



How Affective Commitment and Competence Drive Job Satisfaction?

Mitra Akbar¹ and Mursalim Nohong²

^{1,2} Hasanuddin University, Makassar, Indonesia

¹ mitra.akbar@bpjs-kesehatan.go.id

Abstract. This study aimed to analyze the effect of Affective Commitment and Employee Competence on Job Satisfaction at BPJS Kesehatan, Palopo Branch. A quantitative approach was adopted with a survey method, targeting 36 permanent employees as the sample. Data were collected through structured questionnaires and analyzed using multiple linear regression to examine the influence of Affective Commitment and Competence on Job Satisfaction. The results indicated that both Affective Commitment and Employee Competence had a significant positive impact on Job Satisfaction. Employees who are emotionally connected to the organization and possess the necessary skills and competencies tend to experience higher levels of job satisfaction. These findings suggest that organizations should focus on fostering a strong emotional connection between employees and the organization, as well as continuously improving employee competence, in order to enhance job satisfaction. The study also highlights the critical role of Affective Commitment and Competence in shaping employees' overall work experience, contributing to a more motivated and satisfied workforce, which can lead to better organizational performance.

Keywords: Affective Commitment, Competence, Job Satisfaction.

1 Introduction

Employee job satisfaction is a key factor in the success of any organization, particularly in the public service sector [1]. Job satisfaction not only impacts individual productivity but also fosters a more conducive work atmosphere, enhances team collaboration, and contributes to the long-term stability of the organization [2]. For employees, job satisfaction reflects their assessment of their working conditions, recognition of their competencies, and the treatment they receive from management [3]. Generally, employees who feel satisfied with their jobs tend to be more emotionally engaged, work more effectively, and exhibit higher loyalty to the organization. Given that public sector organizations are directly accountable to the community, employee satisfaction can profoundly affect the quality of services delivered to the public.

In public sector organizations like Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan, job satisfaction has a particularly significant impact because the quality of services provided to the community greatly depends on employees'

responses to various workplace challenges. BPJS Kesehatan is a public health insurance agency in Indonesia responsible for providing health coverage to millions of citizens. This study highlights the BPJS Kesehatan Palopo Branch as an example of how the job satisfaction of permanent employees can affect the overall effectiveness of the organization. Based on the 2023 Employee Satisfaction Index (ESI) survey results, working conditions emerged as one of the dimensions receiving the highest ratings from permanent employees, with a score of 92.1%. This indicates that a comfortable and adequate working environment is highly appreciated by employees. However, despite the favorable assessment of the working environment, certain dimensions still require special attention-specifically, transparency and recognition of competencies-which obtained the lowest score of 88.5%. This phenomenon indicates a gap between employees' expectations for recognition and appreciation of their competencies.

Job satisfaction can be defined as a positive emotional state of employees resulting from their evaluation of various aspects of their work, including the rewards received, career development, support from superiors, and working relationships among colleagues [4]–[6]. Theoretically, job satisfaction is influenced by various factors, both internal and external, such as individual characteristics, organizational culture, company policies, and the quality of social relationships in the workplace [7]. In this context, affective commitment and employee competencies are two crucial factors. For a comprehensive understanding, it is essential to delve into how affective commitment and employee competencies influence job satisfaction.

Affective commitment refers to the emotional attachment of employees to the organization [8]. When employees feel a strong emotional connection with the organization, they tend to demonstrate higher loyalty and greater motivation to perform optimally [9]. The strong affective commitment of permanent employees functions as an organizational adhesive, ensuring that each individual works in line with the organization's long-term goals [10], [11]. Organizations can foster affective commitment by promoting a positive organizational culture, recognizing employee contributions, and providing opportunities for professional growth.

Employees whose work and goals align with those of the organization tend to exhibit higher levels of performance and productivity [12]. Such employees also display a high level of commitment to the organization and are likely to experience greater job satisfaction. According to social exchange theory, when employees perceive their interactions with key workplace factors, such as affective commitment, as fair and mutually beneficial, they are likely to respond with positive work attitudes, including higher job satisfaction, in line with the principle of reciprocity [13]. It has been observed that employees may remain committed to their organization even if they are not entirely satisfied with their jobs [14]. However, it is argued that employees in state-owned enterprises are often highly satisfied with their jobs due to their long-term commitment to the organization [15].

Moreover, employee competencies are equally important in fostering job satisfaction [16], [17]. Adequate competencies enable employees to perform their tasks with greater confidence and effectiveness [18]. However, job satisfaction does not solely depend on the competencies possessed but also on how these competencies are recognized and valued by the organization. Employees who feel their competencies are ignored or unappreciated, despite having good skills, risk

experiencing a decline in motivation, which ultimately can affect their overall job satisfaction [19]. Therefore, transparency in the evaluation process and appreciation of employee competencies are important matters that need attention from management [20]. Management can implement regular performance reviews, provide constructive feedback, and offer opportunities for career advancement to acknowledge and utilize employee competencies effectively.

In this research, the analysis focuses on how affective commitment and employee competencies contribute to job satisfaction at the BPJS Kesehatan Palopo Branch. This study aims to identify the relationships between affective commitment, employee competencies, and the level of job satisfaction, as well as to provide strategic recommendations for human resource management within the organization. By addressing the gap in existing literature on employee satisfaction within public sector organizations in Indonesia, this research is expected to offer relevant recommendations for human resource management, thereby enhancing employee job satisfaction, which in turn leads to improved organizational performance. Ultimately, increasing the job satisfaction of permanent employees will contribute to the sustainability of quality services to the community, which is one of the main objectives of BPJS Kesehatan. Therefore, understanding and enhancing factors that contribute to job satisfaction are crucial steps toward achieving organizational excellence and fulfilling the organization's mission to serve the public effectively.

2 Literature Review

2.1 Affective Commitment and Job satisfaction

Commitment can take various forms, such as affective commitment, normative commitment, and continuance commitment. Affective commitment refers to the emotional connection employees develop with their organization. The social exchange theory is often used to explain the role of supervisors in motivating employees to feel more satisfied with their jobs. This theory suggests that an interpersonal relationship forms between two parties, such as the employee and the organization, through the mutual exchange of valued resources [13], [21]. It provides a framework to understand workplace dynamics, and this study is based on its principles.

Job satisfaction is an important outcome of employment and is of continued interest to employers. Affective commitment, where employees identify with their organization, helps in retaining them [22]. This connection enables employees to pursue their individual goals. Public sector organizations are particularly complex, as they have multiple goals that often conflict due to the differing interests of stakeholders [23]. Affective commitment can impact job satisfaction, though these concepts are distinct. Affective commitment focuses on the employee's bond with the organization, while job satisfaction concerns the work environment itself [24].

Employees who align their personal goals with organizational goals tend to exhibit higher performance and productivity [12]. Such employees also tend to show greater commitment to their organizations and higher levels of job satisfaction. As a result, employees with a strong sense of commitment often report greater job satisfaction.

According to social exchange theory, when employees perceive their relationship with key workplace factors like affective commitment as fair and satisfactory, they reciprocate with positive attitudes, such as increased job satisfaction [13]. Employees may remain committed to their organizations even if they are not fully satisfied with their jobs [14]. Employees in central public sector enterprises generally report high job satisfaction due to their long-term commitment to the organization [15]. To clarify the relationship between these variables, the following hypothesis is proposed.

2.2 Competence and Job satisfaction

Competence is described as a collection of high-performance measurement processes that encompass employees' skills, knowledge, attitudes, behaviors, and the organization's capabilities, providing businesses with a sustainable competitive advantage [25]. It represents an individual characteristic tied to overall performance and the explicit ability to train and apply the necessary knowledge to carry out tasks [26]. At this stage, competence is defined as the combination of experience, knowledge, and skills possessed by an individual or group [27]. It functions as a human resource system that differentiates one employee from another. Through competence, companies can identify the required attitudes, knowledge, abilities, and skills for specific positions, allowing them to align with the company's strategies and priorities [28].

Skills and competencies influence work attitudes, including organizational commitment and professional relationships. Employees are expected to demonstrate expertise, empowerment, competence, high levels of corporate involvement and commitment, and a willingness to participate in daily training and assigned tasks [29]. There is a belief that a match between job demands and an individual's capacities leads to higher job satisfaction. Furthermore, employees with adequate capacities become more proficient in their roles and adapt more quickly to their work environment; they are also less likely to experience work-related stress, resulting in increased job satisfaction [30]. Employees whose capacities meet job demands can complete tasks more effectively, reduce job stress, and receive recognition and praise from their managers [31]. As a result, they feel more confident and accomplished in achieving higher goals. Additionally, employees with greater abilities are more confident when facing challenges in their work, leading to enhanced job satisfaction [16], [17]. Studies suggest that employees with high knowledge and competitive skills contribute significantly to the growth of an organization and its performance, thereby improving workplace environment and motivating the workforce [32].

3 Methodology

This study employed a quantitative approach using a survey to gather data from employees. The primary data were collected through the distribution of questionnaires to 39 permanent employees at BPJS Kesehatan, Palopo Branch, South Sulawesi. The sampling technique used was a census method, where the entire population was included in the study.

The indicators measured in this study were affective commitment, job satisfaction, and competency. Affective commitment was assessed through long-term career aspirations, pride in the organization, a sense of ownership of organizational issues, and the personal meaning that employees attached to the organization [33]. Job satisfaction was evaluated based on employee loyalty, sense of ownership, level of commitment, efficiency, effectiveness, and productivity [34]. Competency was measured through achievement orientation, analytical thinking, conceptual thinking, impact and influence, integrity, interpersonal understanding, relationship building, and self-confidence [35].

To ensure the accuracy and reliability of the research instruments, several tests were conducted. The validity test used Pearson correlation, where an item was considered valid if its p -value was less than 0.05 ($p < 0.05$). Reliability was tested using Cronbach's Alpha, with a threshold of 0.7. Items were considered reliable if the Cronbach's Alpha coefficient (α) was equal to or greater than 0.7 ($\alpha \geq 0.7$), and unreliable if $\alpha < 0.7$ [36].

Before performing the regression analysis, several classical assumption tests required by Ordinary Least Squares (OLS) regression were conducted. The normality test ensured that the residuals followed a normal distribution, tested using the Kolmogorov-Smirnov test and visualized through a normal probability plot, with data considered normal if the significance value was greater than 0.05 [37]. Multicollinearity was examined by checking the tolerance value and Variance Inflation Factor (VIF), with a tolerance value below 0.1 or a VIF value greater than 10 indicating multicollinearity [37]. A scatterplot of residuals versus fitted values was also used to visually assess homoscedasticity, ensuring constant variance of the residuals across the independent variables.

After confirming that the data met all the OLS assumptions, multiple linear regression analysis was conducted to examine the relationships between affective commitment, job satisfaction, and competency. The t -test was used to evaluate the significance of individual predictors. The coefficient of determination (R-squared) was reported to measure the model's explanatory power, indicating how much of the variation in job satisfaction could be explained by affective commitment and competency.

4 Result

Based on the data collected from 36 employees who completed the questionnaire, out of a total of 39 employees at BPJS Kesehatan Palopo Branch, the majority of respondents were female, with 27 individuals accounting for 75% of the sample, while the remaining 9 employees, or 25%, were male. In terms of educational background, most employees held a Bachelor's degree (S1), with 27 employees (75%) in this category. Additionally, 5 employees (13.88%) held a postgraduate degree (S2 or higher), and 3 employees (8.33%) had a Diploma or Academy-level education. Regarding work tenure, 26 employees (72.22%) had been working for more than 8 years, 7 employees (19.44%) had a tenure of 2 to 4 years, and only 1 employee

(2.78%) had been employed for 5 to 7 years. This data illustrates that the majority of the employees who participated in the survey were female, held a Bachelor's degree, and had considerable work experience, with most having worked for the organization for more than 8 years.

Before conducting further analysis, this study performed validity and reliability tests to ensure the accuracy of the data collection instruments. The validity test was conducted using Pearson correlation to measure the strength of the relationship between each item and the overall variable. An item is considered valid if the Pearson correlation value is greater than 0.5 and has a significance level of $p < 0.05$. For reliability testing, Cronbach's Alpha was used, where a value greater than 0.7 indicates that the scale is reliable [36].

Table 1. Validity And Reliability Tests

Variable	Item	Pearson correlation	Cronbach's Alpha
AC	AC1	0.846**	0.839 >
	AC2	0.867**	
	AC3	0.780**	
	AC4	0.822**	
CP	CP1	0.761**	0.892
	CP2	0.806**	
	CP3	0.801**	
	CP4	0.825**	
	CP5	0.663**	
	CP6	0.790**	
	CP7	0.708**	
	CP8	0.695**	
JS	JS1	0.808**	0.906
	JS2	0.902**	
	JS3	0.944**	
	JS4	0.881**	
	JS5	0.748**	

Description: **, * = significant P-value 1%, 5%

Sources: Data Processed by Researchers, 2024

Table 1, which summarizes the results of the validity and reliability tests for the variables in the study. The Pearson correlation values for all items exceed the threshold required for validity, and the Cronbach's Alpha values for each variable (Affective Commitment, Competency, and Job Satisfaction) are all above 0.7, confirming that the measurement instruments used in the study are reliable and suitable for further analysis.

4.1 Classical Assumption Tests

Before conducting regression analysis, it is crucial to verify that the data meet the classical assumptions to ensure the validity and reliability of the model. These assumptions include normality, homoscedasticity, absence of multicollinearity, independence of errors, and linearity.

Normality. The normality of the data was assessed using the Kolmogorov-Smirnov test. In **Table 2**, the results showed a test statistic of 0.139 with an Asymp. Sig. (2-tailed) value of 0.078. Since the p-value is greater than the significance level of 0.05 ($p = 0.078 > 0.05$), we fail to reject the null hypothesis that the data are normally distributed. This indicates that the normality assumption is satisfied, allowing for the use of parametric statistical methods in subsequent analyses.

Table 2. Kolmogorov-Smirnov Test

Test Statistic	0.139
P-value	0.078

Sources: Data Processed by Researchers, 2024

Heteroscedasticity. To evaluate the assumption of heteroscedasticity, which requires that the variance of the residuals is constant across all levels of the independent variables, residual plots were examined. In **Fig 1**, the visual inspection did not reveal any patterns or trends indicating heteroscedasticity. Therefore, the homoscedasticity assumption is considered to be met.

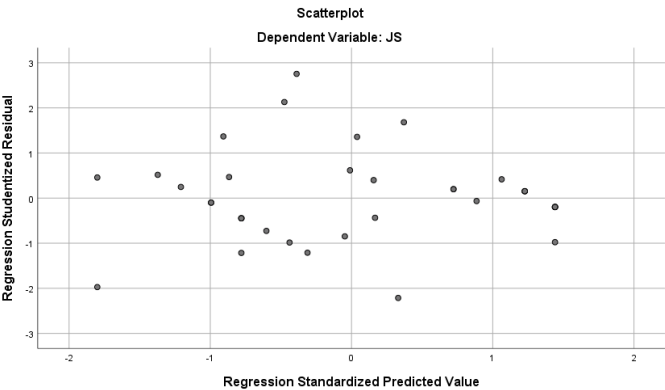


Fig. 1. Heteroscedasticity test

Multicollinearity. The presence of multicollinearity among independent variables was assessed using Variance Inflation Factor (VIF) values. In **Table 3**, all VIF values were found to be below the commonly accepted threshold of 10, suggesting that multicollinearity is not a concern in this model.

Table 3. Variance Inflation Factor

Model	Tolerance	VIF
AC	0.566	1.767
CP	0.566	1.767

Sources: Data Processed by Researchers, 2024

4.2 Hypotheses test

The study investigated the effects of Affective Commitment (AC) and Competency (CP) on Job Satisfaction (JS). A multiple regression analysis was conducted to assess how AC and CP predicted JS. Affective Commitment (AC) represented the emotional attachment and identification employees felt toward their organization, Competency (CP) denoted the skills, knowledge, and abilities employees possessed to perform their jobs effectively, and Job Satisfaction (JS) referred to the level of contentment employees experienced in their jobs. The analysis aimed to determine the significance of AC and CP as predictors of JS, providing insights for enhancing employee satisfaction.

Table 4. Hypotheses test

Model	B	t	P-value
(Constant)	0.379	0.818	0.419
AC -> JS	0.360	3.493	0.001***
CP-> JS	0.574	4.160	0.000***
R Square	0.723	F	42.98
Adjusted R Square	0.706	P-value.	0.000***

Description: ***, **, * = significant P-value 1%, 5%, 10%
Sources: Data Processed by Researchers, 2024

Based on table 4 the regression analysis presented in the table, the study found that both AC and CP significantly influenced JS. The model showed a strong fit, with an R Square value of 0.723, indicating that approximately 72.3% of the variance in JS was explained by the independent variables AC and CP. The Adjusted R Square was 0.706, confirming the model's robustness after adjusting for the number of predictors.

The overall significance of the regression model was confirmed by the F-test, which yielded a value of 42.98 with a p-value of 0.000***. This result was significant at the 1% level, demonstrating that the model was statistically significant and that the independent variables collectively had a significant effect on JS.

The results supported both hypotheses. For Hypothesis 1, the analysis showed that AC positively and significantly influenced JS at the 1% significance level. This indicates that employees with higher affective commitment tend to experience greater job satisfaction. Regarding Hypothesis 2, the findings revealed that CP also had a positive and significant effect on JS at the 1% significance level, suggesting that better competency leads to higher job satisfaction among employees.

4.3 Discussion

The results emphasize the significant role of Affective Commitment in shaping Job Satisfaction, aligning with research that highlights the emotional bond between employees and their organizations as a key factor in job satisfaction [22]. Employees with a strong emotional attachment to their workplace are more likely to experience higher job satisfaction, as they identify with the organization's goals and values. This

bond encourages them to invest more effort into their tasks, which leads to increased engagement and motivation. Social Exchange Theory further supports this notion, suggesting that when employees feel fairly treated and supported by their organization, they reciprocate with positive attitudes, including greater job satisfaction [13], [21]. Fostering affective commitment can significantly enhance both employee performance and organizational loyalty, making it an essential strategy for reducing turnover and promoting organizational stability [22].

The findings of my research, which show that competence significantly impacts job satisfaction, are consistent with existing literature. Competence is defined as a set of high-performance measures that include employees' skills, knowledge, attitudes, and behaviors, providing companies with a competitive advantage [25]. It reflects an individual's ability to apply the necessary knowledge and skills to complete tasks [26]. My research indicates that employees with adequate competencies adapt more effectively to their roles, resulting in higher job satisfaction. Competent employees are more confident in handling challenges and experience less work-related stress, boosting their satisfaction [30], [31]. Recognition from supervisors further enhances their sense of achievement, reinforcing job satisfaction. Ultimately, competence is key in creating a positive work environment and driving organizational success [17].

5 Conclusion

This study showed the significant impact of Affective Commitment and Competency on Job Satisfaction. Employees who felt emotionally connected to their organization and perceived their competencies as effectively utilized and recognized experienced higher levels of job satisfaction. These findings suggested that fostering emotional bonds between employees and the organization, as well as developing and recognizing employees' competencies, were important strategies for enhancing employee satisfaction and retention. Organizations needed to focus on creating supportive environments that encouraged affective commitment and provided opportunities for skill development and recognition to maintain a motivated and productive workforce.

However, this study had several limitations. First, the research focused on a specific context, which might have limited the generalizability of the findings to other industries or regions. Future research could expand the scope by exploring different sectors and cultural settings. Additionally, the study primarily relied on quantitative data, which might have overlooked deeper insights into employee attitudes and motivations. Incorporating qualitative methods, such as interviews or focus groups, could have provided a more comprehensive understanding of the factors influencing job satisfaction. Despite these limitations, the study offered valuable insights into how organizations could improve job satisfaction through affective commitment and competency development strategies, with implications for both policy development and human resource management.

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