

## PROFESSIONALISM, WORK FACILITIES, AND COMPETENCE AS DETERMINANTS OF EMPLOYEE PERFORMANCE THROUGH AFFECTIVE COMMITMENT: EVIDENCE FROM THE BONDOWOSO REGENCY EDUCATION OFFICE

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### ABSTRACT

Effective human resource management plays an important role in improving organizational performance, particularly in the education sector. This study examines the effects of professionalism, work facilities, and competence on the performance of employees at the Bondowoso Regency Education Office, with affective commitment serving as a mediating variable. A quantitative approach was employed using a survey method. The sample consisted of employees of the Bondowoso Regency Education Office selected through an appropriate sampling technique. Data were analyzed using Structural Equation Modeling (SEM) based on WarpPLS to assess both direct and indirect relationships among variables. The findings reveal that professionalism, work facilities, and competence positively and significantly influence employee performance. These variables also positively affect affective commitment, which subsequently mediates their impact on performance. The results support organizational behavior theories emphasizing the role of individual capabilities and workplace conditions in enhancing performance through employee commitment. This study contributes to the literature by extending the understanding of the relationships among professionalism, work facilities, competence, affective commitment, and performance in the public sector. Practically, the findings suggest that organizations should strengthen employee training, improve work facilities, and foster affective commitment to enhance employee

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performance and the quality of educational services.

## INTRODUCTION

Human Resources have a very important role in improving employee performance in an organization, including in government agencies. It can be said that an important asset in an organization or agency is an individual who has a position as an employee, worker, or employee. The success of a company or agency can be seen from the quality of human resources in it (Nasution et al., 2023). One of the relevant aspects of HR is employee development which is considered an important tool in developing employees' skills and knowledge to improve their performance. In addition, work discipline is also known as a factor in influencing employee performance, especially in the context of a government that often requires a high level of order (Irwansyah, 2024). In carrying out their duties, employees produce performance. Employee performance has an important role because through performance, we can assess the extent of employees' ability to carry out their duties. Quality employee performance will have a positive impact on the relevant agency. In addition, according to (Zameer et al, 2014) To achieve good performance, employees are required to have high knowledge, experience, skills, motivation, discipline, and work spirit because these abilities can have a positive effect on improving performance and achieving agency goals. The existence of employees in an agency or organization has an important role in carrying out the vision, mission, and goals of the relevant agency (Bangun, 2012).

The performance problems of employees of the Bondowoso Regency Education Office include several aspects that are interrelated. First, there is an imbalance of employee competencies where competencies are uneven so that there is a gap between employees with high and low competencies, which causes the workload to be unbalanced, some employees even though they have the appropriate level of education, have not been able to develop creativity and complete tasks properly so that it has an impact on low performance (Alif et al., 2024). Second, employee work professionalism is still not optimal, characterized by a lack of responsibility, precision, speed, and less effective use of working time, as well as low motivation and commitment to work which negatively impacts employee performance. Third, the available work facilities are inadequate to support work effectiveness and efficiency, so that it has a negative impact on employee performance results, which can be seen from the decline in the achievement of the Employee Performance Target (SKP) (Yanna Sri, 2024). Fourth, the system of rewards and performance appraisals implemented is inappropriate because compensation is based more on rank and class than merit, thus not motivating employees to improve their performance, and performance appraisals have not used measurable and clear indicators (Mardiana & Hanafi, 2021). Finally, effective employee commitment still needs to be improved because low organizational commitment causes decreased work motivation and suboptimal performance; An effective commitment as a mediator is needed so that professionalism, work facilities, and competencies can contribute optimally to improving employee performance.

Employee performance represents the outcomes produced by individuals in the

execution of their assigned duties and responsibilities within an organization. It reflects the extent to which employees achieve organizational goals through effective and efficient use of their skills, knowledge, and authority, while adhering to legal requirements, ethical standards, and moral values (Sedarmayanti & Más Aman, 2016). According to (Kasmir, 2016) Employee performance is the result and attitude of the work achieved in completing work and responsibilities within a predetermined period of time. In addition, according to (Nurmayunita et al., 2021) Performance is an employee achievement in a company that can increase employee productivity.

Employee professionalism is an important aspect because it reflects attitudes, behaviors, and abilities in carrying out duties responsibly and ethically. Professional employees tend to have high motivation and a strong commitment to their work, so that they can improve productivity and the quality of public services. However, without the support of adequate work facilities, professionalism alone is not enough to drive optimal performance (Septiawan & Rahayu, 2023). Complete and comfortable work facilities will create a conducive work environment, so that employees can work more focused and efficiently. Professional employees will exert their knowledge and skills optimally, are oriented towards public service, and continuously strive to improve their quality. A high level of professionalism encourages employees to be responsible and disciplined in carrying out their duties, thus having a positive impact on the achievement of organizational performance.

In addition, employee competencies that include knowledge, skills, and abilities also greatly determine the quality of performance. Adequate competencies enable employees to complete tasks on time and with quality results (Devinta & Santosa, 2022). However, high competence must also be supported by an employee's effective commitment to the organization so that this potential can be realized in real performance. Adequate work facilities are an important factor in supporting employee performance. Good facilities, such as office facilities and infrastructure, assistive technology, and a comfortable work environment, can increase employee motivation and productivity. Research shows that optimal work facilities contribute to improved performance through increased employee work motivation. Inadequate facilities can be an obstacle in achieving performance targets, so investment in work facilities is needed (Devinta & Santosa, 2022).

Effective commitment is an employee's emotional attachment to the organization that drives them to make their best contribution. This commitment acts as a mediator that strengthens the influence of professionalism, work facilities, and competence on employee performance. Employee competencies, which include individual knowledge, skills, and abilities, have a profound effect on performance. High competence allows employees to work efficiently, effectively, and focus on quality public services (Yanti & Putri, 2023).

In the context of research on the influence of professionalism, work facilities, and competencies on employee performance through effective commitment, there are inconsistencies in the results of previous research that need to be explained as research gaps (*Gap Recovery*). Research (Muliaty, 2021), (Ningsih et al., 2021) and (Hamdana et al., 2023) Indicates that professionalism and commitment have a significant influence on employee performance. However, research conducted by (Damayanti et al., 2023), (Work

et al., 2022), (Evaretno et al., 2023) and (Zaqiyah Nur Afifah et al., 2024). Say that professionalism and commitment do not have a significant influence on employee performance. Thus, the gap in this study lies in the inconsistency of the direct influence of professionalism, competence, and work facilities on employee performance. Some studies have found significant direct influences, while others show indirect influences through mediators such as work discipline or effective commitment (Khatami et al., 2025), (Rakhmatullah et al., 2018) and (Puguhrianto et al., 2015) Therefore, further research needs to examine the role of mediation and organizational context in more depth to get a clearer and more consistent picture of the factors that affect the performance of employees of the Bondowoso Regency Education Office.

Previous research has focused on the influence of professionalism and work discipline on employee performance in various agencies, including in Bondowoso, but has not specifically examined the role of effective commitment as a mediating variable in the context of the Bondowoso Regency Education Office (Sabir et al., 2023). The research in Bondowoso highlights more factors such as motivation and leadership, but the direct relationship between work facilities and effective commitment to the performance of Education Office employees is still minimal (Suparto, 2021). Overall, there is a gap in the research that examines the impact of professionalism, work facilities, and competencies simultaneously on the performance of employees of the Bondowoso Regency Education Office through the role of effective commitment, so this research is important to fill these gaps and provide a more complete empirical contribution.

The Bondowoso Regency Education Office is a local government institution responsible for the management and development of the education sector in the Bondowoso Regency area, East Java. This service covers various fields of education management, ranging from Early Childhood Education (PAUD), Non-Formal Education, Elementary School Education, to Junior High School Education. Located on Jl. Santawi No.96, Sumbergudeg, Tamansari, Bondowoso, this Education Office plays an important role in improving the quality and services of education in the area. As an institution that manages education in Bondowoso Regency, the Education Office has a vision to provide the best educational services with a focus on improving employee discipline and performance to create high-quality and competitive human resources. This office is also active in implementing strategic programs such as free admission of new students and various activities that support the development of education in the region.

The Bondowoso Regency Education Office as an institution that manages the education sector in this field faces various phenomena related to the performance of its employees. One of the phenomena that has emerged is efforts to improve the quality of performance of the State Civil Apparatus (ASN), especially teachers and education personnel who have received serious attention from the local government. In early 2024, the Acting Regent of Bondowoso will chair a coordination meeting to improve the quality of ASN performance in several districts, emphasizing the importance of teacher professionalism in producing a superior and quality generation and inviting school principals to continue to innovate and set a good example.

Another phenomenon that is of concern is the implementation of the Independent Curriculum which is attended by the Bondowoso Regency Education Office. The Acting Head of the Education Office emphasized an approach that prioritizes local potential and

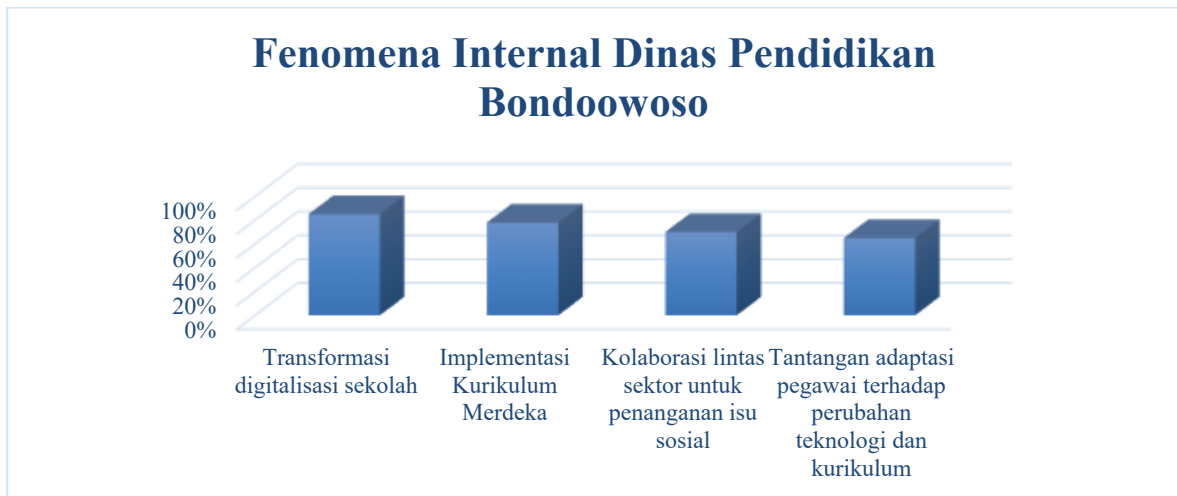
wisdom, while inviting driving teachers and driving schools to continue to innovate and adapt to the new curriculum. This requires increasing the competence of teachers and education staff, as well as strengthening their commitment to support curriculum changes to improve the quality of education.

The Education Office also actively collaborates across sectors, such as with the Social Service, the Health Office, and other related agencies, to address social problems that have an impact on education, such as the prevention of violence in schools, stunting, and early marriage. This collaboration shows that improving employee performance does not only depend on internal organizational factors, but also on synergies with external parties that support a conducive work environment. This internal condition illustrates the complexity of the challenges faced by the Bondowoso Regency Education Office in managing human resources and work facilities in the digital era and curriculum changes. Professionalism, competence, and work facilities that continue to be improved must be supported by effective employee commitment in order to realize maximum performance and quality educational services.

**Table 1. Internal Phenomena of the Bondowoso Education Office**

| Internal Phenomena                                                           | Percentage | Implementation                                                                |
|------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------|
| School digitalization transformation                                         | 85%        | Increasing the need for technological competence and employee professionalism |
| Implementation of the Independent Curriculum                                 | 78%        | Encouraging innovation, adaptation, and improvement of teacher competencies   |
| Cross-sector collaboration to address social issues                          | 70%        | Supporting a conducive work environment and improved performance              |
| The challenges of adapting employees to changes in technology and curriculum | 65%        | Requires strengthening effective employee commitment for optimal performance  |

Source : data processed by the 2025 researcher



**Figure 1. Internal Phenomenon Graph of the Bondowoso Education Office**

The internal phenomena listed in the pre-survey table illustrate various important aspects that affect employee performance at the Bondowoso Regency Education Office, namely the transformation of school digitalization, the implementation of the Independent Curriculum, cross-sector collaboration, and the challenge of employee adaptation to technological and curriculum changes. The transformation of school digitalization felt by 85% of respondents shows the increasing need for technological competence and employee professionalism, emphasizing that employees must continue to improve their technical and professional abilities in order to keep up with the development of educational technology. Furthermore, the implementation of the Independent Curriculum felt by 78% of respondents requires teachers to innovate and adapt, which is directly related to improving teacher competence as part of human resources which is the main focus in improving the quality of education. In addition, cross-sector collaboration supported by 70% of respondents helps create a conducive work environment, which is part of a good work facility and can improve employee motivation and performance. Finally, the challenge of adapting employees to changes in technology and curriculum experienced by 65% of respondents emphasized the importance of strengthening effective employee commitment as a key factor in order to overcome these challenges and maximize the potential of professionalism, competence, and existing work facilities.

This research has a novelty that lies in the simultaneous integration of professionalism, work facilities, and competencies in one comprehensive model that is analyzed through the mediating role of affective commitment in the context of the public sector, especially the Bondowoso Regency Education Office. In contrast to previous studies that generally examined partial relationships or used other mediating variables such as work discipline or motivation, this study specifically placed affective commitment as the main psychological mechanism that bridges the influence of individual factors and the work environment on employee performance. In addition, this research also makes a contextual contribution by examining actual phenomena such as the digital transformation of education and the implementation of the Independent Curriculum, which have not been widely integrated in previous empirical models. Thus,

this research not only enriches the literature on organizational behavior in the public sector, but also offers an empirical model that is more contextual and relevant to the dynamics of human resource management in the era of educational change.

## RESEARCH METHODS

This study uses a quantitative research method with a descriptive approach. According to (Sujarweni, 2014) Quantitative research is a type of research that produces discoveries that can be achieved using statistical procedures or other quantitative means. The population in this study is 85 employees of the Bondowoso Regency Education Office, Based on this study, a sample of 85 employees of the Bondowoso Regency Education Office was used. Sampling in this study used *Probability Sampling* with techniques *Saturation sampling*. In this study, a likert scale of measurement was used 1-5, while to test the hypothesis, the study used *Structural Equation Modeling* (SEM) with SmartPLS statistical tools. Structural Equation Modeling (SEM) is an integrated approach between validity test, Reliability Test, factor analysis, structural modeling, and path analysis.

## RESULTS AND DISCUSSION

### 1. Validity Test

The validity test criteria is to use the loading factor criteria (*Cross-loading factor*) with a value of more than 0.70 and *Average variance extracted* (AVE) with a value greater than 0.50 for testing *Convergent validity* and *Discriminatory validity* using the AVE root comparison with the correlation between variables. The AVE value of the construct must be higher than the correlation between the variables. The AVE value of the construct should be higher compared to the correlation between latent variables (Ghozali, 2018). The results of WarpPLS 8.0 are as follows:

**Table 2. Combined load and cross-loading**

|      | X1             | X2             | X3             | Z     | Y     | Type (As Specified) | ONE   | P value |
|------|----------------|----------------|----------------|-------|-------|---------------------|-------|---------|
| X1.1 | <b>(0.762)</b> | 0.117          | 0.037          | 0.153 | 0.502 | Reflective          | 0.081 | <0.001  |
| X1.2 | <b>(0.896)</b> | 0.391          | 0.168          | 0.019 | 0.111 | Reflective          | 0.078 | <0.001  |
| X1.3 | <b>(0.892)</b> | 0.145          | 0.085          | 0.039 | 0.097 | Reflective          | 0.078 | <0.001  |
| X1.4 | <b>(0.831)</b> | 0.394          | 0.215          | 0.078 | 0.131 | Reflective          | 0.080 | <0.001  |
| X1.5 | <b>(0.885)</b> | 0.019          | 0.085          | 0.038 | 0.324 | Reflective          | 0.079 | <0.001  |
| X2.1 | 0.231          | <b>(0.887)</b> | 0.259          | 0.074 | 0.003 | Reflective          | 0.079 | <0.001  |
| X2.2 | 0.095          | <b>(0.903)</b> | 0.180          | 0.019 | 0.094 | Reflective          | 0.078 | <0.001  |
| X2.3 | 0.139          | <b>(0.892)</b> | 0.264          | 0.019 | 0.015 | Reflective          | 0.078 | <0.001  |
| X2.4 | 0.207          | <b>(0.892)</b> | 0.102          | 0.038 | 0.076 | Reflective          | 0.078 | <0.001  |
| X2.5 | 0.210          | <b>(0.883)</b> | 0.063          | 0.047 | 0.043 | Reflective          | 0.079 | <0.001  |
| X2.6 | 0.005          | <b>(0.865)</b> | 0.181          | 0.084 | 0.202 | Reflective          | 0.079 | <0.001  |
| X3.1 | 0.158          | 0.083          | <b>(0.862)</b> | 0.110 | 0.210 | Reflective          | 0.079 | <0.001  |
| X3.2 | 0.141          | 0.078          | <b>(0.888)</b> | 0.009 | 0.066 | Reflective          | 0.079 | <0.001  |

|      |       |       |                |                |                |            |       |        |
|------|-------|-------|----------------|----------------|----------------|------------|-------|--------|
| X3.3 | 0.416 | 0.371 | <b>(0.832)</b> | 0.043          | 0.053          | Reflective | 0.080 | <0.001 |
| X3.4 | 0.096 | 0.089 | <b>(0.917)</b> | 0.003          | 0.026          | Reflective | 0.078 | <0.001 |
| X3.5 | 0.145 | 0.145 | <b>(0.893)</b> | 0.082          | 0.338          | Reflective | 0.078 | <0.001 |
| X3.6 | 0.153 | 0.457 | <b>(0.827)</b> | 0.023          | 0.052          | Reflective | 0.080 | <0.001 |
| Z1   | 0.472 | 0.075 | 0.712          | <b>(0.736)</b> | 0.290          | Reflective | 0.082 | <0.001 |
| Z2   | 0.585 | 0.582 | 0.073          | <b>(0.838)</b> | 0.000          | Reflective | 0.089 | <0.001 |
| Z3   | 0.175 | 0.131 | 0.013          | <b>(0.803)</b> | 0.082          | Reflective | 0.080 | <0.001 |
| Z4   | 0.122 | 0.279 | 0.618          | <b>(0.772)</b> | 0.404          | Reflective | 0.081 | <0.001 |
| Z5   | 0.453 | 0.887 | 0.886          | <b>(0.801)</b> | 0.319          | Reflective | 0.097 | <0.001 |
| Y1   | 0.207 | 0.143 | 0.002          | 0.026          | <b>(0.907)</b> | Reflective | 0.078 | <0.001 |
| Y2   | 0.054 | 0.056 | 0.165          | 0.050          | <b>(0.878)</b> | Reflective | 0.079 | <0.001 |
| Y3   | 0.058 | 0.045 | 0.253          | 0.031          | <b>(0.911)</b> | Reflective | 0.078 | <0.001 |
| Y4   | 0.125 | 0.028 | 0.156          | 0.072          | <b>(0.879)</b> | Reflective | 0.079 | <0.001 |
| Y5   | 0.350 | 0.234 | 0.613          | 0.067          | <b>(0.835)</b> | Reflective | 0.080 | <0.001 |

Source : Data-processed research (2025)

The criterion of a *cross-loading factor* with a value of more than 0.70 is said to be high, while a value of 0.50 – 0.60 can be considered sufficient. In the results of the WarpPLS 8.0 calculation in table 2. The above indicates that a *cross-loading* value above 0.70 is considered high and 0.50–0.60 is sufficient. The results of WarpPLS 8.0 showed all *cross-loading* values above 0.50 with a significance of  $p < 0.001$ , suggesting that these factors significantly affected the related variables and met the convergent validity criteria well.

## 2. Reliability Test

Reliability testing is carried out with the aim of ensuring that the research instrument used can present the measurement concept consistently without bias (Scott, 2016). The results of WarpPLS 8.0 data processing are as follows:

**Table 3. Reliability Test**

***Composite reliability coefficient***

| X1    | X2    | X3    | Z     | Y     |
|-------|-------|-------|-------|-------|
| 0.931 | 0.957 | 0.949 | 0.999 | 0.946 |

***Cronbach alpha coefficient***

| X1    | X2    | X3    | Z     | Y     |
|-------|-------|-------|-------|-------|
| 0.907 | 0.946 | 0.936 | 0.909 | 0.929 |

Source : Data-processed research (2025)

The basis used in the reliability test is its value *Composite recapability coefficient* and *Cronbach alpha coefficient* above 0.7. Results in table 3. It shows that the

questionnaire instrument in this study has met the requirements of the reliability test.

### 3. Calculation of Direct Influence Path Coefficient

**Table 4. Direct Influence Path Coefficient Value**

| Hypothesis | Path coefficient | P value | Information |
|------------|------------------|---------|-------------|
| X1 > Z     | 0.482            | 0.014   | Significant |
| X2 > Z     | 0.311            | <0.001  | Significant |
| X3 > Z     | 0.306            | 0.038   | Significant |
| X1 > Y     | 0.271            | 0.002   | Significant |
| X2 > Y     | 0.418            | <0.001  | Significant |
| X3 > Y     | 0.278            | 0.002   | Significant |
| Z > Y      | 0.440            | 0.023   | Significant |

Source : Data-processed research (2025)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

- The effect of professionalism (X1) on effective commitment (Z) resulted in a *path coefficient* value of 0.482 with a *p value* of 0.014. Since *p-value* is lower than the significance level of  $\alpha$  ( $0.014 < 0.05$ ) Therefore, based on the results obtained, it can be concluded that there is an effect.
- The effect of work facilities (X2) on effective commitment (Z) resulted in a *path coefficient* value of 0.311 with a *p value* of <0.001. Since *p-value* is lower than the significance level of  $\alpha$  ( $0.001 < 0.05$ ) Therefore, based on the results obtained, it can be concluded that there is an effect.
- The effect of competency (X3) on effective commitment (Z) resulted in a *path coefficient* value of 0.306 with a *p value* of 0.038. Since *p-value* is lower than the significance level of  $\alpha$  ( $0.038 < 0.05$ ) Therefore, based on the results obtained, it can be concluded that there is an effect.
- The effect of professionalism (X1) on employee performance (Y) resulted in a *path coefficient* value of 0.271 with a *p value* of 0.002. Since *p-value* is lower than the significance level of  $\alpha$  ( $0.002 < 0.05$ ) Therefore, based on the results obtained, it can be concluded that there is an effect.
- The influence of work facilities (X2) on employee performance (Y) resulted in a *path coefficient* value of 0.418 with a *p value* of <0.001. Since *p-value* is lower than the significance level of  $\alpha$  ( $0.001 < 0.05$ ) Therefore, based on the results obtained, it can be concluded that there is an effect.
- The effect of competency (X3) on employee performance (Y) resulted in a *path coefficient* value of 0.278 with a *p value* of 0.002. Since *p-value* is lower than the significance level of  $\alpha$  ( $0.002 < 0.05$ ) Therefore, based on the results obtained, it can be concluded that there is an effect.

- g. The effect of effective commitment (Z) on employee performance (Y) resulted in a *path coefficient value* of 0.440 with a *p value* of 0.023. Since *p-value* is lower than the significance level of  $\alpha$  ( $0.023 < 0.05$ ) Therefore, based on the results obtained, it can be concluded that there is an effect.

#### Sec. 4. Calculation of indirect influence paths

**Table 5. Value of the Indirect Influence Path Coefficient**

| Hypothesis | Indirect and total effects | P-value for the sum of indirect effects | Information |
|------------|----------------------------|-----------------------------------------|-------------|
| X1 > Y > Z | 0.523                      | 0.022                                   | Significant |
| X2 > Y > Z | 0.412                      | 0.030                                   | Significant |
| X3 > Y > Z | 0.390                      | 0.032                                   | Significant |

Source : Data-processed research (2025)

The results given in table 5 above show the indirect influence of variables X1 (professionalism), X2 (work facilities), X3 (competence) on variables Y (employee performance) through Z (effective commitment) as follows:

1. The indirect influence from X1 (professionalism) to Y (employee performance) was significant with a path coefficient value of 0.523 and a *p value* of 0.022 Because *the p-value* was lower than the significance level of  $\alpha$  ( $0.022 < 0.05$ ). This shows that there is a significant positive influence of professionalism (X1) on employee performance (Y) through a pathway involving the Z variable (effective commitment).
2. The indirect influence from X2 (work facilities) to Y (employee performance) has a path coefficient of 0.412 with a *p value* of 0.030. Because *the p-value* is lower than the significance level of  $\alpha$  ( $0.030 < 0.05$ ). This shows that there is a significant positive influence of work facilities (X2) on employee performance (Y) through a pathway involving the Z variable (effective commitment).
3. The indirect influence from X3 (competence) to Y (employee performance) has a path coefficient of 0.390 with a *p value* of 0.032. Because *the p-value* is lower than the significance level of  $\alpha$  ( $0.032 < 0.05$ ). This shows that there is a significant positive influence of competency (X3) on employee performance (Y) through a path involving the Z variable (effective commitment).

#### 5. Coefficient of Determination R2

**Table 6. Test Research Model**

| Adjusted R-squared coefficient |    |    |       |       |
|--------------------------------|----|----|-------|-------|
| X1                             | X2 | X3 | Z     | Y     |
|                                |    |    | 0.762 | 0.866 |

Source : Data-processed research (2025)

The above determination coefficient is presented in the form of *the adjusted R-squared coefficient* in the table. Based on the r-square value in table 6. showed that professionalism, work facilities and competencies were able to explain the variables of effective commitment of 76.2% or categorized as a good correlation, and the remaining 23.8% were explained by other constraints other than those studied in this study. Meanwhile, professionalism, work facilities and competencies were able to explain the employee performance variable of 86.6% or categorized as a good correlation, and the remaining 13.4% were explained by other constraints beyond those studied in this study.

## DISCUSSION

### 1. Professionalism has a positive and significant effect on the performance of employees of the Bondowoso Regency Education Office

The results of the study show that professionalism has a positive and significant influence on the performance of employees of the Bondowoso Regency Education Office, The influence of professionalism on employee performance is a crucial aspect in improving the effectiveness of public services, especially in the field of education. This research is focused on employees of the Bondowoso Regency Education Office to examine how professionalism, through several key indicators, can have a significant impact on improving their performance.

The results of the study show that professionalism has a positive and significant influence on improving the performance of employees of the Bondowoso Regency Education Office. These findings confirm that professionalism is a key factor in driving the work effectiveness of public sector employees. Empirically, this influence is reflected in several key indicators. First, dedication to the profession is an important foundation that encourages employees to work with a high commitment in providing quality educational services. Second, social commitment strengthens the orientation of public service, where employees are able to understand and respond to the needs of the educational community in a more adaptive and empathetic manner. Third, independence in work shows that employees are able to maintain objectivity and integrity in carrying out their duties without being affected by external pressures, thereby increasing public trust. Fourth, self-management skills such as discipline and time management contribute to the consistency of achieving performance targets. Fifth, the ability to establish cooperative relationships with various stakeholders creates organizational synergy that supports the achievement of collective goals.

Theoretically, these findings reinforce the organizational behavior perspective that states that professionalism as an individual attribute has a strategic role in improving performance through the internalization of values, work ethics, and professional responsibility. The results of this study also enrich the literature by showing that professionalism not only has a direct impact on performance, but also has the potential to strengthen other psychological variables such as affective commitment in the context of the public sector. Thus, this research supports the development of an integrative model that connects individual factors and organizational performance more comprehensively. Practically, the implications of this study emphasize the importance of strengthening professionalism as part of the human resource management strategy in government agencies. Organizations need to design ongoing professional development programs,

such as competency-based training, work ethics coaching, and performance evaluation systems that emphasize aspects of professionalism. In addition, organizational policies need to support the creation of a work environment that encourages independence, accountability, and collaboration between employees. Thus, increasing professionalism not only has an impact on individual performance, but also on the quality of public services as a whole.

Overall, the findings of this study are in line with the results of other studies that show that professionalism plays an important and significant role in improving employee performance in various government and educational institutions. Research by (Septiawan & Rahayu, 2023), (Irwansyah, 2024) and (Nasution et al., 2023) emphasizing that aspects of dedication, social commitment, independence, self-regulation, and good working relationships are consistently the main factors in improving employee performance. Therefore, strengthening professionalism within the Bondowoso Regency Education Office is an important strategy in supporting the improvement of the quality of education services which ultimately has a positive impact on the development of the quality of human resources in the area.

## **2. Work Facilities Have a Positive and Significant Effect on the Performance of Employees of the Bondowoso Regency Education Office**

The results of the study show that work facilities have a positive and significant influence on the performance of employees of the Bondowoso Regency Education Office. The importance of work facilities in supporting employee performance is a major concern in human resource management in various organizations, including the Bondowoso Regency Education Office. Adequate work facilities not only facilitate the implementation of daily tasks, but can also significantly increase employee morale and productivity. Therefore, this study aims to explore the relationship between work facilities and employee performance at the Bondowoso Regency Education Office based on a number of relevant indicators.

The results of the study show that work facilities have a positive and significant influence on improving the performance of employees of the Bondowoso Regency Education Office. These findings indicate that the quality of the work environment and the support of infrastructure facilities are important factors in supporting the effectiveness of employee work. Empirically, this influence is reflected in several key indicators. First, the availability of hardware such as computers, printers, and stable electricity supports the smooth implementation of administrative tasks. Second, the use of relevant software and applications makes it easier to manage data and report education more efficiently. Third, comfortable workspace conditions with good lighting and ventilation are able to increase concentration and work comfort. Fourth, a fast and stable internet network is a crucial element in supporting a digital-based work system. Fifth, the existence of periodic training and technical support helps employees in optimizing the use of work facilities. In addition, welfare facilities and a conducive work environment also play a role in increasing motivation and reducing employee work stress levels.

Theoretically, these findings reinforce the view in the theory of organizational behavior and human resource management that emphasizes the importance of work environment factors as a determinant of performance. Adequate work facilities not only

serve as technical support tools, but also as a stimulus that can increase employee motivation, comfort, and productivity. These results also show that external organizational factors, such as infrastructure and the work environment, have an equally important role as individual factors in shaping performance, thus enriching conceptual models that integrate individual aspects and the work environment. Practically, the implications of this study confirm that organizations need to pay serious attention to the provision and management of adequate and sustainable work facilities. Management needs to ensure the availability of state-of-the-art technological infrastructure, a stable internet network, and an ergonomic and comfortable workspace. In addition, organizational policies also need to support training programs on the use of technology and the provision of technical assistance on a regular basis so that the available facilities can be used optimally. The investment in these work facilities not only improves operational efficiency, but also contributes to improving the quality of educational services and employee job satisfaction.

These findings are in line with various studies (Abdullah A., 2021) and (Health, 2021) Related shows that work facilities significantly have a positive effect on employee performance. The results of the research conducted by affirm that work facilities, both physical and non-physical, are the main factors in supporting employee productivity and work effectiveness. Therefore, continuous improvement efforts to work facilities at the Bondowoso Regency Education Office are very strategic to improve the quality of education services and the success of human resource management in the institution.

### **3. Competence has a positive and significant effect on the performance of employees of the Bondowoso Regency Education Office**

The results of the study show that competence has a positive and significant influence on the performance of employees of the Bondowoso Regency Education Office. Employee competence is a key factor that determines the effectiveness and quality of performance in an organization, including the Bondowoso Regency Education Office. Competencies that include knowledge, skills, experience, attitudes, and socio-cultural abilities as well as adaptation to change are the main capital for employees in carrying out their duties optimally. Therefore, this study focuses on the influence of competence on the performance of employees of the Bondowoso Regency Education Office.

The results of the study show that competence has a positive and significant influence in improving the performance of employees of the Bondowoso Regency Education Office. These findings confirm that competence is a fundamental factor that determines the effectiveness of employee work in the public sector. Empirically, this is reflected in several key indicators. First, adequate knowledge allows employees to understand educational regulations, procedures, and policies so that they are able to carry out their duties according to the set standards. Second, technical skills, especially in the use of educational data management applications such as Dapodik and PMP, play an important role in improving administrative efficiency and accuracy. Third, the work experience that employees have helps in making the right decisions and solving problems effectively. Fourth, professional attitudes such as integrity, responsibility, discipline, and work ethic form an accountable and results-oriented work culture. Fifth, socio-cultural competencies enable employees to build effective communication and cooperation with

various stakeholders. Sixth, the ability to adapt to change is an important aspect in dealing with the dynamics of education policies, technological developments, and the demands of the ever-changing work environment.

Theoretically, these findings strengthen the competency-based theory which states that individual performance is greatly influenced by a combination of knowledge, skills, and attitudes. The results of this study also show that competence not only functions as a technical capacity, but also as a source of individual excellence that is able to improve the effectiveness of the organization as a whole. In addition, these findings enrich the literature by affirming the importance of adaptive competencies in the context of public organizations facing policy changes and digital transformation, thus providing a more contextual perspective in the development of employee performance models. Practically, the implications of this study emphasize the importance of systematic competency management in organizations. Management needs to design competency development programs based on organizational needs, such as technical training in the use of educational information systems, increasing analytical capacity, and strengthening soft skills such as communication and cooperation. In addition, organizational policies need to support continuous learning through workshops, mentoring, and competency evaluations on a regular basis. Strengthening adaptive competencies also needs to be a priority, especially in the face of digital transformation and the implementation of new policies such as the Independent Curriculum. Thus, improving competencies not only impacts individual performance, but also on the overall quality of educational services.

These findings are in line with a number of previous studies (Devinta & Santosa, 2022), (Motivation et al., 2024) and (Motivation et al., 2024) which emphasizes the importance of competence in improving employee performance. For example, research at the Bandung City and Bintan Regency Education Offices found that improving employee competencies contributes significantly to improved performance. This underscores the importance of competency development programs through training, work experience, and fostering professional attitudes and social skills as the main strategy in improving the quality of education services in Bondowoso Regency.

#### **4. Professionalism has a positive and significant effect on the effective commitment of the Bondowoso Regency Education Office**

The results of this study show that professionalism has a positive and significant influence on the effective commitment of the Bondowoso Regency Education Office. Professionalism is a vital aspect in increasing the effective commitment of employees in various organizations, including the Bondowoso Regency Education Office. A high effective commitment reflects the seriousness of employees in carrying out their duties and responsibilities consistently and responsibly. Therefore, this study examines how professionalism, through several key indicators, has a positive and significant influence on employee effective commitment.

The results of the study show that the affective commitment of employees of the Bondowoso Regency Education Office is formed by several important indicators that are interrelated. Dedication to the profession is a fundamental indicator in forming affective commitment, where employees who have high dedication tend to show loyalty and strong emotional attachment to the organization. Social commitment also plays a significant role,

as awareness of the impact of education policies on society encourages employees to work with full responsibility and a sense of belonging. In addition, independence in work strengthens the integrity and objectivity of employees, so that they believe more in professional values in carrying out their duties. Self-regulation skills, such as work discipline and time management, also support the consistency of work behavior which ultimately strengthens employees' attachment to the organization. Overall, these factors form a strong affective commitment, which is an important cornerstone in improving employee performance.

Theoretically, these findings strengthen the theory of organizational commitment, specifically the concept of affective commitment that emphasizes an individual's emotional attachment to the organization as a key determinant of work behavior and performance. The results of this study show that affective commitment does not arise spontaneously, but is formed through the internalization of the values of professionalism, social responsibility, and individual integrity. Thus, this research contributes to the development of organizational behavior models by placing affective commitment as a psychological mechanism that bridges the relationship between individual factors and performance. These findings also enrich the literature by showing that in the context of the public sector, service values and social responsibility play an important role in shaping employee commitment. In practical terms, the implications of this study confirm that organizations need to actively build and strengthen employee affective commitment through appropriate management policies and practices. Organizational leaders need to create a work culture that instills the values of dedication, integrity, and public service, as well as providing space for employees to contribute meaningfully. Human resource development programs, such as organizational values training, work ethics coaching, and employee engagement improvement, need to be implemented on an ongoing basis. In addition, policies that support work autonomy, organizational justice, and a conducive work environment are also important to strengthen employee emotional attachment. Thus, strengthening affective commitment not only has an impact on improving individual performance, but also on the quality of public services as a whole.

Overall, the results of this study strengthen the understanding that professionalism reflected in dedication, social commitment, independence, self-regulation, and work relationships have a positive and significant effect on the effective commitment of employees of the Bondowoso Regency Education Office. These findings are in line with previous research (Ananda et al., 2023), (Iwan Irwansyah, 2024) and (Iwan Irwansyah, 2024) which shows that professionalism increases employee loyalty and commitment in various government and education sectors. Therefore, strengthening professionalism within the Bondowoso Regency Education Office is a strategic key in increasing effective commitment and ultimately supporting the achievement of organizational goals optimally.

## **5. Work Facilities Have a Positive and Significant Effect on the Effective Commitment of the Bondowoso Regency Education Office**

The results of this study show that work facilities have a positive and significant influence on the effective commitment of the Bondowoso Regency Education Office. In an effort to improve performance and achieve organizational goals, the effective

commitment of employees is one of the most decisive factors. Effective commitment is the seriousness and loyalty of employees in carrying out the tasks given consistently and responsibly. Adequate and conducive work facilities are one of the important aspects that can encourage the formation of such effective commitments. Therefore, this study aims to examine the influence of work facilities on the effective commitment of employees of the Bondowoso Regency Education Office.

The discussion of the results of the study shows that work facilities have a positive and significant influence in increasing the affective commitment of employees of the Bondowoso Regency Education Office. These findings confirm that work facilities are not only an operational support element, but also a factor that shapes employees' emotional attachment to the organization. The availability of adequate hardware, state-of-the-art software, comfortable workspaces, stable internet networks, training support, and decent well-being facilities create working conditions that allow employees to work more smoothly, safely, and confidently. This situation ultimately reinforces the employee's sense of responsibility, satisfaction, and willingness to remain committed to the organization.

Theoretically, these findings enrich the literature on human resource management and organizational behavior by showing that work facilities play a role as environmental determinants that are able to influence affective commitment, not just direct performance. These results support the view that good working conditions increase the perception of organizational support, psychological comfort, and employees' emotional attachment to the institution. Thus, this study confirms that the model of the relationship between work facilities and commitments is not only instrumental, but also psychological, so it is relevant to strengthen the theory of organizational commitment in the context of the public sector. Practically, the implications of this study show that the management of the Bondowoso Regency Education Office needs to place the procurement and maintenance of work facilities as a priority for organizational policies. The provision of adequate work equipment, stable internet access, ergonomic workspaces, and periodic technical support and training needs to be systematically designed so that employees feel supported in carrying out their duties. In addition, organizational policies also need to pay attention to aspects of welfare and occupational safety because good facilities not only increase efficiency, but also build employee loyalty and affective commitment to the organization.

The findings of this study are in line with various previous studies that affirm the importance of work facilities in building and increasing employee commitment in the government and education sectors. The results of the research were carried out by (Abdullah A., 2021) shows that good work facilities have a significant influence on increasing employee loyalty and work commitment. Similarly, research in other government sectors confirms that the provision of adequate work facilities creates higher motivation and a sense of responsibility among employees. Therefore, the improvement and maintenance of optimal work facilities at the Bondowoso Regency Education Office is an indispensable strategic step to maintain and increase the effective commitment of employees in order to achieve a better quality of educational services.

## **6. Competence has a positive and significant effect on the effective commitment of the Bondowoso Regency Education Office**

The results of the study show that competence has a positive and significant influence on the effective commitment of the Bondowoso Regency Education Office. Employee competence is an important factor that determines the level of effective commitment in carrying out tasks and responsibilities in an organization. At the Bondowoso Regency Education Office, competency development which includes knowledge, skills, experience, professional attitudes, socio-cultural competencies, and the ability to manage change plays a very important role in encouraging employees to have a high commitment to work and the organization. Therefore, this study examines the extent to which competence has a positive and significant effect on the effective commitment of employees in the agency.

The results of the in-depth findings show that knowledge is the main aspect of competence that plays a very important role in shaping the affective commitment of employees of the Bondowoso Regency Education Office. These findings confirm that competencies are not only technical, but also shape employees' emotional attachment to the organization as a whole. Adequate knowledge of education regulations, procedures, and policies allows employees to work with confidence, thus reinforcing their sense of responsibility and commitment. Technical skills, especially in the use of Dapodik and PMP applications, increase work efficiency and employee self-confidence in carrying out tasks, which in turn strengthens commitment to work and organization. Quality work experience helps employees cope with organizational dynamics and build confidence in completing complex tasks. Professional attitudes such as integrity, discipline, and work ethic form an accountable work culture, while socio-cultural competencies strengthen synergies between stakeholders. The ability to manage change is also key to maintaining a stable commitment despite policy and technological transformation.

Theoretically, these findings reinforce competency-based theory and organizational commitment theory by showing that competency dimensions—knowledge, skills, experience, attitudes, social competencies, and adaptability—together shape the affective commitment of public sector employees. These results also confirm that competence has a significant effect on organizational commitment, in line with previous research in Bondowoso Regency which showed a positive relationship between competence and organizational commitment. Thus, this study contributes to the literature by emphasizing that competence not only has a direct impact on performance, but also through psychological mechanisms in the form of affective commitment, thereby strengthening the mediation model in the behavior of public organizations. Practically, the implication of this study emphasizes that the management of the Bondowoso Regency Education Office needs to design a competency development strategy systematically and sustainably. Education and training programs need to be focused on strengthening regulatory knowledge, technical skills in data management applications, as well as improving soft skills such as communication, cooperation, and change management skills. In addition, organizational policies also need to support continuous learning through mentoring, workshops, and periodic competency evaluations, especially in the face of digital transformation and the implementation of the Independent Curriculum. Competency strengthening also needs to be linked to the reward system and performance appraisal to increase employee motivation and affective commitment.

The findings of this study are in line with various previous studies that affirm that

the holistic development of employee competencies contributes significantly to increasing effective commitment in organizations. research conducted (Handayani & Dimiyati, 2024) and (Iwan Irwansyah, 2024) It shows that competency factors such as knowledge, skills, and professional attitudes have a positive and significant relationship with employee commitment levels. Other studies also highlight the importance of socio-cultural competence and adaptability to change as key to coping with modern work dynamics while maintaining employee loyalty to the organization. Thus, a comprehensive competency improvement strategy is an important step in strengthening the effective commitment of employees at the Bondowoso Regency Education Office for the achievement of quality and sustainable education services.

### **7. Effective Commitment Has a Positive and Significant Effect on the Performance of Bondowoso Regency Education Office Employees**

The results of the study show that effective commitment has a positive and significant effect on the performance of employees of the Bondowoso Regency Education Office. Effective employee commitment is a crucial factor that affects performance in an organization, including at the Bondowoso Regency Education Office. Effective commitment reflects the seriousness and loyalty of employees in carrying out their duties and responsibilities consistently and responsibly. This study examines how various indicators of effective commitment contribute positively and significantly to employee performance in the agency.

The results of the in-depth findings show that responsibility is the main indicator of affective commitment which plays a very important role in supporting the performance of employees of the Bondowoso Regency Education Office. These findings confirm that affective commitment—not simply attitude toward the organization but emotional attachment—has a direct impact on work behavior. Employees who have high responsibility are able to complete tasks on time, are ready to take on the risks of work according to set standards (including local regulations and performance reports), and demonstrate results-oriented professional behavior. Loyalty to the organization is reflected in the dedication in carrying out duties and the ability to prioritize the interests of the service over personal interests, which contributes to the stability and consistency of achieving the strategic goals of education in Bondowoso. Active involvement in organizational activities and cooperation between colleagues increases motivation and desire to contribute to the maximum, thus having a positive effect on individual and team performance. Concern for work shows seriousness in maintaining quality, while good relationships with colleagues and superiors create a conducive work environment that boosts morale and productivity. The feeling of identification with the organization, namely the similarity of values and acceptance of goals and policies, strengthens positive emotional bonds, increases loyalty, and has a significant impact on performance.

Theoretically, these findings reinforce the affective commitment of Meyer & Allen's organizational commitment theory, by showing that indicators of responsibility, loyalty, engagement, caring, and identification together form emotional attachments that have a significant effect on the performance of public sector employees. These results are in line with research that shows that affective commitment has a positive and significant effect on employee performance at the Public Works Office and educator performance.

This research also confirms that affective commitment is an important social capital for regional organizations that face limited infrastructure and resources. In addition, these findings reinforce the social exchange theory that when employees feel supported by the organization (through work facilities, competence, and professionalism), they will respond with higher emotional attachment and performance. This research also enriches the literature by placing affective commitment as a mediating mechanism that connects individual factors and the work environment with performance, thereby providing a more comprehensive perspective in the behavioral model of public organizations. Practically, the implications of this study emphasize that the management of the Bondowoso Regency Education Office needs to build affective commitment through a systematic strategy that integrates career development, a supportive work environment, and strengthening organizational values. Leaders need to create a work culture that fosters a sense of responsibility, loyalty, and identification with the organization, for example through clear communication of visions and missions, rewarding outstanding employees, and active involvement in decision-making. Training and development programs need to focus on strengthening soft skills such as communication, cooperation, and time management, as work involvement has proven to be an important mediator in turning commitment into optimal performance. In addition, organizational policies also need to minimize job uncertainty and increase the perception of organizational support, as research shows that organizational support influences work engagement which ultimately improves performance. Investment in building affective commitment not only improves individual performance, but also creates a government that is professional and oriented towards public satisfaction.

The findings of this study are in line with various previous studies that affirm that effective commitment has a positive and significant influence on employee performance. Research (Health, 2021), (Scott, 2022) and (Yanti & Putri, 2023) Demonstrate that employees with high commitment are able to make a better contribution to the achievement of organizational goals. Other studies in the context of government have also revealed that the elements of responsibility, loyalty, and active involvement are important factors in improving employee productivity and quality of work. Therefore, strengthening the effective commitment of employees through proper human resource management policies is the main strategy of the Bondowoso Regency Education Office to improve the performance and effectiveness of education services in a sustainable manner.

#### **8. Professionalism has a positive and significant effect on the performance of employees of the Bondowoso Regency Education Office which is mediated by effective commitment**

The results of the study show that professionalism has a positive and significant effect on the effective commitment of employees of the Bondowoso Regency Education Office. Employees who have high dedication, strong social commitment, independence, discipline in self-organization, and the ability to build harmonious relationships with professional partners, tend to have better levels of commitment to the organization. This effective commitment is reflected in high responsibility, strong loyalty, active involvement in work, attention to task quality, and a deep sense of identification with the organization's goals and values. Professionalism includes dedication, social commitment,

independence, self-discipline, and relationships with professional partners, while effective commitment reflects responsibility, loyalty, engagement, concern for work, and identification with the organization. This study examines how professionalism has a positive and significant effect on employee performance through the mediation of effective commitment as an intermediate variable.

In addition, effective commitment has been shown to act as a mediator that strengthens the relationship between professionalism and employee performance. High professionalism motivates employees to show stronger commitment, which in turn improves their performance. Dedicated and professional employees who are at the same time committed effectively carry out their duties with full responsibility, discipline, and initiative, so that the work results achieved meet or even exceed the expected standards. In other words, professionalism not only has a direct impact on performance, but also indirectly through increased effective employee commitment.

Overall, these findings confirm that professionalism has a positive and significant influence on the performance of employees of the Bondowoso Regency Education Office through effective commitment mediation. These findings are in line with previous research (Devinta & Santosa, 2022), (Ananda et al., 2023) and (Iwan Irwansyah, 2024) which states that the development of professionalism can improve performance by increasing employee commitment first. For example, research in the education sector and other governments confirms the role of commitment mediation in strengthening the impact of professionalism factors on employee performance outcomes.

Therefore, to improve the quality of employee performance, the Bondowoso Regency Education Office needs to develop and strengthen employee professionalism while fostering effective commitment, for example through training, coaching work attitudes, developing a supportive work environment, and empowering relationships between partners.

### **9. Work Facilities Have a Positive and Significant Effect on the Performance of Employees of the Bondowoso Regency Education Office which is mediated by effective commitments**

The results of the study show that work facilities have a positive and significant effect on the performance of employees of the Bondowoso Regency Education Office which is mediated by effective commitment. Work facilities are one of the important factors that can affect employee performance in an organization. Within the Bondowoso Regency Education Office, adequate work facilities not only support the smooth implementation of duties, but also contribute to forming effective employee commitments. Effective commitments that include responsibility, loyalty, engagement, concern for work, and identification with the organization act as a liaison that reinforces the influence of work facilities on employee performance. This study examines how work facilities have a positive and significant influence on employee performance through effective commitment mediation.

The results of the study show that work facilities have a positive and significant effect on the effective commitment of employees of the Bondowoso Regency Education Office. The availability of hardware such as computers, laptops, printers, and stable electricity makes it easier for employees to complete their tasks on time and efficiently.

Advanced software and apps and comfortable workspaces help improve employee comfort and productivity. Stable internet network support allows for quick access to essential online systems, while periodic training and well-being facilities create a conducive work environment that spurs employee motivation and job satisfaction. All of these factors increase employee sense of responsibility, loyalty, and engagement, which is at the core of effective engagement. In addition, effective commitment acts as a mediator which means that the work facility increases employee commitment, and this commitment further encourages performance improvement. Employees who have adequate work facilities and feel supported by the organization tend to show high commitment, carry out tasks with discipline, and actively contribute to the achievement of organizational targets. With an effective commitment as an intermediary, the influence of work facilities on performance improvement becomes stronger and more sustainable.

These findings are in line with previous studies, (Abdullah A., 2021) and (Health, 2021) Demonstrate that work facilities, both physical and non-physical, significantly support employee performance through increased work commitment. This underlines the importance of investment in work facilities and strengthening commitment as the main strategy in improving the quality of human resources and the quality of educational services at the Bondowoso Regency Education Office.

#### **10. Competence has a positive and significant effect on the performance of employees of the Bondowoso Regency Education Office which is mediated by effective commitment**

Employee competence is the main factor that affects performance in an organization, including in the Bondowoso Regency Education Office. Competencies, which include knowledge, skills, experience, professional attitudes, socio-cultural competencies, and the ability to manage change, are important assets for employees in carrying out their duties effectively and efficiently. In addition, an employee's effective commitment that includes responsibility, loyalty, engagement, concern for work, and identification with the organization serves as a mediator that strengthens the relationship between competence and performance. This study aims to examine how competencies have a positive and significant influence on employee performance through effective commitment mediation.

The results of the study show that competence has a positive and significant effect on the effective commitment of employees of the Bondowoso Regency Education Office. Employees who have in-depth knowledge of educational tasks and policies, adequate technical skills in the use of supporting applications such as Dapodik and PMP, and rich work experience, show an increased sense of responsibility and loyalty to the organization. Professional attitudes that include integrity and discipline, socio-cultural skills in communication and collaboration, and the ability to adapt to changes in the work environment, also strengthen employee involvement and concern in carrying out daily tasks. All of these competency dimensions contribute to increasing employee effective commitment. In addition, effective commitment has been shown to be a mediating variable that strengthens the relationship between competencies and employee performance. Employees who are competent and at the same time highly committed tend to work with discipline, responsibility, and contribute optimally to achieving

organizational goals. A strong commitment results in consistency in the execution of tasks and a professional attitude that supports the achievement of optimal performance. Thus, competence not only has a direct impact on performance, but also indirectly through increased effective employee commitment.

These findings are in line with previous research that has emphasized the importance of the role of effective commitment in strengthening the influence of competencies on employee performance. Research (Fajriyah & Hendayana, 2024), (Devinta & Santosa, 2022) and (Adolph, 2021) This shows that the development of employee competencies contributes significantly to increasing commitment and performance, improving knowledge, skills, professional attitudes, and adaptability to help employees face challenges and contribute optimally to the organization. Therefore, efforts to improve employee competencies that are integrated with strengthening effective commitment are an important strategy to improve the quality of service and performance at the Bondowoso Regency Education Office.

## CONCLUSION

Based on the results of the analysis, several conclusions can be drawn as follows:

1. Professionalism has a positive and significant effect on the performance of employees of the Bondowoso Regency Education Office. This shows that the higher the level of employee professionalism, which includes dedication, social commitment, independence, self-regulation, and the ability to establish working relationships, the better the employee's performance.
2. Work facilities have a positive and significant effect on the performance of employees of the Bondowoso Regency Education Office. Adequate availability of hardware and software, quality of workspaces, internet network, training facilities and well-being are all important factors that support employee productivity and work effectiveness.
3. Competence has a positive and significant effect on the performance of Bondowoso Regency Education Office employees. Knowledge, technical skills, work experience, professional attitude, socio-cultural competence, and the ability to manage change have been proven to support the optimal execution of tasks so that they can improve performance.
4. Professionalism has a positive and significant effect on the effective commitment of employees of the Bondowoso Regency Education Office. High professionalism fosters responsibility, loyalty, engagement, care, and a sense of identification of employees towards the organization, thus strengthening an effective commitment to work.
5. Work facilities have a positive and significant effect on the effective commitment of employees of the Bondowoso Regency Education Office. Adequate work facilities increase employee motivation, comfort, and a sense of responsibility, resulting in a higher effective commitment to the organization and the tasks performed.
6. Competence has a positive and significant effect on the effective commitment of Bondowoso Regency Education Office employees. Employees who are competent in

aspects of knowledge, skills, experience, attitudes, and sociocultural abilities as well as adapting to change tend to have a strong commitment to the organization.

7. Effective commitment has a positive and significant effect on the performance of employees of the Bondowoso Regency Education Office. Employees' level of responsibility, loyalty, engagement, care, and identification with the organization directly improves the quality and quantity of their performance.
8. Professionalism has a positive and significant influence on the performance of Bondowoso Regency Education Office employees which is mediated by effective commitment. This means that professionalism increases the effective commitment of employees which then encourages more optimal performance improvements.
9. Work facilities have a positive and significant effect on the performance of employees of the Bondowoso Regency Education Office which is mediated by effective commitment. Adequate facilities increase employee commitment, which then indirectly strengthens their performance.
10. Competence has a positive and significant effect on the performance of employees of the Bondowoso Regency Education Office which is mediated by effective commitment. Good competencies increase employee commitment, and this commitment is the main path that drives significant performance improvement.

### Suggestions

Based on the results of this study, the following suggestions can be proposed:

1. Theoretical and Practical

The Bondowoso Regency Education Office is advised to develop an integrated human resource development program that includes simultaneous improvement of professionalism, competence, work facilities, and affective commitment. This program is training and coaching to improve employee professionalism (dedication, social commitment, independence, self-regulation, and the ability to build relationships with partners), strengthening competencies through the improvement of knowledge, technical skills, professional attitudes, socio-cultural competencies, as well as the ability to adapt to change, as well as the provision and maintenance of adequate work facilities including hardware, software, and workspaces. convenient, stable internet access, technology training, and welfare facilities. Management also needs to place the fostering of affective commitment as a strategic focus in human resource management by building responsibility, loyalty, engagement, and employee identification with the organization. These efforts must be implemented in an integrated manner as part of a comprehensive HR management strategy because professionalism, work facilities, and competencies interact with each other through affective commitment to improving employee performance, so that investment in one aspect without supporting other aspects will not produce maximum impact on organizational performance.

2. Research Limitations

This research has several limitations that need to be acknowledged. First, the scope of research is limited only to the Bondowoso Regency Education Office, so generalization of results to other government agencies or the private sector needs to be done carefully. Second, this study only involves three independent variables

(professionalism, work facilities, and competence) with affective commitment as mediators, so there may be other variables that are not studied but have the potential to affect employee performance. Third, this study uses a quantitative approach with cross-sectional data, so it has not been able to reveal the dynamics of longitudinal performance changes. Fourth, although SEM analysis with WarpPLS has been used, this method has certain assumptions that may not be fully fulfilled under real data conditions.

### 3. Future Research Directions

To enrich the understanding and validity of the results, researchers are further advised to: (1) involve other variables that have the potential to affect employee performance, such as transformational leadership, organizational culture, work motivation, job satisfaction, or external factors such as government policies and organizational support; (2) using mixed research methods that combine quantitative and qualitative approaches to obtain a more comprehensive picture of the phenomenon of employee performance; (3) conduct research with a longitudinal design to see the development of the influence of these variables on performance over a certain period of time; (4) expand the sample to various government agencies or the private sector to improve the generalization ability of research results; and (5) test the same model in different contexts to confirm the stability of the study's findings.

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