



Examining the Impact of Competence and Person– Organization Fit on Organizational Commitment and Employee Performance in a Public Health Center

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ABSTRACT

Along with the increasing public demands for the quality of health services, Puskesmas as a first-level health service facility has a strategic role in supporting the achievement of optimal public health degrees. In its implementation, the quality of service is highly determined by the performance of employees as the main implementers of public services. Therefore, organizations need to pay attention to internal factors that can affect employee performance. Based on these conditions, it is necessary to conduct research to analyze the factors that affect the performance of employees at the Klungkung II Health Center. This study aims to analyze the influence of competency and Person Organization Fit (PO-Fit) on organizational commitment and employee performance at the Klungkung II Health Center. This study uses a quantitative approach with a census method of 75 employees. Data analysis was carried out using Structural Equation Modeling based on partial least square (sem-pls). The results of the study found that (1) competence has a significant effect on employee performance, (2) competence has a positive and insignificant effect on organizational commitment, (3) person organization fit (PO-fit) has a positive and significant effect on employee performance, (4) person organization fit (PO-fit) has a positive and significant effect on organizational commitment, (5) organizational commitment has a positive but insignificant effect on employee performance, (6) organizational commitment does not mediate the influence of competence on employee performance, (7) organizational commitment does not mediate the influence of PO-fit on employee performance.

INTRODUCTION

The continuous development of healthcare services has increased the importance of improving employee performance, particularly in primary healthcare facilities such as Community Health Centers (*Puskesmas*). Puskesmas function as first-level healthcare units that play a strategic role in achieving optimal public health outcomes. In Klungkung Regency, Bali Province, there are currently nine Puskesmas distributed across all sub-districts, each serving a specific population within its designated work area. Among them, Klungkung II Health Center has a relatively larger service

coverage area and higher population density, resulting in greater service demands and workload pressures on employees.

Although the performance of Klungkung II Health Center, as reflected by the Community Satisfaction Index (*Indeks Kepuasan Masyarakat – IKM*) during 2023–2025, is categorized as good to very good, several service-related issues persist. Public complaints regarding inefficient service time are still frequently reported. Inefficiency in service delivery not only affects patient satisfaction but also reflects underlying problems in employee performance at both individual and team levels. Attendance level, as one indicator of performance, also plays an important role, where low attendance can disrupt service flow. In addition, limited human resources based on workload analysis have caused employees to perform tasks outside their areas of expertise. Furthermore, feedback from online platforms such as Google Reviews indicates that some patients perceive staff as less responsive and less friendly, suggesting gaps in service quality and organizational culture implementation.

Employee performance is defined as the level of work achievement in terms of quality and quantity in carrying out assigned responsibilities (Kasmir, 2018). Several factors influence employee performance, including knowledge, skills, attitudes, experience, and role perception (Sutrisno, 2017). Among these, competence is considered a fundamental determinant, as it encompasses knowledge, skills, and work attitudes that enable employees to perform tasks effectively and efficiently (Rahadi et al., 2021). Empirical studies have consistently shown that competence has a positive and significant effect on employee performance (Krisnawati, 2021; Haryanti et al., 2022; Ekasari et al., 2023; Rubina et al., 2024; Susilowati et al., 2024).

In addition to competence, organizational commitment plays a crucial role in influencing employee performance. Organizational commitment reflects the level of employee loyalty, identification with organizational goals, and willingness to remain within the organization (Yusuf & Syarif, 2017). Employees with strong commitment tend to demonstrate higher levels of engagement, responsibility, and performance. Previous studies have also indicated that competence positively influences organizational commitment, suggesting that employees with higher competence are more likely to develop stronger attachment to the organization (Pudjowati et al., 2022; Idrus, 2023; Verly et al., 2024).

Another important factor is Person–Organization Fit (PO-Fit), which refers to the compatibility between individual values and organizational values (Kristof, 1996). A higher level of PO-Fit indicates better alignment between employees and organizational culture, which can enhance both commitment and performance. Employees who perceive alignment with organizational values are more likely to contribute effectively and demonstrate higher performance levels (Rifqi & Ningsih, 2022; Indarto et al., 2023). Empirical studies also confirm that PO-Fit has a positive and significant effect on both employee performance and organizational commitment (Suciati et al., 2021; Karmila et al., 2023; Jufrizen, 2023; Jannah et al., 2024).

Furthermore, organizational commitment has been widely recognized as a key determinant of employee performance. Employees with strong commitment tend to view their work as a means of self-development and are more motivated to contribute optimally to organizational goals (Karmila et al., 2023). Therefore, organizational commitment is not only influenced by competence and PO-Fit but also acts as an important mechanism that links these variables to employee performance.

Despite the extensive research on competence, PO-Fit, and organizational commitment, previous findings remain fragmented and context-dependent. Most studies have been conducted in corporate or private sector settings, while limited research has explored these relationships within public healthcare institutions, particularly at the Puskesmas level. In addition, there is still a lack of empirical evidence explaining the mediating role of organizational commitment in the relationship between competence, PO-Fit, and employee performance in high-demand healthcare environments.

Given the complexity of the work environment at Klungkung II Health Center, which is characterized by a large service area, diverse population characteristics, and high workload demands, it is essential to understand the factors influencing employee performance in this context. Therefore, this study aims to analyze the influence of competence and Person–Organization Fit on employee performance, with organizational commitment as a mediating variable. This research is expected to provide a more comprehensive understanding of employee performance in primary healthcare settings and contribute to the development of effective human resource management strategies in public health institutions.

LITERATURE REVIEW

Grand Theory

This study uses the Resource-Based View (RBV) theory. The Resource-Based View analyzes and interprets organizational resources to understand how the organization achieves a sustainable competitive advantage. RBV focuses on the concept of a company's hard-to-replicate attributes as a source of superior performance and competitive advantage (Miller, 2019:45). Resources that cannot be easily transferred or purchased, as well as require a lengthy learning process or major changes in the organization's climate and culture, tend to be more unique and difficult for competitors to replicate. According to Collins (2021:67). Without diversity and changes in resource levels between companies, successful strategies will be easy to replicate, so profits will decrease over time. Therefore, resource differentiation is at the core of sustainable strategies (Collins & Montgomery, 2005:110). According to Barney (1991:101), resources are classified into:

1. Tangible assets: including financial, physical, technological, and organizational assets.
2. Intangible assets: such as human resources, innovation and creativity, and reputation.
3. Organizational capability: includes the company's ability to convert inputs into outputs, as well as combine tangible and intangible resources through organizational processes to achieve results, such as product innovation, service development, and excellence in customer service. Human capital as part of intangible resources has been shown to play a role in improving innovative behavior and organizational performance through certain mediation mechanisms (Wahyuni, et al., 2025).

Employee Performance

According to Kasmir (2018:182), performance can be interpreted as the result of the execution of tasks and work behavior shown by a person in carrying out his or her responsibilities over a certain period of time. Performance reflects the extent to which an individual is able to complete his or her work in accordance with the targets and standards that have been set by the organization.

According to Sudaryo (2019:203), performance is an important aspect in efforts to achieve a goal. The achievement of maximum goals is the fruit of good team or individual performance, and vice versa, failure to achieve the goals that have been formulated is also the result of the performance of the individual or team that is not optimal.

According to (Gibson, 1997) defines performance as the result of work that is related to organizational goals, such as quality, efficiency, and other work effectiveness criteria. Performance is also the results that have been achieved by a person in relation to the tasks and roles he or she is playing. Performance is the extent to which a person has played for him or her in implementing organizational strategies, both in achieving specific goals related to individual roles and or by demonstrating competencies that are stated to be relevant to the organization, (Afandi, 2021:84). Thus, it can be concluded that human resource performance is a work achievement that is manifested in the form of work results, both in terms of quality and quantity, obtained by employees in a certain period of time.

According to Government Regulation Number 30 of 2019, the work behavior of ASN is measured to ensure that the implementation is carried out in a manner that is in accordance with moral standards and professionalism. The indicators of ASN work behavior include:

1. Service orientation: The ability to provide the best service to the community with a friendly, fast, precise, and polite attitude.
2. Commitment: Seriousness in carrying out duties and complying with organizational rules, including willingness to prioritize organizational interests over personal interests.
3. Work Initiative: The ability to take proactive and creative steps to get work done.
4. Discipline: That is the level of discipline and regularity of attendance at work. Compliance with applicable regulations and regulations in the agency
5. Cooperation: The ability to build harmonious and mutually supportive working relationships in achieving organizational goals.
6. Leadership: The ability to lead, guide, and direct subordinates to achieve performance targets.

Competencies

According to Watson Wyatt in Achmad (2003:90), competence is seen as a combination of skills, knowledge, and behaviors that can be observed and applied, which have an important role in determining organizational success, individual performance, and employee contribution to the achievement of organizational goals.

According to Rahadi, et al, (2021:9) Competency is the knowledge, skills, abilities and behaviors that an employee applies in doing his or her job and which are the key related to employees to achieve results that are relevant to the organization's business strategy

Gordon in Sutrisno (2011:203) explained that competence consists of six important aspects, namely: (1) knowledge; (2) understanding; (3) skills; (4) value; (5) behavior; and (6) interests. Thus, competence is not just technical ability, but also includes the psychological dimensions and values that shape overall work performance.

According to Ajabar (2020:71), competence is something that underlies the characteristics of a person that are related to the results obtained in a job.

According to Suantara, et al (2020) Competence is the ability possessed by an employee consisting of aspects of knowledge, skills and attitudes in accordance with company regulations or policies in order to be able to carry out duties and responsibilities to achieve the company's strategic goals.

Based on several opinions that have been expressed, competence can be interpreted as a basic ability that reflects the characteristics of individuals in carrying out duties and responsibilities, which is supported by mastery of appropriate skills, knowledge, and work attitudes.

According to Enny (2019:34), competence is a combination of knowledge, skills, and behaviors used to improve performance or circumstances or quality that are adequate or very qualified, having the ability to display certain roles.

1. Knowledge: Information that a person has or masters in a certain field.
2. Skill: Skill or proficiency in doing something well.
3. Attitude: A person's response or reaction to a stimulus or stimulus from the outside

Research by Krisnawati and Bagia (2021) which examined delivery service companies measured competence with the following indicators:

1. Intellectual competence
2. Social competence
3. Emotional competence
4. Spiritual competence.

Research by Verly, et al. (2024) which researches competence using the following indicators:

1. Motive
2. Properties
3. Self-concept
4. Knowledge
5. Skills

Research by Tari, et al. (2025) which tested competency using the following indicators:

1. Knowledge, which is understanding that supports work and the ability to continue learning.
2. Expertise, namely technical skills that are in accordance with the field of work
3. Attitude, including initiatives to help colleagues as well as a friendly and polite attitude at work.
4. Interest, which is the enthusiasm shown when carrying out work tasks.

Research by Hasan, et al. (2021) measured competence with the following indicators:

1. Knowledge
2. Skills possessed
3. Employability of employees
4. Work experience possessed
5. Work attitude shown by employees.

Competence is an important factor in supporting the success of employee performance, because high competence allows employees to complete tasks better, make appropriate decisions, and be able to adapt to dynamic job demands. Employee performance can be determined by competency factors. If there is a tendency to increase competence, performance will also increase (Susilowati, et al., 2024). Research by Krisnawati (2021), Haryanti, et al. (2022), Ekasari et al. (2023) Rubina, et al. (2024), Susilowati, et al. (2024) states that competence has a positive and significant influence on employee performance. These findings are also strengthened by Wahyuni et al. (2025) who show that strengthening human capital significantly improves innovative behavior and organizational performance through structured internal mechanisms. Appropriate competencies will increase organizational commitment. This means that competence affects the organization's commitment. Competency is a person's ability to carry out tasks in a job. The commitment given by an employee is loyalty shown by the desire to stay in his position or job. Employee competencies that are in accordance with the job or task can increase an employee's commitment. The appropriate competencies are related to the knowledge and skills they have, the competencies in question are technical expertise, analytical thinking, and conceptual thinking. Research conducted by Pudjowati, et al. (2022), Haryanti, et al. (2022), Idrus (2023), Verly, et al. (2024), Susilowati, et al. (2024) and Rubina, et al. (2024) stated that competence has a positive and significant effect on organizational commitment.

Based on the theory and several previous researchers, the following hypothesis was formulated:

H1: Competencies have a positive and significant effect on Employee Performance

H2: Competencies have a positive and significant effect on Organizational Commitment

Person Organization Fit (PO-Fit)

Kristof (1996:4) defines P-O Fit as a fit that occurs when at least one entity provides what is needed by the other entity, they share fundamental characteristics, or both. Prahara and Ariawan (2023) stated that PO-Fit is a match between individuals and their organizations, starting from thinking to vision and mission, because the organization plays a very important role in the value of each individual that has an influence on the level of performance of the individual. So that factors are needed that support good adjustment between individuals and their organizations. According to Nugraha and Wardhani (2022), PO-Fit is defined as compatibility between an individual and the job or task they perform at work. This definition includes compatibility (ability) based on the needs of employees and the work supplies available to meet those needs, as well as job demands and the ability of employees to meet those demands. From several definitions of person organization fit, it can be concluded that person-organization fit is the similarity of individual behavior with the organization, which has a function equivalent to the organizational climate in building individual commitment and as a guideline for individuals in the organization.

The indicators of person-organization fit are as follows, according to Kristof (1996:7), stating that there are four concepts that are used as indicators, namely:

1. Value Compatibility: The compatibility between values that converge between individuals and organizations to connect the personality and values of an individual is based on the compatibility between characters.
2. Purpose Suitability: The suitability between the individual's goals and the organization in this case is the leader and the co-worker. Organizations have a specific purpose, and the people in the organization also have a certain purpose.

3. Conformity Fulfillment: Employee Needs The conformity between the needs of employees and the strengths contained in the work environment and the organizational system and structure.

4. Conformity of cultural-personality characteristics: The conformity between the personality (non-values) of each individual and the climate or culture of the organization. The meaning of organizational culture or culture is the norms, values, beliefs, philosophy, and habits of the organization.

Research by Syaqiq and Amaludin (2021) measured PO-Fit using the following indicators:

1. Value congruence The conformity between the intrinsic value of the individual and the organization.
2. Goal congruence: The conformity between individual goals and the organization, in this case leaders and colleagues.
3. Employee need fulfillment of the compatibility between employee needs and strengths contained in the work environment with organizational systems and structures.
4. Culture personality congruence is the conformity between the personality (non-value) of each individual and the climate or culture of the organization.

Research by Rifqi, et al. (2022) measured PO-Fit using the following indicators:

1. Value suitability
2. Fit for purpose
3. Fulfillment of employee needs
4. Conformity of cultural-personality characteristics

Prahara and Ariawan (2023) research measured PO-Fit using the following indicators:

1. Value suitability
2. Fit for purpose
3. Suitability to meet needs
4. Conformity with the cultural characteristics of the employee's personality.

Research by Regen, et al. (2023) measured PO-Fit using the following indicators:

1. Value suitability
2. Fit for purpose
3. Fulfillment of employee needs
4. Conformity of cultural-personality characteristics

The importance of PO-Fit's role can be seen from the company's wisdom to manage its human resources so that they can play a big role in working together and supporting the Company's strategy. The higher the PO-Fit in an organization, the more employee performance will increase at work (Rifqi and Ningsih, 2022). If each personnel can understand the agency's goals and want to achieve the agency's goals, then each personnel will definitely improve their performance so that this agency can develop even better (Indarto, et al., 2023). Research conducted by Suciati, et al (2021), Siti (2023), Winata and Suhana (2023), Mohamed (2023), Jessicha and Noerman (2024) said that PO-Fit has a positive and significant effect on employee performance.

PO-Fit is key to maintaining the flexible and committed workforce needed in a competitive business environment and tight labor market. So PO-Fit affects the organization's commitment because employees who feel that the values in themselves are in accordance with the values in the organization will tend to stick with the organization and commit to the organization (Karmila, et al., 2023). Research conducted by Suciati et al (2021), Rosa et al (2021), Karmila, et al (2023), Winata and Suhana (2023), Fatimah et al (2023), Jufrizen (2023) Jannah, et al. (2024) said that PO-Fit has a positive and significant effect on organizational commitment.

Based on the theory and several previous researchers, the following hypothesis was formulated:

H3: Person Organization Fit has a positive and significant effect on Employee Performance.

H4: Person Organization Fit has a positive and significant effect on Organizational Commitment.

Organizational Commitment

Wibowo (2017:214) states that: organizational commitment as a level of the individual defining himself and being involved in the organization that he follows and has no desire to leave it. According to Mangkunegara (2017:25), organizational commitment is the attitude of employee loyalty to the

organization, by staying in the organization, helping to achieve organizational goals and not having the desire to leave the organization in any form.

According to Idrus (2023), commitment is a strong level of trust and acceptance of employees towards organizational goals, so that in the end the employee wants to survive. Commitment also refers to how the organization develops goals or responds to existing needs, of course, depending on the vision and mission of the organization. According to Tabuni, et al. (2022) Organizational commitment is the identification and involvement of a person who is relatively strong in the organization. Organizational commitment is the desire of the members of the organization to maintain their membership and are willing to work hard to achieve the organization's goals.

Based on the description above, it can be concluded that organizational commitment is a form of feeling possessed by an employee that reflects his self-identification, loyalty, and involvement with the organization, which encourages individuals to continue to maintain their membership in the organization.

According to Wibowo (2017:215) there are three types of dimensions of organizational commitment, which are as follows:

1. Affective Commitment is a commitment as a bond or emotional involvement in identifying and being involved in the company, the level of attachment of members to the organization based on how well they feel about the organization.
2. Ongoing commitment is an individual commitment that is based on consideration of what must be sacrificed when leaving the company.
3. Normative commitment is an individual's belief about responsibility towards the company, the existence of a moral obligation to maintain a relationship with the organization.

Research by Tabuni, et al. (2022) uses indicators to measure organizational commitment variables with the following indicators:

1. Strong desire to stay employed in the current organization
2. Willingness to use all abilities in carrying out their duties.
3. Belief in employees that the organization's vision and mission are identical to their ideals.
4. Always ready to defend the honor of the organization.
5. Employees have a sense of loyalty to the organization.
6. Feeling emotionally attached to the organization.

Research by Syaqq and Amaludin (2021) uses indicators in measuring organizational commitment variables with the following indicators:

1. Affective Commitment
2. Sustainable Commitment
3. Normative Commitment

Research by Rubina, et al. (2024) uses indicators in measuring organizational commitment variables with the following indicators:

1. Affective commitment is a positive emotional level where workers feel emotionally connected, want to put in more effort, and choose to stay within the organization.
2. Ongoing commitment, encouraging workers to stay because they have made a large investment, both time and effort, in the organization. The decision to leave was faced with significant economic and social losses.
3. Normative commitment, involving the decision to remain committed due to the presence of a strong culture or family ethical values that encourage them to do so. They believe that such attachment is necessary because of internalized norms and beliefs of others, as well as a sense of obligation.

Organizational commitment also affects employee performance. Organizational commitment is the attitude of employee loyalty to the organization, by staying in the organization, helping to achieve the organization's goals and not having the desire to leave the organization for any reason (Yusuf & Syarif, 2017:27). When organizational commitment increases or decreases, it will affect employee performance. When employees are highly committed, they will view work as a means to work and

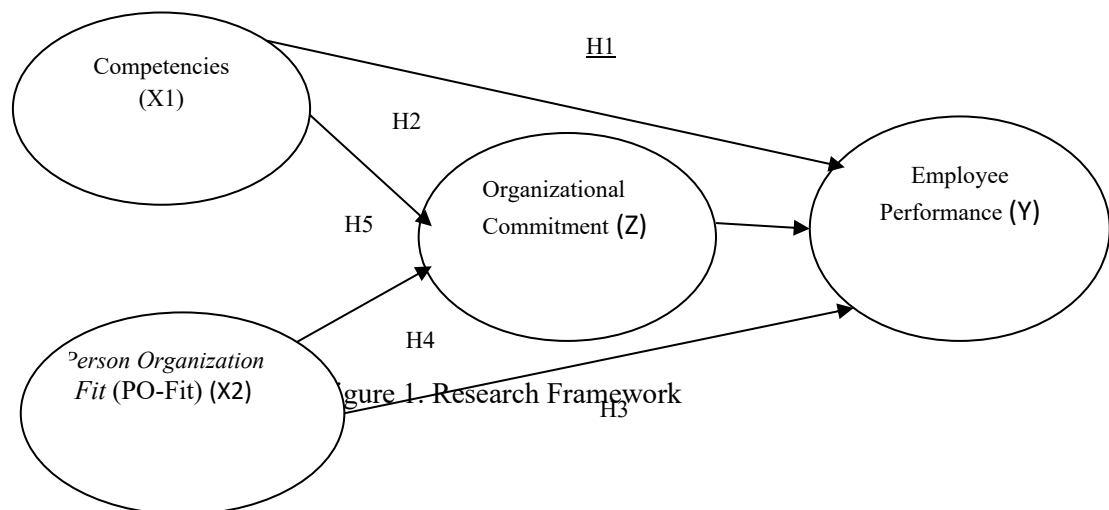
develop themselves so that employees will work with full enthusiasm and try to provide the best for the Company (Karmila, et al., 2023). Research conducted by Suciati, et al. (2021), Karmila, et al. (2023), Idrus, et al. (2023), Winata and Suhana (2023), Jannah, et al. (2024) said that commitment has a positive and significant influence on employee performance. The use of mediation variables in the research model aims to elucidate the mechanism of indirect relationships between independent and dependent variables. Recent studies show that intervening variables are able to clarify the structural relationship between constructs, especially in the context of service quality and loyalty through satisfaction as a mediator (Setini & Putra, 2025). Therefore, the testing of organizational commitment as a mediating variable in this study has a strong empirical foundation. Based on this empirical study, the development of hypotheses in this researcher can be formulated as follows:

H5: Organizational Commitment has a positive and significant effect on Employee Performance

H6: Organizational Commitment Mediates the Influence of Competency on Employee Performance.

H7: Organizational Commitment Mediates the influence of PO-Fit on Employee Performance.

The conceptual framework of the research is described as follows:



METHOD

This study uses a quantitative approach with a causality design. The location of this research was conducted at UPTD. Klungkung II Health Center is located on Besakih Highway, Selat Village, Klungkung District, Klungkung Regency. The Klungkung II Health Center is strategically located close to Karangasem. In this study, the population includes 75 employees of the Klungkung II Health Center. While the sample size is the number of psychological objects that are members of the sample, in general, populations with a size below 100 should be taken entirely as a sample while the number of populations larger than 100 can be taken 10%-20% or 20%-30%. Considering that the total population in this study is 75 people, all members of the population are automatically used as respondents, in other words, this study uses the census method. The data collection method used is the survey method using questionnaires. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used is inferential analysis to analyze the connectivity between the variables studied.

RESULTS

Validity Test of Research Instruments

The validity test is carried out to measure the validity or validity of a questionnaire. The condition that must be met is that it must have criteria, namely if $r > 0.30$, then the statement items from the questionnaire are valid Ghozali (2013:51). Based on the results of the validity test, it shows that the

value of all indicator statement items that measure the variables in this study is greater than 0.30, meaning that all indicators contained in this study are valid.

Instrument Reliability Test

Once the instrument is declared valid, the next stage is reliability testing to ensure the consistency of the measuring instrument. Decision making is carried out with criteria, if the Cronbach alpha value obtained is greater than the 0.60 value (Cronbach alpha > 0.60), it can be declared a reliable research instrument (Siregan, 2017:71). Based on the results of the reliability test, each Cronbach's Alpha value > 0.60. This shows that all instruments are reliable.

Descriptive Analysis

Descriptive analysis of research variables was used to determine the description of each variable based on the distribution of the frequency of respondents' answers to statements submitted by the researcher. The interpretation of the average score of the variable with a positive response is with the following criteria: a value of 1.00 to 1.80= very poor, a value from 1.81 to 2.60= poor, a value of 2.61 to 3.40= Quite good, a value of 3.41 to 4.20= Good, a value of 4.21 to 5.00= Very Good.

Inferential Analysis

Inferential analysis was used to analyze the influence between the variables studied in this study. In this study, data analysis was carried out using the Structural Equation Modelling (SEM) approach based on Partial Least Square (PLS).

Measurement Model (Outer Model)

The evaluation of the measurement model (outer model) is conducted to assess the validity and reliability of the constructs used in this study. Since all constructs are reflective, the evaluation focuses on convergent validity, discriminant validity, and reliability, including indicator reliability, composite reliability, and Cronbach's Alpha (Hair et al., 2021).

1. Convergent Validity

Convergent validity is assessed by examining the outer loading values of each indicator. An indicator is considered valid if it has an outer loading value greater than 0.70. Values between 0.60–0.70 are still acceptable in exploratory research, provided that the construct reliability is adequate.

Table 1. Outer Loading Results

Construct	Indicator	Outer Loading	Description
Competence (X1)	X1.1	0.742	Valid
	X1.2	0.801	Valid
	X1.3	0.768	Valid
	X1.4	0.815	Valid
	X1.5	0.790	Valid
Person–Organization Fit (X2)	X2.1	0.826	Valid
	X2.2	0.851	Valid
	X2.3	0.804	Valid
	X2.4	0.833	Valid
Organizational Commitment (Z)	Z1.1	0.872	Valid
	Z1.2	0.889	Valid
	Z1.3	0.857	Valid
	Z1.4	0.878	Valid

	Z1.5	0.861	Valid
Employee Performance (Y)	Y1.1	0.798	Valid
	Y1.2	0.821	Valid
	Y1.3	0.845	Valid
	Y1.4	0.812	Valid
	Y1.5	0.834	Valid

Source: processed by researchers (2026)

Convergent Validity

The validity of the convergence is assessed based on the value of the outer loadings (charge factor) of each indicator. An indicator is declared valid if it has an outer loading value of > 0.70 . The results of the calculation can be seen in Convergent validity is assessed by examining the outer loading (factor loading) values and the Average Variance Extracted (AVE) of each construct. Outer loading indicates the degree to which each indicator reflects its latent construct. An indicator is considered valid if it has an outer loading value greater than 0.70 (Hair et al., 2021). In addition, convergent validity is also evaluated using the AVE value. A construct is considered to have adequate convergent validity if the AVE value exceeds 0.50, meaning that the construct explains more than 50% of the variance of its indicators.

Table 2. Average Variance Extracted (AVE)

Construct	AVE	Criteria	Description
Competence (X1)	0.62	> 0.50	Valid
Person–Organization Fit (X2)	0.68	> 0.50	Valid
Organizational Commitment (Z)	0.74	> 0.50	Valid
Employee Performance (Y)	0.66	> 0.50	Valid

Source: processed by researchers (2026)

Based on Table 2, all indicators have outer loading values greater than 0.70, indicating that each indicator has a strong correlation with its respective construct. Therefore, all indicators meet the criteria for indicator reliability and convergent validity. Furthermore, as shown in Table 3, all constructs have AVE values above 0.50, indicating that each construct explains more than 50% of the variance of its indicators. This confirms that all constructs in the model have satisfactory convergent validity.

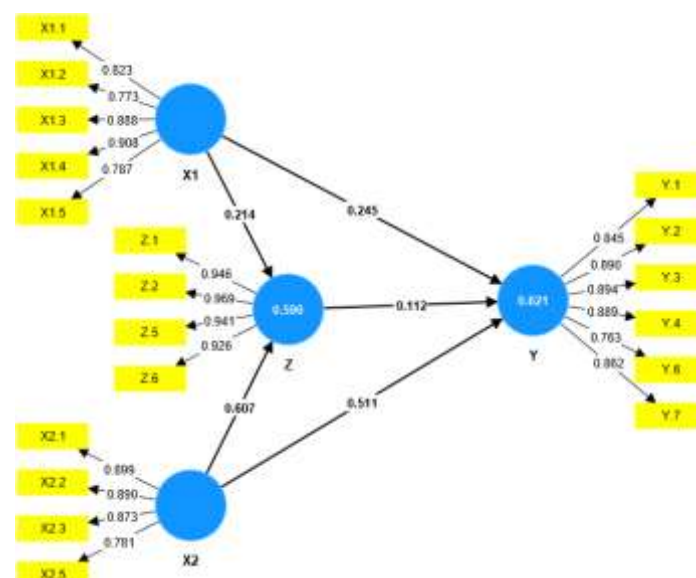


Figure 2. Research Framework

Source: processed by researchers (2026)

Discriminatory Validity

Measuring the validity of indicators that form latent variables can also be done through discriminant validity, namely by looking at the average variant extracted (AVE) value for each indicator that is required to be > 0.5 for a good model (Ghozali, 2015). It can be known that each indicator in the research variable has an average variance extracted (AVE) value that is above 0.5, so that the indicators used in this study have good discriminant validity in compiling each variable.

Table 3. Discriminant Validity Results

Construct	X1	X2	Z	Y
Competence (X1)	0.787	0.65	0.61	0.68
PO-Fit (X2)	0.521	0.825	0.72	0.75
Organizational Commitment (Z)	0.498	0.601	0.860	0.63
Employee Performance (Y)	0.552	0.638	0.511	0.812

Source: processed by researchers (2026)

Reliability Testa and Results of Structural Model (Inner Model)

Once the instrument is valid, the next stage is reliability testing to measure the consistency of the measuring instrument. This evaluation uses the Composite Reliability and Cronbach's Alpha parameters. Based on the test results, it shows that the requirements of Composite Reliability (> 0.700) and Cronbach's Alpha (> 0.600) are met, it can be concluded that all instruments in this research model are reliable and reliable for further measurement.

Structural Model/Inner Model evaluation is an analysis stage that aims to assess the extent of the research model's ability to explain the relationship between variables as a whole, which is built from latent constructs and their measuring indicators. Structural model testing involving mediation and moderation variables is a commonly used approach in SEM-based research to understand the mechanisms of relationships between constructs more comprehensively (ul Haq et al., 2025). The assessment of this structural model was carried out using several test criteria, namely the R-Square (R²) value, Q-Square Predictive Relevance (Q²), Goodness of Fit (GoF), path coefficients and indirect effects values, each of which can be explained as follows:

Table 4. Reliability and Convergent Validity Results

Construct	Cronbach's Alpha	Composite Reliability	AVE	Criteria	Description
Competence (X1)	0.85	0.89	0.62	CA > 0.60, CR > 0.70, AVE > 0.50	Reliable & Valid
Person–Organization Fit (X2)	0.88	0.91	0.68	CA > 0.60, CR > 0.70, AVE > 0.50	Reliable & Valid
Organizational Commitment (Z)	0.92	0.94	0.74	CA > 0.60, CR > 0.70, AVE > 0.50	Reliable & Valid
Employee Performance (Y)	0.87	0.90	0.66	CA > 0.60, CR > 0.70, AVE > 0.50	Reliable & Valid

Source: processed by researchers (2026)

The reliability and convergent validity of the constructs are assessed using Cronbach’s Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). A construct is considered reliable if Cronbach’s Alpha exceeds 0.60 and Composite Reliability exceeds 0.70. Additionally, convergent validity is established when the AVE value is greater than 0.50 (Hair et al., 2021). Based on Table 4, all constructs have Cronbach’s Alpha and Composite Reliability values above the recommended thresholds, indicating strong internal consistency. Furthermore, all AVE values exceed 0.50, confirming that each construct explains more than 50% of the variance of its indicators. Therefore, all constructs in this study are considered reliable and valid.

R-Square Result (R²)

The R-Square value (R²) is used to measure how much variation of endogenous variables is capable of being explained by exogenous variables in the model. This value is an indicator of the predictive strength of the structural model. Based on the test results, the R-square value for the employee performance variable was 0.590. The score obtained explained that the percentage of employee performance can be influenced by competence and PO-Fit of 50.9%. The R square value for the organizational commitment variable was 0.621 which showed a moderate influence. The score obtained explained that the percentage of organizational commitment can be influenced by competence and PO-Fit by 62.1%.

Table 5. R-Square Results

Endogenous Variable	R-Square (R²)	Category	Description
Organizational Commitment (Z)	0.621	Moderate	Explained by Competence & PO-Fit
Employee Performance (Y)	0.590	Moderate	Explained by Competence, PO-Fit & Commitment

Source: processed by researchers (2026)

Based on Table 5, the R-square value for organizational commitment is 0.621, indicating that 62.1% of the variance in organizational commitment can be explained by competence and Person–Organization Fit. This value falls into the moderate category. Meanwhile, the R-square value for employee performance is 0.590, which means that 59.0% of the variance in employee performance can be explained by competence, Person–Organization Fit, and organizational commitment. This also indicates a moderate level of explanatory power. Overall, the model demonstrates sufficient explanatory capability in predicting the endogenous variables.

Q-Square Predictive Relevance (Q²) Results

Q-Square Predictive Relevance (Q²) is a measure of how well observations are made to give results to the research model. The value of Q-Square Predictive Relevance (Q²) ranges from 0 (zero) to 1 (one). The criteria for strong model weakness measured based on Q-Square Predictive Relevance (Q²) according to Luthan and Ghozali (2015:85) are as follows: 0.35 (strong model), 0.15 (moderate/medium model), and 0.2 (weak model). The formula for calculating Q-Square Predictive Relevance (Q²), Ghozali (2016:26) is: $Q\text{-Square} = 1 - [(1 - R^2_1) \times (1 - R^2_2)]$

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0.605) \times (1 - 0.600)] \\
 &= 1 - (0.395 \times 0.400) \\
 &= 1 - 0.158 = 0.842
 \end{aligned}$$

Based on the results of the calculation above, a Q-Square value of 0.842 was obtained, which means that the model of the estimation results is included in the very strong criteria.

Goodness of Fit (GoF) Results

Goodness of Fit (GoF) is a measurement of the overall (global) accuracy/fit of the model, because it is considered a single measurement of the outer model measurement and the inner model measurement. Measurement values based on Goodness of Fit (GoF) have a value range between 0 (zero) to 1 (one). $Gof = \sqrt{(A.AVE \times A.R^2)}$

$$\begin{aligned}
 &= \sqrt{\{(0.737+0.701+0.669+0.605)/4\} \{(0.590+0.621)/2\}} \\
 &= \sqrt{(2,712/4) (1,211/2)} \\
 &= \sqrt{(0.678) (0.6055)} \\
 &= \sqrt{(0.410529)} \\
 &= 0.6407
 \end{aligned}$$

The Gof value of 0.6407 means that the model used is exactly the whole of the constructs that make up the model.

Dirrect Effect Hypothesis Test

The path coefficient value indicates the magnitude and direction of the relationship (positive or negative) between latent variables. The results of the path coefficient calculation can be seen in Table 6 below.

Table 6 Path Coefficient Results

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
X1->Y	0,245	0,252	0,099	2,466	0,014
X1->Z	0,214	0,216	0,134	1,594	0,111
X2->Y	0,511	0,518	0,127	4,015	0,000
X2->Z	0,607	0,612	0,126	4,813	0,000
Z->Y	0,112	0,097	0,103	1,087	0,277

Source: processed by researchers (2026)

1. The Original Sample value was positive 0.245 and the p-value of the competency variable on employee performance was 0.014 compared to the significant value of 0.05. Because the p-value is < significant (0.014<0.05) so it can be stated that competence has a significant positive effect on employee performance, it can be stated that Hypothesis 1 is accepted.
2. The Original Sample value was positive 0.214 and the p-value of the Competency variable to organizational commitment was 0.111 which was compared to a significant of 0.05. Because the p-value is >significant (0.111>0.05), it can be stated that competence has a positive effect on the organization's commitment, it can be stated that Hypothesis 2 is rejected.
3. The Original Sample value was positive 0.5111 and the p-value of the PO-Fit variable on employee performance was 0.000 compared to the significant of 0.05. Because the p-value is < significant (0.000<0.05), it can be stated that PO-Fit has a significant positive effect on employee performance, then it can be stated that Hypothesis 3 is accepted.
4. The Original Sample value was positive 0.607 and the p-value of the PO-Fit variable to the organization's commitment was 0.000 compared to the significant of 0.05. Since the p-value > significant (0.000<0.05) can be stated that competence has a significant positive effect on the organization's commitment, it can be stated that Hypothesis 4 is accepted.
5. The Original Sample value was positive 0.112 and the p-value of the organizational commitment variable was 0.277 which was compared to the significant of 0.05. Since the p-value > significant (0.277>0.05) can be stated that PO_Fit has a positive effect on employee performance, it can be stated that Hypothesis 5 is rejected.

Indirect Effects Hypothesis Test

Indirect effect testing is important to identify the role of intervening variables in strengthening or weakening the relationship between variables, as was done in the study of ul Haq et al. (2025). Here are the details of Specific Indirect Effects:

Table 7. Indirect Effect

	<i>Original sample (o)</i>	<i>Sample mean (m)</i>	<i>Standard deviation (stdev)</i>	<i>T statistics (o/stdev)</i>	<i>P values</i>
X1->Z->Y	0,024	0,023	0,030	0,803	0,422
X2->Z->Y	0,068	0,057	0,065	1,405	0,296

Source: processed by researchers (2026)

1. The p-value of the competency variable on employee performance through organizational commitment is 0.422 which is compared to the significant of 0.05. Because the p-value is > significant ($0.422 > 0.05$) with an Original Sample value of 0.024, it can be stated that organizational commitment does not mediate the influence of competence on employee performance, then it can be stated that Hypothesis 6 is rejected.
2. The p-value of the PO-Fit variable on employee performance through organizational commitment is 0.296 compared to a significant of 0.05. Because the p-value is > significant ($0.296 > 0.05$) with an Original Sample value of 0.068 positive, it can be stated that organizational commitment does not mediate the influence of PO-Fit on employee performance, then it can be stated that Hypothesis 7 is rejected.

DISCUSSION

The Influence of Competency on Employee Performance

The results of the study show that competence has a positive and significant effect on employee performance. These findings show that the higher the level of knowledge, skills, and abilities of employees, the higher the performance produced. In the context of the Klungkung II Health Center, competence is an important factor because health services demand precision, speed, and professionalism in carrying out their duties. This research is in line with research conducted by Krisnawati (2021), Haryanti, et al. (2022), Ekasari et al. (2023) Rubina, et al. (2024), Susilowati, et al. (2024) which stated that competence has a positive and significant influence on employee performance. To improve employee competence as a factor that affects performance, it is necessary to pay attention to several important aspects, namely increasing knowledge through technical training and regulatory updates, skill development through work practices and soft skills training, and strengthening abilities through employee placement according to the field of expertise. In addition, regular competency evaluations and organizational support in the form of facilities and reward systems are also needed so that employee competencies can develop sustainably and have an impact on performance improvement.

The Influence of Competence on Organizational Commitment

The results of the study show that competence does not have a significant effect on organizational commitment. These findings indicate that improving employees' technical and professional abilities does not automatically increase emotional attachment or loyalty to the organization. This condition can be explained that in public sector organizations such as Puskesmas, organizational commitment is more influenced by structural factors, work systems, leadership, and organizational policies than by individual competencies. Competent employees do not necessarily have a high level of commitment if organizational factors do not support the creation of a sense of belonging to the institution. This research is in line with Ngatimun, et al. (2021), Dewi, et al. (2021), Juariah, et al. (2024), Damanik, et al. (2024), Sofiatun and Rijani (2025), who stated that competence has a positive and insignificant effect on organizational commitment. In order for competencies to contribute to increasing organizational commitment, adequate organizational system support is needed, such as job placement in accordance with expertise, rewarding competencies, supportive leadership, and creating a fair and conducive work environment. Without the support of these factors, individual competencies are not necessarily able to increase emotional attachment and employee loyalty to the organization.

The Influence of Person Organization Fit (PO-Fit) on Employee Performance

The results of the study show that PO-Fit has a positive and significant effect on employee performance. In fact, based on the path coefficient value, PO-Fit is the most dominant variable that affects performance. This shows that the compatibility of values, goals, and culture between employees and the organization has an important role in increasing motivation and morale. Employees who feel that their personal values are aligned with the vision and mission of the organization tend to work more optimally and show better performance. This research is in line with research conducted by Suciati, et al (2021), Siti (2023), Winata and Suhana (2023), Mohamed (2023), Jessicha and Noerman (2024) said that PO-Fit has a positive and significant effect on employee performance. To improve PO-Fit as the dominant factor that affects employee performance, the Klungkung II Health Center needs to pay attention to the conformity of values between employees and the organization through continuous socialization of vision and mission, the implementation of a consistent work culture, and recruitment based on value conformity. Additionally, employee involvement in decision-making and the implementation of a fair work system can strengthen a sense of alignment between individuals and organizations. With this increased suitability, employees will have higher motivation and morale so that organizational performance can continue to improve.

The Influence of Person Organization Fit (PO-Fit) on Organizational Commitment

The results of the study show that PO-Fit has a positive and significant effect on organizational commitment. This means that the higher the level of compatibility between individuals and organizations, the higher the level of employee commitment to the organization. Employees who feel aligned with the values and goals of the organization will find it easier to build a sense of belonging and emotional attachment to the organization. In the context of the Klungkung II Health Center, the suitability of service values and orientation to the interests of the community are factors that strengthen employee commitment. This research is in line with research conducted by Suciati et al. (2021), Rosa et al. (2021), Karmila, et al. (2023), Winata and Suhana (2023), Fatimah et al. (2023), Jufrizen (2023) Jannah, et al. (2024) said that PO-Fit has a positive and significant effect on organizational commitment. To improve PO-Fit which has been proven to have a significant effect on organizational commitment, the Klungkung II Health Center needs to strengthen the internalization of the organization's vision and mission, instill a consistent public service culture, and ensure value alignment in the recruitment and placement process. In addition, employee involvement in decision-making and the creation of a sense of belonging to the organization is an important factor in strengthening employee emotional attachment. With the increasing compatibility between individuals and organizations, employees' commitment to the institution will be higher and more sustainable.

The Influence of Organizational Commitment on Employee Performance

The results of the study show that organizational commitment does not have a significant effect on employee performance. These findings show that the level of employee attachment to the organization is not necessarily reflected in increased productivity or work outcomes. In public sector organizations, performance is often more influenced by work systems, operational standards, and applicable regulations than by affective factors such as commitment. Employees continue to carry out their duties according to procedures even though the level of commitment is different, so the effect of commitment on performance is insignificant. This research is in line with the research conducted by Syaqq and Amaludin (2021), Pitaloka and Putri (2021), Dewi, et al (2021), Muslimin (2022), Setyorini and Hwihanus (2024), said that organizational commitment has a positive and insignificant effect on employee performance. Although organizational commitment does not have a significant effect on employee performance, increasing commitment is still important in supporting organizational stability. In order for organizational commitment to contribute to performance improvement, a work system that is able to integrate commitment with measurable performance targets, a performance-

based reward system, and supportive leadership is needed. In addition, employee empowerment and objective performance evaluation can encourage commitment not only as a psychological attitude, but also as a productive work behavior. This result is different from the findings of Setini and Putra (2025) which prove that mediation variables are able to strengthen the relationship between service quality and customer loyalty. These differences in results indicate that the effectiveness of the mediation variables is strongly influenced by the organizational context and characteristics of the respondents studied.

The Role of Organizational Commitment in Mediating the Influence of Competency on Employee Performance

The results of the study show that organizational commitment does not mediate the influence of competence on employee performance. These results are different from several studies that found that mediation variables are able to strengthen the relationship between strategic variables (Putra et al., 2025). This means that high or low organizational commitment does not provide added value for the effect of competence on performance. The insignificance of the mediating role of organizational commitment in the relationship between competencies and employee performance is due to the fact that organizational commitment has not shown equal strength in all indicators. This can be seen from the descriptive results where the average organizational commitment is in the good category. A competent person will remain productive because they work based on instructions and technical abilities. On the other hand, increasing employee commitment without being accompanied by an increase in competence will not have any impact on organizational productivity. Improving the competencies of employees will have a direct impact on improving performance without having to go through or depend on their loyalty level. This research is in line with Ngatimun, et al. (2021), Sofiatun and Rinjani (2025), Dewi, et al. (2025), Arthawan, et al. (2025), Dewi and Permadi, et al. (2025).

The Role of Organizational Commitment in Mediating the Influence of PO-Fit on Employee Performance

The results of the study show that organizational commitment does not mediate the influence of PO-Fit on employee performance. This suggests that increased value matching between individuals and organizations does not automatically improve performance through increased organizational commitment. This means that even if employees feel a value alignment with the organization, it is not always followed by increased emotional attachment or loyalty which then has an impact on performance. The insignificance of the mediating role of organizational commitment in the relationship between PO-Fit and employee performance occurs because organizational commitment is in the good category, but not fully strong in all indicators, especially in the aspect of responsibility to maintain the organization's image with a fairly good category. This condition shows that organizational commitment does not have sufficient strength to become an intermediary variable. Thus, increasing the conformity of values between individuals and organizations (PO-Fit) in this study has a more direct impact on employee performance without having to go through an increase in organizational commitment.

This research is in line with the research of Widodo, et al. (2020), Suciati, et al. (2021), Fatimah, et al. (2023), Syaqq and Amaludin (2021), Jannah, et al. (2024),

CONCLUSIONS

Based on the results of the analysis and discussion regarding the influence of competence and Person–Organization Fit (PO-Fit) on organizational commitment and employee performance at the Klungkung II Health Center, it can be concluded that competence has a positive and significant effect on employee performance, indicating that improvements in employees' knowledge, skills, and abilities directly contribute to better performance in carrying out health service tasks. However, competence does not have a significant effect on organizational commitment, suggesting that the enhancement of individual capabilities does not automatically increase employees' emotional attachment or loyalty to the organization. Furthermore, Person–Organization Fit (PO-Fit) has a positive and significant effect on both employee performance and organizational commitment, which means that the compatibility of values, goals, and organizational culture between employees and the organization plays an important

role in strengthening commitment and improving performance. On the other hand, organizational commitment does not have a significant effect on employee performance and is also unable to mediate the relationship between competence and Person–Organization Fit with employee performance. Therefore, efforts to improve employee performance are more effectively achieved through direct enhancement of employee competencies and strengthening the alignment of values between employees and the organization.

RECOMMENDATIONS

Based on the results of the research, the management of the Klungkung II Health Center is advised to improve the competence of employees through training that is relevant to the needs of health services. In addition, increasing the conformity of values between employees and the organization (Person Organization Fit) needs to be considered in the process of recruiting, placement, and coaching employees so that performance can continue to be improved.

RESEARCH LIMITATION AND FUTURE RESEARCH

RESEARCH LIMITATION

This research was only conducted at the Klungkung II Health Center with a limited number of respondents so the results could not be generalized widely. In addition, this study only uses the variables of Competence, Person Organization Fit, and Organizational Commitment in explaining Employee Performance, so it is still possible that there are other variables that are influential but have not been researched.

FUTURE RESEARCH

The next research is suggested to expand the scope of the sample by involving several health centers or other health service institutions so that the research results have a stronger generalization power. Comparative studies between service units with different organizational characteristics and workloads can also provide a more comprehensive understanding of the determinants of performance of public sector employees.

In addition, subsequent research can use longitudinal design to test the consistency of the relationship between competencies, Person Organization Fit (PO-Fit), organizational commitment, and employee performance over time. This approach is important to understand the dynamics of organizational behavior in dealing with policy changes, employee rotation, and health service demands. Given that organizational commitment did not play a mediator role in this study, subsequent studies may consider other theoretically relevant mediation or moderation variables, such as job satisfaction, work motivation, leadership, perceived organizational support, or organizational culture. The addition of these variables is expected to be able to enrich the conceptual model and improve predictive ability on employee performance. Finally, the use of a mixed methods approach is also recommended to explore contextual factors that are not fully quantitatively measurable, so as to provide a deeper understanding of the mechanisms of performance improvement in healthcare organizations.

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