

## **The Influence of Human Resource Quality, Professionalism, and Work Discipline on Work Performance and Organizational Commitment at CV Oktaviana Tas Grosir Mojokerto**

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### **ABSTRACT**

Based on results overlay visualization from research mapping analysis using applications VOS-Viewer, it appears that the research trends are related work performance (work performance) in the last five years is still relatively minimal. In fact, this topic has great potential for further development considering its relevance in the ever-changing world of work. This research aims to analyze the influence of Human Resource Quality, Professionalism and Work Discipline on Work Performance and Organizational Commitment. This research method is quantitative with an explanatory research approach, which aims to verify the hypothesis that has been determined by the researcher. The population in this study were employees of CV Oktaviana Tas Grosir Mojokerto, total 70 employees using a saturated sample. Hypothesis testing in this research was carried out using an approach Structural Equation Model (SEM) based Partial Least Square (PLS). Based on the 7 direct influence hypotheses processed in this research, there are 2 hypotheses which state that the effect is not significant while the other 5 hypotheses state that the effect is significant. The results of this research show that Human Resources Quality and Professionalism partially have an insignificant effect on Organizational Commitment. Meanwhile, Work Discipline has a significant positive effect on Organizational Commitment. Then Professionalism, Work Discipline and Organizational Commitment partially have a significant positive effect on Work Performance. Meanwhile, Human Resources Quality has a significant negative effect on Work Performance.

**Keywords:** *HR Quality, professionalism, discipline, performance, commitment*

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### **INTRODUCTION**

In the era of competitive globalization, companies are faced with the challenge of continuing to adapt and improve performance. Intense market competition, both at the national and international levels, forces companies to increase efficiency, productivity and innovation to remain relevant. Rapid technological changes, increasing customer expectations, and regulatory pressures are additional challenges that require serious attention.

Work performance is an important element in maintaining company sustainability. More than just the final result, work performance includes quality, efficiency and creativity in carrying out responsibilities. Phenomena such as low productivity or reduced quality of work highlight the importance of this factor in supporting a company's competitiveness.

On the other hand, organizational commitment is the key to company stability and sustainability. This commitment reflects employee loyalty, responsibility and dedication which contributes directly to improving work performance. Through this research, we examine the influence of human resource quality, professionalism and work discipline on work performance with organizational commitment as an intervening variable.

Analysis of research trends using VOS-Viewer shows that topics related to work performance are still minimally studied in depth. By focusing on CV Oktaviana Tas Grosir, this research aims to provide new insights that not only enrich academic literature, but also offer practical recommendations for business actors in increasing efficiency and competitiveness.

## **I. Theoretical Study**

### **A. Human Resource Management**

According to Hamali & SS, (2018) stated that human resource management is a strategic approach to skills, motivation, development and management of organizing resources.

### **B. Human Resource Quality**

According to Sumual (2017), the quality of human resources refers to the values reflected in a person's behavior, which includes accountability for all actions taken, both in personal life and in society. In other words, HR quality includes moral aspects and social responsibilities inherent in individuals in various life situations.

### **C. Professionalism**

According to Aprilianti & Badera, (2021), professionalism is the attitude possessed by individuals when carrying out work according to their expertise in a particular field. A professional must be able to carry out his duties effectively, minimize errors, and ensure that the results of his work, such as auditing financial statements, are carried out accurately and precisely.

### **D. Work Discipline**

According to Nugraha & Sari (2020), work discipline refers to a person's behavior in accordance with existing work regulations and procedures, both written and unwritten. This includes attitudes, actions and deeds that demonstrate conformity with organizational rules, so that the individual contributes optimally to company goals. Work discipline not only reflects compliance with rules, but also describes an individual's attitude of responsibility and commitment to their duties and responsibilities at work.

### **E. Work Performance**

According to Badriyah (2018), work performance can be interpreted as the work results achieved by someone in carrying out their duties. This achievement depends not only on skill, but also on experience, sincerity and time spent completing the task.

### **F. Organizational Commitment**

According to Kaswan (2017), organizational commitment can be interpreted as a measure of an employee's willingness to remain in a company in the future. This commitment includes how an employee not only sees the company as a place of work, but also as a part of his life.

## **II. Conceptual Framework**

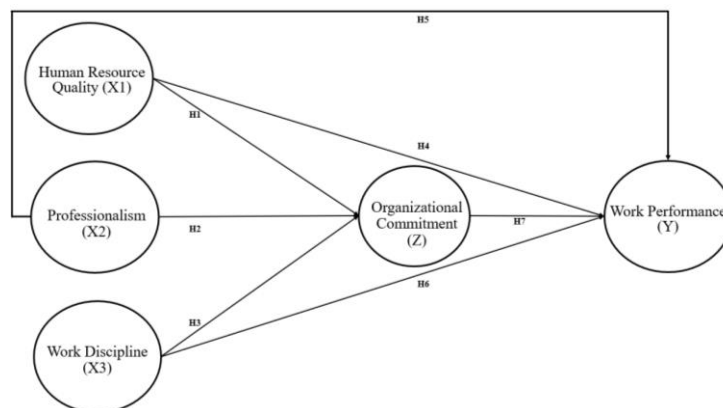


Figure 1 Conceptual Framework

Regarding the research context, problem formulation, literature review, and conceptual framework, then hypothesis that can be formed is as follows:

- H1: Human Resources Quality has a significant effect on Organizational Commitment at CV Octaviana Tas Grosir Mojokerto.
- H2: Professionalism has a significant effect on Organizational Commitment at CV Octaviana Tas Grosir Mojokerto.
- H3: Work Discipline has a significant effect on Organizational Commitment at CV Octaviana Tas Grosir Mojokerto.
- H4: Human Resources Quality has a significant effect on Work Performance at CV Octaviana Tas Grosir Mojokerto.
- H5: Professionalism has a significant effect on Work Performance at CV Octaviana Tas Grosir Mojokerto.
- H6: Work Discipline has a significant effect on Work Performance at CV Octaviana Tas Grosir Mojokerto.
- H7: Organizational Commitment has a significant effect on Work Performance at CV Octaviana Tas Grosir Mojokerto.

Despite extensive research on the relationship between human resource quality, professionalism, and work discipline with performance and commitment, limited studies have focused on these dynamics within small and medium-sized enterprises (SMEs), such as CV Oktaviana Tas Grosir Mojokerto. Existing studies predominantly explore these variables in larger organizational contexts, overlooking how they uniquely interact in smaller, resource-constrained environments.

In a highly competitive market driven by globalization, SMEs face growing pressure to enhance workforce efficiency and organizational commitment. For CV Oktaviana Tas Grosir Mojokerto, improving employee work performance and commitment is vital to maintaining competitive advantage. Addressing gaps in workforce discipline, professionalism, and resource quality is urgent to sustain operational efficiency and meet the rising demands of the market.

This research contributes to the literature by applying Partial Least Squares Structural Equation Modeling (PLS-SEM) to investigate the specific impact of human resource quality, professionalism, and work discipline on work performance and organizational commitment in the context of an SME. By focusing on CV Oktaviana Tas Grosir Mojokerto, it introduces new insights into how these variables interplay in smaller enterprises, offering practical recommendations tailored to this sector.

This study aims to evaluate the impact of human resource quality, professionalism, and work discipline on employee work performance and organizational commitment at CV Oktaviana Tas Grosir Mojokerto. It seeks to identify key factors influencing performance and provide actionable strategies to improve employee productivity and engagement.

The research benefits SMEs by offering a data-driven framework to optimize workforce performance and commitment, aligning employee capabilities with organizational goals. For academia, it expands the understanding of how these factors operate in SMEs, contributing valuable insights to human resource management literature. Practically, the findings equip business owners and managers with targeted strategies to enhance their workforce and maintain competitive advantage in the marketplace.

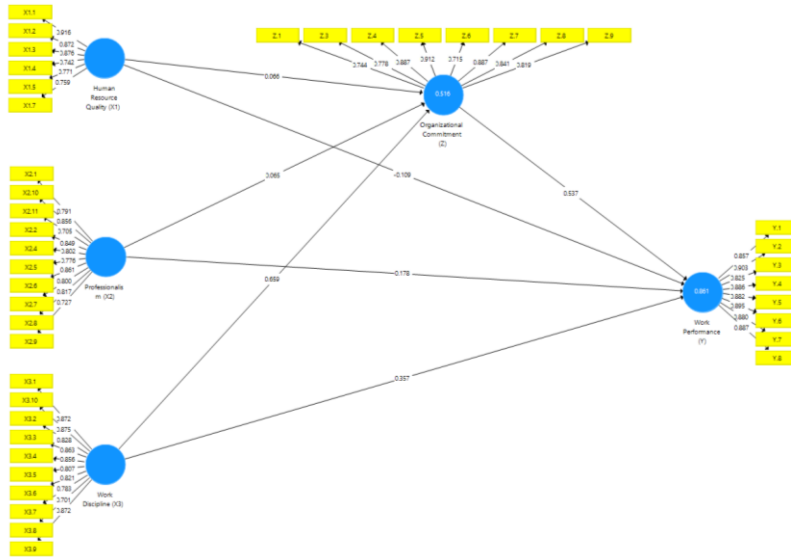
## **METHOD**

This research method is quantitative with an explanatory research approach, which aims to verify the hypothesis that has been determined by the researcher. This research uses primary data collected through questionnaires as the data collection tool. The population in this study were 70 employees of CV Oktaviana Tas Grosir Mojokerto. A sample is a small portion of a population selected for observation and analysis, functioning as a representation of the entire

population to simplify the research process and ensure it runs optimally (Kamaluddin et al., 2021). Based on the explanation above, the samples in this research will be the entire population taken, namely all 70 employees of CV Oktaviana Tas Grosir Mojokerto. The data collection technique used in this research is a survey with a questionnaire instrument. Respondents will be given a questionnaire containing questions regarding the variables studied, namely regarding the influence of human resource quality, professionalism and work discipline on work performance and organizational commitment at CV Oktaviana Tas Grosir Mojokerto.

**RESULTS AND DISCUSSION**

**Evaluation of Measurement Model/ Outer Model**



**Figure 2 Outer Model**

To test convergent validity, Outer Loading and Average Variance Extracted (AVE) are utilized. An indicator is considered to meet convergent validity in the good category if the Outer Loading > 0.7 and the Average Variance Extracted > 0.5. The following are the Outer Loading and Average Variance Extracted for each indicator in this research variable:

**Table 1 Convergent Validity Test - Outer Loading**

Variable	Indicator	Outer Loading
Human Resource Quality (X1)	X1.1	0.916
	X1.2	0.872
	X1.3	0.876
	X1.4	0.742
	X1.5	0.771
	X1.7	0.759
	Professionalism (X2)	X2.1
X2.2		0.849
X2.4		0.802
X2.5		0.776
X2.6		0.861
X2.7		0.800
X2.8		0.817
X2.9		0.727
X2.10		0.856

Variable	Indicator	Outer Loading
Work Discipline (X3)	X2.11	0.705
	X3.1	0.872
	X3.2	0.828
	X3.3	0.863
	X3.4	0.856
	X3.5	0.807
	X3.6	0.821
	X3.7	0.783
	X3.8	0.701
	X3.9	0.872
Organizational Commitment (Z)	X3.10	0.875
	Z.1	0.744
	Z.3	0.778
	Z.4	0.887
	Z.5	0.912
	Z.6	0.715
	Z.7	0.887
	Z.8	0.841
	Z.9	0.819
Work Performance (Y)	Y.1	0.857
	Y.2	0.903
	Y.3	0.825
	Y.4	0.886
	Y.5	0.882
	Y.6	0.895
	Y.7	0.880
	Y.8	0.887

*Source: Data processed by Smart-PLS*

Based on the data shown in Table 1 Outer Loading, there are no indicator variables with outer loading values below 0.5. Therefore, all indicators are deemed appropriate or valid for use in the study and can be utilized for further analysis.

**Table 2 Convergent Validity Test - Average Variance Extracted (AVE)**

Variable	Average Variance Extracted (AVE)
Human Resource Quality (X1)	0.681
Professionalism (X2)	0.640
Work Discipline (X3)	0.688
Organizational Commitment (Z)	0.682
Work Performance (Y)	0.769

*Source: Data processed by Smart-PLS*

Based on the data presented in Table 2, the Average Variance Extracted (AVE) values for all variables in this study are greater than 0.5. This indicates that each variable has good convergent validity.

In the following section, the results of discriminant validity testing will be discussed using Fornell-Larcker criteria and Cross Loading values. An indicator is considered to meet discriminant validity standards if its Fornell-Larcker and Cross Loading values are highest for

its own variable compared to other variables. The Fornell-Larcker and Cross Loading values for each indicator are as follows:

**Table 3 Discriminant Validity Test - Fornell-Larcker**

	X1	X2	X3	Z	Y
Human Resource Quality (X1)	0.826				
Professionalism (X2)	0.039	0.800			
Work Discipline (X3)	0.216	0.621	0.829		
Organizational Commitment (Z)	0.211	0.477	0.714	0.826	
Work Performance (Y)	0.088	0.652	0.828	0.824	0.877

*Source: Data processed by Smart-PLS*

**Table 4 Discriminant Validity Test - Cross Loading**

	HRQ (X1)	PR (X2)	WD (X3)	OC (Z)	WP (Y)
X1.1	0.916	0.136	0.246	0.245	0.168
X1.2	0.872	0.088	0.220	0.169	0.112
X1.3	0.876	-0.041	0.131	0.127	-0.048
X1.4	0.742	-0.138	0.080	0.113	-0.059
X1.5	0.771	-0.154	0.081	0.126	-0.030
X1.7	0.759	-0.057	0.006	0.015	-0.052
X2.1	0.059	0.079	0.513	0.353	0.480
X2.2	0.065	0.849	0.544	0.424	0.553
X2.4	-0.054	0.802	0.555	0.325	0.547
X2.5	0.006	0.776	0.422	0.289	0.403
X2.6	-0.031	0.861	0.493	0.387	0.488
X2.7	0.068	0.800	0.422	0.429	0.562
X2.8	0.116	0.817	0.451	0.359	0.502
X2.9	0.041	0.727	0.481	0.354	0.487
X2.10	0.129	0.856	0.546	0.442	0.599
X2.11	-0.106	0.705	0.518	0.407	0.537
X3.1	0.189	0.564	0.872	0.582	0.724
X3.2	0.143	0.488	0.828	0.512	0.643
X3.3	0.299	0.416	0.863	0.576	0.693
X3.4	0.282	0.422	0.856	0.649	0.712
X3.5	0.356	0.351	0.807	0.550	0.560
X3.6	0.274	0.436	0.821	0.495	0.566
X3.7	-0.008	0.599	0.783	0.587	0.697
X3.8	0.125	0.642	0.701	0.524	0.647
X3.9	0.153	0.501	0.872	0.717	0.753
X3.10	0.037	0.693	0.875	0.669	0.805
Z.1	0.193	0.443	0.557	0.744	0.608
Z.3	0.201	0.249	0.434	0.778	0.630
Z.4	0.240	0.338	0.614	0.887	0.760
Z.5	0.238	0.398	0.575	0.912	0.689
Z.6	0.135	0.263	0.474	0.715	0.565
Z.7	0.110	0.298	0.611	0.887	0.759
Z.8	0.171	0.589	0.689	0.841	0.771
Z.9	0.118	0.505	0.693	0.819	0.800
Y.1	0.060	0.470	0.725	0.744	0.857
Y.2	0.074	0.426	0.730	0.803	0.903
Y.3	0.056	0.484	0.674	0.732	0.825

	HRQ (X1)	PR (X2)	WD (X3)	OC (Z)	WP (Y)
Y.4	0.027	0.539	0.661	0.754	0.886
Y.5	0.150	0.640	0.825	0.814	0.882
Y.6	0.110	0.674	0.747	0.768	0.895
Y.7	0.034	0.703	0.745	0.707	0.880
Y.8	0.101	0.622	0.683	0.656	0.887

*Source: Data processed by Smart-PLS*

Based on the data presented in Tables 3 and 4, it is evident that each indicator has the highest Fornell-Larcker and Cross Loading values for its respective variable compared to other variables. This indicates that the indicators used in this study possess good discriminant validity for constructing their respective variables.

This section will present the results of reliability testing using composite reliability, rho\_A, and Cronbach's alpha values. An indicator is considered to meet reliability standards if the composite reliability values exceed 0.6 (Richard P. Bagozzi, 1998); (Chin & Dibbern, 2010), and if the rho\_A and Cronbach's alpha values are greater than 0.7 (Vinzi et al., 2010). The following are the composite reliability, rho\_A, and Cronbach's alpha values for each indicator:

**Table 5 Reliability Test - Composite Reliability, rho\_A, and Cronbach's Alpha**

Variable	Composite Reliability	Rho_A	Cronbach's Alpha
Human Resource Quality (X1)	0.927	1.075	0.920
Professionalism (X2)	0.946	0.940	0.937
Work Discipline (X3)	0.956	0.953	0.949
Organizational Commitment (Z)	0.944	0.939	0.932
Work Performance (Y)	0.964	0.958	0.957

*Source: Data processed by Smart-PLS*

Based on the data presented in Table 5, it is clear that the composite reliability values for all research variables exceed 0.6, and the values for rho\_A and Cronbach's alpha are above 0.7. These findings demonstrate that each variable meets the criteria for composite reliability, rho\_A, and Cronbach's alpha. Consequently, it can be concluded that the variables exhibit a high level of reliability.

Evaluation of Structural Model/ Inner Model

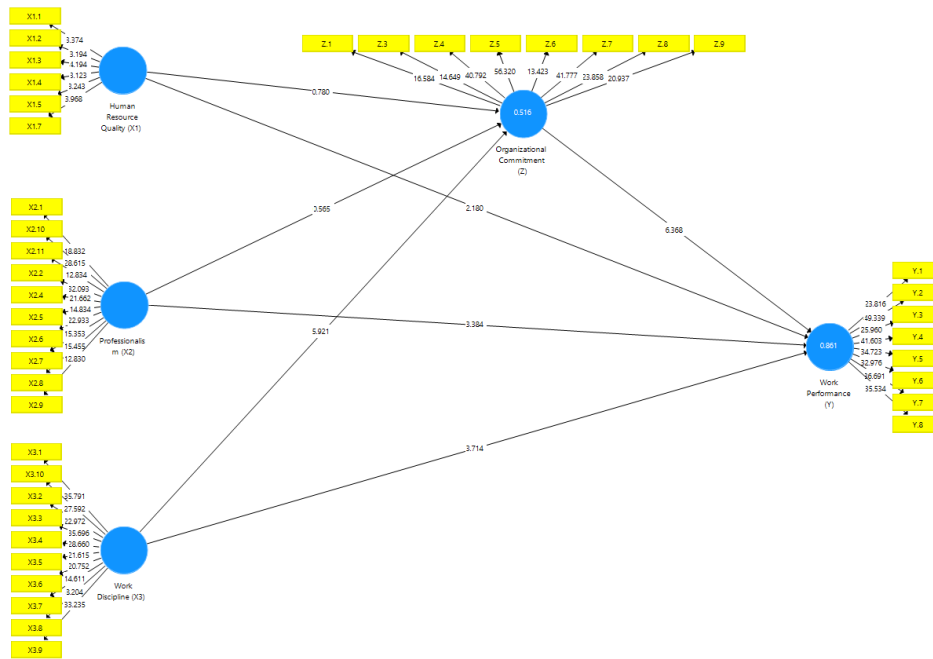


Figure 3 Inner Model

Path coefficient evaluation is used to indicate the strength of the effect or influence of exogenous variables on endogenous variables. Based on the inner model diagram displayed in Figure 3, it can be explained that the highest path coefficient value is the effect of Organizational Commitment on Work Performance, which is 6.368. This is followed by the effect of Work Discipline on Organizational Commitment, which is 5.921, while the smallest effect is Professionalism on Organizational Commitment, which is 0.560. These results show that all variables in this model have positive path coefficient values. This indicates that the larger the path coefficient value of an exogenous variable on an endogenous variable, the stronger its influence.

Table 6 R-Square

	R-Square
Organizational Commitment (Z)	0,516
Work Performance (Y)	0,861

Source: Data processed by Smart-PLS

Based on the data presented in Table 6, the R-Square values for the Organizational Commitment and Work Performance variables are 0.516 and 0.861, respectively. This indicates that the exogenous variables explain 51.6% (moderate) and 86.1% (strong) of the variation in the endogenous variables. The remaining 48.4% and 13.9% are due to the influence of other exogenous variables not measured in this study.

Table 7 Path Coefficient - Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-Statistics ( O/STDEV)	P values	Signification
Human Resource Quality (X1) → Organizational Commitment (Z)	0.066	0.073	0.084	0.780	0.436	Not Significant
Professionalism	0.065	0.078	0.115	0.565	0.573	Not Significant

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-Statistics ( O/STDEV)	P values	Signification
(X2) → Organizational Commitment (Z)						
Work Discipline (X3) → Organizational Commitment (Z)	0.659	0.646	0.111	5.921	0.000	Positive Significant
Human Resource Quality (X1) → Work Performance (Y)	-0.109	-0.099	0.050	2.180	0.030	Negative Significant
Professionalism (X2) → Work Performance (Y)	0.178	0.174	0.053	3.384	0.001	Positive Significant
Work Discipline (X3) → Work Performance (Y)	0.357	0.358	0.096	3.714	0.000	Positive Significant
Organizational Commitment (Z) → Work Performance (Y)	0.537	0.532	0.084	6.368	0.000	Positive Significant

*Source: Data processed by Smart-PLS*

Tables 7 present the results of the PLS calculation, indicating the influence between variables. From the data, it is evident that out of the 7 hypotheses tested in this research, a hypothesis is considered accepted or significant if the P-Values are less than 0.05. Two hypotheses indicate an insignificant effect, while the remaining five hypotheses show a significant effect. Below is an in-depth analysis of the influence between variables according to the proposed hypotheses:

**H1: *human resource quality influences organizational commitment.***

Based on the results of statistical tests that have been carried out, it was found that the influence of the quality of human resources on organizational commitment is not significant. Although the quality of human resources is considered important in increasing individual performance potential, the results of this research indicate that the quality of human resources at CV Oktaviana Tas Grosir Mojokerto does not have a significant influence on the level of employee organizational commitment. Employees who have high quality human resources do not automatically show a higher level of commitment to the company. This fact indicates that organizational commitment is more influenced by factors other than the quality of human resources. In the company context, even though employees have adequate competencies, skills and knowledge, this does not directly encourage them to increase their engagement and commitment to company goals. This can be caused by other internal organizational factors, such as work climate, satisfaction with the management system, or employee welfare which play a greater role in shaping their commitment. These results are in line with research conducted by Ananda & Astuti, (2023), which said that the variable quality of human resources has no influence on organizational commitment. Although these results are different from the research results of Gerhana et al., (2019), which said that organizational commitment is directly and significantly influenced by the quality of human resources.

**H2: *professionalism influences organizational commitment.***

Based on the results of statistical tests that have been carried out, it was found that the influence of professionalism on organizational commitment is not significant. These results indicate that although professionalism is important in the context of organizational operations, its influence on organizational commitment among CV Oktaviana Tas Grosir Mojokerto employees is not significant. The professionalism possessed by employees, both in terms of skills, work ethics, and responsibility for work, does not directly increase their level of commitment to the organization. These findings indicate that professionalism, although essential in ensuring good performance and maintained ethics, is not a determining factor in building employees' emotional and long-term commitment to the company. In other words, professionalism only contributes to employees' technical performance, but does not affect their loyalty or attachment to the organization's goals and vision. This shows the need for companies to pay attention to other aspects that play a more important role in motivating employees to commit to the organization, such as job satisfaction, company culture and employee welfare. These results are not in line with research conducted by Nelly Febrianti Putri, (2019), who said that professionalism has a positive and significant effect on the organizational commitment of Inspectorate Office employees. Then research conducted by Gemini & Tanno (2021), said that professionalism has a significant influence on organizational commitment. The results of this research certainly open up new results in exploring the influence of professionalism on organizational commitment among wholesale bag employees.

**H3: *Work discipline influences organizational commitment.***

Based on the results of statistical tests that have been carried out, it was found that the influence of work discipline on organizational commitment has a significant positive effect. These results indicate that work discipline plays an important role in increasing employee commitment to the organization. Employees at CV Oktaviana Tas Grosir Mojokerto who have a high level of work discipline, both in terms of compliance with company regulations, punctuality, and responsibility for assigned tasks, tend to show a stronger commitment to the organization. This indicates that discipline applied in the work environment not only encourages operational efficiency, but also strengthens employee ties with the organization. Good work discipline creates a conducive atmosphere in the workplace, where employees feel more organized, directed and motivated to work in accordance with company expectations. When employees demonstrate disciplined behavior, they tend to feel more connected to the organization's goals, because they see their role as integral to achieving greater results. The results of this study confirm that improvements in work discipline directly contribute to increased organizational commitment, because employees feel responsible and more deeply involved with the organization. This research is supported by research conducted by Mufarrohah (2022), who said that work discipline has a positive and significant effect on organizational commitment. Although, these results contradict research conducted by Kartini et al., (2023), which said that discipline variables have no effect on organizational commitment.

**H4: *human resource quality influences work performance.***

Based on the results of statistical tests that have been carried out, it was found that the influence of the quality of human resources on work performance has a significant negative effect. These results show that there is a contradictory relationship between the quality of human resources and work performance at CV Oktaviana Tas Grosir Mojokerto. These findings reveal that even though employees have good competencies, skills and education, these qualities do not automatically encourage an increase in their work performance. In fact, improving the quality of human resources in the context of this research shows a negative influence on the resulting work performance. This phenomenon can be interpreted to mean that human resource quality factors that are too high without adjustments to the company's operational needs and work culture can trigger a mismatch between employee and

organizational expectations. Employees who have high skills tend to have greater expectations regarding work structure, career development opportunities, and compensation. If these expectations are not met by the company, this can have a negative impact on their motivation, which ultimately reduces their work performance. The results of this research are not in line with research conducted by Yuliawati et al., (2020), that the quality of human resources can positively influence teacher work performance at MTS Al Falah. Likewise, research conducted by Hastutiningsih et al., (2023) stated that the quality of civil servants in BKPSDM Manado City greatly influences their work performance. The results of this research certainly open up new results in exploring the influence of human resource quality on work performance in the context of the business sector (especially the wholesale bag industry).

**H5: *professionalism influences work performance.***

Based on the results of statistical tests that have been carried out, it was found that the influence of professionalism on work performance has a significant positive effect. These results indicate that the high level of professionalism among CV Oktaviana Tas Grosir Mojokerto employees directly influences increased work performance. Professionalism, which includes responsibility, integrity, work ethic, and the ability to work efficiently according to established standards, is proven to be a factor that drives employee performance. Employees who work with high professional standards are able to meet company expectations and provide better work results. In this research, employee professionalism is positively correlated with work performance because they have good skills in completing tasks, are able to maintain time discipline, and adapt to demanding work situations. Professionalism also includes employees' ability to work independently and in teams, which supports the consistent achievement of company targets. These results indicate that companies that focus on increasing employee professionalism through training and career development will see an increase in work outcomes, both in terms of productivity and work quality. These results are in line with research conducted by Syamsurizal & Ardianti (2020), which states that professionalism in the security company, PT. Shield on Service (SOS) affects work performance. Then research conducted by Panese (2021) and Qamila et al., (2021) said that professionalism in the TNI and ASN is in line with their work performance. And finally, according to research conducted by Wafa et al., (2023), professionalism improves teacher work performance at SMPI Miftahul Ulum, Sampang.

**H6: *Work discipline influences work performance.***

Based on the results of statistical tests that have been carried out, it was found that the influence of work discipline on work performance has a significant positive effect. These results indicate that high discipline among CV Oktaviana Tas Grosir Mojokerto employees has a direct impact on increasing work performance. Good work discipline includes obedience to company rules, adherence to schedules, and commitment to completing tasks according to predetermined deadlines. Disciplined employees tend to be more productive and able to complete their work on time, which contributes to achieving company targets. This research also reveals that work discipline not only creates an orderly work environment, but also encourages employees to work more efficiently. Employees who have good work discipline show an increase in the quality of their work because they are able to prioritize tasks, manage time well, and minimize errors in carrying out tasks. This shows that work discipline is a key factor in creating superior and consistent work performance. These results are not in line with research conducted by Liris & Wulandari (2015), and Aminullah & Mulyadin, (2021) which said that work discipline has no significant effect on employee work performance. However, these results are in line with research conducted by Tandiyono et al., (2023), Wafa et al., (2023), and Lestari & Permatasari (2023), which said that work discipline is in line with employee work performance.

**H7: *organizational commitment influences work performance.***

Based on the results of statistical tests that have been carried out, it was found that the influence of organizational commitment on work performance has a significant positive effect. These results indicate that employees who have a high level of organizational commitment tend to show an increase in their work performance. Organizational commitment, which reflects loyalty, emotional attachment, and a sense of responsibility towards the company, has been proven to play an important role in encouraging employees to work better. Employees who feel connected to the company's goals and values are more enthusiastic about completing their tasks and trying to achieve the best results. This research indicates that strong organizational commitment encourages employees to work optimally and proactively in carrying out their responsibilities. They tend to have higher motivation to achieve work targets and contribute innovative ideas that are beneficial to the company. Employees who have high commitment are also better able to maintain consistency in performance, even though they face challenges in the workplace. This contributes to increasing productivity and quality of work results. These results are supported by research by Hastutiningsih et al., (2023) and Harefa & Sitanggang (2020), which states that organizational commitment partially has a positive and significant effect on employee work performance. Then Damanik (2019) also said that motivation has a positive effect on increasing teacher achievement. Next, Ena (2020) in her research shows that the organizational commitment variable has a dominant influence on work performance.

**CONCLUSION**

The results of this research show that work discipline and organizational commitment have a significant positive influence on work performance, indicating that employees who are disciplined and highly committed tend to show optimal performance. On the other hand, the quality of human resources does not have a significant effect on organizational commitment and even has a negative effect on work performance, indicating that there are other obstacles in achieving optimal performance. Professionalism is proven to be significant for work performance, although it does not affect organizational commitment. These findings emphasize the importance of work discipline, professionalism and organizational commitment in improving employee performance, while the influence of HR quality requires further study.

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