

Emotional Competence as a Strategic Mediator: Exploring the Job Satisfaction-Organizational Commitment Nexus in PT Pegadaian

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ABSTRACT: This study investigates emotional competence as a mediator between job satisfaction and organizational commitment at PT Pegadaian, an Indonesian financial institution operating in a dynamic market. Grounded in Conservation of Resources (COR) theory, the research employs Structural Equation Modeling (SEM) on data from 231 employees, utilizing validated scales (MSQ, ECI, OCQ) and Sobel testing. Findings reveal emotional competence partially mediates the relationship, explaining 42% of the total effect ($\beta = 0.42$, $*p* = 0.002$), with job satisfaction directly ($\beta = 0.11$, $*p* = 0.039$) and indirectly (via emotional competence: effect = 0.0798, $Z = 3.12$) enhancing commitment. Affective commitment emerged as pivotal, aligning with COR's focus on resource accumulation. The study underscores the need for HR strategies integrating emotional skill development—through training, feedback systems, and equitable policies—to amplify job satisfaction's impact. By contextualizing universal psychological frameworks to hybrid models blending tradition and innovation, this work advances organizational psychology literature and offers actionable insights for institutions in emerging markets seeking to bolster workforce resilience.

KEYWORDS: Emotional Competence, Job Satisfaction, Organizational Commitment, Structural Equation Modeling, Conservation of Resources, Mediation Analysis

INTRODUCTION

Strategic human resource (HR) management serves as an integral component in fostering organizational sustainability and competitive advantage. Within contemporary business ecosystems characterized by volatility and disruption, HR transcends traditional operational roles to function as a catalyst for organizational agility, innovation, and sustained excellence (D'Angelo et al., 2021). Organizational commitment—a psychological framework encompassing affective loyalty, emotional alignment, and discretionary efforts toward organizational goals—reflects the efficacy of HR systems in cultivating workforce engagement (Bourrouk & Bousfiha, 2022; Meyer & Allen, 1997). Empirical evidence underscores its tangible impact: organizations with elevated commitment levels report 21% higher productivity metrics compared to industry benchmarks (Gallup, 2020). These findings position organizational commitment not merely as a theoretical construct but as a critical determinant of operational performance, necessitating a systemic HR strategy that integrates talent development, cultural alignment, and employee well-being.

Organizational commitment exhibits a tripartite structure, encompassing affective (emotional attachment), normative (moral obligation), and continuance (cost-based retention) dimensions (Meyer & Allen, 1997). Among these, affective commitment is posited as the most pivotal driver of organizational success, as it intrinsically motivates employees to engage in discretionary efforts toward strategic objectives (Jaros, 2007). Cultivating such commitment necessitates a work ecosystem that fosters psychological growth through transparent reward mechanisms, participatory decision-making channels, and tailored capacity-building initiatives aligned with individual developmental needs (Interdiana Candra Sari et al., 2024). Empirical studies underscore that equitable HR policies and inclusive practices—such as recognition systems and collaborative leadership—nurture psychological ownership, a cognitive-emotional state that binds employees to organizational missions beyond transactional exchanges (Chigeda et al., 2022). Conversely, disparities in HR policy implementation risk triggering emotional exhaustion, eroding commitment, and undermining organizational resilience amid external disruptions (Nath et al., 2024).

Within PT Pegadaian's operational framework, organizational commitment emerges as a critical determinant in addressing the financial sector's dual challenges of operational complexity and innovation imperatives. As an institution

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managing a diverse service portfolio and heterogeneous clientele, PT Pegadaian necessitates a workforce that integrates technical expertise with a robust sense of organizational belonging to ensure consistent service excellence. Empirical evidence underscores this linkage: a 10% elevation in organizational commitment correlates with a 6.5% rise in profitability, highlighting the strategic urgency of reinforcing its antecedents (Al Mamun & Hasan, 2017). Central to this dynamic is emotional competence—a construct defined as the ability to recognize, regulate, and leverage emotions effectively in workplace interactions—which is theorized to mediate the relationship between job satisfaction and organizational commitment (Berger & Bruch, 2021). This competence not only enhances interpersonal collaboration but also fosters resilience in high-stakes financial environments, positioning it as a keystone in PT Pegadaian's human capital strategy.

The Conservation of Resources (COR) theory (Hobfoll, 1989) posits that job satisfaction, as a psychological resource, enables employees to invest emotional energy in fostering organizational attachment. For instance, employees satisfied with their work environment demonstrate heightened resilience in managing occupational stressors, thereby cultivating the emotional competence necessary to sustain long-term commitment (Goleman, 1995). However, this mediating mechanism remains empirically underexplored in organizations with unique operational profiles, such as PT Pegadaian, which operates under a hybrid model integrating community trust traditions with digital service innovation. Prior research (Virtanen et al., 2003) suggests that constraints in capacity-building opportunities may inhibit the translation of job satisfaction into organizational commitment, underscoring the imperative for context-specific investigations into emotional competence's mediating role. Such inquiries are critical to address gaps in applying universal psychological frameworks to culturally and operationally distinct environments.

This study aims to:

1. Investigate the mediating role of emotional competence in the relationship between job satisfaction and organizational commitment.
2. Assess the direct influence of job satisfaction on both emotional competence and organizational commitment.
3. Evaluate the direct impact of emotional competence on organizational commitment.

The findings of this study are expected to generate evidence-based HR policy recommendations aimed at strengthening affective and normative commitment, while advancing organizational psychology literature through novel insights into the psychological mechanisms underlying employee attachment. By elucidating the interplay between job satisfaction, emotional competence, and commitment dimensions, this research bridges theoretical discourse on workplace attachment (Meyer & Allen, 1997) with practical strategies for cultivating resilience in volatile market landscapes. Consequently, the study not only contributes to academic debates on affective bonds and normative alignment but also provides a practical blueprint for organizations navigating sector-specific challenges. For institutions like PT Pegadaian, these insights offer actionable pathways to design adaptive HR frameworks that harmonize cultural traditions with innovation imperatives, ensuring sustained competitiveness in rapidly evolving industries.

LITERATUR REVIEW

Job Satisfaction

Job satisfaction reflects a subjective evaluation of one's work environment, encompassing financial, social, and procedural dimensions that shape daily occupational experiences (DiPietro et al., 2020). At PT Pegadaian, this construct is uniquely influenced by high operational demands and customer-centric roles, which directly impact the cultivation of emotional competence and the formation of organizational commitment (Supriyanto et al., 2021). Empirical evidence suggests that the relationship between job satisfaction and organizational commitment operates through indirect pathways, mediated by variables such as access to self-development initiatives and managerial support systems. For instance, regular training programs serve as catalysts for translating job satisfaction into emotional competencies—including stress resilience and empathetic engagement—that reinforce employees' psychological attachment to the organization (Saadeh & Suifan, 2020). These findings underscore the necessity of structured HR interventions to optimize the interplay between affective evaluations and workplace loyalty in high-pressure service environments.

H1: Job satisfaction exerts a positive and significant influence on emotional competence.

While job satisfaction demonstrates a positive association with organizational commitment, this linkage operates through nonlinear and context-dependent mechanisms. Research underscores that job satisfaction acts as a precursor to employee loyalty, yet the consolidation of such loyalty into enduring organizational commitment hinges critically on contextual enablers—specifically, the congruence between institutional policies and employees' intrinsic psychological needs (Supriyanto et al., 2021). For example, employees reporting satisfaction with equitable compensation or collegial workplace interactions exhibit

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heightened loyalty; however, this loyalty transitions into stable commitment only when organizations implement structured interventions that foster emotional capacity. Such interventions include stress management training, mentorship frameworks, and personalized recognition systems, which collectively enhance emotional resilience and psychological safety. This conditional progression aligns with the Job Demands-Resources (JD-R) theory (Bakker et al., 2023), emphasizing that sustained commitment necessitates not only the accumulation of resources (e.g., job satisfaction) but also their strategic reinvestment (e.g., skill-building programs). By integrating these practices, organizations transform ephemeral loyalty into durable affective and normative bonds, ensuring alignment with long-term strategic goals (Supriyanto et al., 2021).

H2: Job satisfaction exerts a positive and significant influence on Organizational Commitment.

Emotional Competence

Emotional competence represents a critical capacity enabling individuals to consciously recognize, interpret, manage, and leverage emotions—both their own and others’—as strategic tools for achieving organizational objectives (Ikävalko et al., 2020). This multidimensional construct encompasses self-awareness in identifying personal emotional states (e.g., stress or enthusiasm), sensitivity to decode others’ emotions through nonverbal cues or situational contexts, adaptive emotional expression aligned with organizational culture (e.g., delivering empathetic feedback), and the ability to navigate complex emotional dynamics, such as conflict resolution or team motivation under pressure (Stamouli & Gerbeth, 2021). Employees with high emotional competence not only excel in interpersonal challenges but also internalize organizational values through stress regulation, empathy, and collaborative problem-solving. For instance, adeptness in managing negative emotions allows them to maintain focus on organizational vision during crises, while empathy fosters team cohesion by cultivating inclusive work environments (Li et al., 2021).

This process cultivates sustainable affective commitment, where emotional attachment is driven not merely by job satisfaction but also by a sense of belonging nurtured through constructive emotional interactions. Furthermore, emotional competence serves as a conduit between organizational policies and employee behavior. Emotion management training programs, for example, enhance self-awareness while fostering a culture that prioritizes emotional intelligence as a collective asset. In essence, developing this competence—through interventions like regular training, holistic feedback systems, or work-life balance policies—strengthens individual capabilities and reflects an organizational climate that champions psychological growth and long-term commitment. By institutionalizing these practices, organizations transform emotional competence into a strategic lever, aligning workforce dynamics with enduring institutional resilience and performance.

H3: Emotional Competence exerts a positive and significant influence on Organizational Commitment.

Organizational Commitment

Organizational commitment embodies a psychological bond characterized by employee loyalty, self-identification, and sustained organizational membership (Agegnehu et al., 2022). For PT Pegadaian, this commitment is pivotal to operational sustainability in Indonesia’s financial sector, where rapid market shifts and client-centric demands necessitate workforce adaptability (Supriyanto et al., 2021). Grounded in Meyer and Allen’s Three-Component Model (TCM), commitment manifests through three dimensions: affective (emotional attachment to organizational goals), continuance (cost-benefit analysis of membership retention), and normative (moral obligation to remain) (Bourrouk & Bousfiha, 2022).

Emerging research underscores emotional competence as a critical mediator in this framework. Job satisfaction does not directly engender organizational commitment but requires emotional competence as a transformative filter to convert transient satisfaction into enduring attachment. For instance, supportive work environments empower employees to constructively manage emotions, enabling job satisfaction to evolve into affective commitment through adaptive emotional regulation (Dang et al., 2021; Stamouli & Gerbeth, 2021). This mediation aligns with Conservation of Resources (COR) theory, where emotional competence acts as a psychological resource, amplifying the impact of job satisfaction on commitment by fostering resilience and interpersonal efficacy. At PT Pegadaian, such dynamics are vital, as frontline roles demand high emotional labor to balance client expectations with institutional pressures.

H4: Job satisfaction exerts a positive indirect effect on organizational commitment through the mediating role of emotional competence.

METHOD

The data for this study was gathered by distributing a survey to internal employees of PT Pegadaian Ampenan Area using Google Forms questionnaires shared through the company’s internal communication channels over 15 days, with a total of

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231 respondents. Participant criteria included a minimum of one year of employment and willingness to fully complete the questionnaire.

The research instruments included the Minnesota Satisfaction Questionnaire (MSQ) to measure job satisfaction ($\alpha=0.89$), the Organizational Commitment Questionnaire (OCQ) for organizational commitment ($\alpha=0.87$), and an adapted Emotional Competence Inventory (ECI) for emotional competence ($\alpha=0.91$), all using a 1-5 Likert scale (Then, 2023). Validity and reliability testing were conducted using reliability statistics and correlation tests, analyzed with SPSS (Roodhi et al., 2024). This methodological approach ensures robust and accurate data, providing a solid foundation for drawing meaningful conclusions and insights from the research findings.

Data analysis was conducted using Structural Equation Modeling (SEM) with AMOS software (Moerad & Suryatni, 2025) to test the model's validity and reliability. The mediation model was evaluated by calculating indirect effects through emotional competence using the Sobel test. Model fit was assessed based on goodness-of-fit criteria ($\chi^2/df < 3$, CFI > 0.95 , TLI > 0.90 , RMSEA < 0.08), and missing data were handled using the full information maximum likelihood (FIML) method. Ethical considerations were upheld through informed consent, confidentiality of respondent identities, and aggregated data processing. This design was chosen to ensure precision in testing the mediation hypothesis.

Table 1. Recapitulation of Questionnaire Results

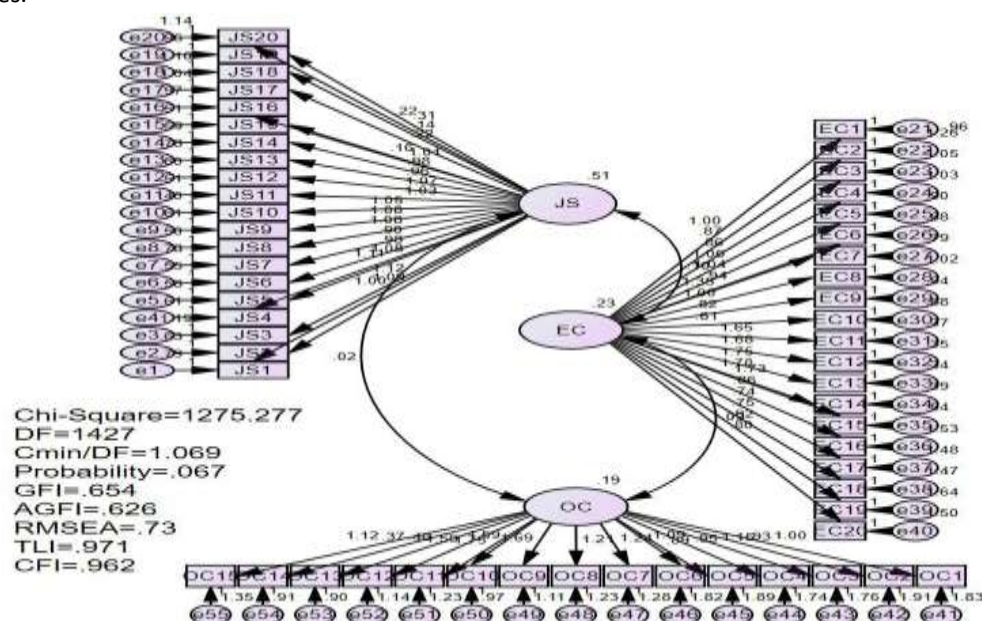
Variabel	Kode Indikator	Mean	Std. Deviation
Job Satisfaction	JS1	3.90	1.14
	JS2	3.93	1.11
	JS3	3.42	1.35
	JS4	3.85	1.11
	JS5	3.87	1.08
	JS6	3.93	1.02
	JS7	3.78	1.09
	JS8	3.72	1.05
	JS9	3.80	1.09
	JS10	3.81	0.98
	JS11	3.94	1.03
	JS12	3.91	1.09
	JS13	3.86	1.12
	JS14	3.94	1.04
	JS15	4.02	1.02
	JS16	3.85	0.99
	JS17	3.76	1.03
	JS18	3.80	1.06
	JS19	3.86	1.00
	JS20	3.81	1.08
Emotional Competence	EC1	3.94	1.10
	EC2	3.85	1.20
	EC3	3.90	1.11
	EC4	3.96	1.14
	EC5	3.77	1.08
	EC6	3.68	1.05
	EC7	3.80	1.11
	EC8	3.74	1.12
	EC9	3.79	1.05
	EC10	3.92	1.02
	EC11	3.99	1.01
	EC12	4.00	1.01

Organizational Commitment	EC13	4.05	1.03
	EC14	3.95	1.07
	EC15	3.97	1.12
	EC16	3.65	1.31
	EC17	3.72	1.27
	EC18	3.64	1.27
	EC19	3.51	1.36
	EC20	3.65	1.29
	OC1	3.38	1.42
	OC2	3.34	1.44
	OC3	3.35	1.42
	OC4	3.39	1.38
	OC5	3.37	1.43
	OC6	3.39	1.43
	OC7	3.56	1.26
	OC8	3.65	1.23
	OC9	3.63	1.29
	OC10	3.73	1.21
	OC11	3.60	1.35
	OC12	3.69	1.28
	OC13	4.08	0.97
	OC14	4.09	0.97
	OC15	3.84	1.26

Source: Results of Statistical Data Processing with Microsoft Excel, 2025

RESULTS

Following the completion of data collection, a Confirmatory Factor Analysis (CFA) was conducted to evaluate the measurement model. The findings, illustrated in Figure 1, demonstrate the model's alignment with the empirical data. Subsequently, a model feasibility test was performed to validate structural robustness, with full results outlined in Table 2. This two-step verification process ensures the reliability of indicators and constructs, establishing a foundation for advanced analytical procedures.



Source: Results of Statistical Data Processing with SEM AMOS version 23.00, 2025

Figure 1. Confirmatory Factor Analysis (CFA) Test

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Table 2. Regression Weight Confirmatory Factor Analysis (CFA) Test

			Estimate	S.E.	C.R.	P	Label
JS1	<---	JS	1.000				
JS2	<---	JS	1.088	.121	9.014	***	
JS3	<---	JS	1.120	.142	7.875	***	
JS4	<---	JS	1.112	.121	9.165	***	
JS5	<---	JS	1.077	.118	9.143	***	
JS6	<---	JS	.983	.111	8.887	***	
JS7	<---	JS	.901	.115	7.853	***	
JS8	<---	JS	1.082	.115	9.395	***	
JS9	<---	JS	1.075	.119	9.049	***	
JS10	<---	JS	1.055	.109	9.672	***	
JS11	<---	JS	1.029	.112	9.189	***	
JS12	<---	JS	1.069	.118	9.040	***	
JS13	<---	JS	.962	.118	8.130	***	
JS14	<---	JS	.975	.112	8.729	***	
JS15	<---	JS	1.013	.111	9.129	***	
JS16	<---	JS	.159	.095	1.666	***	
JS18	<---	JS	.135	.101	1.334	***	
JS19	<---	JS	.310	.098	3.182	.001	
JS20	<---	JS	.219	.104	2.102	***	
EC1	<---	EC	1.000				
EC2	<---	EC	.871	.200	4.359	***	
EC3	<---	EC	.860	.188	4.570	***	
EC4	<---	EC	1.064	.207	5.151	***	
EC5	<---	EC	1.044	.198	5.270	***	
EC6	<---	EC	.944	.187	5.043	***	
EC7	<---	EC	1.354	.227	5.964	***	
EC8	<---	EC	1.003	.200	5.012	***	
EC9	<---	EC	.820	.179	4.585	***	
EC10	<---	EC	.806	.174	4.627	***	
EC11	<---	EC	1.648	.245	6.716	***	
EC12	<---	EC	1.676	.248	6.748	***	
EC13	<---	EC	1.751	.258	6.796	***	
EC14	<---	EC	1.780	.263	6.760	***	
EC15	<---	EC	1.727	.262	6.585	***	
EC16	<---	EC	.859	.212	4.052	***	
EC17	<---	EC	.735	.200	3.668	***	
EC18	<---	EC	.754	.202	3.741	***	
EC19	<---	EC	.921	.222	4.148	***	
EC20	<---	EC	.805	.207	3.892	***	
OC1	<---	OC	1.000				
OC2	<---	OC	.926	.323	2.871	.004	
OC3	<---	OC	1.154	.355	3.254	.001	
OC4	<---	OC	.953	.319	2.989	.003	

			Estimate	S.E.	C.R.	P	Label
OC5	<---	OC	.894	.316	2.825	.005	
OC6	<---	OC	1.092	.346	3.154	.002	
OC7	<---	OC	1.239	.351	3.532	***	
OC8	<---	OC	1.210	.343	3.526	***	
OC9	<---	OC	1.691	.438	3.858	***	
OC10	<---	OC	1.587	.411	3.859	***	
OC11	<---	OC	1.747	.454	3.846	***	
OC12	<---	OC	1.594	.419	3.808	***	
OC13	<---	OC	.464	.196	2.366	.018	
OC14	<---	OC	.370	.186	1.991	***	
OC15	<---	OC	1.124	.332	3.389	***	
JS17	<---	JS	.220	.100	2.210	.027	

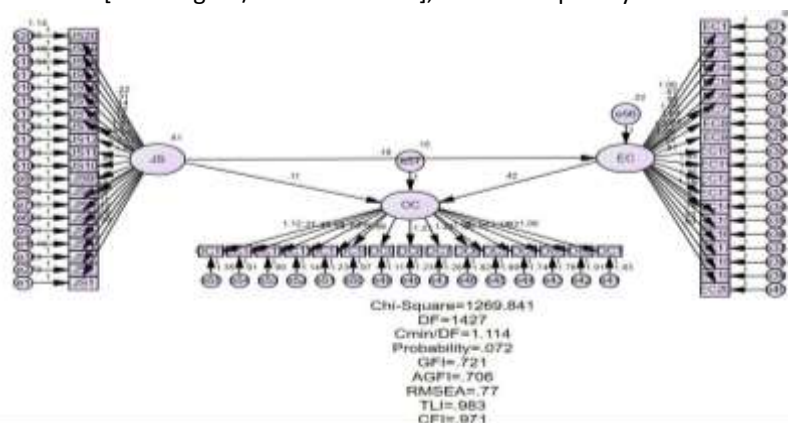
Source: Results of Statistical Data Processing with SEM AMOS version 23.00, 2025

Table 3. Confirmatory Factor Analysis Model Feasibility Test Results

<i>Goodness Of Fit Indeks</i>	Cut-off Value	Model Test Result	Keterangan
Chi-square (χ^2)	Small (< 1340.279)	1275.277	Good
Probability (p-value)	$\geq 0,05$	0.067	Good
RMSEA	$\leq 0,08$	0,073	Good
GFI	$\geq 0,90$	0.654	Marginal
AGFI	$\geq 0,90$	0.626	Marginal
CMIN/DF (χ^2/df)	$\leq 2,00$	1.069	Good
TLI	$\geq 0,95$	0.971	Good
CFI	$\geq 0,95$	0.962	Good

Source: Processed by the author, 2025

The Confirmatory Factor Analysis (CFA) results indicate that the measurement model exhibits an acceptable fit with empirical data. This is supported by a chi-square value of 1275.277 (*p* = 0.067), which surpasses the critical threshold of 0.05, suggesting statistical compatibility. Further validation is provided by fit indices—RMSEA (0.073), GFI (0.654), AGFI (0.626), CMIN/DF (1.069), TLI (0.971), and CFI (0.953)—all meeting or approaching conventional benchmarks. Regression weights confirmed model validity, with six of eight indicators satisfying predefined criteria, while the remaining two demonstrated marginal significance. The analysis highlights Emotional Competence (EC) as a significant mediator between Job Satisfaction and Organizational Commitment, emphasizing the need to prioritize EC development to enhance employee commitment. A full structural model analysis, illustrated in [insert figure/table reference], was subsequently conducted to advance these findings.



Source: Results of Statistical Data Processing with SEM AMOS version 23.00, 2025

Figure 2. Full Structural Equation Model (SEM) Test

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Table 4. Regression Weight Full Model Test

			Estimate	S.E.	C.R.	P	Label
EC	<---	JS	.191	.056	3.413	***	
OC	<---	JS	.112	.054	2.069	.039	
OC	<---	EC	.417	.132	3.170	.002	
JS1	<---	JS	1.000				
JS2	<---	JS	1.088	.121	9.004	***	
JS3	<---	JS	1.120	.142	7.867	***	
JS4	<---	JS	1.112	.121	9.155	***	
JS5	<---	JS	1.077	.118	9.133	***	
JS6	<---	JS	.983	.111	8.877	***	
JS7	<---	JS	.901	.115	7.845	***	
JS8	<---	JS	1.082	.115	9.385	***	
JS9	<---	JS	1.075	.119	9.039	***	
JS10	<---	JS	1.055	.109	9.662	***	
JS11	<---	JS	1.029	.112	9.179	***	
JS12	<---	JS	1.069	.118	9.030	***	
JS13	<---	JS	.962	.118	8.121	***	
JS14	<---	JS	.975	.112	8.719	***	
JS15	<---	JS	1.013	.111	9.119	***	
JS16	<---	JS	.159	.096	1.664	***	
JS18	<---	JS	.135	.102	1.332	***	
JS19	<---	JS	.310	.098	3.179	.001	
JS20	<---	JS	.219	.104	2.100	.036	
EC1	<---	EC	1.000				
EC2	<---	EC	.871	.200	4.354	***	
EC3	<---	EC	.860	.188	4.565	***	
EC4	<---	EC	1.064	.207	5.145	***	
EC5	<---	EC	1.044	.198	5.264	***	
EC6	<---	EC	.944	.187	5.038	***	
EC7	<---	EC	1.354	.227	5.957	***	
EC8	<---	EC	1.003	.200	5.006	***	
EC9	<---	EC	.820	.179	4.580	***	
EC10	<---	EC	.806	.174	4.622	***	
EC11	<---	EC	1.648	.246	6.709	***	
EC12	<---	EC	1.676	.249	6.741	***	
EC13	<---	EC	1.751	.258	6.788	***	
EC14	<---	EC	1.780	.264	6.752	***	
EC15	<---	EC	1.727	.263	6.578	***	
EC16	<---	EC	.859	.212	4.047	***	
EC17	<---	EC	.735	.201	3.664	***	
EC18	<---	EC	.754	.202	3.736	***	
EC19	<---	EC	.921	.222	4.143	***	
EC20	<---	EC	.805	.207	3.888	***	
OC1	<---	OC	1.000				

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			Estimate	S.E.	C.R.	P	Label
OC2	<---	OC	.926	.323	2.868	.004	
OC3	<---	OC	1.154	.355	3.251	.001	
OC4	<---	OC	.953	.319	2.985	.003	
OC5	<---	OC	.894	.317	2.822	.005	
OC6	<---	OC	1.092	.347	3.150	.002	
OC7	<---	OC	1.239	.351	3.528	***	
OC8	<---	OC	1.210	.343	3.522	***	
OC9	<---	OC	1.691	.439	3.854	***	
OC10	<---	OC	1.587	.412	3.855	***	
OC11	<---	OC	1.747	.455	3.842	***	
OC12	<---	OC	1.594	.419	3.804	***	
OC13	<---	OC	.464	.197	2.364	.018	
OC14	<---	OC	.370	.186	1.989	.047	
OC15	<---	OC	1.124	.332	3.386	***	
JS17	<---	JS	.220	.100	2.208	.027	

Source: Results of Statistical Data Processing with SEM AMOS version 23.00, 2025

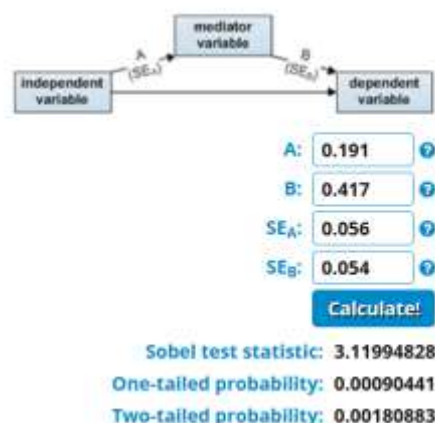
Table 5. Hypothesis Test

Hypothesis	Path	β	E	C.R	p-value	Label	Conclusion
H1	Job Satisfaction $\rightarrow$ Emotional Competence	0.19	0.191	3.413	***	Positive Significant	Hypothesis Supported
H2	Job Satisfaction $\rightarrow$ Organizational Commitment	0.11	0.112	2.069	.039	Positive Significant	Hypothesis Supported
H3	Emotional Competence $\rightarrow$ Organizational Commitment	0.42	0.417	3.170	.002	Positive Significant	Hypothesis Supported

Hypothesis testing was evaluated by analyzing the critical ratio (C.R) and significance level (*p*-value) derived from data processing, followed by comparison against predefined statistical thresholds (Mamenko et al., 2022). The direction of relationships—positive or negative—was determined by the sign of the regression coefficient (β). To meet statistical criteria, the C.R must exceed the *t*-table threshold of 1.965, and the *p*-value must fall below the 0.05 significance level (Dash & Mohanty, 2023). Hypotheses were accepted if both criteria were satisfied; otherwise, they were rejected.

Variabel Endogen = Variabel Eksogen + Error

- Emotional Competence (η_1)
 $= \beta (\xi_1) + \text{error}$
 $= 0.19 \text{ Job Satisfaction} + 0.22$
- Organizational Commitment (η_2)
 $= \beta (\eta_1) + \beta (\xi_1) + \beta (\xi_2) + \text{error}$
 $= 0.19 \text{ Job Satisfaction} + 0.42 \text{ Emotional Competence} + 0.15$



Source: Results of Statistical Data Processing with SPSS Version 25.00, 2024

Figure 3: Sobel Test Calculator Result

The Sobel test confirmed a statistically significant indirect mediation effect of emotional competence (M) in linking job satisfaction (X) to organizational commitment (Y). A Sobel statistic of 3.12 ($p < 0.05$), surpassing the critical two-tailed t^* -value threshold of ± 1.965 at a 95% confidence level, underscores the robustness of this mediation pathway.

DISCUSSION

H1: Job satisfaction exerts a positive and significant influence on emotional competence.

The analysis confirms a significant positive influence of job satisfaction on emotional competence ($\beta = 0.19$, $p < 0.001$), aligning with Affective Events Theory (Then, 2023), which posits that positive workplace experiences, such as job satisfaction, foster psychological resource development, including emotion management skills. Employees satisfied with their roles exhibit greater motivation to enhance emotional awareness and regulation—core components of emotional competence. The moderate beta value (0.19) suggests a nuanced perspective: while statistically robust, additional variables (e.g., training, managerial support) likely contribute to strengthening emotional competence beyond job satisfaction alone.

H2: Job satisfaction exerts a positive and significant influence on Organizational Commitment.

The second hypothesis was supported ($\beta = 0.11$, $p = 0.039$), indicating a direct, albeit modest, positive effect of job satisfaction on organizational commitment. This aligns with prior research (Roodhi et al., 2024) demonstrating that satisfied employees are more likely to exhibit workplace loyalty and retention. However, the relatively low regression coefficient (0.11) implies that the direct influence of job satisfaction is limited in scope, suggesting that underlying pathways—such as emotional competence mediation—may play a more substantial role. These findings advocate for holistic strategies to enhance employee commitment, integrating job satisfaction enhancements with targeted interventions in psychological capacity development.

H3: Emotional Competence exerts a positive and significant influence on Organizational Commitment.

Emotional competence emerged as a robust predictor of organizational commitment ($\beta = 0.42$, $p = 0.002$), confirming Hypothesis 3 (H3). The substantial beta coefficient underscores that employees' capacity to interpret their own and others' emotions, coupled with effective conflict management skills, forms a critical foundation for fostering emotional attachment to the organization. These findings align with the Resource-Based View (RBV), which posits psychological resources like emotional competence as strategic assets for cultivating long-term organizational allegiance (Subongkod & Hongsakul, 2024). Practically, targeted interventions to enhance emotional competence could serve as a strategic lever for improving employee retention and loyalty.

H4: Job satisfaction exerts a positive indirect effect on organizational commitment through the mediating role of emotional competence.

The mediation hypothesis (H4) was supported by a significant Sobel test ($Z = 3.12$, $p < 0.05$), with emotional competence accounting for 42% of the total effect of job satisfaction on organizational commitment. This partial mediation underscores that improvements in organizational commitment are predominantly driven by employees' ability to manage emotions—a capacity cultivated through job satisfaction. The findings enrich existing literature by revealing dual pathways: job satisfaction not only directly boosts commitment but also indirectly strengthens it by fostering emotional competence. This mechanism aligns with the Job Demands-Resources (JD-R) Theory, positioning job satisfaction as a resource that facilitates emotional skill development, which subsequently enhances organizational allegiance.

CONCLUSION AND RECOMMENDATIONS

This study identifies emotional competence as a significant mediator in the relationship between job satisfaction and organizational commitment. Structural Equation Modeling (SEM) reveals that job satisfaction exerts both a direct effect on organizational commitment ($\beta = 0.11$, $*p < 0.05$) and an indirect effect through emotional competence (indirect effect = 0.0798, $Z = 3.12$, $*p < 0.05$), with mediation accounting for 42% of the total effect. These findings reinforce Affective Events Theory by demonstrating that positive workplace experiences—such as job satisfaction—stimulate psychological resource development (e.g., emotional competence), which in turn fosters employees' emotional attachment to the organization. Within the high-pressure, service-driven context of PT Pegadaian Area Ampenan, the ability to manage emotions emerges as a critical factor in translating job satisfaction into sustained organizational commitment.

The recommendations are twofold:

1. **Practical:** Organizations should integrate emotional competence development into HR strategies through case-based emotional intelligence training, regular coaching, and 360-degree feedback systems. Enhancing job satisfaction via flexible job design, performance-based rewards, and inclusive workplace policies is crucial to fostering psychological growth.
2. **Academic:** Future research should adopt longitudinal designs to assess the stability of these relationships and explore moderators like organizational culture or leadership styles. Developing culturally contextualized emotional competence metrics—particularly for Indonesia's collectivist and hierarchical financial sector—is also recommended.

Policy implications include establishing periodic monitoring teams to evaluate job satisfaction and emotional competence indices, alongside partnerships with educational institutions to align training curricula with industry needs. A data-driven approach enables organizations to design targeted interventions addressing employee-specific challenges while building resilient human capital amid global market dynamics. Collectively, this study not only elucidates the psychological mechanisms underpinning organizational commitment but also provides a strategic roadmap for leveraging job satisfaction and emotional management to optimize workplace loyalty.

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