaction and will subsequently have an impact on improving employee performance.
9. Competency has a positive and significant effect on job satisfaction. Good competency will increase job satisfaction and subsequently also improve employee performance.
10. Information technology has a positive and significant effect on job satisfaction. Good information technology will be able to increase job satisfaction and in turn, will have an impact on improving the performance of Makassar City Government employees.

### Suggestion

1. Organizational commitment to employees must be emphasized, especially factors that can form organizational commitment to employees. It is recommended that OPD leaders instil and implement the cultural value of AKHLAK in the work environment.
2. Employee competency must be improved. It is recommended that OPD leaders pay attention to employee competency, especially those related to employee professionalism at work.
3. Information Technology needs to be applied evenly to employees. It is recommended that the highest management hone employees' digital skills to support their performance, through the use of information technology that can encourage the learning process for employees.

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