



Management and Economics

The Mediating Effect of Job Satisfaction on the Relationship between Organizational Climate, Competence, and Organizational Commitment

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Abstract

The objective of this study is to examine the effects of organizational climate and employee competence on organizational commitment, with job satisfaction acting as a mediator in the relationship. The study took place at the Class II B Correctional Facility in Singaraja and included 60 employees. We used SEM-PLS to take a quantitative approach. The study shows that the organizational climate has a big, positive effect on both job satisfaction and commitment to the organization. Competence also plays a big role in making employees more satisfied with their jobs and more committed to the organization. Job satisfaction also plays a big role in the relationship between organizational climate, competence, and organizational commitment. These results show how important it is to create a good work environment and help employees improve their skills to make them happier at work. When employees are happy with their jobs, they are more likely to stay with the company and feel attached to it. The results help to create evidence-based plans for long-term human capital planning in prisons and other organizations that work with them.

Keywords: Organizational Climate, Competence, Job Satisfaction, Organizational Commitment

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Introduction:

Particularly in the public sector, where institutions like prisons operate, organizational commitment is now the deciding factor in an increasingly competitive workplace. Employees' level of organizational commitment indicates how deeply they believe in and support the organization's mission and values. Positive work behaviors, increased productivity, and sustained organizational performance are all outcomes of a deeply committed workforce (Robbins & Judge, 2019).

However, "in practice, the level of organizational commitment is not always stable. This phenomenon is evident in the Class II B Correctional Facility in Singaraja, which, despite its strategic role in inmate rehabilitation and development, faces internal challenges such as high work pressure, excessive workload due to overcrowded inmate populations, and limited resources. Signs of fluctuating employee commitment can be observed through low participation in competency development programs, increased internal rotation, and weak

initiatives in supporting the achievement of organizational goals.

In this context, organizational climate and employee competence are two variables believed to influence the level of commitment. Organizational climate reflects the collective perception of the work environment, including aspects such as communication, recognition, and role clarity (Becaro, 2022; Janiukštis et al. 2024). A conducive organizational climate has been proven to enhance employee loyalty and engagement (Hanafi & Sanosra, 2018; Purnama & Riana, 2020). However, some studies have reported contradictory findings, such as Dharma (2019), who identified that organizational climate was not a direct predictor of organizational commitment.

Conversely, competence which encompasses knowledge, technical skills, and behavioral attributes plays a pivotal role in shaping both employee performance and organizational loyalty. Studies by Samtono (2020) dan Eriani et al. (2023) indicate a positive influence of competence on organizational commitment. Nevertheless, different results were reported by Karami et al. (2017) and Lestariningsih & Rismawati (2024), who found no significant relationship between competence and commitment.

In addition, it is important to consider if job satisfaction mediates the relationship between organizational climate and competence and commitment or if the effects are direct. Employees' positive attitudes toward their work are reflected in job satisfaction, which has been demonstrated in numerous studies to increase organizational commitment (Hasnah, Panjaitan, & Ekananta, 2023; Nurhasanah & Sarah, 2025). According to Purnama & Riana (2020), job satisfaction significantly mediates the relationship between organizational climate and employees' commitment to the organization. Sari et al. (2022) challenge the conventional view by demonstrating that job satisfaction is not invariably a strong antecedent of organizational commitment.

Previous findings also suggest that both organizational climate and competence may affect commitment not only directly but also indirectly with job satisfaction acting as a mediator. According to Arief (2020), organizational climate does not reliably predict job satisfaction. In contrast, findings from Fitriati (2020) and Sumerdana & Heryanda (2021) indicate that

employee competence contributes positively to job satisfaction. These inconsistencies indicate a research gap that warrants further investigation, particularly within the context of public sector institutions such as correctional facilities.

This study examines the role of job satisfaction as a moderating variable in the relationship between organizational climate, employee competence, and organizational commitment at the Class II B Correctional Facility in Singaraja. The facility faces resource challenges, high occupational risks, and complex tasks. Theoretically, this study will add to the public sector's conversation about human resources, and practically, it will shed light on how correctional institutions can boost employee performance and organizational effectiveness.

Literature Review:

1. Resource-Based Theory (RBT)

According to RBT, a company's internal resources can only provide a lasting competitive advantage if they are valuable, inimitable, rare, and non-substitutable (Barney, 1991). This theory explains how human resources including competence, organizational climate, and job satisfaction are strategic assets that can enhance organizational commitment in the context of public organizations like correctional institutions. An examination of the ways in which an organization's internal quality affects employee attachment to the institution can be laid out on this theoretical basis.

2. Organizational Climate

Organizational climate describes how employees as a group perceive and interpret their work environment, including structure, leadership style, reward systems, and interpersonal relationships Mutonyi et al. (2020). A supportive work environment is able to foster psychological comfort and increase work motivation. Several studies have demonstrated a significant influence of organizational climate on commitment. For example, Hanafi & Sanosra (2018) concluded that organizational climate positively affects employee commitment. In the same vein, (Purnama & Riana, 2020) discovered that organizational climate positively and significantly influences organizational commitment. However, Dharma (2019) reported contrasting results, indicating that

organizational climate does not significantly affect employee commitment.

3. Competence

Competence encompasses a blend of knowledge, attitudes and skills, that collectively enable an individual to carry out tasks effectively and efficiently (Spencer & Spencer, 1993). Competence plays a crucial role in supporting both individual and organizational performance. Samtono (2020) found that competence has a positive influence on commitment. Similarly, Eriani et al (2023) demonstrated that competence positively affects employee commitment. However, contrasting findings were reported by Lestariningsih & Rismawati (2024), who found that competence does not exert a statistically significant influence on organizational commitment.

4. Job Satisfaction

Job satisfaction is characterized by an employee's positive affective evaluation of their job, which arises from evaluating various aspects of the work, such as salary, working conditions, and relationships with colleagues (Locke, 1976). Suwitra et al. (2023) found that job satisfaction has a significant and positive influence on organizational commitment. This finding is supported by Badaruddin et al. (2023), who stated that higher job satisfaction leads to higher levels of employee organizational commitment. However, Sari et al. (2022) argued that job satisfaction does not significantly influence organizational commitment. Furthermore, Arief (2020) revealed that organizational climate does not always positively affect job satisfaction, while Utami & Sukmawati (2018) and Badaruddin et al. (2023) concluded that competence has a significant effect on employee job satisfaction."

5. Organizational Commitment

Organizational commitment is the psychological bond and employee has with their organization, characterized by emotional attachment, a strong desire to remain, and a readiness to contribute meaningfully to organizational objective (Meyer, Allen, & Smith, 1993). This form of commitment is essential for fostering employee loyalty and reducing turnover. Robbins & Judge (2019)

highlight the fact that highly committed employees are more likely to go above and beyond in their work and have a positive outlook on the company as a whole. Internal factors such as organizational climate, job satisfaction, and employee competence impact organizational commitment. Improving organizational performance by fostering greater employee dedication is largely dependent on cultivating top-notch human resources. Climate, competence, and work satisfaction all play a role in shaping organizational commitment. Increased dedication to the company can be the result of a combination of factors, including a positive work environment and competent employees. An individual's level of job satisfaction mediates the connection between competence, organizational climate, and organizational commitment. Therefore, competence and organizational climate both have a direct and indirect impact on employees' dedication to the organization.

Research Methodology:

The purpose of this quantitative study is to investigate the relationship between organizational commitment (the dependent variable) and three independent variables (organizational climate, competence, and job satisfaction) through a causal associative research design. All permanent staff members of a particular institution (to be determined according to the research setting) were included in the research population.

Probability sampling was used for the sampling process, with a focus on stratified random sampling in cases where hierarchical job levels were present, or simple random sampling in other cases. A suitable sampling method, such as Slovin's formula, was used to determine the sample size.

This study's data came from a validated and reliable structured questionnaire that used a five-point Likert scale (1–5). Institutional climate (Purnama & Riana, 2020), competence (Samtono, 2020), job satisfaction (Utami & Sukmawati, 2018), and organizational commitment (Purnama & Riana, 2020).

In order to analyze the data, SmartPLS software was used in conjunction with SEM-PLS. Using

this strategy, we looked at the mediated role of work satisfaction in the connection between organizational climate, competence, and organizational commitment, as well as the direct and indirect relationships among the variables themselves.

Research Findings

1. Evaluation of the Outer Model

In the SmartPLS-based analysis, there are three main criteria used to evaluate the measurement (outer) model:

Table 1. Measurement Model (Outer Loadings)

Variables	Indicator	Outer Loading Value
Organizational Climate (X1)	1. The physical environment in my workplace (including workspace, equipment, and work processes) is well-organized, supporting comfort and work productivity. (X1.1)	0.765
	2. I feel that I have positive and mutually supportive working relationships with my colleagues within the organization. (X1.2)	0.865
	3. The management processes in my organization (such as planning, implementation, and evaluation) are carried out in a structured and consistent manner. (X1.3)	0.924
	4. The products or services delivered by my organization reflect high standards of quality and performance. (X1.4)	0.841
	5. I believe that the guidance and coaching services provided by Class IIB Correctional Facility Singaraja to inmates are aligned with correctional standards and objectives. (X1.5)	0.846
	6. I understand that all programs and services organized by Class IIB Correctional Facility Singaraja are intended to fulfill the needs of inmate development and social reintegration. (X1.6)	0.825
Competence (X2)	1. I am aware of and understand the duties and responsibilities of my current job position. (X2.1)	0.767
	2. I am knowledgeable about the rules and work procedures within my organization. (X2.2)	0.799
	3. I understand how to properly operate work equipment. (X2.3)	0.876
	4. I have good written communication skills. (X2.4)	0.850
	5. I have strong verbal communication skills. (X2.5)	0.853
	6. I possess a high level of creativity in my work. (X2.6)	0.846
	7. I have a strong work spirit and motivation. (X2.7)	0.803
	8. I am capable of effective planning and organizing. (X2.8)	0.774
Job Satisfaction (Y1)	1. I believe that the work I perform at Class IIB Singaraja Correctional Facility is meaningful and contributes significantly to the objectives of the correctional system. (Y1.1)	0.800
	2. I feel that the salary or benefits I receive are proportional to my responsibilities and workload at Class IIB Singaraja Correctional Facility. (Y1.2)	0.798
	3. I perceive that opportunities for promotion at Class IIB Singaraja Correctional Facility are granted fairly based on performance and competence. (Y1.3)	0.842
	4. I feel that the supervision system at Class IIB Singaraja Correctional Facility is implemented consistently and helps improve discipline and employee performance. (Y1.4)	0.748
	5. I believe that coworkers at Class IIB Singaraja Correctional Facility support one another, collaborate effectively, and foster a positive working environment. (Y1.5)	0.827
Organizational	1. I feel proud to be part of the Class IIB Singaraja Correctional Facility and	0.748

Variables	Indicator	Outer Loading Value
Commitment (Y2)	have a strong desire to continue contributing to the organization. (Y2.1)	
	2. I remain employed at the Class IIB Singaraja Correctional Facility because leaving the organization would significantly impact my career and life stability. (Y2.2)	0.849
	3. I feel a moral obligation to continue working and dedicating myself to the Class IIB Singaraja Correctional Facility. (Y2.3)	0.870

Source: SmartPLS Output

Validity tests for the measurement model included both convergent and discriminant analyses. According to Hair et al. (2019), all indicator loadings were greater than 0.70, which signifies strong reliability and confirms

convergent validity. Since each indicator has a higher loading on its own construct than on any other, proving that the constructs are empirically separate, discriminant validity was also established.

Table 2 Discriminant Validity

AVE			Korelasi			
	AVE	√AVE	Organizational Climate	Job Satisfaction	Organizational Commitment	Competence
Organizational Climate	0.715	0.846	0.846			
Job Satisfaction	0.646	0.804	0.781	0.804		
Organizational Commitment	0.679	0.824	0.782	0.779	0.824	
Competence	0.676	0.822	0.765	0.767	0.767	0.822

Source: SmartPLS Output

The square root of the AVE for each construct is larger than its correlations with other constructs, suggesting satisfactory discriminant validity. Table 2 shows that all four variables have AVE values greater than the 0.50 threshold. Also, AVE values and composite reliability were used to evaluate the model's dependability. When the

combined reliability and absolute value of the construct are more than 0.70 and 0.50, respectively, the construct is deemed reliable. Table 3 shows that all of the constructs satisfy these requirements, which proves that the measurement model is valid and reliable.

Table 3. Reliability

Variables	Composite Reliability
Organizational Climate	0.938
Job Satisfaction	0.901
Organizational Commitment	0.863
Competence	0.943

Source: SmartPLS Output

Table 3 shows that all variables meet the requirements for composite reliability; all of their

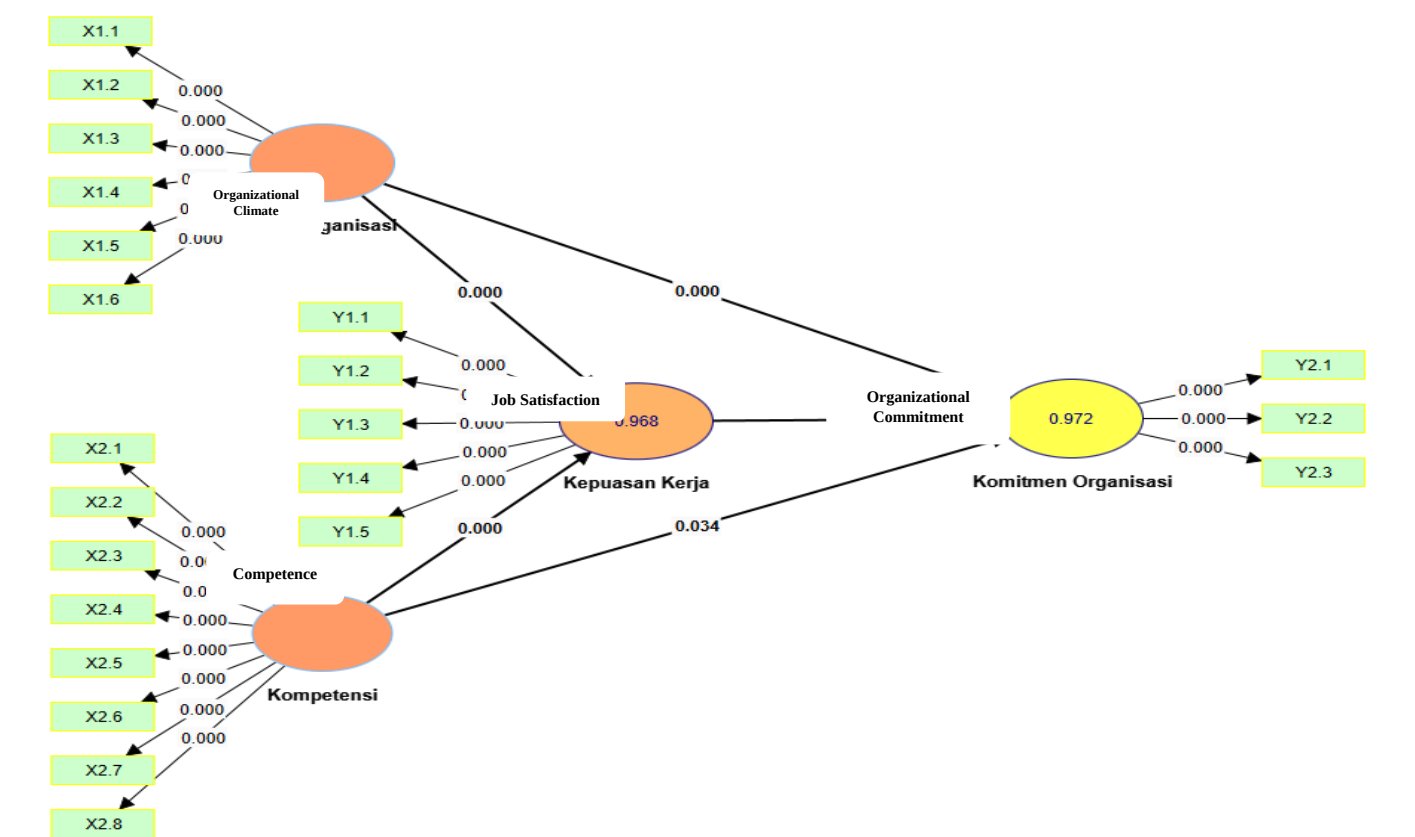
values are greater than or equal to 0.70, which is the recommended threshold (Nunnally &

Bernstein, 1994). There is evidence of validity and reliability in the indicators used to measure the latent constructs, as shown by the overall assessment of convergent validity, discriminant validity, and composite reliability.

2. Structural Model Evaluation (Inner Model)

Statistical significance, R-squared values, and inter-variable correlations are the targets of the

structural model's (the inner model's) evaluation. The endogenous variables' R-squared values, t-test results, and path coefficient significance are all part of this validation process. The varying R-squared values show how much of an impact the external latent variables have on the internal latent variables.



The ellipses in the structural model show how latent constructs impact the indicators in this study. As the latent constructs change, so do the indicators that measure them. Both competence and organizational climate are external factors, whereas work satisfaction and organizational commitment are internal factors.

A measure of the extent to which exogenous variables explain the variation in endogenous

variables is the R-squared (R^2) value. The Q^2 value, which stands for predictive relevance, is another metric used to evaluate the model. It shows how well the model can anticipate the observed data. The predictive accuracy and general model quality are both enhanced when the Q^2 value is close to 1. The following table displays the corresponding estimates of R-squared

Table 4. R-Squared Values

Endogenous Variable	R-Square Value
Job Satisfaction (Y1)	0,968
Organizational Commitment (Y2)	0,972

Source: SmartPLS Output

Table 4 provides the R-squared coefficients indicating the explanatory power of the model for each endogenous variable. The R-square value for Job Satisfaction (Y1) is 0.968, indicating that Organizational Climate (X1) and Competence (X2) collectively explain 96.8% of the variance in job satisfaction. Meanwhile, the R-square value for Organizational Commitment (Y2) is 0.972, suggesting that Organizational Climate (X1), Competence (X2), and Job Satisfaction (Y1) explain 97.2% of the variance in organizational commitment. These results demonstrate that the model possesses strong explanatory power, as higher R-square values indicate that the

exogenous variables effectively explain the variance of the endogenous constructs, thereby reflecting a better structural model.

Hypothesis Testing

The direct effects between latent variables were tested for significance using t-statistics in hypothesis testing. The direct influence among variables is the main focus of the analysis. You can learn a lot about the interrelationships of the model's components from the estimated parameter significance. Table 5 shows the values shown in hypothesis testing, which are based on the inner model path coefficients (inner weight output).

Table 5. Results of Hypothesis Testing

	Path Coefficient (Bootsrapping)	T-Statistics	P-Value	Conclusion
(X1) → (Y1)	0,705	10,301	0,000	Accepted
(X2) → (Y1)	0,286	4,089	0,000	Accepted
(X1) → (Y2)	0,490	4,854	0,000	Accepted
(X2) → (Y2)	0,196	2,116	0,034	Accepted
(Y1) → (Y2)	0,308	3,438	0,001	Accepted

Source: SmartPLS Output

As presented in Table 5, all hypotheses are supported, demonstrating favorable and statistically significant correlations between variables. Job satisfaction and organizational commitment are positively impacted by both competence and the climate of the organization. Job satisfaction also plays a mediating role in the model, as it has a significant impact on organizational commitment.

2. Testing the Indirect Effects Through the Mediating Variable

One way to determine if the mediating variable is important in a model is to use indirect effect testing. This analysis allows us to look at how much the mediating variable is involved, whether it's a partial mediator, a full mediator, or not involved at all.

Table 6. Summary of Indirect Effect Testing Results for the Mediating Variable Job Satisfaction

Mediated Relationship	Effect				Conclusion
	(a)	(b)	(c)	(d)	
Job Satisfaction (Y1)					
Organizational Climate (X1) → Organizational Commitment (Y2)	0,490	0,983	0,705	0,308	<i>Partial Mediation</i>
Competence (X2) → Organizational Commitment (Y2)	0,196	0,967	0,286	0,308	<i>Partial Mediation</i>

Source: SmartPLS Output

A p-value less than 0.05 indicates a statistically significant mediating effect, suggesting that the mediator significantly connects the two sets of

variables. There is probably no mediation at play here; a p-value greater than 0.05 indicates a direct relationship.

Table 7. Specific Indirect Effects

Path	Coefficients Value	T-Statistics	P-Value
Organizational Climate (X1) → Job Satisfaction (Y1) → Organizational Commitment (Y2)	0.217	3.214	0.001
Competence (X2) → Job Satisfaction (Y1) → Organizational Commitment (Y2)	0.088	2.671	0.008

Source: SmartPLS Output

According to Tables 6 and 7, job satisfaction mediates the relationship between organizational commitment and the independent variables to a certain extent. As a result of its mediating role, organizational climate has a greater impact on employee competence, and a more supportive

Discussion:

This study aims to empirically examine the relationship between organizational climate, employee competence, and organizational commitment at the Class II B Singaraja Correctional Facility. The research will use job satisfaction as a mediating variable to examine the connection between these factors. Using the PLS method, the findings highlight how important it is to have a high-quality work environment and human resources to encourage employee loyalty.

Organizational climate has a positive and statistically significant effect on job satisfaction, according to the first finding. Feeling safe and supported at work is enhanced when there is open communication, supervisor and colleague support, and clear job descriptions. This finding is consistent with studies by Roni et al. (2024) and Pasaribu (2023), which indicates that contentment with one's work is directly correlated with an organization's health. When workers are respected and given responsibility, it improves their morale and mental health.

Employee competence also has a positive and statistically significant effect on job satisfaction, according to the second finding. Workers who have solid technical and non-technical abilities are more self-assured and can easily adjust to changes in the workplace. This result aligns with the

climate leads to greater job satisfaction, which boosts organizational commitment. Although work satisfaction is a factor, it is not the sole one affecting organizational commitment due to the partial mediation.

research of Sundari & Putri (2023) and Permatasari et al. (2023) which shows that being more competent makes one feel more at ease and fulfilled in their job. Consequently, if we want to create long-term job satisfaction, we must invest in our employees' competence.

Another important factor that directly affects organizational commitment is the climate of the organization. Workers feel more invested in the company and more accountable for its success when they work in an equitable and supportive environment. This finding is in line with research by Suwanto et al. (2023) and Ibrahim & Widawati (2022), the results of which indicate that an organization's climate plays a significant role in fostering loyalty among workers over the long haul. Workers are more invested and give their all when they feel they have a positive impact on the company's success.

Competence also shows a favorable and statistically significant effect on loyalty to the company. Because they believe they can make a difference, loyal employees are more likely to be competent. This study reinforces the findings of Rogi et al. (2024) and Damanik et al. (2024), which stated that the development of individual capacities significantly enhances employees' sense of belonging and attachment to the organization.

Additionally, job satisfaction is found to be a significant factor in influencing organizational

commitment in this study. If workers are happy on an internal and external level, they are more likely to care deeply about the company they work for. These results support the research of Sadikin et al (2024) and Nurhalizah & Jufrizen (2024), who emphasized that job satisfaction serves as a fundamental basis for cultivating loyalty and the desire to remain within the organization.

In addition, the mediation analysis shows that work satisfaction mediates the connection between commitment to the organization and climate within it. This shows that employee happiness on the job is one indirect way in which organizational climate affects commitment. This finding is supported by Zikri & RDA (2023), who stressed the importance of job satisfaction as a link between organizational climate and loyalty among workers. When employees work in an environment that is both positive and supportive, it can have a multiplicative effect on their motivation, emotional health, and loyalty to the company. This highlights the significance of creating a healthy workplace as a means to maintain employee involvement and loyalty.

In addition, the relationship between employee competence and organizational commitment is found to be partially mediated by job satisfaction. When workers are competent in their roles, they enjoy their work more and are more invested in the company as a whole. This finding aligns with prior studies by Sadikin et al. (2024) and Permatasari et al. (2023), which emphasize that continuous training and development are critical strategies for promoting long-term employee loyalty and strengthening organizational commitment

A more positive organizational climate and higher levels of employee competence were found to be significant predictors of higher levels of job satisfaction and, by extension, stronger organizational commitment, according to the study's overall findings. Employee loyalty is influenced by internal organizational conditions, and job satisfaction mediates this relationship. It is crucial for Lapas Class II B Singaraja's management to continuously foster a supportive work environment and invest in ongoing employee development in order to build a workforce that is resilient, committed, and competitive.

Conclusion and Recommendations:

This study examines the relationship between organizational commitment, organizational climate, and employee competence within the context of Class II B Singaraja Correctional Facility. Job satisfaction is used as a mediating variable. Both competence and organizational climate have a positive and substantial effect on employee commitment and job satisfaction, according to the results. Job satisfaction plays a critical role in fostering employee loyalty, as it is confirmed to partially mediate the relationship between commitment and these independent variables. In order to increase job satisfaction, which leads to stronger organizational commitment and reduced turnover intentions, it is crucial to invest in employee development and create a supportive work environment.

Based on the research findings, it is recommended that the leadership of Class II B Singaraja Correctional Institution foster a conducive organizational climate through two-way communication, recognition of employee performance, and a supportive work environment. A positive workplace atmosphere has been proven to encourage employees' emotional engagement and strengthen their organizational commitment. The human resource division should design continuous competency development programs focusing on technical, managerial, and behavioral aspects. High levels of employee competence significantly contribute to job satisfaction and organizational loyalty. Furthermore, the Ministry of Law and Human Rights of the Bali Region is expected to provide policy support and adequate resources to enhance human resource development within correctional institutions. For future research, it is suggested to expand the study to different units or institutions to improve the generalizability of the findings. Incorporating additional variables such as motivation, leadership, and organizational culture may also be considered to obtain a more comprehensive understanding of organizational commitment.

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