



# The Influence of Human Resource Quality, Work Professionalism, and Work Commitment on Employee Performance

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## ABSTRACT

This study investigates the influence of Human Resource Quality, Work Professionalism, and Work Commitment on Employee Performance in the context of Indonesian manufacturing companies. Amid increasing competition and a demand for productivity, optimizing employee performance has become a strategic imperative. Employing a quantitative causal research design, the study collected data from 62 manufacturing employees through structured questionnaires and analyzed the data using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that Organizational Commitment has a significant and positive effect on Employee Performance, while Human Resource Quality shows a positive but statistically insignificant influence. In contrast, Work Professionalism demonstrates a negative and non-significant relationship with performance. These results suggest that enhancing employee commitment plays a pivotal role in driving performance, whereas the effects of human resource quality and professionalism may depend on additional organizational factors. The study offers practical insights for human resource development strategies and contributes to the literature by simultaneously analyzing these three constructs in a manufacturing setting.

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## 1. INTRODUCTION

Employee performance is an important factor in determining the success of a company. In Indonesia, improving employee performance is a challenge for many companies, especially in the manufacturing sector that requires a productive and qualified workforce. According to research by Sinaga and Silalahi (2024), optimal employee performance can increase production efficiency, innovation, and the company's competitiveness in the global market. However, many companies in Indonesia still face obstacles in improving employee performance due to low quality human resources, lack of work professionalism, and low level of employee work commitment to the company.

Manufacturing companies in Indonesia experience various challenges in improving employee performance. Ramadhani and Komala (2024) highlight that the manufacturing sector often experiences problems such as low productivity levels, labor instability, and lack of employee involvement in achieving company targets. This problem is exacerbated by the lack of training

programs that support workforce upskilling the workforce, leaving many companies struggling to compete with the global manufacturing industry. In addition, Dasmadi and Handayani (2023) found that work professionalism and employee commitment are still factors that receive less attention, even though both contribute significantly to increasing productivity and work efficiency.

The quality of human resources (HR) plays an important role in improving employee performance. Quality human resources are determined by factors such as education, skills, experience, and the ability to adapt to industry developments. Research by Wazan et al. (2023) shows that the high quality of human resources can increase work effectiveness and accelerate the achievement of company targets. In addition, Panjaitan (2022) added that companies that invest in HR training and development tend to have more productive employees and are loyal to the company. Therefore, improving the quality of human resources is the main strategy for manufacturing companies in the face of global competition.

Work professionalism is one of the factors that affect employee performance in the company. Professionalism includes aspects such as work discipline, professional ethics, technical skills, and individual responsibilities in carrying out their duties. Hendri & Sinulingga (2020) revealed that employees with a high level of professionalism tend to have better performance and are able to contribute to improving company efficiency. In addition, research by Torabi et al. (2021) confirms that work professionalism contributes to creating a more productive work environment and is conducive to employee skill development. Therefore, manufacturing companies need to improve work professionalism through training, a strong organizational culture, and a transparent performance evaluation system.

Work commitment is an important factor in determining how much loyalty and engagement employees have to the company. Employees who have a high level of commitment tend to be more motivated to perform at their best, as well as more loyal to the company they work for. A study conducted by Jackson (2024) shows that work commitments have a positive influence on employee performance, where employees who have a high emotional attachment and sense of responsibility to the company tend to be more productive. In addition, research by Dudija et al. (2024) found that strong organizational commitment can increase employee engagement and reduce turnover rates in manufacturing companies.

Previous research has discussed the influence of human resource quality, work professionalism, and work commitment on employee performance separately. However, there is still little research that examines the influence of these three variables simultaneously in the context of the manufacturing industry in Indonesia. The study conducted by Sabri et al. (2024) highlights the importance of human resource development and leadership in improving employee performance, but has not specifically addressed the role of work professionalism and work commitment in the manufacturing industry. Therefore, this study makes a new contribution by exploring how the quality of human resources, work professionalism, and work commitment together affect employee performance in the manufacturing industry.

This research was conducted due to the increasing need of manufacturing companies in Indonesia to increase productivity and competitiveness through better human resource management. By understanding how HR quality, work professionalism, and work commitment contribute to improved employee performance, companies can develop more effective strategies for managing their workforce. In addition, the results of this study are expected to provide new insights for academics and practitioners in designing more targeted human resources policies to improve the efficiency and competitiveness of the manufacturing industry in Indonesia.

## 2. RESEARCH METHOD

This study uses a quantitative method with a type of causal research. Causal research aims to examine the cause-and-effect relationship between independent variables, namely the quality of human resources, work professionalism, and work commitment, to the dependent variable, namely employee performance. The quantitative method was chosen because it allows the objective measurement of the relationships between variables through systematic processing of statistical data. The data in this study is primary data, which was obtained through the distribution of questionnaires to respondents who have been determined according to the research population. The

questionnaire was designed using a five-level Likert scale. The research instrument was developed based on indicators from each variable that had been adapted from previous research to ensure the validity and reliability of the data obtained. The population in this study is employees who work in manufacturing companies in Indonesia. The selection of this population is based on the relevance of the manufacturing sector to research, where employee performance is one of the main factors that affect the productivity and competitiveness of companies. This study uses a purposive sampling technique. This technique is used to select respondents based on certain criteria, such as employees who have worked in a manufacturing company for at least one year, have positions or roles relevant to the research, and are directly involved in operational and managerial activities. This technique aims to ensure that the data obtained comes from individuals who have a deep understanding of the variables being studied. The sample used in this study amounted to 62 respondents. This study uses the data path analysis technique with the help of SmartPLS (Partial Least Squares – Structural Equation Modeling) software. Path analysis is used to analyze the direct relationship between independent variables and dependent variables. This method is particularly suitable for research with complex relationship models, especially those involving more than one independent variable that affects dependent variables simultaneously. For hypothesis testing, this study used a direct influence test with a significance level of 0.05 (5%). The direct influence between independent variables and dependent variables is tested based on t-statistical values and p-values. The hypothesis is accepted if the p-value < 0.05, which indicates that the relationship between the variables is statistically significant.

### **3. RESULTS AND DISCUSSIONS**

#### **3.1 Results**

Based on the structural model analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, a visualization of the relationships among latent variables and their respective indicators was obtained, as shown in Figure X. This model illustrates the interconnections between Human Resource Quality (KSDM), Work Professionalism (PK), and Organizational Commitment (KO) in relation to Employee Performance (KK). Each latent construct (represented by blue circles) demonstrates its influence on other constructs, indicated by arrows with corresponding path coefficients. Meanwhile, the indicators (depicted as yellow boxes) show their loading values, reflecting the relative contribution of each indicator in forming the latent variables. The data analysis results reveal that all three independent variables positively affect Employee Performance (KK). The path from Organizational Commitment (KO) to KK displays the strongest influence, with a path coefficient of 5.728, followed by Human Resource Quality (KSDM) to KK at 1.876, and Work Professionalism (PK) to KK at 1.018. This indicates that strengthening organizational commitment is the most dominant factor in enhancing employee performance, followed by improving human resource quality and work professionalism. Each indicator within the constructs also shows relatively high loading values, indicating that the measurement instruments used in this study possess strong construct validity. A more detailed interpretation of the direct effects and individual indicator contributions will be elaborated in the subsequent discussion section.

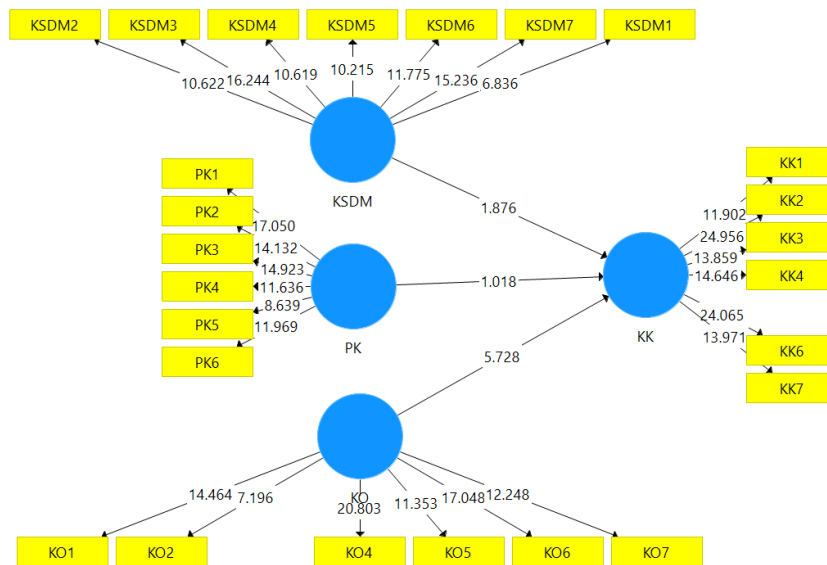


Figure 1. Bootstrapping Test Results

Table 1. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
KO -> KK	0,833	0,824	0,145	5,728	<b>0,000</b>
KSDM -> KK	0,255	0,254	0,136	1,876	<b>0,061</b>
PK -> KK	-0,179	-0,173	0,176	1,018	<b>0,309</b>

Source: Data Processing, 2025

The results of the direct effect analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach show varying levels of significance across the tested paths. As presented in Table X, among the three tested relationships, only Organizational Commitment (KO) has a statistically significant influence on Employee Performance (KK), with a path coefficient of 0.833, a t-statistic of 5.728, and a p-value of 0.000 ( $p < 0.05$ ). This indicates that the stronger the employees' commitment to the organization, the better their performance outcomes. Meanwhile, Human Resource Quality (KSDM) shows a positive influence on employee performance with a coefficient of 0.255; however, it does not reach statistical significance, with a p-value of 0.061 ( $p > 0.05$ ). Although there is a positive trend, this effect cannot yet be confirmed as significant. On the other hand, Work Professionalism (PK) demonstrates a negative influence on Employee Performance (KK), with a coefficient of  $-0.179$ , a t-statistic of 1.018, and a p-value of 0.309, indicating a statistically insignificant effect. This finding suggests that, in the context of this study, professionalism has not contributed positively to employee performance and warrants further investigation in the discussion section.

### 3.2 Discussions

#### a. The Effect of Work Commitment on Employee Performance

The research findings demonstrate that Work Commitment has a positive and significant influence on Employee Performance, with a coefficient value of 0.833, t-statistic of 5.728, and p-value of 0.000 ( $< 0.05$ ). These results indicate that higher levels of employee work commitment correlate with better performance outcomes. Employees with strong work commitment tend to have robust emotional attachments to their organizations, motivating them to contribute maximally toward achieving organizational objectives. This finding aligns with research by Eliyana and Ma'arif (2019) who discovered that organizational commitment positively affects employee performance, where highly committed employees demonstrate superior performance across various aspects of their work.

Similarly, Hafiz (2017) revealed in his study that work commitment represents a crucial factor influencing employee performance, particularly affective commitment related to employees' emotional attachment. Furthermore, a study conducted by Renyut et al. (2017) also supports this finding by showing that strong work commitment can significantly enhance employee performance, especially in terms of productivity and work quality.

#### **b. The Effect of Human Resource Quality on Employee Performance**

Based on the analysis results, Human Resource Quality has a positive coefficient of 0.255 with a t-statistic of 1.876 and p-value of 0.061 ( $> 0.05$ ). This value indicates that HRQL has a positive effect on Employee Performance, though not significant at the 95% confidence level. However, at a 90% confidence level (with alpha 10%), this relationship can be considered significant. These findings suggest that improvements in human resource quality have the potential to enhance employee performance, although its influence is not as strong as work commitment. Research by Ratnasari et al. (2019) supports this result by stating that HR quality influences performance but needs to be supported by other variables such as motivation and work environment to provide more significant impact. Astuti et al. (2020) in their research also found that developing HR quality through training and education can gradually improve employee performance and requires time for significant impacts to become apparent. Additionally, Diamantidis and Chatzoglou (2019) state that HR quality reflected in employee competencies, knowledge, and skills has an indirect effect on performance through mediating factors such as adaptability and work motivation.

#### **c. The Effect of Work Professionalism on Employee Performance**

The research results show that Work Professionalism has a negative coefficient of -0.179 with a t-statistic of 1.018 and p-value of 0.309 ( $> 0.05$ ). This finding indicates that Work Professionalism does not have a significant effect on Employee Performance, and even shows a negative direction of relationship, although not statistically significant. These unexpected results may be attributed to several contextual factors within the organization studied. As suggested by Harwiki (2016), overly rigid work professionalism can sometimes inhibit employee creativity and flexibility in dealing with dynamic work situations, especially if not balanced with a supportive organizational culture. Research by Suhartini et al. (2018) also found that work professionalism does not always correlate positively with performance if not supported by other organizational factors such as effective leadership and fair reward systems. This finding is further supported by Putri and Setianan's (2019) study, which revealed that the influence of work professionalism on employee performance is often mediated by other variables such as job satisfaction and intrinsic motivation, making its direct relationship not always significant.

### **4. CONCLUSION**

The results of this study highlight that Work Commitment significantly influences employee performance, suggesting that emotionally engaged and loyal employees contribute more effectively to organizational goals. Human Resource Quality shows a positive yet statistically borderline effect, indicating potential long-term benefits when supported by continuous training and development initiatives. Interestingly, Work Professionalism was found to have a negative but non-significant impact, which may be attributed to contextual factors such as rigid work culture or lack of managerial support. These findings underscore the importance of prioritizing organizational commitment in performance enhancement strategies while adopting a more integrated approach to human resource and professionalism development. Future research is encouraged to explore moderating or mediating variables that could explain the complexities within the professionalism–performance relationship, and to extend this model across different sectors for broader generalization.

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