



# Analysis of the Effect of Human Resource Quality on Employee Performance with Commitment and Job Satisfaction as Intervening Variables

\*Desi Dyah Utami<sup>1</sup> , Eko Yulianto<sup>2</sup> 

<sup>1,2</sup> Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia

<sup>1\*</sup>desidyahu@gmail.com' <sup>2</sup>eko.yulianto@ustjogja.co.id

\* Corresponding Author

**Abstract.** This study analyses how the quality of human resources affects employee performance at Sultan Hasanuddin Air Force Base. It uses organisational commitment and job satisfaction as mediating variables. The research follows a quantitative approach. A structured questionnaire was distributed to 50 employees selected purposively from a total of 80 personnel. All variables human resource quality, organisational commitment, job satisfaction plus employee performance were measured with a five point Likert scale. Data were analysed with Structural Equation Modelling through SmartPLS to test the measurement model, structural links and mediating effects. The results show that human resource quality has a significant effect on job satisfaction, organisational commitment but also employee performance. Job satisfaction also has a positive effect on performance, while organisational commitment has no significant direct effect. The study further confirms that job satisfaction mediates the link between human resource quality and performance, whereas organisational commitment does not. The originality of the research rests on its focus on a military organisation, a setting marked by hierarchical command structures as well as strict discipline that prior HRM studies have rarely examined. In theoretical terms, the study adds to human capital and social exchange theory showing how psychological mechanisms strengthen the influence of HR quality on performance. The findings show that investing in HR development, increasing job satisfaction, or improving organisational conditions can help military personnel perform better. These insights give policymakers helpful guidance when planning ways to improve workforce skills and operational results.

**Keywords:** Human Resource Quality, Organizational Commitment, Job Satisfaction, Employee Performance

## 1 Introduction

Employee performance is a strategic factor that determines the success of an organization, including the public and military sectors. Various studies show that performance is influenced by internal factors such as competence, motivation, and work attitude, as well as external factors such as the work environment and organizational policies. Previous studies [1],[2],[3] confirm that competence, motivation, work environment, and compensation have a significant influence on improving performance quality. However, in practice, there is still a gap between actual performance and expected performance standards, especially when human resources do not have the competencies required for the job [4]. This is reinforced by the findings of [5],[6],[4] which show that the quality of human resources is a major determinant of superior performance, including in public sector organizations. Thus, the quality of human resources becomes an important focus in efforts to improve organizational performance.

In addition to directly influencing performance, HR quality is also closely related to psychological variables such as organizational commitment and job satisfaction. A number of studies have proven that HR quality can increase organizational commitment and job satisfaction, which in turn act as mediating variables in producing optimal performance [7],[8]. However, this mediating relationship is not

always consistent, especially in organizations with hierarchical structures such as the military, where the dynamics of discipline, command systems, and work climate can influence individual perceptions and attachment. In the context of Sultan Hasanuddin Air Base, personnel performance has important operational implications related to unit readiness and professionalism, making an understanding of the influence of HR quality, organizational commitment, and job satisfaction highly relevant. Therefore, this study was conducted to fill the empirical gap regarding the mechanism of the influence of HR quality on performance through commitment and job satisfaction, while also providing a theoretical contribution to the development of HRM studies and practical recommendations for improving the performance of military personnel.

## **2 Literature Review and Hypotheses Development**

### **2.1 Human Capital Theory**

The research uses Human Capital Theory together with Social Exchange Theory as its theoretical framework. Becker (1993) explains in Human Capital Theory that organizations succeed and maintain their market position through their human resource quality. Organizations that employ workers with strong competence and skills and high work motivation will achieve their targets more effectively. Organizations that spend money on HR development through training and education and work experience will achieve better individual and organizational performance. Social Exchange Theory developed by Blau (1964) demonstrates that organizational relationships with employees depend on mutual benefit exchange. Organizations that provide fair treatment and appreciation and support to their employees will get better performance through increased employee commitment and job satisfaction.

### **2.2 The Relationship Between Human Resource Quality and Employee Performance**

Organizations need high-quality human resources to achieve better performance results. [9] defines human resource quality as the combination of employee abilities and skills and knowledge and work attitudes which enable them to perform their duties effectively. Organizations that employ qualified staff members will demonstrate better flexibility during organizational changes while delivering their best possible work results. Research conducted by [10] demonstrates that employee performance improves when organizations invest in human resource development through training and career advancement programs. The research conducted by [11] at PT Pelindo Multi Terminal demonstrated that human resource quality and work commitment directly impact employee performance. Organizations that prioritize the cultivation of high quality human resources tend to achieve superior performance from their staff members.

H1: The quality of human resources exerts a positive and significant effect on employee performance.

### **2.3 The Relationship Between Quality of Human Resources and Organizational Commitment**

Organizational commitment represents the emotional bond which employees develop with their workplace (Meyer & Allen, 1997). Staff members who demonstrate strong commitment will dedicate themselves fully to their work and maintain their position within the organization. Research by [12] demonstrates that organizations with high-quality human resources experience increased employee commitment because their staff members receive value and development opportunities. The research conducted [13] at Bank Indonesia North Sumatra demonstrated that human resource quality and work motivation lead to higher employee commitment through job satisfaction as a mediating factor. The improvement of human resource quality leads to higher organizational commitment levels within organizations.

H2: The quality of human resources has a positive and significant effect on organizational commitment.

#### **2.4 The Relationship Between Human Resource Quality and Job Satisfaction**

Job satisfaction emerges when employees evaluate their working environment through assessments of job conditions and compensation and social interactions at work. Employees who demonstrate excellent HR quality experience job satisfaction because they reach their highest work potential while receiving organizational recognition. Research conducted by [14] demonstrated that better HR competence and training programs lead to higher job satisfaction levels. The research conducted by [13] demonstrates that organizations with high human resource quality levels create better job satisfaction among employees which leads to increased commitment and performance. The enhancement of human resource quality standards produces better work performance and simultaneously leads to higher employee job satisfaction.

H3: Human resource quality has a positive and significant effect on job satisfaction.

#### **2.5 The Relationship Between Organizational Commitment and Employee Performance**

Organizational commitment stands as a primary factor which determines how well employees perform in their roles. Sopiah (2021) demonstrates that workers who demonstrate strong organizational commitment will deliver better work results and maintain higher levels of responsibility. The research conducted by [15] demonstrates that organizational commitment creates a significant impact on employee performance because staff members who feel emotionally connected to their organization perform better. The research conducted by [16] demonstrated that organizational commitment creates a stronger link between human resource quality and employee performance.

H4: Organizational commitment has a positive and significant effect on employee performance.

#### **2.6 The Relationship Between Job Satisfaction and Employee Performance**

An employee's contentment in their role is a fundamental driver of their work output. Empirical work by Robbins and Judge (2019) supports this, demonstrating that a positive and fulfilling work environment correlates strongly with increased employee motivation, a greater willingness to accept responsibility, and strengthened loyalty to the organization. The Journal of Management Studies published research by [17] the study demonstrates that job satisfaction has a positive effect on employee performance in the public sector. The research conducted by [15] demonstrates that higher job satisfaction leads to better productivity and increased work output.

H5: Job satisfaction has a positive and significant effect on employee performance.

#### **2.7 Commitment and Satisfaction as Mediating**

The theory posits that the connection between the caliber of a company's human resources and the performance of its employees is not merely direct. Instead, organizational commitment and job satisfaction are proposed to act as crucial bridging mechanisms, transmitting the positive influence of HR quality into tangible performance results. The development of high-quality human resources leads to better job satisfaction and organizational commitment which results in enhanced performance. Hasibuan (2022) demonstrates through his research that ongoing human resource development leads to better employee commitment and job satisfaction. [18] supports this finding by showing that commitment and job satisfaction function as essential mediators which link HR quality to employee performance in government organizations. The research by [13] demonstrates that HR quality creates better employee performance through its positive impact on job satisfaction and commitment levels.

H6: Organizational commitment functions as a mediator which links human resource quality to employee performance.

H7: Job satisfaction functions as a mediator which connects human resource quality to employee performance.

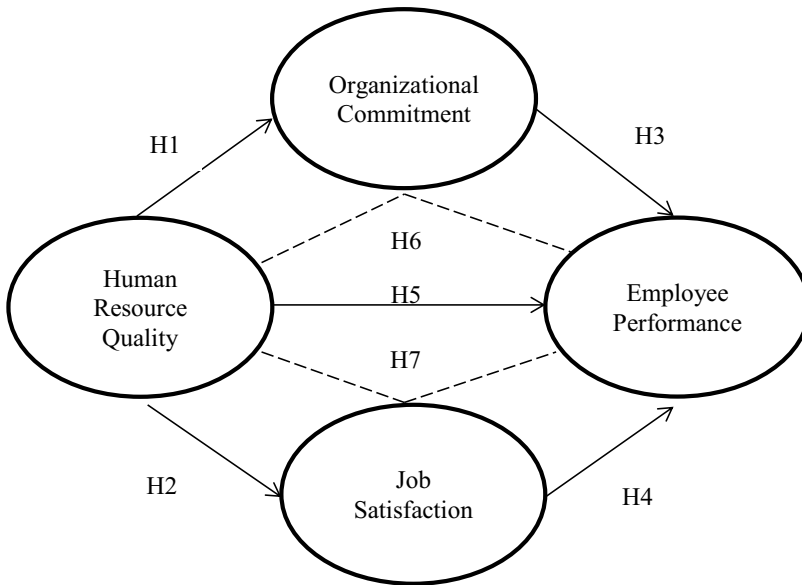


Figure 1. Framework for Research

As inferred from the figure above, H1 indicates that Human Resource Quality is positively associated with Organizational Commitment, H2 reflects the positive effect between Human Resource Quality and Job Satisfaction, H3 Employee Commitment has a positive effect on Employee Performance (H1), Job Satisfaction has a positive effect on Employee Performance (H4), Human Resource Quality has a positive effect on Employee Performance (H5), Organizational commitment and job satisfaction both influence how human resource quality affects employee performance. According to hypothesis H7, Job Satisfaction also plays a mediating role in this relationship.

### 3 Methodology

This study took place at Sultan Hasanuddin Air Force Base in Makassar and included all 80 employees. Data was collected using a quantitative survey with a fixed format questionnaire. The researcher chose 50 employees who matched set criteria through purposive non probability sampling. The measurement of all research variables human resource quality, organisational commitment, job satisfaction and employee performance was conducted utilising a five-point Likert scale, ranging from "strongly disagree" to "strongly agree". The collected data were analysed using SmartPLS to examine the structural relationships among variables, evaluate the measurement and structural models, and test both direct and indirect effects within the research framework.

The profile of the respondents is provided in Table 1, showing that there are 47 (94%) men and 3 (6%) women, which suggests a highly male-oriented workforce. Considering marital status, 45 (90%) respondents were unmarried and 5 (10%) were married. The content implies that the majority of workers belong to the productive age group and are single, in accordance with a relatively young and active workforce profile. Demographically, this profile suggests motivational and adaptational potential in job performance. Younger employees often demonstrate greater responsiveness to organizational change and stronger involvement in achieving operational objectives, thereby contributing positively to overall performance and the enhancement of human

resource quality within the organization.

Table 1. Characteristics of Responden

Category	Description	Amount	Percentage(%)
Gender	Male	47	94
	Female	3	6
Marital status	Not married	45	90
	Married	5	10
Age	<30 years	47	94
	30-39 years	2	4
	40-49 years	0	0
	>50 years	1	2
Tenure	<2 years	15	30
	2-5 years	33	66
	6-10 years	1	2
	11-15 years	0	0
	>15 years	1	2
Last education	Elementary school/equivalent	0	0
	Middle school/equivalent	41	82
	Diploma S-1	8	16
	Postgraduate (S2-S3)	1	2

Source:Primary data processed,2025

The results of the outer loading analysis indicate that all variables human resource quality, organizational commitment, job satisfaction, and employee performance meet the convergent validity criteria, with Average Variance Extracted (AVE) values exceeding 0.5 (Table 2). This demonstrates that all indicators effectively represent their respective constructs. And, all variables exhibit composite reliability values higher than 0.7 and Cronbach's alpha of all constructs exceed 0.6, indicating the inevitability successfully of internal consistency and reliability of measurement model. As shown in Table 2, minimum thresholds of validity and reliability for the latent variables are satisfied thereby suggesting that the indicators can be used to produce reliable and valid measures in this study.

Table 2. Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Human Resource Quality	0.943	0.944	0.951	0.660
Organizational Commitment	0.902	0.909	0.926	0.677
Job Satisfaction	0.966	0.968	0.969	0.695
Employee Performance	0.980	0.981	0.982	0.729

Source:Primary data processed,2025

The outcomes of hypothesizing evaluating are presented in Table 3. The results of the first hypothesis determined that job satisfaction does, in fact, have a statistically positive effect on employee performance. The T statistic was 2.681, the

STDEV was 0.171, and the P value was less than 0.05. The latter value confirms the statistical significance of this hypothesis, hence the findings of this hypothesis are accepted. The second hypothesis determined that organizational commitment does not statistically influence a T statistic of 0.377 and a P value of 0.706 were indicated by employee performance. employee performance, as indicated by a T statistic of 0.377 and P value of 0.706. The third hypothesis demonstrates a significant relationship between human resource quality and job satisfaction, with a T statistic of 18.389 and P value of 0.000 (STDEV = 0.049). It is thus evident from the 4th hypothesis that human resource quality has a positive effect on employee performance (T stat = 2.477, P value = 0.013, STDEV=0.179). Finally, the fifth hypothesis indicates that human resource quality has positive influence on organizational commitment at a T value of 14.775 and P-value of.000 (STDEV =.058). Overall, these findings suggest that the human resource quality has an important effect on organizational commitment and job satisfaction which leads to better performance of employees.

Table 3. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Job Satisfaction -> Employee Performance	0.458	0.453	0.171	2.681	0.007
Organizational Commitment -> Job Satisfaction	0.042	0.044	0.110	0.377	0.706
Human Resource Quality -> Job Satisfaction	0.906	0.894	0.049	18.389	0.000
Human Resource -> Employee Performance	0.445	0.436	0.179	2.477	0.013
Human Resource Quality -> Organizational Commitment	0.853	0.847	0.058	14.775	0.000

Source: Primary data processed,2025

The structural model, or internal model, was evaluated after the completion of the measurement model analysis. The R-squared (R<sup>2</sup>) coefficient was used to assess the explanatory power of the dependent constructs and to determine the significance of the path relationships. The R-squared (R<sup>2</sup>) is an important measure in assessing

how well a model predicts outcomes. The findings of this study indicate that all the variables investigated have great explanatory power. Table 4 reveals that only human resource quality explains up to 72.8% of the variation in organizational commitment ( $R^2 = 0.728$ ). The combination of the HRQ and OC explain 82.1% of the variance in satisfaction with work ( $R^2 = 0.821$ ). Furthermore, with regard to the variable employee performance,  $R^2$  of 0.841 is achieved indicating that HR quality, organizational commitment and job satisfaction progression together explain 84.1% of its deviance. Because all  $R^2$  values are greater than 0.67, the structural model exhibits a very high predictive power which indicates that the proposed model adequately explains inter-relationships among investigated constructs.

Table 4. Coefficient of Determination

	R-square	R-square adjusted
Organizational Commitment	0.728	0.723
Job Satisfaction	0.821	0.817
Employee Performance	0.841	0.31

Source:Primary data processed,2025

Table 5 displays the computed GoF of the model by some statistics, such as SRMR and squared Euclidean distance ( $d_{ULS}$ ) or geodesic distance ( $d_G$ ), Chi2 and NFI. The SRMR was 0.078 for the saturated model and 0.079 for the estimated model, both values being below the limit (above) of 0.10 in which it can be considered acceptable adjust and well a fit to data (Hair et al., 2021). The lack of reported values for  $d_G$  and NFI (shown as n/a) is a standard occurrence in SmartPLS output, particularly when analyzing models with certain configurations or non- recursive pathways. It is common for SmartPLS output to show no  $d_G$  and NFI values when certain model conditions or non-recursive structures are used. An infinite chi-square result is also normal in the PLS-SEM approach and does not mean there is an estimation error. This method uses non-parametric assumptions and does not need multivariate normality. These results show that the proposed model fits well and can be interpreted further.

Table 5. Fit Model

	Saturated model	Estimated model
SRMR	0.078	0.079
$d_{ULS}$	7.819	7.938
$d_G$	n/a	n/a
Chi-square	Infinite	Infinite
NFI	n/a	n/a

Source:Primary data processed,2025

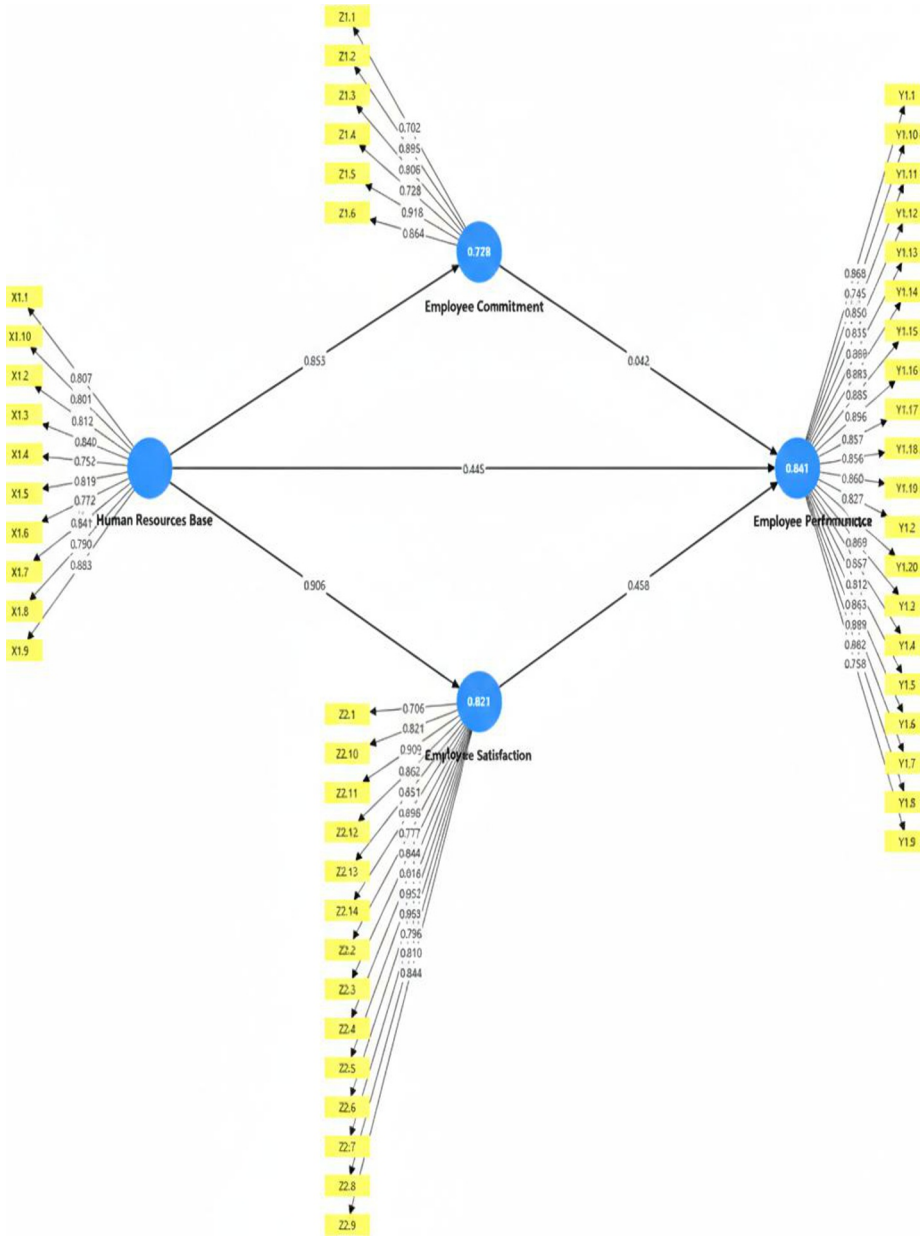


Figure 2. SmartPLS Structural Model

Figure 2 shows the results of the indicator testing. An indicator has good convergent validity if the factor loading is  $>0.7$ . Table 6 shows the tabulation results.

Table 6. Discriminant Validity Test Result

Indicator	HRQ	OC	JS	EP	Description
X1	0.807	0.723	0.826	0.724	Valid
X2	0.812	0.721	0.687	0.702	Valid
X3	0.840	0.697	0.718	0.771	Valid
X4	0.752	0.595	0.670	0.637	Valid
X5	0.819	0.722	0.821	0.744	Valid
X6	0.772	0.684	0.752	0.726	Valid
X7	0.841	0.663	0.727	0.775	Valid
X8	0.790	0.627	0.719	0.742	Valid
X9	0.883	0.760	0.740	0.760	Valid
X10	0.801	0.730	0.685	0.680	Valid
Y1	0.791	0.644	0.827	0.868	Valid
Y2	0.715	0.714	0.778	0.827	Valid
Y3	0.840	0.770	0.813	0.869	Valid
Y4	0.706	0.691	0.754	0.867	Valid
Y5	0.712	0.585	0.720	0.812	Valid
Y6	0.759	0.714	0.757	0.863	Valid
Y7	0.798	0.686	0.765	0.889	Valid
Y8	0.773	0.614	0.815	0.882	Valid
Y9	0.667	0.578	0.711	0.758	Valid
Y10	0.755	0.687	0.766	0.745	Valid
Y11	0.782	0.647	0.775	0.850	Valid
Y12	0.764	0.712	0.725	0.835	Valid
Y13	0.764	0.698	0.779	0.889	Valid
Y14	0.798	0.766	0.788	0.883	Valid
Y15	0.808	0.703	0.780	0.885	Valid
Y16	0.778	0.744	0.764	0.896	Valid
Y17	0.763	0.689	0.724	0.857	Valid
Y18	0.783	0.671	0.752	0.856	Valid
Y19	0.742	0.611	0.734	0.860	Valid
Y20	0.754	0.732	0.737	0.868	Valid
Z1.1	0.653	0.702	0.632	0.719	Valid
Z1.2	0.711	0.895	0.693	0.631	Valid
Z1.3	0.697	0.806	0.690	0.643	Valid
Z1.4	0.548	0.728	0.577	0.528	Valid
Z1.5	0.787	0.918	0.807	0.720	Valid
Z1.6	0.777	0.864	0.671	0.685	Valid
Z2.1	0.574	0.458	0.706	0.573	Valid
Z2.2	0.717	0.727	0.777	0.663	Valid
Z2.3	0.769	0.637	0.844	0.787	Valid
Z2.4	0.687	0.706	0.816	0.719	Valid
Z2.5	0.721	0.737	0.852	0.686	Valid
Z2.6	0.771	0.728	0.863	0.778	Valid
Z2.7	0.810	0.639	0.796	0.788	Valid
Z2.8	0.818	0.645	0.810	0.763	Valid
Z2.9	0.762	0.704	0.844	0.777	Valid
Z2.10	0.767	0.703	0.821	0.732	Valid
Z2.11	0.865	0.755	0.909	0.868	Valid
Z2.12	0.749	0.674	0.862	0.718	Valid
Z2.13	0.749	0.766	0.851	0.762	Valid
Z2.14	0.756	0.772	0.898	0.774	Valid

Source: Primary data processed, 2025

Note, HRQ= Human Resource Quality, OC= Organizational Commitment, JS= Job Satisfaction, EP= Employee Performance

## 4. Results & Discussion

### 4.1 The Influence of Human Resource Quality on Organizational Commitment

The results of the analysis show that human resource quality has a clear positive association with organizational commitment, with a path coefficient of 0.853 and a p-value of 0.000. In practical terms, employees who possess better skills and professional readiness tend to feel more connected to the organization. This finding is similar to earlier work [19], which noted that improvements in capability often lead employees to feel more attached and willing to stay. From a theoretical standpoint, the pattern supports the argument made by Meyer and Allen (1992), cited in [20], that commitment grows when individuals believe in their own ability to contribute and develop an emotional link with their workplace.

### 4.2 The Influence of Human Resource Quality on Job Satisfaction

HR quality has a positive effect on job satisfaction, shown by a high path coefficient of 0.906 and low p-value of 0.000. Employees who are competent, skilled, and professional tend to be satisfied. Previous studies support this [21], they find that skilled employees see their work as more supportive. Key motivators for satisfaction include personal growth and autonomy, according to Herzberg's Two Factor Theory. The results demonstrate that better HR quality boosts performance and also helps employees feel satisfied and engaged, which improves their mental state.

### 4.3 The Effect of the Quality of Human Resources on Employee Performance

The Human Resources Quality positively effects employee performance, with a path coefficient of 0.445 and a p-value of 0.013. Employees with strong abilities, knowledge, and skills can perform tasks efficiently [22] research shows that human resource quality is the primary factor that determines organizational achievement. High performance is a result of employee competence and motivation. We must improve human resource quality to achieve optimal results.

### 4.4 The Influence of Organizational Commitment on Employee Performance

Contrary to theoretical expectations, the analysis yielded a non-significant negative relationship between organizational commitment and employee performance with a path coefficient of 0.042 and p-value of 0.706. This indicates that, within the context of this study, the emotional attachment and loyalty employees feel toward the organization do not translate into a statistically meaningful direct improvement in their work output. This finding contrasts with a body of prior research [23], that has established a positive correlation between employee dedication and performance metrics.

### 4.5 The Effect of Job Satisfaction on Employee Performance

The findings of this study build upon the evidence that job satisfaction indeed affects employee performance. The path coefficient is 0.458 and the p value of 0.007, respectively, implying that its effect is significant. Satisfied employees are known to work with more passion, attentiveness and throughput than their unhappy counterparts. This result is consistent with Locke's (1976) contention; that job satisfaction occurs when work meets the needs, values and expectations of an individual. Other studies [24] also reveal satisfied employees are more productive and loyal or responsible.

#### 4.6 The Mediating Role of Organizational Commitment and Job Satisfaction

The results of path analysis findings by show that Organizational Commitment does not mediate the relationship between Human Resource Quality and Employee Performance because commitment is found to have no significant link with performance. On the other hand, Job Satisfaction acts as a significant mediator to such relationship. The direct effect of Human Resource Quality on Job Performance is positive but stronger when there is high job satisfaction. Skilled employees who feel valued tend to be more motivated and able to contribute meaningfully, which then strengthens overall performance. The result aligns with previous research [24], which also identified satisfaction as a mediator, and corresponds with Human Capital Theory, which emphasizes that investment in human resources produces added value through enhanced competence and improved work outcomes.

## 5 Conclusion

This study concludes that the quality of human resources (HR), organisational commitment, and job satisfaction play an important role in improving employee performance. The quality of HR exerts a direct influence on performance, while organisational commitment and job satisfaction serve to strengthen this relationship, particularly within the context of military organisations that demand high levels of discipline and readiness. Theoretically, the present study contributes to the extant literature by demonstrating the role of psychological variables as a mediating mechanism between HR quality and performance. In practical terms, the results of the study emphasise the importance of improving employee competence, strengthening organisational commitment, and creating a work environment that can increase employee satisfaction. The present study has limitations. The sample is small, the data come from what people say they think and the variables do not cover every factor that shapes performance. To counter those problems, organisations should strengthen their human resources through steady training plus they should secure employee commitment with rewards and with communication that is direct but also open. They should also raise job satisfaction improving both the workplace and pay. Future research should add variables like leadership style, workload, climate in the organisation, engagement at work, pay level as well as professionalism. A larger sample or a mix of methods will yield fuller results.

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