

The Role of Competence and Commitment in Building Sustainable Organizational Performance of Public Sector: A Systematic Literature Review

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Abstract:- This research highlights the evolution of employee competence, organizational commitment, and sustainable performance in public sector or public service organizations by analyzing key trends and key concepts. We also analyzed and mapped the knowledge structure of research themes. Furthermore, this paper aims to outline a specific research agenda for the research subject. This research employs a systematic, integrated literature review approach, conducting a systematic review of existing literature on employee competency, organizational commitment, and sustainable performance in public sector organizations or public services. The PRISMA statement guidelines were followed. We obtained a total of 91 inclusion documents from Semantic Scholar. Our results show that there is a relationship between employee competence, organizational commitment, and the sustainable performance of public sector organizations or public services. Understanding the role of employee competence and organizational commitment in improving the sustainable performance of public sector or public service organizations requires the use of robust research models and a thorough conceptualization of how these relationships can emerge. We propose a research model for the future research agenda that explores how organizational commitment mediates the role of employee competence in improving the sustainable performance of public sector organizations.

Keywords:- Employee Competence, Organizational Commitment, Sustainable Organization, Public Sector, Systematic Literature Review, Research Agenda.

I. INTRODUCTION

The literature extensively documents the prevalence of sustainable organizational performance in the public sector due to its substantial impact on service efficiency and quality. Public organizations commonly utilize sustainability indicators aligned with frameworks like the Global Reporting Initiative (GRI) and the United Nations (UN) sustainable framework to assess their environmental and sustainable performance [1]. Studies show that public service motivation [2], circular economy practices [3], and the use of sustainability indicators and reporting frameworks [1] are some of the things that affect the long-term performance of organizations. Enhancing service delivery efficiency in the

public sector necessitates quality improvement, as skills and expertise alone may not always address challenges, but innovative management techniques such as quality process analysis may be necessary [4]. Efficient management of public services by public administration entities is essential for ensuring improved quality and availability, which in turn leads to effective service performance based on established standards [5].

To develop sustainable performance of public sector organizations, existing literature has suggested various strategies. Building sustainable success hinges on recognizing the intricate connections between competence, organizational commitment, and employee performance, and strategically aligning these elements to drive organizational excellence. In the ever-evolving landscape of organizational management, the quest for sustainable success remains a critical objective for both practitioners and researchers. Building sustainable success in organizations is a multifaceted endeavor that involves various factors such as competence and employee commitment. Competence, encompassing skills, knowledge, and abilities, plays a crucial role in enhancing organizational performance [6]. Employees with high levels of competence are better equipped to handle tasks effectively, leading to improved overall performance [7]. Moreover, competence is linked to organizational commitment, as employees who feel competent are more likely to be committed to their organization [8]. This connection underscores the importance of fostering competence within the workforce to drive organizational success.

Sustainable organizational performance is essential for the long-term success and viability of an organization. Ref. [9] emphasize that sustainable organizational performance is intricately linked to an organization's strategies and practices, with sustainability principles significantly impacting overall performance. This highlights the importance of integrating sustainability principles into organizational operations to drive sustained success. Sustainable organizational performance is crucial for public service organizations due to its impact on service delivery, organizational effectiveness, and societal well-being. Ref. [10] emphasizes that developing a vision supporting sustainability values leads to positive performance outcomes and enhances the organization's image within the community. Investing in human resources and fostering competencies within public service organizations is essential for sustainable performance. Ref. [11] highlights the role of

education, training programs, and policies in sustaining public service motivation and improving employee competencies to drive ethical-oriented innovation and change within public administration. Measuring performance is crucial for sustainable organizational performance in public service organizations. Ref. [12] underscore the importance of performance measurement in improving service delivery, detecting errors, recognizing success, enhancing organizational learning, and ensuring accountability.

Central to this pursuit are the concepts of competence and employee commitment, which have been widely recognized as key drivers of organizational performance. Competence, often defined as the ability to effectively perform job tasks, encompasses a range of skills, knowledge, and behaviors that contribute to individual and organizational success. Employee competency is a crucial factor for the sustainable performance of public service organizations. Competency development practices play a significant role in enhancing organizational performance within the public service sector [13]. Employees with high levels of competency possess the necessary skills, knowledge, and abilities to effectively carry out their roles, contributing to improved service delivery and organizational effectiveness [14]. Competent employees are better equipped to handle the complexities of public service work, leading to enhanced performance outcomes and increased efficiency in service provision. Moreover, research has shown that employee competency positively impacts organizational performance in public service organizations [15].

Employee commitment, on the other hand, refers to the psychological attachment and loyalty that employees feel towards their organization. This commitment manifests in various forms, including affective, continuance, and normative commitment, each contributing differently to organizational performance. Employee commitment is a crucial factor for the sustainable performance of public service organizations. Research by emphasizes that organizational commitment is essential for fostering accountability and driving employees to work diligently towards achieving organizational objectives [16]. Organizational commitment reflects employees' dedication to the organization's goals and their willingness to actively contribute to its development, which is crucial for sustaining performance in public service organizations. Additionally, organizational commitment plays a significant role in enhancing employee performance and job satisfaction within public service organizations. Studies by highlight that organizational commitment is closely linked to employee loyalty and efficiency, which are essential for organizational success [17]. Employees who are committed to their organization are more likely to exhibit positive work attitudes, higher work engagement, and increased productivity, all of which contribute to sustainable performance outcomes.

The interaction between competence and employee commitment is a complex and evolving phenomenon that has been increasingly studied in organizational research. While previous studies have highlighted the importance of these factors individually, there is a growing acknowledgment of

the need to investigate their combined influence on organizational performance. Several studies have explored this area, revealing the intricate connections between competence, employee commitment, and performance. Ref. [8] and [18] have investigated how competence impacts employee commitment and performance, with organizational commitment acting as a mediator in this relationship. Ref. [7] has pointed out that improved competence leads to increased employee commitment, subsequently enhancing employee contributions to the organization. Additionally, research by [8] and [19] Helmi et al. (2020) has delved into the effects of competence on organizational commitment and employee performance, highlighting the mediating role of organizational commitment. Furthermore, studies by [20] and [21] have shown that competence positively affects organizational commitment, which in turn improves employee performance. Moreover, research by [22] and [23] has emphasized the positive and significant impact of competence on employee performance, with organizational commitment playing a mediating role in this association.

The goal of this study is to look into the complex connections between employee competence, organizational commitment, and the long-term performance of public sector organizations or public service variables. It will accomplish this by conducting a system literature review analysis, which will provide a comprehensive overview of the current literature and identify emerging trends and gaps. Previous studies have highlighted the importance of these variables independently, yet there is a growing recognition of the need to examine their combined effects on organizational performance. By employing a system literature review approach, this study seeks to systematically analyze the existing body of literature, identifying key themes, influential authors, and seminal works that have shaped our understanding of these concepts. Through system literature review analysis, we aim to provide a holistic view of the current state of research on competence, employee commitment, and sustainable organizational performance. By mapping this field's intellectual landscape, we hope to uncover insights that can guide future research and inform managerial practices. Ultimately, this study seeks to contribute to the ongoing discourse on how organizations can build and sustain success in an increasingly complex and competitive business world.

Research questions based on a literature review system analysis involves examining existing studies and theories to identify gaps or areas for further exploration. Here are some potential research questions related to employee competency variables, organizational commitment, and sustainable performance of public sector organizations:

II. METHODOLOGY

A systematic literature review is a qualitative, structured, and iterative process for collecting and categorizing literature to answer specific research questions. A systematic review is a study in and of itself, allowing it to answer research questions in a broader sense than a single empirical study by revealing relationships across many studies [24]. Future

researchers will be able to use this document as a source guide for the topic and its categories, as well as identify gaps in the literature that require filling [25] [26]. This systematic literature review found all relevant literature regarding the role of employee competence, organizational commitment, and building sustainability performance in public sector organizations. Specifically, I ask: What are the key employee competencies correlated with the sustainable performance of public sector organizations? How do employee competencies contribute to the sustainable performance of public sector organizations? What factors contribute to organizational commitment among employees in public sector organizations? What is the impact of organizational commitment on the sustainable performance of public sector organizations? What are the key indicators of sustainable performance in public sector organizations? How do employee competency variables and organizational commitment jointly influence the sustainable performance of public sector organizations? What are the mediating effects of organizational commitment on the relationship between employee competencies and sustainable performance? This review examines employee competency, organizational commitment, and sustainable performance public sector organizations as determined by the search methodology.

➤ Search Strategy

One large and comprehensive electronic database, Semantic Scholar, was searched for relevant publications using the search strategy. For your reference, here is a simplified version of the search strategy: we searched for employee competence using the phrase "employee AND competence AND in AND public AND sector"; we searched

for organization commitment using the phrase "organization AND commitment AND in AND public AND sectors AND organization"; and we searched for sustainable performance of public sector organizations using the phrase "sustainable AND organization AND performance AND of AND public AND services OR sectors".

➤ Procedure and Flowchart

Once the search stage employs a phrase-based search strategy to find relevant articles for review, it proceeds through various procedures, as illustrated in Figure 1. The second stage involves the identification of 825 articles ($N = 825$) using a search strategy that included the phrases "employee competency," "organizational commitment," and "sustainability performance of public sector organizations." We screened all the retrieved articles by reading their abstracts and applying inclusion and exclusion criteria. We identified 800 articles that satisfied any of the exclusion criteria. During the third stage, known as the screening stage, we excluded 211 articles ($N = 211$) due to their non-English language (Indonesian, Chinese, Korean, Thai, and Russian), non-article data source (handbook, book chapter, review, conference paper), and incompleteness. (Year, abstract, author's name). At this stage, we excluded articles that did not align with the research questions ($N = 288$) and those that did not focus on the sustainable performance of public sector organizations or public services ($N = 191$). In stage four, we read all articles suitable for text in full; at this stage, we excluded articles that were not relevant ($N = 19$). The fifth stage, known as the include stage, yielded 91 worthy and relevant articles for review ($N = 91$).

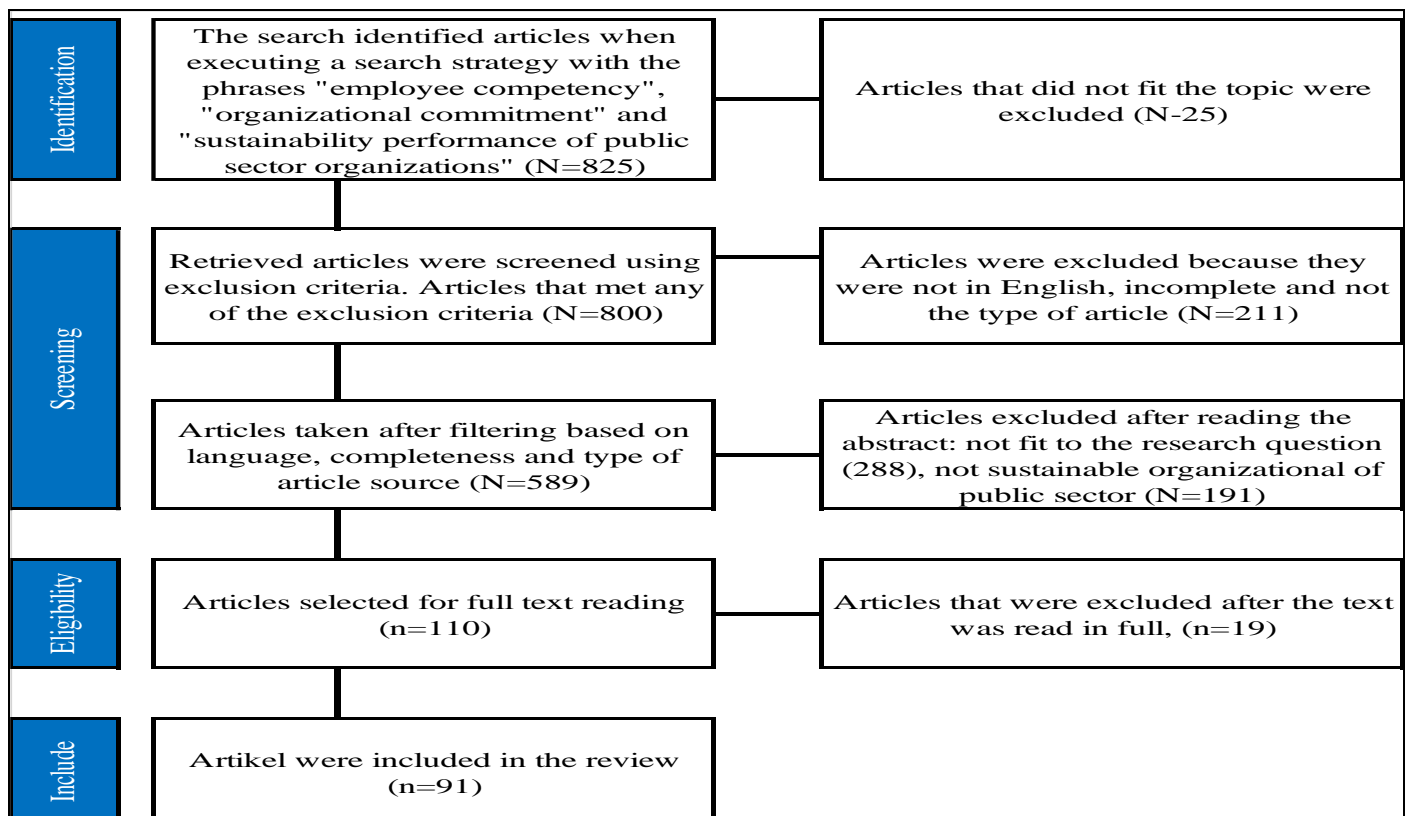


Fig 1 Prisma Flow Diagram [27]

III. RESULTS

➤ Performance Analysis

Analyzing the development of yearly article output on the subjects of employee competency, organizational commitment, and organizational sustainability performance in the public sector or public services constitutes performance analysis. According to Tiberius and Weyland (2022), the quantity of papers published serves as a measure of output, while the quantity of citations indicates the article's influence on study within the subject. The h-index and g-index indicators demonstrate the impact of the author's written works that receive subsequent citations. An author or source has published a total of h articles, each of which has received a minimum of h citations. The h-index, which evaluates the output and citations together, indicates this [73] [74]. The g-index indicates an author or source who has

received an average of k citations in their first published work.

Figure 1 displays a selection of publications from 91 academic journals published between 2017 and 2024 that discuss staff competency, organizational commitment and sustainable performance of public sector or public service organizations. Based on 91 papers from 2017 -2024 has 1,272 citations. Around 181.72 cites per year, 13.98 cites per paper, 697.06 cites per author, 42.47 papers per author and 2.86 authors per paper. Then the h-Index is 20 and the g-Index is 33.

Ninety-one research articles that meet the inclusion criteria were found after a search of the published literature. However, five papers were excluded because they did not have abstracts. Table 1 presents an overview of the listed studies and their findings.

Table 1 Description of the Included Studies

Authors	Years	Results
Okolie & Ikenga	2024	The paper emphasizes the importance of senior public administrators and political leaders in promoting ethical behavior in civil service, including hiring, performance evaluation, and promotion decisions, alongside other competencies.
Gudmundsdottir et al.	2024	The study emphasizes the role of leaders and middle managers in digital transformation, emphasizing sustainability in resource management and innovation in service provision, providing insights for organizations promoting sustainability and adapting to digital advancements.
Triyono & Tjahjono	2023	The study's results support the initial hypothesis that emotional intelligence positively affects employees' affective commitment. In addition, the study's results support the second hypothesis that public service motivation mediates the effect of emotional intelligence on affective commitment.
Elrayah & Mabkhot	2023	The study reveals that organizational commitment significantly impacts job satisfaction, with the work environment playing a mediation role in the relationship between commitment and turnover intention. To improve job satisfaction, managers should involve employees in problem-solving and adopt high-performance practices, fostering a motivated workforce and reducing turnover.
Alnehabi & Al-Mekhlafi	2023	The study highlights the importance of organizational identification and commitment in the Saudi Arabian banking sector, highlighting the link between CSR, employee performance, and turnover intention.
Park & Lee	2023	The research highlights the significance of Public Service Management (PSM) in public administration, suggesting that organizations should design effective methods to improve employee PSM levels, influencing job satisfaction and commitment, albeit differently across sectors.
Sudha et al.	2023	The results reveal that transformational leadership did not significantly affect job performance. While a mediation effect was present, the effect size was within a small range.
Mehmood et al.	2023	The study used a moderated-mediation model to examine the impact of employee commitment on high-involvement work practices and proactive behavior. Results showed supervisor deviant behavior attenuated this effect, providing insights for public sector organizations to enhance service quality.
Popa et al.	2023	Employee competencies significantly influence hierarchical and market orientation of Organizational Culture (OC), while perceived leadership behavior positively influences cultural characteristics like clan, adhocracy, market, and hierarchy.
Rumambi et al.	2022	The conclusion of this study provides an overview of organizational and cultural commitment to the performance of civil servants as a sub-district public service in Tomohon; thus, the employees have continuity and respective roles following the existing sub-districts and functions.
Lu & Chen	2022	Public service motivation significantly influences work engagement, organizational commitment, and job satisfaction, with enhanced motivation leading to increased

		involvement, loyalty, and positive attitudes, ultimately improving productivity in the public sector.
Ghumiem et al.	2022	The study reveals a significant positive impact of organizational commitment on organizational performance in the Electricity Sector and the Public Sector in Developing Countries.
Daniali et al.	2022	The authors presented critical competencies in healthcare, social, educational, and cultural affairs, allowing for theoretical and practical modeling. They emphasized the importance of developing employee competency frameworks for sustainable development, which can be applied across Iran's healthcare system.
Khuong & Mai	2022	The study found that task-oriented and change-oriented leadership styles directly predicted positive moods, while task-oriented and change-oriented leadership directly affected employee job satisfaction. These findings can help public leaders improve organizational performance in the public sector, providing a basis for further research in public administration.

Table 1 Description of the Included Studies (Continued)

Authors	Years	Results
Aldasem et al.	2022	The study reveals that overqualification and life satisfaction significantly impact employees' job performance, affecting organizational commitment. However, person-job fit negatively impacts job performance. The study contributes to understanding the impact of these factors on organizational commitment during the COVID-19 pandemic.
Mustapha	2022	Employees perceive Big Data Sustainable Implementation positively impacts business performance, with factors like architecture quality, human cognitive factors, and organizational readiness playing significant roles. Human cognitive factors moderate this relationship.
Zhai et al.	2022	The study found that work engagement and affective commitment significantly influence nurses' thriving at work, with both contextual and dispositional factors influencing this. Nurse leaders can foster thriving by creating an inclusive environment and providing resources.
Sun	2021	The study reveals that voice behavior mediates the relationship between public service motivation and affective commitment to change, while superficial harmony negatively moderates this relationship, contributing to understanding change recipients' commitment.
Kumari & Medis	2021	Career development is the most significant determinant of employee commitments among executive officers of state-owned commercial banks in Sri Lanka, while alignment with organizational goals is the least significant factor.
Mishra & Kasim	2021	The study reveals that employee commitment significantly influences the relationship between team culture and job performance, and that team culture is also significantly related to individual job performance, contributing to the understanding of team culture.
AlShehail et al.	2021	The UAE's public service sector significantly impacts service innovation and sustainability performance through TQM practices, with service innovation partially mediating the relationship. Adopting five dimensions of TQM, following the ADAEP model, will enable innovative service delivery.
Donkor et al.	2021	Organizational commitment positively influences transformational leadership, increasing employee performance. Conversely, transactional leadership decreases commitment, reducing performance. Therefore, transactional leaders should combine transformational leadership with transactional leadership for better result.
Khan et al.	2021	The study found a positive association between toxic leadership and employee performance in the KP, Pakistan banking sector. Employee commitment partially mediates this relationship, providing a valuable insight for the sector to enhance performance and commitment for sustainable competitive advantage.
Yousf & Khurshid	2021	The study explores the impact of employer brand on employee engagement, which in turn influences organizational commitment. Results show that all five dimensions of brand influence employee engagement, with engagement showing a positive association with commitment.
Ahakwa et al.	2021	Organizational learning significantly impacts commitment, suggesting that institutions, employers, and policymakers should promote it through training, knowledge distribution, and group behavior to achieve organizational goals.
Rakatu et al.	2021	Transformational leadership, facilitated by resources, time allocation, and organizational commitment, significantly enhances employee engagement and job satisfaction within a culture and commitment.

Triguero-Sánchez et al.	2021	The study found that team-based work is more effective in public organizations with minimal verticality in structures, norms, values, and rules. This suggests that reducing verticality and promoting horizontality could lead to more committed public servants, resulting in increased loyalty and a more loyal organization.
Střiteská & Sein	2021	The study analyzes selected Nordic local governments, revealing successful implementation of performance measurement and management systems and a performance-driven culture. Key characteristics like strong leadership, reporting, and discussion are used, with Helsinki serving as a benchmark for other European public sector organizations.

Table 1 Description of the Included Studies (Continued)

Authors	Years	Results
Abbas et al.	2021	Psychological ownership and environmental commitment were identified as mediators and moderators. The study highlights implications for environmental sustainability and future research directions.
Küçük & Bridan	2021	The study reveals a strong positive relationship between job satisfaction and employee performance at Jumhouria Banks in Libya, with the link between job satisfaction and organizational performance being stronger. This will guide Libyan banking sector management.
Bae	2021	The research indicates that pay for performance positively impacts job satisfaction and organizational commitment in the private sector, while negatively affects it in the public sector and nonprofit sector. It suggests that managers and scholars should consider the impact of monetary incentives on job satisfaction and commitment.
Wahyuningtyas et al.	2021	The study highlights the top 10 digital expertise actors and offers insights into talent mapping methods, particularly in human resources, to enhance digital talent potential in regional public services.
Panda et al.	2021	The study found that non-trivial leadership (NTL) behavior moderates the negative relationship between perceived work-life balance (WFC) and job satisfaction, suggesting that leaders who exhibit NTL behavior can attenuate the negative impact of WFC on employee attitudes and performance.
Singh	2021	The study found a positive correlation between CSR and organizational performance in the public sector, with significant relationships across all three dimensions, though the study has limitations and recommendations.
Talaat et al.	2021	The study reveals a positive correlation between line staff's core competencies and performance outcomes in the Saudi Arabian hotel industry, suggesting that training can significantly enhance these competencies, potentially leading to improved performance outcomes.
Razali et al.	2021	A study found positive relationships between leadership, competency, resilience, and leadership. However, the relationship between leadership quality and education level and work experience was not significant. The study suggests enhancing leadership in human resource development and performance management for police officers.
Barkhuizen & Gumede	2021	The results suggest that government leaders should adopt a talent mindset to foster a talent culture, allowing talented individuals to contribute to the institution's success.
Donkor & Zhou	2020	Public sector leadership should focus on fostering continuance commitment to improve employee performance, as this resource is crucial for the development of the country's public services sector.
Cobbinah et al.	2020	Organizational commitment mediates the relationship between culture and job performance, and perception of organizational politics moderates the relationship between commitments and performance.
Rotich	2020	The regression model reveals a significant positive relationship between competency management practices and employee retention in service provider organizations in Kenya. This suggests that competency management should be a core component of strategic human resource management for enhanced employee retention and performance.
Amegavi & Mensah	2020	This study explores Ghana's commitment to public interest and its challenges, revealing that leadership actions and organizational culture influence this commitment. The findings can help public organizations improve employee commitment and productivity.
Muda et al.	2020	The study found that transformational and transactional leadership styles partially mediate employee commitment to organizational effectiveness, highlighting the importance of transformational leadership in enhancing organizational effectiveness through individualized consideration.

Table 1 Description of the Included Studies (Continued)

Authors	Years	Results
Olufemi et al.	2020	The study emphasizes that talent management should start from the hiring stage and continue through compensation and retention stages. Public organizations should identify areas needing talent replacements and develop employees' skills for future leadership roles.
Salman et al.	2020	The study found a positive impact of employee competencies on organizational performance, except for self-competence, which had an insignificant effect. This research could aid Indian banking industry policymakers in developing strategies to improve employee competencies.
Luna-Arocas & Lara	2020	This article highlights the importance of talent management in public services, highlighting the need for more flexible, less bureaucratic, and client-oriented approaches to service improvement.
Aleem & Bowra	2020	The study reveals that training and development significantly impact employee retention, commitment, career growth, compensation, skills enhancement, and capacity building, thereby enhancing quality services and achieving organizational objectives.
Khaltar & Moon	2020	This research examines the relationship between ethics management, performance management, transformational leadership, and organizational performance, revealing that informal ethics management and transformational leadership enhance performance by reducing unethical behavior.
Dhungana & Kautish	2020	The analysis reveals a significant difference in emotional intelligence between private and public sector banks, with a positive impact on organizational commitment and job performance among employees, indicating the importance of proper emotional intelligence knowledge.
Basnet	2020	The result of this study revealed that training and education, teamwork, and organizational culture are positively associated with employees' organizational commitment.
Pahi et al.	2020	The study supports the hypothesized relationships between transformational and transactional leadership and service quality commitment, except for laissez-faire leadership. These findings highlight leadership styles' impact on service quality commitment and suggest future research.
Somoye & Eyüpoğlu	2020	This study reveals that reward significantly impacts performance evaluation criteria and organizational commitment in the public service sector. It suggests that reward systems can reinforce desired behaviors, making the sector more effective and efficient. Managers can also make performance evaluation criteria appreciated, increasing organizational commitment.
Muyiggwa	2020	The study found that organizational commitment of staff at Makerere and Kyambogo universities is significantly influenced by professional development practices, with informal learning opportunities and formal training opportunities predicting commitment levels.
Olufemi et al.	2020	The study emphasizes that talent management should start from the hiring stage and continue through compensation and retention stages. Public organizations should identify areas needing talent replacements and develop employees' skills for future leadership roles.
Alves et al.	2020	A quantitative study of 172 Portugal-based employees found high levels of affective organizational commitment (AOC), indicating that employees' involvement and identification with the organization contribute to their high level of commitment.
Smith et al.	2020	Hierarchical linear modeling reveals women experience more incivility than men, with men and women of color experiencing fewer incidents. Race moderates the relationship between gender and workplace incivility, with women more likely in women-dominated departments.
Baba	2019	This study examines the impact of employee innovative behavior on task performance and the mediating role of affective commitment in this relationship. It focuses on 250 participants from public sector organizations in Nigeria, using a stratified random sampling method. The findings, implications, and limitations are discussed.

Table 1 Description of the Included Studies (Continued)

Authors	Years	Results
Hidayati & Sunaryo	2019	The study reveals that public officers' motivation in public service positively impacts job performance in Immigration office Malang, with satisfaction and commitment strengthening these effects. It highlights the struggle of reconciling roles within public organizations.
Pratama & Nurhidayah	2019	The study confirms the positive impact of PSM on organizational commitment and individual performance, highlighting the importance of considering PSM in public sector human resource development policies.
Sari & Sa'adah	2019	Results show work placements positively influence performance, but organizational commitment doesn't significantly affect it. The study examines the performance of a tourism agency in West Java Province.
Liu & Zhang	2019	A study of 231 public sector employees in eastern China found a significant relationship between Personal Service Management (PSM) and commitment to organizational change, with high PSM indicating higher continuance and normative commitment, but not affective commitment.
Raveendran & Gamage	2019	Results show transformational leadership positively impacts job performance and organizational commitment, but organizational commitment doesn't mediate this relationship.
Jami'iatiurochmah et al.	2019	The study reveals that procedural justice significantly influences commitment organizationally, while distributive justice doesn't significantly affect employee performance. However, distributive justice, interactional justice, and informational justice don't significantly affect commitment organizationally.
Wibowo et al.	2019	The study reveals that commissioners and investigators' commitment to law enforcement is reflected in their emotional ties and involvement, rooted in egalitarian principles and the belief that their dedication contributes to the state's welfare.
Maende et al.	2019	Globalization, technology, and workforce diversity have accelerated learning and education. A descriptive research study in Kenya found that employee competencies management positively and significantly impact performance in public universities.
Hammouda & Junoh	2019	The study reveals that employees' commitment and job satisfaction are below average, with CSR to customers being a significant factor. The findings suggest that public relations, marketing, and customer care management should be improved to enhance corporate social practices towards customers
Maia & Bastos	2019	The psychological contract's fulfillment explained job performance variance, while commitment did not. Organizational commitment increased the psychological contract's explanatory power, highlighting its importance in achieving optimal job performance.
Alshehhi et al.	2019	The analysis found that transformational leadership positively impacts employee performance and affective organizational commitment. This relationship is significant, with a positive effect on employee performance.
Aris et al.	2019	The research can significantly impact the public sector by providing technology enhancement tips for organizations, improving quality, efficiency, and competitiveness.
Johnson et al.	2019	The study indicates a positive correlation between Technology and Development (T&D) and organizational commitment and turnover intention, emphasizing the importance of investing in human capital for competitiveness and retaining skilled employees, a gap in research.
Nouri et al.	2019	Data analysis reveals that enhancing human resources competencies through appropriate strategies can improve efficiency, social services, community health, human values, public trust, and organizational financial position.
Prabawati et al.	2018	Competency-Based Training (CBT) is implemented through strategies like organizational scanning, strategic planning, competency profiling, competency gap analysis, and competency development, CBT helps employees improve their knowledge, expertise, and skills, supporting the organization's vision and mission.
Uchenna et al	2018	The study found that objective evaluation of employee performance positively impacts affective commitment, while subjective evaluation weakens it. It recommends clear performance criteria for public sector directors/managers.

Table 1 Description of the Included Studies (Continued)

Authors	Years	Results
Khan et al.	2018	Workplace romance positively impacts employee performance, with affective commitment foci (coworker, supervisor, and organizational) acting as parallel mediators.
Saleem et al,	2018	The study found that organizational politics, supervisor support, cronyism, and cynicism negatively impact commitment levels in the service industry, particularly in Pakistan's health sector, with Guanxi network playing a moderating role.
Christensen et al.	2018	The analysis reveals two motivational processes influencing individual workplace giving behavior, enhancing our understanding of employee workplace giving as a social partnership tool.
Abdirahman et al.	2018	The study shows a positive correlation between work-life balance, job satisfaction, and organizational commitment and employee performance, suggesting that improved motivation is crucial for enhancing performance.
Hansen & Kjeldsen	2018	The study suggests that sector and organizational commitment are influenced by various variables, with hierarchy negatively influencing public sector employment, while public service motivation and participatory management positively mediate this relationship.
Gul et al.	2017	This study explores public service motivation and its mechanisms from a multilevel perspective. It examines the mediating role of organizational commitment in the relationship between motivation and organizational justice, using a survey method. Results, implications, and limitations are discussed.
Ugaddan et al.	2017	Results show that entrepreneurial orientation (EO) is associated with public service motivation (PSM) and organizational commitment (OC), with PSM partially mediated by EO and OC. The study highlights theoretical, empirical, and practical implications for future research.
Hadian	2017	The study found that organizational culture and commitment significantly impact the quality of public services. It suggests that policymakers in the local government should improve OC and organizational commitment to ensure optimal performance.
Al Zefeiti & Mohamad	2017	The study explores the relationship between organizational commitment subscales and employees' work performance in the Omani context. The results show that all commitment subscales significantly impact work performance dimensions, contextual and task performance.
Inodot et al.	2017	This study explores the impact of entrepreneurship and intrapreneurship on organizational performance and employee commitment. Results show that new job opportunities for employers positively impact employee commitment, emphasizing the importance of entrepreneurship culture in societal development.
Az	2017	This research explores the relationship between organizational commitment dimensions and employee performance in Lahore's banking sector. Results show affective, normative, and continual commitment positively affect performance.
Gyawali	2017	Results showed a positive relationship between employee participation, job satisfaction, fairness perception, and organizational commitment. Organizational commitment was more influenced by employee participation, with the highest correlation coefficient.
Faridi et al.	2017	The study examines the impact of traditional and modern training programs on employee performance and commitment in Pakistan's public banking sector. Results show modern training and development methods are preferred by contractual employees, while traditional methods are preferred by permanent employees.
Chordiya et al.	2017	This study examines the factors influencing affective organizational commitment among public managers in the US and India. It found that job satisfaction significantly positively impacts this commitment, and that Indian public managers have significantly higher levels of affective organizational commitment compared to US states.
Steyn et al.	2017	The study found small differences in HR practices per sector and a positive link between effective HR practices and organizational culture within each sector, but this relationship was sector-specific. The findings could help practitioners reshape HR policies and emphasize the importance of localised research.
Al Zefeiti	2017	Results showed transformational leadership enhances organizational commitment, with core leadership impacting all dimensions, while individualized support, intellectual stimulation, and high-performance expectations impact continuance.

➤ *Implications and Future Research Agenda*

The implications of this research are twofold. First, theoretical implications reveal the progress and direction of academic studies in employee competence and organizational commitment for the sustainable performance of public sector organizations or public services. The theme development is most interesting, especially around the driving theme, which is centered on sustainability. In public-sector or public-service organizations, the most common theme is the correlation and contribution of employee competence and organizational commitment to sustainability performance. Most significant articles and sources disclose additional theoretical implications. This can facilitate the identification of mainstream research and authors with ease. Therefore, this review offers an overview of the combined topics of employee competency, organizational commitment, and sustainable performance in public sector or public service organizations. This means that academics, policymakers, and other decision-makers will be able to gain deep insights from a single review without wasting time and resources evaluating and understanding all areas of employee competency, organizational commitment, and sustainable performance of public sector or public service organizations.

Second, this research provides several practical implications, especially for future research streams. This cutting-edge summary offers a unique perspective on future research directions in employee competency, organizational commitment, and the sustainable performance of public sector or public service organizations. This means that academics can rely on this research overview as a reference for further empirical research to expand and develop this field in a positive and useful direction. We identify the following main future research streams: We selected each theme based on its potential to address specific research gaps and enhance our understanding of sustainability in public sector organizations or public services.

- *Correlation Employee Competencies with the Sustainable Performance of Public Sector Organizations*

Employee competencies are crucial for the sustainable performance of public sector organizations. Research has shown that a combination of hard skills and soft skills, particularly socio-emotional abilities, are essential for ensuring sustainable service performance in the public sector [28]. Researchers have identified human resource competencies as pivotal in supporting the overall performance of public sector organizations [29]. Public sector organizations propose enhancing employees' career satisfaction as a means to improve internal social responsibility, highlighting the importance of employee well-being in driving sustainable outcomes [30].

Employees in the public administration sector emphasize continuous learning processes to develop various skills such as anticipation, cooperation, empathy, and self-motivation, which are essential for sustainable development processes [31]. Employee performance is considered integral to delivering quality service in public sector organizations, underscoring the importance of competent and skilled employees in achieving organizational goals [32].

Additionally, researchers have identified organizational commitment as a key mechanism that influences employee performance in the public sector, underscoring the importance of aligning individual values with organizational values for enhanced performance [33].

Furthermore, studies have linked improved performance in public sector organizations to the recruitment of individuals with the right qualifications, competencies, and skills [34]. Ref. [35] have shown that employee competencies positively influence organizational output, highlighting the direct correlation between employee skills and organizational success. Training plays a mediating role in enhancing awareness of sustainable development goals and improving economic, environmental, and social performance within public sector organizations [36].

Competent supervisors have been linked to motivated and empowered employees, leading to high organizational performance within the public sector [37]. The role of leadership in cultivating a conducive work environment where employees feel supported and empowered is crucial for driving sustainable performance.

The significance of well-trained and competent workers extends beyond the public sector, with studies emphasizing their critical role in the success of both public and private sector entities [38]. Investing in employee training and development is essential for enhancing competencies that directly contribute to organizational performance. Furthermore, public service motivation has been identified as a key factor in sustaining employee morale and motivation within public sector organizations [39].

- *Contribution Employee Competencies to the Sustainable Performance of Public Sector Organizations*

Employee competencies are essential for driving the sustainable performance of public sector organizations. Soft skills, particularly socio-emotional abilities, have been identified as crucial for ensuring sustainable service performance within the public sector [28]. While hard skills are necessary for service-oriented competence, soft skills such as emotional intelligence and interpersonal capabilities are vital for fostering positive relationships with colleagues, stakeholders, and the public, ultimately enhancing service delivery and organizational performance.

Transformational leadership has also been identified as a significant factor in enhancing employee competencies for organizational performance [15]. Leaders with transformational leadership styles can inspire and empower employees to develop their skills and capabilities, leading to higher productivity and improved organizational outcomes. By fostering a culture of continuous learning and growth, transformational leaders can contribute to building a competent and resilient workforce capable of driving sustainable performance.

Human resource competence plays a critical role in supporting the performance of public sector organizations [29]. Employees with relevant qualifications and strong

competencies form the foundation for innovation and adaptation in the face of competition and change. By investing in human resource development and ensuring that employees possess the necessary skills and knowledge, organizations can enhance their capacity to respond to challenges and achieve sustainable performance.

Employee resilience is another crucial factor that influences the sustainable performance of public sector organizations, particularly in complex and uncertain environments [40]. Resilient employees are better equipped to navigate crises, adapt to change, and maintain steady growth, thereby contributing to organizational stability and success. By promoting resilience through training, support, and effective leadership, organizations can build a workforce capable of overcoming challenges and driving sustainable performance.

- *Factors Organizational Commitment Contribute to Performance Public Sector Organizations?*

Organizational commitment among employees in public sector organizations is influenced by a combination of factors, including compensation, organizational culture, support during change, job satisfaction, empowerment, trust, self-efficacy, public service motivation, and conflict management. By addressing these factors and creating a supportive and engaging work environment, public sector organizations can enhance employees' commitment levels, leading to improved sustainable performance of public sector organization.

Compensation packages, including salary and incentives, play a significant role in influencing organizational commitment among employees in public sector organizations [41]. Fair and competitive compensation can enhance employees' commitment by demonstrating that their contributions are valued and appreciated. Additionally, the prevailing organizational culture within public sector organizations can significantly impact employees' commitment levels [42]. A positive and supportive organizational culture that aligns with employees' values and beliefs fosters a sense of belonging and commitment to the organization.

Employees' perceptions of organizational support have been found to positively influence their organizational commitment, especially during times of organizational change [43]. When employees feel supported and valued by the organization, they are more likely to demonstrate commitment and loyalty. Additionally, job satisfaction is closely linked to organizational commitment, with satisfied employees being more likely to exhibit higher levels of commitment to the organization [43]. Positive work experiences, opportunities for growth, and recognition can enhance employees' commitment levels.

Employees' self-esteem derived from their organizational identity can contribute significantly to their organizational commitment [44]. When employees have a positive self-perception within the organizational context, they are more likely to be committed to the organization.

Furthermore, Initiatives such as empowerment and goal clarity can facilitate employees' organizational commitment in the public sector [45]. When employees feel empowered to make decisions and understand organizational goals clearly, they are more likely to be committed to achieving those goals.

Factors such as organizational trust and self-efficacy can influence employees' commitment levels by enhancing their belief in the organization's goals and their own capabilities [46]. Trust in the organization and confidence in one's abilities can strengthen organizational commitment. Furthermore, Public service motivation, characterized by a desire to serve the public interest, has been linked to higher levels of organizational commitment among public sector employees [47]. Employees driven by a sense of public service are more likely to be committed to the organization's mission and goals.

- *The Role of Organizational Commitment on the Sustainable Performance of Public Sector Organizations*

Organizational commitment plays a significant role in shaping the sustainable performance of public sector organizations. By fostering a strong sense of commitment among employees through effective leadership, supportive organizational practices, and a positive work culture, organizations can enhance accountability, performance, knowledge sharing, and employee motivation, ultimately leading to improved sustainability and success.

Organizational commitment fosters accountability among employees, driving them to work diligently towards achieving organizational objectives [42]. When employees are committed to the organization, they are more likely to take ownership of their roles and responsibilities, leading to improved performance and outcomes. Furthermore, Organizational commitment can moderate the influence of internal control and the quality of information systems on the performance of public sector organizations [48]. This moderation effect suggests that higher levels of organizational commitment can enhance the effectiveness of internal control mechanisms and information systems, ultimately contributing to sustainable performance.

Organizational commitment has been found to mediate the effects of organizational culture, self-efficacy, and organizational trust on knowledge sharing behavior [46]. By fostering a strong sense of commitment among employees, organizations can promote knowledge sharing and collaboration, which are essential for innovation and sustainable performance. Additionally, Organizational commitment is closely linked to job satisfaction and public service motivation in the public sector [49]. Employees who are committed to the organization are more likely to be satisfied with their jobs and motivated by a sense of serving the public interest, which can positively impact organizational performance.

Organizational commitment has a direct impact on employees' job performance, which in turn influences organizational commitment [50]. When employees are

committed to the organization, they are more likely to perform well in their roles, leading to increased organizational effectiveness and sustainability. Additionally, organizational commitment is critical for maintaining high levels of work motivation and attachment among employees in the public sector [51]. By fostering a culture of commitment, organizations can sustain employees' motivation and dedication to their work, contributing to long-term performance.

Organizational commitment partially mediates the relationship between transformational and transactional leadership styles and employee performance [52]. Effective leadership that promotes organizational commitment can enhance employee performance and contribute to sustainable organizational outcomes. Furthermore, Organizational commitment is an important concept in the study of organizational behaviors and public management, influencing organizational practices and employee behaviors [53]. By promoting a culture of commitment, organizations can drive positive organizational practices that support sustainable performance.

- *The Key Indicators of Sustainable Performance in Public Sector Organizations*

The key indicators of sustainable performance in public sector organizations encompass a holistic approach to measuring and enhancing sustainability practices. By focusing on sustainability reporting, KPIs, stakeholder engagement, environmental orientation, results-oriented culture, financial contribution to sustainable development, performance measurement systems, and sustainability accounting and reporting, public sector organizations can effectively evaluate and improve their sustainability performance for long-term success.

Sustainability indicators and reporting frameworks, such as those based on the Global Reporting Initiative (GRI) and UN sustainable framework, are commonly used by public organizations to assess their sustainable and environmental performance [1]. These reporting mechanisms provide a structured approach to measuring and communicating sustainability practices and outcomes. Furthermore, KPIs are essential metrics used to measure the performance of workers in the public sector [54]. These indicators help organizations track progress towards strategic goals, monitor performance levels, and identify areas for improvement.

Stakeholder engagement is a critical component of sustainability reporting in public sector organizations [55]. Engaging with stakeholders helps organizations understand their concerns, aspirations, and material issues, which can inform sustainability strategies and reporting practices. Furthermore, Public organizations are increasingly adopting an environmental orientation to reduce their environmental impact and promote sustainability [56]. This focus on environmental responsibility aligns with broader sustainability goals and contributes to organizational sustainability performance.

A results-oriented culture emphasizing outcomes over inputs or processes is essential for driving performance improvement in public sector organizations [57]. Performance management based on targets, monitoring, and incentives can enhance organizational effectiveness and sustainability. Additionally, Local governments play a key role in promoting sustainable development through the financial sustainability of public services [58]. The financial contribution of public organizations to sustainable development initiatives is a crucial indicator of their commitment to environmental, economic, and social sustainability.

Effective performance measurement systems are essential for evaluating and improving the sustainability performance of public institutions and enterprises [59]. These systems help organizations track progress, identify areas for enhancement, and align performance with strategic objectives. Furthermore, Sustainability accounting and reporting practices in the public sector encompass a wide range of activities beyond financial measures, including natural resource conservation, emission levels, community relations, and stakeholder involvement [55]. These practices provide a comprehensive view of organizational sustainability performance.

- *Employee Competency and Organizational Commitment Jointly Influence the Sustainable Performance of Public Sector Organizations*

Employee competency and organizational commitment are intricately jointly influence the sustainable performance of public sector organizations. By investing in employee development, aligning job requirements with competencies, fostering a positive organizational culture, and considering sector-specific influences, public sector organizations can enhance employee performance, commitment, and ultimately achieve sustainable outcomes.

Employee competency variables and organizational commitment are crucial factors that significantly impact the sustainable performance of public sector organizations. Research has consistently demonstrated the importance of organizational commitment in enhancing employee performance within public sector organizations [42]. This commitment serves as a mediator between organizational culture, employee competence, and performance, highlighting its pivotal role in driving positive outcomes [8]. Studies have also indicated a positive correlation between employee competence and organizational commitment, with employees possessing higher competencies showing a stronger commitment to the organization [7].

Moreover, a combination of motivation, human resource competencies, and organizational commitment has been found to significantly influence employee performance [60] (Ekasari, 2023). This underscores the necessity of a comprehensive approach that considers various factors, including competency and commitment, to optimize performance outcomes. Additionally, there is a notable positive relationship between employee competence and organizational commitment, mediated by employee performance [21], emphasizing the interconnected nature of

these variables and their collective impact on organizational sustainability.

Furthermore, research has explored the role of human resource development practices in improving employee engagement and performance, leading to positive outcomes such as organizational effectiveness, sustainable competitive advantage, and organizational commitment [61]. This underscores the significance of investing in employee development to nurture commitment and enhance overall performance. Additionally, studies have highlighted that employee competence plays a mediating role in the relationship between human resource practices and organizational effectiveness, underscoring the importance of continuously enhancing employee competencies [62].

In the context of public sector organizations, job analysis has been identified as a critical factor influencing employees' commitment. Competency, knowledge, skills, abilities, and other job characteristics have been shown to impact employees' commitment within public sector organizations. This emphasizes the importance of aligning job requirements with employee competencies to foster commitment and improve organizational performance. Additionally, organizational culture and HR competencies have been found to influence employee commitment, ultimately impacting organizational performance [63].

Moreover, studies have explored the interplay between job satisfaction, organizational commitment, and competence, revealing that employee training and competence directly influence job satisfaction and organizational commitment [64]. This highlights the importance of investing in training and development programs to enhance employee competencies, leading to improved job satisfaction and commitment, and ultimately contributing to sustainable organizational performance. Additionally, there is a positive relationship between informal performance levels perceived by employees and organizational commitment, underscoring the significance of employees' perceptions of organizational performance in fostering commitment [17].

Furthermore, the impact of pay for performance on work attitudes in different sectors has been studied, with significant findings on job satisfaction and organizational commitment. The public sector's emphasis on public values and interests has been linked to the effect of pay for performance on job satisfaction, highlighting sector-specific influences on employee attitudes [65]. This emphasizes the importance of considering sector-specific factors when examining the relationship between incentives, job satisfaction, and commitment in public sector organizations.

- *The Mediating Effects of Organizational Commitment on the Relationship Between Employee Competencies and Sustainable Performance*

Organizational commitment serves as a critical mediating factor in the relationship between employee competencies and sustainable performance within organizations. By understanding and leveraging the mediating effects of organizational commitment, organizations can

effectively enhance employee performance, foster a positive work environment, and ultimately achieve sustainable performance outcomes

To comprehend the mediating effects of organizational commitment on the relationship between employee competencies and sustainable performance, it is crucial to review the existing literature. Research has demonstrated that organizational commitment indeed plays a pivotal role in mediating the relationship between various factors and employee performance within organizations [66]. For example, organizational commitment has been identified as a mediator between work motivation, job satisfaction, and employee performance, underscoring its importance in enhancing performance outcomes [66].

Furthermore, studies have indicated that organizational commitment can mediate the relationship between competence and employee performance [67] (Aryani et al., 2021). Employee competence positively influences organizational commitment, subsequently impacting employee performance [67]. Additionally, organizational commitment has been recognized as a mediating variable between competence and employee performance, highlighting its role in translating competencies into improved performance outcomes [8].

Moreover, organizational commitment has been evidenced to mediate the effects of leadership style, job competence, and organizational culture on employee performance [8]. This emphasizes the interconnected nature of these variables and the crucial role of organizational commitment in driving performance enhancements. Additionally, organizational commitment has been found to mediate the relationship between workload, competence, and employee performance, emphasizing its mediating effects in complex organizational dynamics [7].

Research has also explored the mediating role of organizational commitment in the impact of transformational leadership, psychological capital, and authentic leadership on employee performance [68] [69] [70]. These studies suggest that organizational commitment acts as a mediator between leadership styles, psychological factors, and employee performance, highlighting its significance in translating leadership behaviors and psychological aspects into tangible performance outcomes.

Furthermore, organizational commitment has been identified as a mediating variable between employee engagement, work environment, and employee performance [71]. This indicates that organizational commitment plays a crucial role in linking employee engagement, work environment factors, and performance levels. Additionally, organizational commitment has been found to mediate the relationship between organizational learning and employee performance, further highlighting its mediating effects in facilitating knowledge transfer and performance improvements [72].

IV. CONCLUSION

Competence and commitment are pivotal in shaping the sustainability of organizational performance in the public sector. Competence refers to the skills, knowledge, and abilities that employees bring to their roles, while commitment reflects their dedication and loyalty to the organization. A systematic review of the literature indicates that high competence levels among public sector employees lead to more efficient and effective service delivery. When employees possess the necessary skills and knowledge, they can perform their tasks more accurately and innovatively, which enhances overall organizational performance. Competence in the public sector is often built through continuous professional development, training, and education, ensuring that employees remain updated with the latest practices and technologies relevant to their roles.

Commitment, on the other hand is the emotional and psychological attachment an employee has towards their organization, which significantly influences their willingness to go above and beyond their job requirements. The literature highlights that committed employees are more likely to engage in behaviors that support the organization's long-term goals, such as staying with the organization longer, participating in organizational citizenship behaviors, and being more proactive in problem-solving. In the public sector, where resources can be limited and the demand for accountability is high, the commitment of employees ensures that they remain motivated to deliver high-quality services despite challenges. This unwavering dedication is crucial for maintaining public trust and achieving sustainable organizational performance.

The interplay between competence and commitment is also emphasized in the literature as a critical factor for sustainable performance in the public sector. Competent employees who are also highly committed are more likely to innovate and adapt to changing environments, which is essential for the public sector's sustainability. This combination fosters a culture of continuous improvement and resilience, enabling public sector organizations to navigate complexities and uncertainties effectively. The review suggests that strategies to enhance both competence and commitment should be integrated into public sector management practices. These include recognizing and rewarding high performance, providing opportunities for career growth, and fostering a positive organizational culture that values employee contributions.

Moreover, the literature indicates that leadership plays a significant role in nurturing both competence and commitment among public sector employees. Effective leaders who provide clear vision, support, and empowerment can inspire their teams to achieve higher levels of performance. Leaders who invest in their employees' development and well-being create an environment where competence can flourish, and commitment is strengthened. The review highlights that leadership development programs that focus on building these capabilities are essential for driving sustainable organizational performance in the public

sector. By fostering a leadership style that values and develops employee competence and commitment, public sector organizations can achieve long-term success and resilience.

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