

THE INFLUENCE OF HUMAN RESOURCE PRACTICES ON ORGANIZATIONAL PERFORMANCE WITH EMPLOYEE COMMITMENT AS AN INTERVENING VARIABLE IN GOVERNMENT ORGANIZATIONS IN BANYUWANGI

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ABSTRACT

Every organization is obliged to pay attention to performance, both individual performance and organizational performance in order to face increasing competition. Good employee performance indicates that the company's performance is also good. The aim of this research is firstly to determine the influence of HR practices on employee commitment, secondly to determine the influence of HR practices on organizational performance, and thirdly to determine the influence of employee commitment on the performance of government organizations in Banyuwangi Regency. All 130 employees in government organizations in Banyuwangi Regency were used as the population, while the sample size was determined to be 130 respondents, so the sample was a saturated sample. The measuring instrument will be tested with validity and reliability tests. To find out how the independent variable impacts the dependent variable, hypothesis testing is used. The results of the research statistical analysis show that HR practices have an impact on employee commitment, HR practices have an impact on organizational performance, and employee commitment has an impact on organizational performance in government organizations in Banyuwangi Regency.

Keywords: human resource practices; employee commitment; organizational performance; government organization.

INTRODUCTION

Increasing competition means that every company or organization must prepare by improving employee performance and organizational performance. This organizational performance is always interesting to discuss in organizational practices in the context of providing services to the public or society, whether carried out by government companies and private companies. Organizational performance can also be said to be an indicator of the achievements achieved by an organization, which is also the result achieved from the behavior of all members in the organization (Muzammil et al., 2023). According to (Wang et al., 2016) that any performance, both individual and group, is very important for the competitiveness and survival of a company in a competitive environment. According to (Brown et al., 2015; Lee, 2018), this is what makes it interesting to highlight in research. Organizational performance can be said to be an indicator of overall employee performance in an organization. Thus, if individual performance is good, organizational performance will

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also be good. The performance of all employees in an organization can be said to be organizational performance. This performance gain is based on the utilization of existing resources in an organization (Tsuari, 2014). Organizational performance is a measure of the progress of an organization, and shows how well an organization has succeeded in achieving its goals (Koochang et al., 2017). There are many factors in efforts to improve organizational performance that can provide improvements, including: HR practices that are carried out correctly and also employee commitment to work which has been their main task. According to (S. Robbins & Judge, 2019), human resource practices are the implementation of practices in the form of employee recruitment, selection, training and performance management processes that influence organizational effectiveness. According to (Elrehail et al., 2020), HR practices are coherent and internally consistent HR practices designed to increase employee competence, motivation and commitment. Meanwhile, according to Mahfouz et al., (2021), HRM practices can help foster new obligations that will have an impact on employee performance. Companies that carry out HR practices such as employee recruitment, training, selection and performance management well will make employees move quickly to complete the tasks assigned to them. This indicates that employee performance will increase. Research (Putri et al., 2022) states that HRM implemented by companies consists of HR planning, job analysis, recruitment and selection, appointment and placement of employees, training orientation and compensation development, performance appraisal, employee careers, and termination of employment. Thus, the implication of this research is that HRM practices have a relationship with increasing employee performance and company performance. Thus, the existence of HRM practices in this company is very influential on the development of employee performance and company quality. Good HR practices and in accordance with existing regulations within the company can provide increased organizational performance (Muzammil et al., 2023). Furthermore, research (Simbolon et al., 2021) shows that universities can utilize HR practices as a reference for universities that want to improve their performance to a higher level. Meanwhile, according to (Nurjaman et al., 2020), the best practice approach has been frequently used and produced comparatively useful results with the contingency approach and configurational approach, intervening factors and cause-and-effect relationships between HRM practices and organizational performance.

The thing that needs attention related to HR practices is employee commitment. Employee commitment means something that is better than just passive loyalty, but implies an active employee relationship with the company (Sembiring & Winarto, 2020). Employee commitment is not only something that is better than passive loyalty, but also implies an active employee relationship with the company. This is because employees who show high commitment have the desire to provide more energy and responsibility to support the welfare and success of their organization. Employees will be committed to work on the condition that the organization carries out good HR practices. Research by (Lamba & Choudhary, 2013), states that HRM practices influence the organizational commitment of employees in various sectors in India in facing competition in the global competitive market. Meanwhile, research (Razzaq et al., 2017), (Mahfouz et al., 2021), (Aviantono, 2022), (Anissetya et al., 2023) states that good HR practices can increase employee and organizational commitment. On the other hand, research (Zaitouni et al., 2011), (Suksod & Cruthaka, 2020), (Nisar et al.,

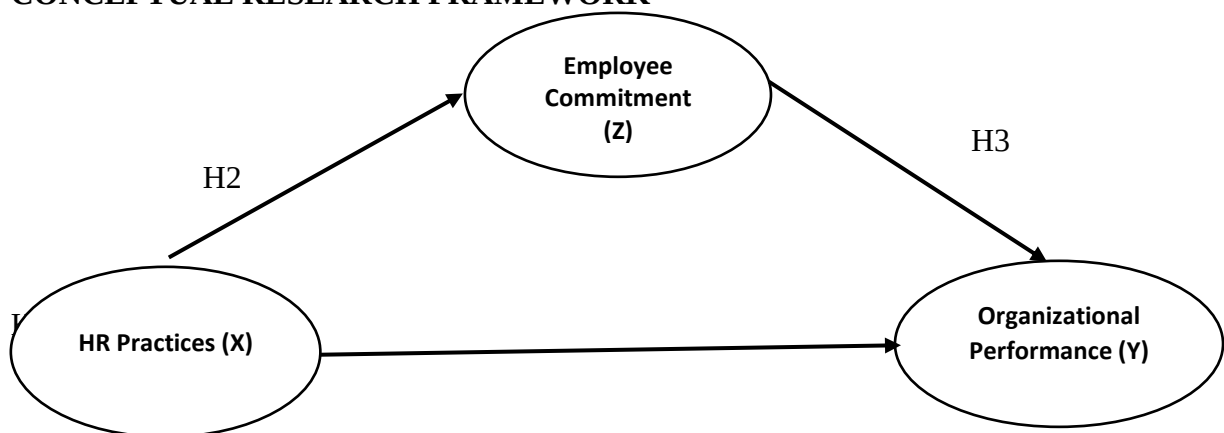
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2017), states that HRM practices do not make a significant contribution to predicting normative commitment, either individually or in groups. Organizational performance can also increase due to employee commitment in carrying out the tasks assigned to them. Employee commitment is how a worker identifies himself with his company and shares its goals and values (Alfalla-Luque et al., 2015). Abasilim et al., (2019) said that employee commitment is related to an individual's love for an organization and belief in its goals as well as efforts to achieve these goals while remaining part of the organization. According to (S. P. Robbins & Coulter, 2010), commitment is the level at which a worker identifies with an organization, its goals and hopes to remain a member. Employees who have a strong commitment to work and the organization will be loyal to their work and will try their best to carry out their duties well. This will have an impact on organizational performance. Organizational performance is a collection of the performance of employees in an organization. Thus, there is a very close relationship between employee commitment and organizational performance. Research from (Parinding, 2017), (Uniati, 2014), (Nainggolan et al., 2020), (Mastur, 2021), (Arinaldi et al., 2017), (Sembiring & Winarto, 2020), (Đorđević et al., 2020), (Irefin & Mechanic, 2022), (Mahfouz et al., 2021), stated that commitment has an impact on organizational performance. Based on theoretical studies and research that has been carried out related to the concept of HR practices which are linked to employee commitment and organizational performance, this research was conducted at a government organization in Banyuwangi Regency. Research II was conducted on the basis of performance targets that had not been achieved as planned. The revenue targets that have been achieved are 102% achieved in 2019, 83% achieved in 2020, 80% achieved in 2021 and 72% achieved in 2022, while 75% was achieved in 2023. So it can be concluded that there is a realization that is far from the target. The objectives of this research are firstly to determine the influence of HR practices on employee commitment, secondly to determine the influence of HR practices on organizational performance, and thirdly to determine the influence of employee commitment on the performance of government organizations in Banyuwangi Regency.

CONCEPTUAL RESEARCH FRAMEWORK



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Research Hypothesis

1. HR practices have a positive impact on organizational performance.
2. HR practices have a positive impact on employee commitment.
3. Employee commitment has a positive impact on organizational performance.

LITERATURE REVIEW

Work management

Performance management is an intermediary theory which is the main theoretical basis in this research. According to Noe et al. (2014), performance management is a process in which managers ensure that employee activities and outputs are the same as organizational goals. Performance management is core to achieving competitive advantage. Performance management is a continuous and flexible process that involves managers and other parties acting as organizational partners who are willing to create the best working conditions to obtain desired results (Rumawas, 2021).

Organizational Performance

According to (Tsuari, 2014), organizational performance can be said to be a manifestation of the individual performance of employees in an organization. Individuals who perform well will produce good organizational performance as well. Thus, it is necessary for individuals in an organization to continue to improve their performance so that organizational performance also increases.

Organizational Performance Indicators

To measure organizational performance, of course, clear indicators or instruments are needed. Without clear indicators or instruments, there will be no direction that can be used to determine which is more effective between different resource allocations, different organizational designs and choices of distribution of tasks and authority. different (Wardhana et al., 2023).

Employee Commitment

Employee Commitment is defined as the extent to which a worker identifies with his or her company and shares its goals and values (Alfalla-Luque et al., 2015). Meanwhile, according to Abasilim et al., (2019) employee commitment is related to an individual's love for an organization and belief in its goals as well as efforts to achieve these goals while remaining part of the organization.

HR Practices

Mahfouz et al., (2021), that HRM practices can help foster new obligations that will have an impact on employee performance. Companies that carry out HR practices such as employee recruitment, training, selection and performance management well will make employees move quickly to complete the tasks assigned to them. According to (Azhad et al., 2015), HR Management practices can be interpreted as a process of implementing planning, organizing, staffing, mobilizing and supervising the procurement, development,

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compensation, integration, maintenance and separation of workforce to achieve organizational goals.

METHODS

Quantitative methods were used in this research, where the basis used was the philosophy of positivism. This research also examines the population and samples from a government organization operating in Banyuwangi Regency. According to (Sugiyono, 2018), quantitative research is research that discusses the problem of relationships or correlations between variables. The HR practice variable is the independent variable, employee commitment is the intervening variable and organizational performance is the dependent variable. Using the census method, 130 respondents were selected to receive a questionnaire to fill out. With a return rate of 100%, a total of 130 questionnaires are ready to be processed. Descriptive analysis, measuring instrument testing and hypothesis testing were used in this research.

RESULTS AND DISCUSSION

Statistical Analysis Results Description

Based on the educational level of the respondents, it can be explained that the highest number of Transportation Service employees according to their educational level is from SMA/SMK education level, 76 people (58.5%) while the second highest number is employees with Bachelor's degree education, 34 people (26.1%) . This shows that in general it is in accordance with the existing position class, where staff level employees function as field officers, program compilers, analysts, managers and administrators according to their respective fields. Based on the length of service of the respondents, it can be seen that the largest number are employees with more than 5 years of service as many as 112 people (86.14%), the length of service can have a positive influence on performance because workers with long service periods have a lot of experience, thus resulting in high work productivity (Aulia et al., 2020).

Validity Test Analysis Results

The results of the research validity test analysis for the variables HR practices (X), employee commitment (Z) and organizational performance (Y) with indicators for each variable are presented in Table 1.

Table 1. Variable Validity Test Results

Variable Indicator	Loading Factor	P-Values	Information
Hrp1	0.8670	<0.001	valid
Hrp2	0.8540	<0.001	valid
Hrp3	0.8490	<0.001	valid
Hrp4	0.7590	<0.001	valid
EC1	0.8500	<0.001	valid
EC2	0.8250	<0.001	valid
EC3	0.8760	<0.001	valid
OP1	0.8380	<0.001	valid

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OP1	0.8840	<0.001	valid
OP1	0.8510	<0.001	valid
OP1	0.8790	<0.001	valid
OP1	0.8920	<0.001	valid
OP1	0.8080	<0.001	valid

The results of the validity test analysis presented in Table 1 show that the correlation between the constructs of each variable, namely HR practices, employee commitment and organizational performance, all appear to have a value greater than 0.70. Thus it can be concluded that the factors show a significant p-value smaller than 0.001 and each variable measurement used is valid and significant for the construct.

Reliability Test Results

To test the reliability of variables, the Cronbach's Alpha indicator is used. By looking at the Cronbach's Alpha value, you will know the level of reliability of a construct. For the results of this research, the results of the variable reliability tests will be presented in Table 2.

Table 2. Results of Cronbach Alpha Values

Variable	Cronbach Alpha	Criteria	Results
HR Practices	0.852	>0,60	Reliable
Employee Commitment	0.809	>0,60	Reliable
Organizational Performance	0.940	>0,60	Reliable

The results of the reliability test analysis presented in Table 2 show that the Cronbach Alpha coefficient for the HR practice variable is 0.852, for the employee commitment variable it is 0.809, and for the organizational performance variable it is 0.940, all of which are greater than 0.60. Thus, all variables in this research meet the composite reliability criteria.

Research Hypothesis Testing

The aim of this research is firstly to determine the influence of HR practices on employee commitment, secondly to determine the influence of HR practices on organizational performance, and thirdly to determine the influence of employee commitment on the performance of government organizations in Banyuwangi Regency. Looking at the aim of this research, there are also 3 direct hypotheses in this research which need to be tested for truth. This hypothesis test will compare the p-value with $\alpha = 0.05$. It is said that the research hypothesis is accepted if the p-value has a value of less than 0.05. As for hypothesis testing in this research, the results are presented in Table 3.

Table 3. Research Hypothesis Test Results

Hypothesis	Direct Effect	Path Coefficients	P-value	Results
H1	HR Practices → Organizational Performance	0,295	< 0,001	Accepted
H2	HR Practices → Employee Commitment	0,311	< 0,001	Accepted

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H3	Employee Commitment → Organizational Performance	0,314	< 0,001	Accepted
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DISCUSION

The Influence of Human Resource Practices on Organizational Performance

This research produces a coefficient for the HR practice variable of 0.295 with a significance level of less than 0.001. This proves that HR practices in government organizations in Banyuwangi Regency have been carried out well so that they have a positive influence on organizational performance. HR practices which include recruitment and selection, training and development, performance appraisal, rewards and compensation, if done well, will be able to provide sustainable inspiration that encourages workers to do their work diligently (Qomariah, 2020). Research that is in line with research conducted by (Muzammil et al., 2023), (Nurjaman et al., 2020), (Adhi & Fachrunnisa, 2017), (Simbolon et al., 2021), (Putri et al., 2022) which states that HR practices have a positive impact on organizational performance, while research that is not in line with this research is that conducted by (Setyawati & Nugrohoseno, 2019), with the result that organizational performance is not influenced by HR practices.

The Influence of Human Resource Practices on Employee Commitment

The results of research conducted regarding the influence of human resource practices on employee commitment prove that there is a positive and significant influence with a value of $\beta = 0.31$ p-values < 0.01 . This implies that positive changes in human resource practices will cause positive changes in employee commitment. which implies that human resource practices are a significant predictor of employee commitment. The results of changing one unit of human resource practices will bring about a change in employee commitment of 0.31. This research supports previous research conducted by (Aboramadan et al., 2020), (Suksod & Cruthaka, 2020), (Nisar et al., 2017), (Anissetya et al., 2023), (Aviantono, 2022), (Mahfouz et al., 2021), (Razzaq et al., 2017), (Lamba & Choudhary, 2013) show that there is a positive and significant influence of human resource practices on employee commitment.

The Effect of Employee Commitment on Organizational Performance→→

The results of research conducted regarding the influence of employee commitment on organizational performance prove that there is a positive and significant influence with a value of $\beta = 0.314$ p-values < 0.001 . This means that positive changes in employee commitment will cause positive changes in organizational performance. which implies that employee commitment is a significant predictor of organizational performance. From the results of a change in one unit of employee commitment, it will bring about a change in organizational performance of 0.31. This research supports previous research conducted by Khiong, (2023), (Đorđević et al., 2020), (Mahfouz et al., 2021) showing that there is a positive and significant influence of employee commitment on organizational performance.

CONCLUSION

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HR practices influence organizational performance in government organizations in Banyuwangi. HR practices influence employee commitment to government organizations in Banyuwangi. Employee commitment influences organizational performance in government in Banyuwangi.

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