

# THE EFFECT OF COMPETENCY DEVELOPMENT ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN IMPROVING EMPLOYEE PERFORMANCE IN GLOBAL CONSERVATION IN DERAWAN ARCHIPELAGO

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## ABSTRACT

This study aims to analyze the influence of competency development on job satisfaction and organizational commitment in improving employee performance in Global Conservation Derawan Archipelago. In a non-profit organization focused on environmental conservation, human resources are a vital asset to achieve the mission of conservation. This study uses a quantitative approach with the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method to test the relationship between variables. Data was collected through a questionnaire to 43 respondents who were Global Conservation employees. The results of the study show that competency development has a positive effect on job satisfaction and organizational commitment. Job satisfaction has been shown to be a mediating variable that strengthens the relationship between competency development and employee performance. In addition, organizational commitment plays a significant role in improving performance, showing that employees' emotional attachment and moral responsibility to the organization drive the achievement of optimal work outcomes. These findings indicate that effective competency development strategies can create a conducive work environment, increase satisfaction, and strengthen employee loyalty. The practical implications of this study recommend that organizations strengthen training and development programs to improve the quality of human resources in supporting the success of conservation missions.

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## INTRODUCTION

Employee performance is a crucial factor in determining the success of an organization, including non-profit organizations such as Global Conservation in Derawan Archipelago which are engaged in environmental conservation. In this organization, employee performance plays an important role in carrying out ecosystem and biodiversity conservation programs. According to (Kusumah et al., 2024), optimal employee performance can be achieved through various approaches, including competency development and job



satisfaction. A study conducted by (Razen & Sulistiyarningsih, 2023), shows that employees who feel satisfied with their work tend to show higher productivity, which ultimately improves the overall performance of the organization.

In the context of conservation organizations, job satisfaction is a fundamental aspect that can affect employee motivation and engagement. Employees who feel satisfied with their work will be more committed in carrying out their duties and tend to have high loyalty to the organization (Kusumah et al., 2024). Job satisfaction is not only influenced by the compensation received, but also by the factors of the work environment, opportunities to develop competencies, and good relationships between employees and leaders. Therefore, understanding the factors that affect job satisfaction is essential in efforts to improve employee performance at Global Conservation.

Competency development is one of the main strategies in improving employee performance. Research by (Iskandar et al., 2024), shows that training and competency development programs can improve employees' technical and interpersonal skills, which in turn has a positive impact on their work effectiveness. At Global Conservation, employees often face complex challenges in carrying out conservation tasks, so adequate competence is a key requirement. With a continuous training program, it is hoped that employees will be able to adapt to the development of science and technology in the field of conservation.

In addition, organizational commitment also plays a role in improving employee performance. According to a study by (Kusumah et al., 2024), high organizational commitment can motivate employees to make maximum contributions and stay longer in the organization. In the Global context

Conservation, organizational commitment is an important aspect considering that the challenges faced in conservation efforts often require high dedication and loyalty. Therefore, management strategies that can increase organizational commitment are a key factor in achieve long-term conservation goals.

Based on the description above, this study aims to analyze the influence of competency development on job satisfaction and organizational commitment in improving employee performance in Global Conservation. This research is expected to provide insight for organizations in designing more effective policies and strategies in human resource management to support the sustainability of conservation programs in the Derawan Archipelago.

## **LITERATURE REVIEW**

### **Competency Development**

Competency development is a systematic effort by the organization to improve the abilities, skills, knowledge, and work behavior of employees in order to carry out their duties effectively. According to Spencer & Spencer (1993), competence includes the basic characteristics of individuals that determine superior performance. Development programs such as training, coaching, job rotation, and certification have been proven to be able to improve the quality of work and employee readiness to face work dynamics.

A study by Noe (2020) shows that competency development not only improves technical capabilities, but also fosters employee confidence and attachment to the organization. In the context of global conservation-based organizations, competencies in environmental knowledge, natural resource management, and inter-country collaboration skills are crucial.

### **Job Satisfaction**

Job satisfaction describes an employee's positive feelings towards their work, which arises when their needs and expectations are met. Robbins & Judge (2019) explain that job satisfaction is influenced by factors such as leadership style, compensation, work environment, and development opportunities.

Competency development is often associated with increased satisfaction, as it provides learning opportunities, professional recognition, and a sense of career progress. Research by Lee & Bruvold (2003) proves that an organization's investment in employee development increases their satisfaction and commitment.

### **Organizational Commitment**

Organizational commitment is the level of psychological attachment of employees to the organization. Meyer & Allen (1997) divide it into three components: affective, continuance, and normative commitment. Competency development has been shown to increase affective commitment because employees feel valued and supported by the organization.

Some studies (e.g. Bakhshi et al., 2009) show that when employees see that an organization is investing in their growth, they tend to show greater loyalty and a desire to stick around longer. In the context of global conservation institutions, commitment is critical because environmental tasks require continuity, dedication, and long-term understanding.

## **Employee Performance**

Employee performance is the result of work achieved based on certain standards or indicators. According to Armstrong & Taylor (2020), performance is influenced by competence, motivation, organizational support, and work environment.

The literature shows a strong relationship between competence, job satisfaction, organizational commitment, and performance. Competency development improves abilities, then affects job satisfaction and commitment, which ultimately impacts performance improvement (Kim, 2017).

## **Relationship Variables**

Based on previous studies, the relationship between variables in this model can be summarized as follows:

### **Competency development towards job satisfaction**

Development programs make employees feel developed and valued, resulting in increased satisfaction.

### **Competency development towards organizational commitment**

An organization's investment in competencies strengthens emotional bonds and employee loyalty.

### **Job satisfaction with employee performance**

Employees who are satisfied work more productively, creatively, and disciplined.

### **Organizational commitment to Employee Performance**

High commitment drives optimal effort to achieve organizational goals.

### **Competency development for employee performance (direct or indirect)**

Direct impacts arise through increased capabilities, while indirect impacts come through increased satisfaction and commitment.

## **METHODS**

### **Research Design**

This study uses a quantitative approach with a survey method to analyze the influence of competency development on job satisfaction and organizational commitment in improving employee performance at Global Conservation Derawan Archipelago. According to (Sugiyono, 2013), the quantitative method aims to test hypotheses using statistically analyzed numerical data. This approach was chosen because it allows for the objective and systematic measurement of the relationships between variables.

### **Population and Sample**

The population in this study is all employees who work at Global Conservation Derawan Archipelago. Samples were selected using the purposive sampling technique, which is a method of selecting samples based on certain criteria that are relevant to the research objectives (Sekaran & Bougie, 2016). The number of respondents involved in this study was 43 employees, consisting of various divisions and job levels, in order to obtain representative data on factors that affect job satisfaction and employee performance.

### **Data Collection Techniques**

Data was collected through questionnaires compiled based on the indicators of research variables, namely competency development, job satisfaction, organizational commitment, and employee performance. The questionnaire uses a 5-point Likert scale, in which respondents are asked to rate the extent to which they agree or disagree with a given statement. This technique was chosen because it was able to measure the perception and attitude of respondents systematically and Simplify quantitative data analysis.

### **Data Analysis Techniques**

The data obtained was analyzed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with SmartPLS 4 software. This technique was chosen because it was able to test the complex relationships between latent variables and measure the mediating effects in the research model (Hair, Jr. et al., 2022). The analysis carried out includes the evaluation of the measurement model (outer model) to test the validity and reliability, as well as the evaluation of the structural model (inner model) to test the relationship between the research variables.

### **Validity Test**

The validity test was carried out using the outer loading value and the Average Variance Extracted (AVE), where an AVE value above 0.5 indicates that the indicator in the model has met the convergent validity (Fornell & Larcker, 1981). Meanwhile, reliability was tested using Composite Reliability (CR) and Cronbach's Alpha with a value of more than 0.7 as the minimum limit indicating that the research instrument had a high level of reliability.

## **RESULT AND DISCUSSION**

### **Respondent Demographic**

In this study, as many as 43 respondents from Global Conservation in Derawan Archipelago participated in the survey. Respondent characteristics include various aspects, such as

age, level of education, length of employment, and position in the organization.

Table 1. Respondent Data

Category	Info	Sum	Presentase
Gender	Man	25	58%
	Woman	18	42%
Age	20-30	10	23%
	31-40	15	35%
	41-50	18	42%
Education	SMA	5	12%
	Diploma	10	23%
	Bachelor	20	47%
	Magister	8	19%
Position	Staff	30	70%
	Supervisor	8	18%
	Manager	5	12%

The demographic results show that the majority of respondents are between 30 and 40 years old with a S1 level of education. Most respondents have more than five years of work experience, which indicates a level of maturity within the organization.

### Descriptive Analysis

Descriptive analysis was conducted to measure respondents' responses to the main variables in this study, namely employee performance, organizational commitment, job satisfaction, and competency development.

Table 2. Descriptive Analysis Result

Variabel	Mean	SD
Employee Performance	4.21	0.75
Organizational Commitment	4.05	0.68
Job Satisfaction	4.18	0.72
Competency Development	4.30	0.69

From the table above, it can be seen that competency development has the highest average score (mean = 4.30), which indicates that respondents feel that the organization has provided adequate training and skill development.

### SEM-PLS Analysis

The SEM-PLS analysis was used to test the relationships between variables in the research model. The results of the outer model test showed that all indicators had a loading factor above 0.70, which indicated good convergent validity.

**Table 3. Outer Model Test Result**

Indicator	Loading Factor
Competency Development → Job Satisfaction	0.82
Employee Performance → Competency Development	0.79
Competency Development → Organizational Commitment	0.76
Employee Job Satisfaction → Performance	0.85
Organizational Commitment → Employee Performance	0.81

The results of the analysis show that competency development has a positive effect on job satisfaction, organizational commitment, and employee performance. Job satisfaction also acts as a mediating variable that strengthens the relationship between competency development and employee performance.

### Discussion

The results of this study are in line with previous studies which stated that competency development is a key factor in improving employee performance (Fadhullah et al., 2024). High job satisfaction encourages stronger organizational commitment, so employees are more motivated to make their best contribution to the organization (Razen & Sulistiyaningsih, 2023).

In addition, these findings indicate that effective training programs can create a conducive work environment, upskill employees, and strengthen their loyalty to the organization, (Kusumah et al., 2024). Thus, competency development strategies must continue to be improved to achieve organizational goals and conservation sustainability in the Derawan Archipelago.

### CONCLUSION AND SUGGESTION

Based on the results of the research that has been conducted, it can be concluded that competency development has a significant effect on job satisfaction, organizational commitment, and employee performance at Global Conservation Derawan Archipelago. The results of the analysis show that effective competency development can improve employees' skills and motivation, thus positively impacting their performance. In line with the research

of (Fadhlullah et al., 2024), targeted competency development is able to increase productivity and employee loyalty to the organization.

Job satisfaction has been shown to be a mediating variable that strengthens the relationship between competency development and employee performance. Employees who feel satisfied with the work environment, self-development opportunities, and support from the organization tend to have higher work motivation. This is in line with the study of (Kusumah et al., 2024), which shows that job satisfaction can increase commitment and reduce turnover rates in organizations.

Organizational commitment also plays an important role in improving employee performance. The results show that employees who have a high commitment to the organization are more likely to work with high dedication and loyalty. A study by (Razen & Sulistiyaningsih, 2023) confirms that a strong organizational commitment can improve employee retention and their work effectiveness.

The implications of this study indicate that organizations, particularly in the conservation sector, need to continue to develop competency enhancement strategies through relevant training and a supportive work environment. Thus, organizations can retain employees who are competent, motivated, and highly committed to achieving long-term conservation goals.

As a recommendation, competency development programs need to continue to be adjusted to the needs of employees and the challenges faced in conservation operations in Derawan Archipelago.

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