

# THE EFFECT OF HUMAN RESOURCES QUALITY AND WORK PROFESSIONALISM ON EMPLOYEE PERFORMANCE MEDIATED BY ORGANIZATIONAL COMMITMENT

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**Abstract.** The purpose of this study was to test and analyze the effect of human resource quality and work professionalism on employee performance mediated by organizational commitment at KSP. Kopdit Obor Mas. This type of research is quantitative research. The sample used in this study were permanent employees of KSP. Kopdit Obor Mas which amounted to 179 people. The data source used is a primary data source where the data collection technique is through distributing questionnaires to employees who are the sample of this study. Testing is done starting with testing the research instrument, namely the validity test and reliability test. Data analysis using multiple linear regression analysis and path analysis. The results of this study indicate that partially Human Resource Quality, work professionalism and organizational commitment have a significant effect on employee performance. The results of path analysis show that organizational commitment can mediate the effect of human resource quality and work professionalism on employee performance. This means that organizational commitment can be a mediator between the quality of human resources and work professionalism with employee performance.

**Keywords:** human resource quality; work professionalism; organizational commitment; employee performance

## I. INTRODUCTION

The increasing development of the world economy has led to business competition in optimizing quality globally. The growth and development of the world economy in general and Indonesia in particular continues to experience recovery and improvement amidst the Covid-19 pandemic. The Covid-19 pandemic which is still ongoing today has not stopped the government from increasing the rate of economic growth. The process of improving Indonesia's economy from the third quarter of 2020 to recording positive and high growth in the second quarter of 2021. The mobility restriction policy adopted to deal with the spike in Covid-19 cases has had an impact on the economy, especially domestic demand. Economic performance improved in the fourth quarter of 2021, supported by mobility that continued to increase in line with the controlled increase in Covid-19 cases and the continued promotion of vaccination programs, the opening of wider economic sectors, continued policy stimulus, and export performance that remained strong. Seeing these positive recent developments, the government is optimistic that economic improvements will continue in 2022.

Bank Indonesia recommends all policy mix instruments to boost national economic returns in close coordination with the Government and the Financial System Stability Committee (KSSK). Taking into account that the Indonesian economy in 2021 will be below the optimum trajectory of the business cycle and financial cycle, Bank

Indonesia will continue its accommodative policy mix by taking advantage of the existing easing space. Bank Indonesia continues its monetary stimulus with a low interest rate policy and liquidity injection to encourage the economic recovery process.

Strengthening monetary operations strategies continues to be carried out in strengthening the determination of accommodative financial policies. Rupiah exchange rate policy continues to be strengthened to maintain exchange rate stability in line with market principles and systems. Macprudential policy easing continues to encourage increased banking financing for the business world in synergy with KSSK policies. The development of Indonesian cooperatives as a pillar of the people's economy has now developed rapidly. The Ministry of Cooperatives and SMEs and the Indonesian Central Statistics Agency (2020) show data on the growth of cooperatives until the end of 2020, as many as 127,124 active cooperative units with more than 25 million members, of which the capital alone is worth a total of IDR 79.3 trillion and the remaining IDR 90.4 trillion is obtained from outside. This active cooperative is able to manage assets worth IDR 222 trillion with a business volume of IDR 174 trillion. This cooperative's financial management is able to increase remaining operating results (SHU) worth a total of IDR 7.2 trillion. Of the total 127,124 cooperative units in Indonesia, 3,905 active cooperatives are registered in East Nusa Tenggara Province with a total membership of 2,200,180 members. The very rapid development of

cooperatives in East Nusa Tenggara indicates that this province is a cooperative province. This indicates that the people of East Nusa Tenggara are people who are aware of the importance of cooperatives as a cornerstone of the national economy. Referring to the research object that will be studied at the Regional Government of Sikka Regency, it is known that the number of cooperatives in Sikka Regency is 163 units, of which the Savings and Loans Cooperatives registered at the Maumere Main Swadaya Credit Cooperative Center (Puskopdit) are 35 units of savings and loan cooperatives with the number of members as many as 511,622 members, where the total assets owned by the cooperative are IDR 3,297,697,975,100. In developing cooperatives, cooperatives need to implement cooperative principles, namely cooperative education and cooperation between cooperatives. This cooperative education concerns institutional education and cooperative members. Cooperative members are owners and users of cooperative services. Cooperative membership is recorded in the member register book and has full responsibility for implementing the cooperative business cycle in accordance with the members' rights and obligations. Angelini et al. (1998) argue that this shared ownership structure should align the interests of members, including borrowers, with the interests of the institution, thereby reducing the problems of ex-ante adverse selection and ex-post moral hazard. KSP Kopdit Obor Mas was founded when the household economic conditions of elementary school teachers at that time in 1972 were very worrying, because salaries were not paid on time and the cost of living was quite high. This condition sometimes disrupts the activities of elementary school teachers as state servants and community servants, many of whom have to deal with loan sharks. Until now KSP. Kopdit Obor Mas has grown rapidly and serves every member of the community from all types of work with the aim of improving the welfare of members in accordance with the mandate of Law no. 25 of 1992 concerning cooperatives.

Implementation of savings and loan activities at KSP. Kopdit Obor Mas cannot be separated from improving organizational performance which originates from employee performance which is of course supported by the quality of human resources, work professionalism and organizational commitment. Improving employee performance is very important to achieve common goals. However, the implementation of savings and loan activities cannot be separated from problems with human resources, work professionalism and commitment which cause employee performance to decline through a decrease in work morale, behavior and work motivation and have an impact on organizational performance.

Measurement (assessment) of employee performance at KSP. Kopdit Obor Mas is carried out through evaluating performance achievements based on performance achievement provisions based on Management decisions which are followed up by management, in this case the General Manager. To see the employee's performance, KSP development data is displayed. Kopdit Obor Mas from

Financial Year 2017 to Financial Year 2021. KSP development data. Kopdit Obor Mas appears in table 1 below:

Table 1. KSP Development Data. Kopdit Obor Mas Fiscal Year 2017

No	Description	Tahun 2017		
		Target (Rp)	Realization (Rp)	%
1	New Member Growth	8.000 person	22.646 person	283
2	Mandatory Savings Growth	30,000,000,000	26,089,565,064	87
3	Member Savings Growth	50,000,000,000	57,110,861,848	114
4	Volume of Loan Services to Members	300,000,000,000	329,344,565,000	110
5	Outstanding Loan Balance	500,000,000,000	516,067,824,213	103
6	Asset	700,000,000,000	600,883,703,761	86
7	Member participation in paying SSD Contributions	7,700,000,000	5,838,150,000	76
8	Member participation in paying SRI Contribution.	1,925,000,000	1,946,000,000	101
9	Employee Work Discipline	100%	97%	97
10	Number of employees	225 person	209 person	92

Source: KSP Secondary Data. Kopdit Obor Mas, 2022

The data in table 1 shows KSP development data. Kopdit Obor Mas Financial Year 2017. This data illustrates that the growth in mandatory savings, member participation in paying SSD Contributions, SRI Contributions, work discipline and the number of employees did not meet the set targets. This illustrates that there are problems with employee performance so that the expected performance achievements as a common goal of the organization cannot be achieved. The data above shows that the KSP institutional performance targets. Kopdit Obor Mas in the 2017, 2018, 2019, 2020 and 2021 financial years was not good, where there were several performance items that were not achieved. This performance target was not achieved due to employee performance that was not optimal. The non-optimal employee performance at KSP Kopdit Obor Mas is caused by the high workload of the performance targets given by the large number of assisted members, where on average each employee accompanies 495 members with a large working area. Employee performance at KSP. It is said that Kopdit Obor Mas still does not meet the elements of human resource quality, work professionalism and organizational commitment. Looking at the phenomenon of this problem, it can be said that this phenomenon is a direct impact of the quality of human resources and minimal work professionalism in employees (Atika and Nisa, 2021). However, there were several performance targets that were achieved and experienced changes in performance from year to year. This change is based on ongoing education and training to improve the quality of resources, work professionalism and organizational commitment of employees. To overcome these employee performance problems, scientific studies are needed to provide an overview of employee performance so that it becomes a basis for consideration in making organizational improvements.

Performance is a multidimensional construct that includes many influencing factors. To improve employee performance, many supporting factors are needed, including the quality of human resources, work professionalism and commitment (Aisyah et al, 2017). The success or failure of an

organization really depends on personal/individual factors or resource factors. The competitive advantage of an organization is the strength of a company which is strongly supported by good resources within the framework of a strategic, integrated, interconnected and integrated resource management system. In addition, personal/individual factors are an aspect of the resource-based view that focuses on the knowledge and skills that individuals, both employers and employees, contribute to competitive advantage (Davidsson and Honig 2003). This is closely related to the Resource Based View Theory.

This research was conducted to conduct a study regarding the influence of human resource quality, work professionalism and organizational commitment on employee performance by referring to research conducted by Alfian and Tio (2021) and Kurniawan and Mulyadin (2020), where organizational commitment was used as an intervening variable. The development of cooperatives in Indonesia in general, East Nusa Tenggara and Sikka Regency in particular cannot be separated from the performance achieved by each cooperative manager based on Cooperative Law No. 25 of 1992. Performance is the achievement of a job obtained by an employee or group of employees in an organization in accordance with their respective main tasks and functions in order to achieve organizational goals that have been legally determined, do not violate the law and do not violate the law in accordance with morals and ethics (Prawirosentono, 1999: 2). Mangkunegara (2015:67) states that employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his work in accordance with the responsibilities given to the employee.

The role of human resources in an organization is very dominant, because it is the most important driver in an organization. Human resources trigger added value for the organization, where measurement and assessment of company performance must continue to be developed to support company strategy. Apart from the quality of human resources, work professionalism is also an important point that is inherent in an employee's personality. In the context of organizational goals and improving employee performance, a good level of employee professionalism is also required. Professional employees can usually show more diligent work in carrying out activities (Alfian and Tio, 2021).

Waterkamp et al (2017) in Alfian and Tio (2021) explain that the professional concept is the harmony (fitness) or lack of skills possessed by the bureaucracy (bureaucratic competence) with task requirements (task requirements), planning, harmonizing and carrying out their responsibilities practically, innovative, flexible and has a high work ethic. In relation to employee performance, work professionalism is an important thing that must be owned and implemented by employees. Professionalism shows reliability and expertise in carrying out basic tasks and functions with high quality, in the right time, carefully, and with procedures that are easy to understand (Pogo, et al; 2021).

Professionalism shows the level of knowledge, competence and expertise of employees who are dedicated

and empowered as much as possible for the job. Work carried out professionally can produce good quality and quantity of work. Employees who work with professional considerations are employees who have quality. Professionalism is the behavior of various types of behavior and attitudes of a person in a work or business environment. The work carried out by employees is carried out consciously, diligently and thoroughly, upholding ethical values and truth, prioritizing scientific philosophy based on the competencies and skills they possess. The demand for work professionalism requires management to provide space for employees to improve their competencies and skills, as the main pillar of achieving company goals. Professionalism certainly has a positive impact on improving company performance.

The level of organizational commitment of an employee certainly has factors that influence it, such as employee loyalty to the organization, and the employee's ability to make adjustments within the organization, as well as personal support and sacrifices provided by employees to the organization (Rosita and Tri, 2016). This is in accordance with the opinion of Luthans (2009: 89), organizational commitment is defined as a strong desire to remain a member of the organization, the desire to work hard in accordance with the wishes of the organization, certain beliefs and acceptance of the organization. values and goals. Organizational commitment has an important role in triggering increased employee performance. When employees have commitment, employees have intention and care, express all the resources they have to work optimally, are loyal and obedient to every regulation that applies to the company. Commitment shows self-awareness to fully strive for the best for oneself and the company. Of course, this has a positive impact on improving organizational performance. Pogo et al (2021) and Tanjung et al (2020) in their research show that Organizational Commitment influences employee performance. However, different results were shown by Kurniawan and Mulyadin (2020) who stated that Organizational Commitment had no effect on employee performance.

Based on the empirical study above, it is known that there are contradictions (differences) in the existing research results (Research Gap). The differences in the results of previous research show that each company organization has different employee characteristics so that the same research concept is tested on different objects and subjects and will give different results too. The study of the results of this research is interesting to examine again with a different research object, where this research was carried out at the Kopdit Obor Mas Savings and Loans Cooperative (KSP) which is closely related to members (humans) as productive assets owned, of course the characteristics of cooperatives are different from those of companies that were the object of research by previous researchers. This research is interesting to examine again to provide the latest empirical results from different research objects as a form of contribution to the development of science.

## II. RESEARCH METHODS

This research is correlational research, namely research that attempts to explain the relationship between one variable and another variable by highlighting relationships that have been previously formulated. That is, whether a change in value in one variable will cause a change in value in another variable or whether a change in value in one variable is caused by a change in value in another variable. This research also includes quantitative research. This is because this research has the characteristic that the hypothesis is clearly formulated and the variables used in this research have a cause and effect relationship and to test the hypothesis using statistical analysis techniques.

The population in this study were permanent KSP employees. Kopdit Obor Mas, numbering 179 people. This research did not use a sample because all members of the population, totaling 179 employees, were still used as respondents (saturated sampling). The data in this research is in the form of subject data, physical data and documentary data. The subject data used in the research is data that comes from respondents' answers to the questionnaires distributed. The physical data used in the research is data obtained by researchers during field observations. The documentary data in the research is in the form of archives containing KSP employee performance reports. Kopdit Obor Mas. Therefore, the type of data used in this research is subject data obtained from respondents through distributing questionnaires. The data source used is a primary data source obtained directly from respondents through distributing questionnaires.

Data collection is carried out with the aim of obtaining the information needed to achieve research and analysis objectives. The data collection process is carried out using certain methods/techniques according to research needs. The data collection technique in this research is to obtain primary data obtained through distributing questionnaires to employees who are the samples of this research.

## III. RESULTS AND DISCUSSION

### *General Description of Research Objects*

KSP Kopdit Obor Mas was founded when the household economic conditions of elementary school teachers at that time in 1972 were very worrying, because salaries were not paid on time and the cost of living was quite high. This condition sometimes disrupts the activities of elementary school teachers as state servants and community servants, many of whom have to deal with loan sharks. Realizing this, on November 4 1972 at the Sikka Regency Education and Culture Office, Mr Yoseph Doing (Head of the P and K Service) and his friends held a meeting and agreed to establish CU Obor Mas. On October 29, 1994 it obtained a Legal Entity with Number: 716/BH/XIV/X/1994. In this deed the name CU Obor Mas was replaced with the name Obor Mas Credit Cooperative and abbreviated as Kopdit Obor Mas. Kopdit Obor Mas has amended its Articles of Association based on the Decree of RAT XXVIII of the Obor Mas Credit

Cooperative for the 2011 Fiscal Year dated 31 July 2012 and has been ratified by the Minister of State for Cooperatives and Small and Medium Enterprises of the Republic of Indonesia through Decree of the Minister of State for Cooperatives and Small and Medium Enterprises of the Republic of Indonesia Number: 01 /PAD/BH/XXIX/III/2013 dated 28 March 2013. Based on the new Articles of Association, the working area of Kopdit Obor Mas has changed from Primary Regency to Primary Provincial. Furthermore, based on the results of the Decree of RAT XXXII Obor Mas Credit Cooperative for the 2015 Fiscal Year dated April 23 2016, it was agreed that the name of the Obor Mas Credit Cooperative would be replaced with the name Kopdit Obor Mas Savings and Loans Cooperative or abbreviated as KSP Kopdit Obor Mas. This has been reported to the Office of the Ministry of Cooperatives and SMEs of the Republic of Indonesia and recorded in the General Register of Cooperatives book with Number: 225/Lap-PAD/III/2017 dated March 4 2017 and confirmed by the Notary who made the Cooperative Deed with Deed No.03 dated March 10 2017 .

### *The quality of human resources has a significant influence on employee performance*

The quality of Human Resources has a significant effect on Employee Performance. This means that if the Human Resource Quality variable is further improved, employee performance will increase with a significant increase. This shows that employee performance at KSP. Kopdit Obor Mas is supported by adequate quality human resources. Thus, the results of this research accept the first hypothesis proposed, namely that the Quality of Human Resources has a significant effect on Employee Performance. Based on the results of the recapitulation of respondents by scoring, the quality of human resources has a very good influence on employee performance, where the total score for the quality of human resources is 88.88% which is supported by the implementation of strategies to improve the quality of human resources to optimize work based on indicators. The main ones are Productivity of 88.12%, Attitudes and Behavior of 88.77%, Communication of 88.69%, and Relationships of 89.94% in the very very good category. This means the quality of human resources at KSP. Kopdit Obor Mas is very good at improving employee performance. To improve employee performance, good quality human resources are needed. The quality of human resources is not only seen from the quality of human resources individually, but also the quality of human resources as a whole or group.

This is reinforced by the Resources Based View (RBV) theory or a resource-based view where when the quality of human resources is adequate it can have positive implications in improving employee performance. Resource-based theory is concerned with the implications of the level, direction and performance of diversification strategies which are the focus of consideration in the field of strategy (Ramanujam and Vadarajan 1989). The resource-based view argues that competitive excellence and sustainability rests on organizational resources that are accountable and reliable, and

cannot be replaced in organizational settings that have policies and procedures to exploit these resources (Barney 1991). By optimizing human resources, the company's value will be maximized. Sedarmayanti (2009) stated that the quality of human resources is a way to assess how far someone has fulfilled the requirements, specifications and expectations. Alfian and Tio (2021) explain that employees as human resources are required to always strive to maintain the quality of their work in accordance with company expectations. This point provides employees with an understanding of having quality personal resources to carry out their duties and responsibilities.

#### *Work Professionalism Has a Significant Influence on Employee Performance*

Work professionalism has a significant effect on employee performance. This means that if the Work Professionalism variable is further improved, employee performance will increase significantly. This shows that employee performance at KSP. Kopdit Obor Mas is supported by adequate work professionalism. Thus, the results of this research accept the second hypothesis proposed, namely that work professionalism has a significant effect on employee performance. Based on the results of the recapitulation of respondents by scoring, work professionalism has a very good influence on employee performance, where the total score of work professionalism is 87.67% which is supported by the implementation of strategies to increase work professionalism to optimize work based on the main indicator, namely Competence, of 88.55%. , Effectiveness of 86.42%, Efficiency of 87.15%, and Responsibility of 88.57 in the very good category. This means work professionalism at KSP. Kopdit Obor Mas is very good at improving employee performance. To improve employee performance, good work professionalism is needed. Work professionalism is not only seen from the quality of human resources individually, but also the quality of human resources as a whole or group.

This is reinforced by the Resources Based View (RBV) theory or resource-based view, where when professionalism is good it has positive implications in improving employee performance. The RBV platform includes core competencies (Hamel and Prahalad 1994), dynamic capabilities (Helfat and Peteraf 2003) and a knowledge-based view (Grant 1991). Additionally, human resource theory is an aspect of the resource-based view that focuses on the knowledge and skills individuals, both employers and employees, contribute to competitive advantage (Davidsson and Honig 2003). With adequate work professionalism, all tasks within the company can be carried out properly according to the specified time. High work professionalism can be measured from the increase in knowledge and attitudes of employees.

#### *Organizational Commitment Has a Significant Influence on Employee Performance*

Organizational Commitment has a significant effect on Employee Performance. This means that if the Organizational Commitment variable is further improved, employee

performance will increase with a significant increase. This shows that employee performance at KSP. Kopdit Obor Mas is supported by adequate organizational commitment. Thus, the results of this research accept the third hypothesis proposed, namely that Organizational Commitment has a significant effect on Employee Performance. Based on the recapitulation results of respondents by scoring, organizational commitment has a very good influence on employee performance, where the total score of organizational commitment is 84.82% which is supported by the implementation of strategies to increase Organizational Commitment to optimize work based on the main indicator, namely Affective Commitment of 84.86% , Continuous Commitment of 84.80%, and Normative Commitment of 84.80% in the very good category. This means organizational commitment to KSP. Kopdit Obor Mas is very good at improving employee performance. To improve employee performance, good organizational commitment is needed. Organizational commitment is not only seen from the quality of human resources individually, but also the quality of human resources as a whole or group.

This is reinforced by the Resources Based View (RBV) theory or resource-based view, where when organizational commitment is good it has positive implications in improving employee performance. Employees have emotional feelings towards the organization and belief in its values, having a perceived economic value in remaining in the organization when compared to leaving the organization. An employee is committed to his employer because he is paid well and feels that leaving the company would destroy his family. Furthermore, the obligation to remain in the organization for moral or ethical reasons. Someone will stay with an employer because they feel they will leave someone in a difficult situation if they leave. An explanation of the indicators of organizational commitment is realized and implemented in the KSP. Kopdit Obor Mas.

The level of organizational commitment of an employee certainly has factors that influence it, such as employee loyalty to the organization, and the employee's ability to make adjustments within the organization, as well as personal support and sacrifices provided by employees to the organization (Rosita and Tri, 2016). This is in accordance with the opinion of Luthans (2009: 89), organizational commitment is defined as a strong desire to remain a member of the organization, the desire to work hard in accordance with the wishes of the organization, certain beliefs and acceptance of the values and goals of the organization. Organizational commitment has an important role in improving employee performance. When employees have commitment, employees have intention and care, express all the resources they have to work optimally, are loyal and obedient to every regulation that applies to the company. Commitment shows self-awareness to fully strive for the best for oneself and the company.

#### *The Quality of Human Resources Influences Organizational Commitment*

The quality of Human Resources (KS) has a significant

effect on the Organizational Commitment variable and the Fourth Hypothesis is accepted. This means that if the Human Resource Quality variable is further improved, Organizational Commitment will increase with a significant increase. Based on the results of the recapitulation of respondents by scoring, the quality of human resources has a very good influence on organizational commitment, where the total score for the quality of human resources is 88.88% which is supported by the implementation of strategies to improve the quality of human resources to optimize work based on indicators. The main ones are Productivity of 88.12%, Attitudes and Behavior of 88.77%, Communication of 88.69%, and Relationships of 89.94% in the very very good category. This means the quality of human resources at KSP. Kopdit Obor Mas is very good at increasing organizational commitment.

Quality human resources are very necessary for companies to develop the company. This allows the Company to recognize the quality of each of its employees. The quality of human resources itself is a value that employees have in being responsible for their work and carrying out work according to company directions. Based on research (Gerhana, 2019), it is clear that the quality of human resources has a significantly positive direction with organizational commitment.

#### *Work Professionalism Influences Organizational Commitment*

Work Professionalism (PK) has a significant effect on the Organizational Commitment variable and the Fifth Hypothesis is accepted. This means that if the Work Professionalism variable is further increased, Organizational Commitment will increase with a significant increase. Based on the results of the recapitulation of respondents by scoring, work professionalism has a very good influence on organizational commitment, where the total score of work professionalism is 87.67% which is supported by the implementation of strategies to increase work professionalism to optimize work based on the main indicator, namely Competency, which is 88.55%. , Effectiveness of 86.42%, Efficiency of 87.15%, and Responsibility of 88.57 in the very good category. This means work professionalism at KSP. Kopdit Obor Mas is very good at increasing organizational commitment. To increase organizational commitment, good work professionalism is needed. An employee must have a professional attitude towards work. By being professional, it will be faster to complete the work itself. Professionalism refers to a condition and situation that has a direction and goal and has the values and qualities of an employee, that is professionalism according to (Mohmad, 2021).

#### *The Quality of Human Resources Influences Employee Performance Mediated by Organizational Commitment*

The results of the path analysis show that the Organizational Commitment (KOM) variable is expressed as a partial mediation variable, where after entering the Organizational Commitment (KOM) variable, the influence of the Human Resource Quality (KS) variable on Employee

Performance (KIN) was previously significant ( before entering the KOM variable) remains significant after entering the KOM variable into the regression equation model, in other words the organizational commitment variable has a partial mediation effect (partial mediation) because the direct effect of the human resource quality variable decreases when the indirect effect is applied and remains significant. Human resource quality variables can have a direct effect on employee performance variables and can also indirectly affect employee performance variables, namely by being mediated by organizational commitment variables. Organizational commitment is an important aspect in mediating the quality of human resources to improve employee performance. These results provide evidence that the quality of human resources influences organizational commitment and as a consequence organizational commitment makes employees highly dedicated in improving their performance.

Pogo et al (2021) explain that qualified and professional employees must have Organizational Commitment to their company. Employees as the company's human resources are required to always strive to maintain the quality of their work in accordance with the company's expectations (Alfian and Tio, 2021). Employees who try to maintain the quality of their work are certainly employees who have high organizational commitment to the company. Luthans (2009:89) explains that organizational commitment is a strong desire to remain a member of the organization, the desire to work hard in accordance with the wishes of the organization, certain beliefs and acceptance of the organization's values and goals. Of course, this also shows the quality of the employee's human resources. Soeharyanti et al (2020) in their research shows that higher quality human resources are able to improve employee performance both directly and through the mediation of commitment.

#### *Work Professionalism Influences Employee Performance Mediated by Organizational Commitment*

The results of the path analysis that have been carried out show that the Organizational Commitment (KOM) variable is expressed as a partial mediation variable, where after entering the Organizational Commitment (KOM) variable, the influence of the Work Professionalism (PK) variable on Employee Performance (KIN) was previously significant (before entering the KOM variable) remains significant after entering the KOM variable into the regression equation model, in other words the organizational commitment variable has a partial mediation effect (partial mediation) because the direct effect of the human resource quality variable decreases when the indirect effect is applied and remains significant. The results of this research indicate that organizational commitment can be a mediator between work professionalism and employee performance, because work professionalism influences organizational commitment and organizational commitment makes employees highly dedicated in improving their performance. This means that the work professionalism variable can have a direct effect on employee performance variables and can also indirectly affect

employee performance variables, namely by being mediated by organizational commitment variables. Organizational commitment is an important aspect in mediating work professionalism to improve employee performance.

Pogo et al (2021) explain that quality and professional employees must have organizational commitment to their company. Sedarmayanti (2017:342) explains that professionalism is a pillar that will position the bureaucracy as an effective government machine and as a parameter for the apparatus' ability to work well. The measures of professionalism are competence, effectiveness and efficiency and responsibility. This concept emphasizes that professionalism is the competency to carry out one's duties and functions properly and correctly as well as the commitment of members of a profession to improve an employee's abilities. Work professionalism has a close relationship with employee performance which is supported by the employee's organizational commitment and organizational commitment to jointly improve performance. Employees who work with competence, effectiveness and efficiency as well as high responsibility certainly have a high commitment to the company as indicated by the psychological state that establishes the employee's relationship with the organization with implications for the decision to continue membership in the organization. Thus, when employees work professionally with good commitment, it will be able to support employee performance.

#### IV. CONCLUSION

Based on the results of the analysis that has been discussed, the conclusions from the results of this research are as follows: Quality of Human Resources has a significant effect on Employee Performance. This means that if the Human Resource Quality variable is further improved, employee performance will increase with a significant increase and organizational commitment can mediate the influence of work professionalism on employee performance. This means that organizational commitment can be a mediator between work professionalism and employee performance, because work professionalism influences organizational commitment and as a consequence organizational commitment makes employees have high competence and responsibility in improving their performance.

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