



Human Resource Management to Improve Organizational Commitment and Performance

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ABSTRACT

This study aims to test and analyse the influence of human resource management variables, and commitment to organisational performance. This research is a quantitative study to test the research hypothesis. The study took SMK Muhammadiyah 6 Jakarta teachers as the research site, with the determination of the sample using saturated sampling technique so that 50 respondents were used. Data were collected through distributing questionnaires and data were analysed using multiple linear regression. The results of the analysis found that: 1) there is a positive and significant influence between human resource management variables on organisational performance, with the amount of influence 52.4%, 2) there is a positive and significant influence between commitment variables on organisational performance, with the amount of influence 57.1%, 3) there is a positive and significant influence between human resource management variables, commitment, and organisational performance, with the amount of influence 63.9%

INTRODUCTION

Human resources is an important thing for organizations, because it is related to improving quality such as commitment and performance of each individual. The organization will have a significant impact when it provides maximum results on the management of its human resources. By expecting individuals in the organization to be committed by performing the performance obligations that have been given by the organization. Teacher HR development has an important role in improving teacher performance and the quality of education in schools (Sumarni & Riyadi, 2022), showing effective HR management on teacher performance will improve the quality of education provided to students.

Work commitment in teachers affects work atmosphere and productivity in schools. According to (Achmad Supriyanto Agus Timan, 2023) that high work commitment will affect the professional and expected work situation. When educators are bound to the organization, they will contribute optimally in the learning process. Therefore for school management to be able to create a supportive environment for teacher development.

The results of each individual's performance are formed on the basis of human resource management obtained from the organization. With effective management, HR will make an implemented contribution to the organization, including training that supports employee work. Good HR planning ensures that the organization has the right employees at the right time. This involves identifying workforce needs and planning recruitment and training (Novriyanti & Samad, 2020).

Optimization of employees in the organization is assisted in the human resource management section related to recruitment, management, and development to evaluation. The matter is so that each individual can contribute effectively in achieving predetermined organizational goals. In today's organizations human resources are not only a workforce, but as an asset that contributes as a whole. Human Resources are the resources that most determine the success of an organization (Eka Rachmawati et al., 2023), that good HR management can have a long-term effect on an organization.

Employee commitment to the organization plays a role in improving performance. Highly committed employees tend to improve overall organizational performance. In the current era, technological developments also play an important role in the HR management system. The use of management tools can increase the effectiveness to efficiency in the management process, then allow each company or organization to be more responsive to market changes. Effective human resource management has a significant positive impact on the performance of an organization (Nurramadhan, 2023).

According to (Sumarni & Riyadi, 2022) When the organization already has large capital, sophisticated technology, abundant natural resources but there are no human resources who can manage and utilize it, it will not be possible to achieve success in achieving organizational goals. The level of commitment of human resources in the organization can be influenced by various factors, so

that structured leadership will minimize changes in the final results of human resource performance.

The challenges in managing human resources in schools are increasingly complex in the current era. The use of technology in learning emphasizes teachers to be able to adapt quickly to changes. Organizational commitment directly has a positive effect on teacher performance (Sulistiadi et al., 2020).

This research aims to address the gap by providing an in-depth analysis of how effective human resource management can improve engagement and performance and identifying specific factors that contribute to each other. Analyze the effect of human resource management on teacher work commitment, identify factors in human resource management that contribute to improving organizational performance and assess the role of teacher work commitment in improving organizational performance in schools..

LITERATURE REVIEW

Human Resource Management

Human resource management is an element for an organization which is a factor in carrying out all activities in the organization. So that the existence of sdm management aims at the continuity of these activities and provides results to its human resources. The purpose of this management is to see further implementation of the human resources in the organization. So that it can find out what to do in the ongoing policy to increase effectiveness.

In the world of education, HR is very functional in carrying out interrelated operations to go through the process in an organization. Human resource management is recognized as very important in improving school quality. School principals must work together to implement HR management so that the institution can develop well (Hasan Agus et al., 2023).

Optimizing the organization will have an important impact on progress in HR management, by improving the quality of performance which is a success factor in an organization. Optimal HR management is an important foundation in supporting inclusive education, where teacher qualifications and team collaboration are key factors in educational success (Riyadi et al., 2023)

Resource management indicators cover aspects that are important in evaluating effectiveness in organizations.

1. Recruitment and Selection
2. Employee Development
3. Performance Evaluation
4. Compensation and Benefits

Organizational Commitment

Organizational commitment is a feeling of recognition, loyalty and involvement with an organization or organizational unit. In the organization, each individual provides a commitment that refers to productivity, every contribution made must have motivation and willingness within the individual, because smoothness in the process will produce harmony in the organization.

The significant relationship between the dimensions of organizational commitment (affective, sustainable, and normative) and teacher job satisfaction confirms that teachers with high commitment tend to have better job

satisfaction (Tresnawaty Ufi & Wijono, 2020). In this case, performance satisfaction will encourage a commitment made by each individual adaptively in their environment.

Commitment is a person's agreement with himself to carry out a task with a high sense of responsibility, care, and loyalty. Professional teacher commitment is an attachment to duties and obligations as a teacher that can give birth to responsibility and a responsive and innovative attitude towards the development of science and technology (Nailah & Afifa, 2022). The current development of teachers must be able to be adaptive to students by focusing on innovative references in the learning process, so that there is a sense of responsibility and develop the potential of each individual.

Commitment Indicators According to (Mustika & Nuralam, 2023b), there are several indicators of commitment, namely as follows:

1. Care
2. Responsibility
3. Loyalty
4. Involvement in Professional Development

Organizational Performance

Organizational performance is a person's action in carrying out tasks in accordance with the provisions given in the organization, so that the implementation produced by each individual will be bound by the performance that has been carried out. Each individual shows the quality and quantity of their performance in the organization, therefore human resources are expected to produce effective and efficient performance standards.

According to (Djamin et al., 2023) performance is the result of a person's job function or activities in an organization, which is influenced by many factors. This shows that performance is not only determined by the individual, but also by the overall organizational context. Organizational performance is the result of complex interactions between various internal and external factors. Therefore, effective management of all these elements is very important to achieve the overall goals of the organization.

The organization's ability to carry out performance management is expected to be able to improve the organization's overall performance according to (Listiani, 2020). Each organization will conduct an evaluation to improve the performance of its employees who play a role in performance management, so that there are relevant views and benchmarks.

Organizational Performance Indicators according to (Sinaga Romatua & Sihombing, 2021) are:

1. Quality
2. Quantity
3. Punctuality
4. Effectiveness
5. Independence

The framework is a conceptual model of how theory relates to various factors that have been identified as important problems. Based on the results of the above review, the authors prepare a framework in which they contain the author's thoughts which aim to further clarify the problem to be researched.

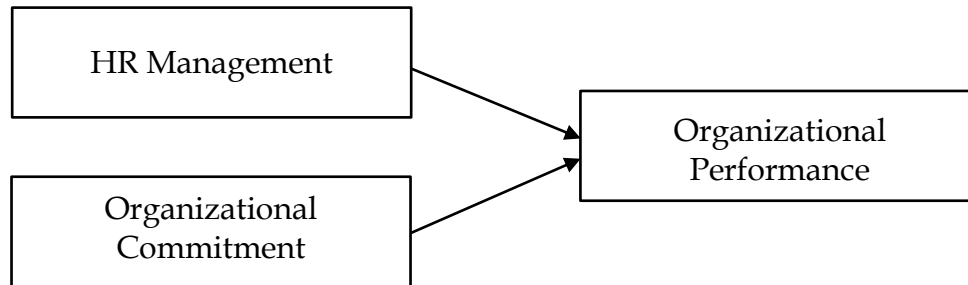


Figure 1. Conceptual Framework

METHODS

In this study using a quantitative descriptive method that refers to the conditional method, namely distributing questionnaires by giving questions to teachers to be answered. What is emphasized emphasized in this research is hypothesis testing to obtain generalizations in explaining phenomena in the form of relationships between phenomena. generalization in explaining phenomena in the form of relationships between variables proposed.

Research Objects To obtain complete data and information in the preparation of this research, direct research was conducted at the SMK Muhammadiyah 6 Jakarta Jl. Kh. Ahmad Dahlan No.20 1, RT. 1 / RW.9, Kayu Manis, Kec. Matraman, East Jakarta City, Special Capital Region of Jakarta 13130. In this study, the population is all teachers at the Muhammadiyah Matraman Foundation, totaling 50 people in 2024. The number of samples in this study were teachers at the Muhammadiyah Matraman Foundation, totaling 60 people in 2024.

The technique used in sampling is the saturated sampling technique, according to (Sugiyono, 2019) Saturated sampling is a sampling determination technique in which all members of the population are sampled if the population is less than 100 people. In this case, the researcher took the entire population as a sample to obtain more accurate data.

Data collection methods can be carried out through observation, questionnaires, interviews, or documentation. Primary data is data obtained by the author directly from the research subjects. In this study, primary data is data obtained directly from questionnaires from respondents. The data analysis method used in this research is a statistical analysis method using a simple regression equation. statistical analysis method using a simple regression equation. Analysis data analysis was carried out with SPSS.

On the basis of the framework and previous research, the following research hypotheses can be formulated:

Hypothesis 1: There is an effect of human resource management and commitment on organizational performance board.Hypothesis

2: There is an effect of human resource management and organizational performance.

Hypothesis 3: There is an influence between commitment to organizational performance.

RESULTS

Validity Test

This validity test was aimed at 50 respondents of SMK Muhammadiyah 6 Jakarta, this validity test was carried out by correlation using SPSS software. Form the validity test of all X1 variable questionnaire statements (HR Management), X2 (Commitment), and Y (Organizational Performance) above, it can be seen that there are no invalid statements because they have a Corrected Item Total Correlation value > 0.2353 thus, the statements that are suitable for analysis for the total variables X1, X2, and Y are 15 statements.

Reliability Test

Table 1. Reliability Test

Variable	Cronbach's Alpha	>/<	Results R count	Description
HR Management (X ₁)	0.6	<	0.874	Reliable
Organizational Commitment (X ₂)	0.7	<	0.893	Reliable
Organizational Performance (Y)	0.8	<	0.867	Reliable

From the data table above the output of the reliability test results above, it can be seen that the Cronbach Alpha value for the three variables used in this study is greater than the result of R count, so it can be concluded that all variables of this study are reliable.

Normality Test

Table 2. Unstandardized Predicted Value

		Unstandardized Value	Predicted
N		50	
Normal Parameters ^{a,b}	Mean	21.9000000	
	Std. Deviation	2.40232680	
Most Extreme Differences	Absolute	.081	
	Positive	.079	
	Negative	-.081	
Test Statistic		.081	
Asymp. Sig. (2-tailed)		.200 ^{c,d}	

- Test distribution is Normal.
- Calculated from data.
- Lilliefors Significance Correction.
- This is a lower bound of the true significance.

Based on the table of one sample kolmogorv - Smirnov (K-S) test results, it can be seen that asymp. Sig. (2-tailed) of 0.200, more than $\alpha = 5\%$ (0.05), so it can be concluded that the data is normally distributed

Multicollinearity Test

Table 3. Multicollinearity Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.753	2.040		1.839	.072		
TOTAL_X1	.394	.133	.374	2.966	.005	.483	2.069
TOTAL_X2	.467	.121	.487	3.865	.000	.483	2.069

a. Dependent Variable: TOTAL_Y

In the "collinearity Statistic" section, it is known that the Tolerance value for the HR Management (X1) and Commitment (X2) variables is $0.483 > 0.10$. Meanwhile, the VIF value for the HR Management (X1) and Commitment (X2) variables is $2.069 < 10.00$. It is concluded that there are no multicollinearity symptoms in the regression model.

Multiple Linear Regression Analysis Test

Table 4. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.639	.624	1.84340

a. Predictors: (Constant), TOTAL_X2, TOTAL_X1

b. Dependent Variable: TOTAL_Y

The r value is 0.639, so there is a very strong relationship between HR Management (X1) and Commitment (X2) to Organizational Performance (Y).

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 ^a	.524	.514	2.09406

a. Predictors: (Constant), TOTAL_X1

The R Square value is 0.524, this means that HR Management on Organizational Performance is 52.4%, the remaining 47.6% is influenced by other factors.

DISCUSSION

Effective Human Resource (HR) management at SMK Muhammadiyah 6 Jakarta contributes significantly to improving organizational commitment and performance. Previous research by (Sumarni & Riyadi, 2022) showed that good HR management, including training and development, plays an important role in improving teacher performance. This is in line with our findings, where teachers who receive adequate training feel more confident and able to perform their duties better.

In addition, research by (Sulistiadi, 2020) emphasized that the level of organizational commitment is directly related to individual performance. In the context of SMK Muhammadiyah 6 Jakarta, we found that teachers who felt valued and involved in decision-making showed higher commitment. This mirrors the results of that study, where strong commitment contributes to improved overall performance.

(Nurramadhania, 2023) also highlighted the importance of feedback in HRM. In our study, a structured feedback system helped teachers understand areas for improvement and provided motivation to improve. This suggests that constructive feedback can improve individual performance and, in turn, organizational performance.

Furthermore, (Rachmawati, 2023) emphasized that a supportive work environment is critical to improving commitment and performance. In our study, we found that creating a positive and collaborative work environment at SMK Muhammadiyah 6 Jakarta contributed to increased teacher motivation and engagement. This is in line with their findings that management support and a good organizational culture can improve performance.

Finally, (Mustika & Nuralam, 2023) identified indicators of commitment that can be measured in educational institutions. Our research also found that these indicators, such as job satisfaction and involvement in decision-making, are highly relevant in the context of SMK Muhammadiyah 6 Jakarta. By understanding and measuring these indicators, management can be more effective in designing appropriate HRM strategies.

Overall, the results of this study support the existing literature and show that good HRM, which includes training, feedback, and the creation of a positive work environment, is critical to improving organizational commitment and performance at SMK Muhammadiyah 6 Jakarta.

The results of the statistical analysis above show that respondents have diverse views on Human Resource Management at SMK Muhammadiyah 6 Jakarta. Some of the main aspects include:

1. **Transparency of the Recruitment Process:**
Respondents felt that the process was transparent and objective. So that teachers feel they are selected based on competence and can increase motivation towards the organization.
2. **Training and Development:**
Respondents indicated that SMK Muhammadiyah 6 Jakarta facilitates the program and can be beneficial for teachers' professional development and have a positive impact on the quality of education.

3. Performance Feedback:

Feedback is beneficial to teacher performance as it helps teachers understand areas for improvement and provides encouragement to achieve better performance, thus creating a positive communication culture.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Aspects such as transparent recruitment, ongoing training and constructive feedback have been shown to increase teacher motivation and engagement.

There is a significant relationship between organizational commitment and individual performance. Teachers who feel valued and involved in decision-making show higher levels of commitment, which has a positive impact on their performance.

A positive and collaborative work environment is essential for improving commitment and performance. Support from management and a good organizational culture contribute to teachers' motivation to give their best in their work.

A structured and constructive feedback system helps teachers understand areas for improvement and provides motivation to improve. Effective feedback serves as a tool to improve individual and overall organizational performance.

Indicators of commitment, such as job satisfaction and involvement in decision-making, are particularly relevant in an educational context. Understanding and measuring these indicators allows management to design more effective HRM strategies.

From the analysis of the questionnaire, it can be concluded that human resource management and commitment to organizational performance at SMK Muhammadiyah 6 Jakarta have many positive aspects, especially in terms of transparency in recruitment, provision of training, and performance feedback. Teachers' emotional attachment and pride in the school are also important indicators of successful human resource management.

Recommendations

It is recommended that SMK Muhammadiyah 6 Jakarta develop a more comprehensive and sustainable training program for teachers. This training should include pedagogical skills, use of technology in learning, and classroom management to improve teaching quality.

Management needs to implement a more structured and regular feedback system. Feedback should be given regularly and include positive aspects as well as areas for improvement, so that teachers feel supported in their professional development.

To increase commitment, management is advised to involve teachers in the decision-making process related to policies and practices in the school. This can be done through discussion forums or working groups involving teacher representatives.

Management should focus on creating a supportive work environment where teachers feel valued and supported. This can include recognizing teachers' achievements, providing adequate facilities and promoting a collaborative culture among staff.

It is recommended that management conduct regular monitoring and evaluation of the HRM program implemented. By conducting evaluations, management can identify strengths and weaknesses in HRM and make necessary improvements.

Further research is recommended to explore the impact of technology in HRM and how this can further enhance organizational commitment and performance. Researcher.

FURTHER STUDY

Future research is recommended to explore the impact of technology in HRM and how this can further enhance organizational commitment and performance. Research can also be conducted to analyze external factors that influence HRM, such as education policy and social change.

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