

The Influence of Human Resource Management, Organizational Commitment, and Work Discipline on Employee Performance Mediated by Job Satisfaction

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ABSTRACT

The purpose of this study is to examine how work discipline, organizational commitment, and human resource management affect team member performance and how job satisfaction mediates these effects. This study used both a quantitative method and a causally associative approach. The study's population consisted of team members employed in Indonesia's state-owned banking industry. Purposive sampling was used to choose the 78 employees that made up the research sample. Data is gathered through survey methods, and employees are given questionnaires to fill out. Partial least squares structural equation modeling (PLS-SEM) is used in SmartPLS data analysis. The results of the study indicate that work satisfaction and human resource management significantly affect team member performance. On the other hand, team members' performance was not significantly impacted by organizational commitment or work discipline. Job satisfaction can operate as a stronger mediator between the effects of organizational commitment and human resource management on team member performance. It does not, however, act as a mediator in the link between team members' performance and work discipline. By including current issues unique to the banking industry, this study adds to the conceptual foundation of team members' performance. Financial institutions can benefit from the study's insightful recommendations, which emphasize the significance of creating all-encompassing plans that combine team member welfare with corporate goals.

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1. Introduction

Team member performance in the banking industry is even more critical due to the sector's significant contribution to economic growth and stability. team member performance in banks is directly related to client satisfaction, the effectiveness of financial operations, and the institution's ability to adapt to changes in regulations and technological advancements [1]. As noted by Ahmed et al. (2020) and Filatrovi et al. (2021), team member performance is a critical factor in determining success in the banking industry, given its reliance on human capital, particularly in a rapidly digitizing environment. On the other hand, Paramita & Supartha (2022) state that poor job

performance in the banking sector can result in serious operational risks, such as monetary losses, a decline in customer confidence, and compliance problems; therefore, banks must ensure that employees are performing at high levels. Companies must pay close attention to their employees to ensure they work efficiently and effectively, thereby achieving their objectives. Organizations today must conduct benchmarking comparative studies among different generations to understand and comprehend the needs, desires, and work preferences of various generations [5].

The most important asset for companies and organizations today is human resources. The role of human resources is dominant in the company's operational activities, enabling it to achieve its set goals [6]. The quality of human resources is a very strategic issue because the success of task execution depends on the quality of the people. Every company continues to strive to improve the quality of its human resources to achieve optimal goals. One of the activities that dominates human resources is service [7]. The success of company management can be measured through the quality of service provided. Providing good service to customers indicates that a worker or team member has high quality. An organized and well-controlled organizational culture can be achieved through good human resource management and good organizational governance [8]. Companies or organizations cannot survive without human labor, even if they have significant capital and advanced technology. Without human support as a resource, technological advancements will not enable the company to achieve its goals [9].

Team member performance can be influenced by human resource management. Human resource planning is the most effective method for meeting the company's needs. One of the management approaches called competency-based human resource management links human resource activities within an organization to the key competencies that will be prioritized [10]. Efforts to improve the quality of company services are based on human resource management and the company's or organization's culture, which strives to meet the needs and expectations of the community by providing high-quality services [11]. Human resource management (HRM) is believed to play a crucial role. It is an integral part of human resource management, encompassing recruitment, which involves human resource planning, position analysis to determine the most suitable positions, and training and development. Based on previous research conducted by Amjad et al. (2021), Mardianty & Sari (2025), it was found that HRM has an impact on team member performance. With the improvement in the quality of human resources, the company's performance will also increase. However, the results of this research contradict those of Sibagariang (2013), who found that human resource quality had no significant effect on performance. This is what creates a research gap regarding the influence of human resource quality on performance.

On the other hand, team member performance is also influenced by organizational Commitment. Putri et al. (2024) state that to improve performance, an individual's organizational Commitment is essential. team member performance can be improved directly or indirectly by the assistance of family, coworkers, and direct superiors in carrying out organizational duties and activities. Employees who feel more committed to the organization tend to have reliable habits, plans to stay with the organization for a long time, and put in more effort when working [15]. Employees who receive organizational support in fulfilling their duties and responsibilities are more likely to foster creativity, increase their desire to remain with the organization, and strive to improve their performance. Kristian & Ferijani (2020) state that organizational support plays a vital role in fostering team member creativity, motivating them to enhance organizational performance and also productivity. Research by Aliddin et al. (2024) and Suhermin et al. (2023) suggests that organizational Commitment has an impact on team member performance. On the other hand, Julindrastuti & Karyadi's (2023) research found that organizational Commitment did not affect team member performance. Based on the description above, there is a research gap between organizational commitment and team member performance.

Besides human resource management and organizational Commitment, work discipline is also a factor that influences team member performance. Work discipline is the most critical operational function of human resource management. Employees who exhibit good work discipline tend to have higher levels of work performance; meanwhile, those who lack good work discipline will find it challenging for the company to achieve optimal results [20]. Work discipline not only helps achieve the company's goals, but it is also beneficial for employees, as it can boost their work spirit. Discipline helps employees learn to comply with and adhere to existing rules, procedures, and policies, which results in good performance [21]. One way to address this issue is by providing an

orientation program for employees that explains the rules, procedures, and policies that must be followed, as well as the consequences. Based on the study by Fauziah & Baskara (2024), work discipline has a significant effect on team member performance. In contrast, a survey by [23] and [24] found that work discipline did not affect team member performance. This study was conducted because earlier studies have revealed research gaps in their findings, which differ and are inconsistent. Research has a different stance and should be further explored using different research data.

A study examining job satisfaction as a mediator of the influence of independent variables on team member performance in the banking sector has been conducted by Anggriyani & Iskandarini (2024), Imawan et al. (2024), and Putri & Sugiarto (2024), but it did not discuss work discipline. Furthermore, it was also carried out by Rahmawati & Trisninawati (2024) and Sendri et al. (2024), but did not discuss organizational Commitment.

The focus of this research is to examine the impact of human resource management, organizational commitment, and work discipline as mediated by job satisfaction. The use of job satisfaction as a mediating variable is a novel aspect of this research (as previously used very little), as it can be an indicator of the quality of team member performance within the company.

Literature Review And Hypothesis Development

Human Resource Management and Team Member Performance

Effective and efficient Human Resource Management (HRM) can enhance a company's competitiveness and the quality of its employees' performance. The company continues to do this by providing training that can help its employees in the future. Additionally, the procurement of trainers to share knowledge and expertise with employees significantly aids them in gaining new insights and experiences, thereby enhancing the company's competitiveness and improving its performance capabilities. HRM plays a vital role in building a company's employment-related aspects. Suppose the company has a human resources (HR) department. In that case, corporate governance will be more closely monitored in accordance with the company's objectives, and regular team member evaluations will be conducted effectively and accurately. In other words, the company must have good human resources (HR) because management determines how the company performs and how it makes decisions to achieve its goals. Research by Amjad et al. (2021) and Mardianty & Sari (2025) found that HRM has an impact on team member performance. **H1:** Human resource management affects team member performance

Organizational Commitment and Team Member Performance.

Commitment can enhance team member performance and encourage them to remain loyal to the company. Because the company indirectly benefits from its progress. There are several behavioral dimensions called organizational Commitment, which can be used to determine how likely a team member is to stay with the company or pursue a long-term career there. A highly committed worker demonstrates a strong desire to remain with the firm and is prepared to put in a lot of effort to meet the organization's objectives—organizational Commitment. Commitment is formed from trust, willingness, and the desire to achieve a goal, allowing individuals to remain part of the organization in any situation. Commitment is significant for team member performance because it can encourage or motivate individuals to take responsibility for their duties, enabling them to face challenges and difficulties. According to a study by Aliddin et al. (2024) and Suhermin et al. (2023), organizational Commitment has an impact on team member performance. **H2:** Organizational Commitment impact on team member performance.

Work Discipline and Employee Performance

Work discipline is necessary to ensure that all ongoing and future activities are aligned with established regulations. With a work discipline, employees will not engage in activities that could harm the organization. High work discipline ensures that employees consistently complete the tasks assigned to them, and there is also no decline in performance. Someone aware of the importance of Discipline has a voluntary attitude towards complying with all regulations and is aware of their responsibilities. The main goal of Discipline is to maximize effectiveness by avoiding the waste of time and energy. In human resource management, improving Discipline becomes an essential part because it is a crucial factor in enhancing performance. Thus, team member performance is significantly impacted by work discipline, and maintaining practical work discipline will aid in

achieving the company's objectives. A study by Fauziah & Baskara (2024) found that work discipline has a significant effect on team member performance. **H3: Work Discipline impact on Employee Performance**

Job Satisfaction and Team Member Performance

Job satisfaction is a crucial component that every team member should possess. Each worker will have different levels of satisfaction based on the value system they adhere to. This is because each team member has their own differences. The more aspects of the job that align with the employees' desires, the higher their performance level, and vice versa. Job satisfaction, which is directly correlated with team member performance, can foster loyalty among human resources to the company. A person's feelings will always impact their attitude and behavior at work, as well as their relationship with job satisfaction and performance. Everyone always wants situations that allow them to enjoy themselves. Employees will be able to work with greater enthusiasm and passion, devoting their full attention and abilities to the job, which in turn will result in improved performance. Thus, if the emotional state of the employees is satisfied, it will enhance their performance in achieving the company's goals. According to a study by Paramitha et al. (2024) and Safitri et al. (2022), job satisfaction has a significant effect on team member performance. **H4: Job satisfaction impact on team member performance**

Human Resource Management, Job Satisfaction and Team Member Performance

The success of an organization greatly depends on human resource management (HRM). Companies typically operate in a highly competitive and rapidly evolving environment, making human resource management an increasingly challenging task. Job satisfaction will affect team member performance. Human resource management is a key component of management actions that directly impact an organization's human resources. The better the quality of human resource management, as reflected in team member satisfaction and a positive attitude towards their work and the things they encounter in the workplace, the more it indicates their job satisfaction, which in turn impacts team member performance within the company. Performance can also be measured and is typically an assessment of one's own abilities. Performance shows a person's ability to complete assigned tasks within a specific timeframe. Therefore, the company must understand how to ensure its employees feel satisfied with their work, as when employees are happy with their performance, it creates a pleasant work environment where they can perform at their best in their tasks and functions [45]. **H5: Human resource management impact on team member performance, mediated by job satisfaction.**

Organizational Commitment, Job Satisfaction and Team Member Performance.

Organizational Commitment. Commitment influences various important behaviors, enabling the organization to thrive when work expectations are met well. This Commitment is not only passive loyalty but also requires striving with all one's might for the organization's success. This Commitment to the organization's goals, their determination to do their best to complete tasks, and their desire to continue working at the company. Workers who are highly committed to the organization will be devoted, trustworthy, and loyal to it. Workers who are highly committed to the company will put in a great deal of effort and work diligently to achieve the expected work results [28]. Job satisfaction can motivate someone to work harder, complete tasks more effectively, take greater responsibility for their duties, and instill confidence, support, and a desire to continue working for the organization [15]. **H6: Organizational Commitment impact on team member performance, which is mediated by job satisfaction.**

Work Discipline, Job Satisfaction and Team Member Performance.

Work discipline is a fundamental attribute that evolves within employees and shapes their behavior in the workplace. Employees who have high performance but are not satisfied with their jobs will lower their performance. On the other hand, employees who have a high work discipline and are happy with their jobs will undoubtedly improve their performance. In an organization, work discipline must exist and be implemented by all employees. With the presence of work discipline, better performance is expected. A team member is considered to have work discipline if they always arrive at the workplace on time, fulfill all responsibilities with excellence, and adhere to all corporate policies and relevant social standards. The level of team member satisfaction has a profound impact on an organization's success. Employees will perform better if they are all satisfied

in their positions because they view their work as something enjoyable [46]. **H7**: Work discipline effect on team member performance mediated by job satisfaction.

Based on the description of the background, objectives, problem formulation, and hypothesis development, the research model proposed by the author is as follows.

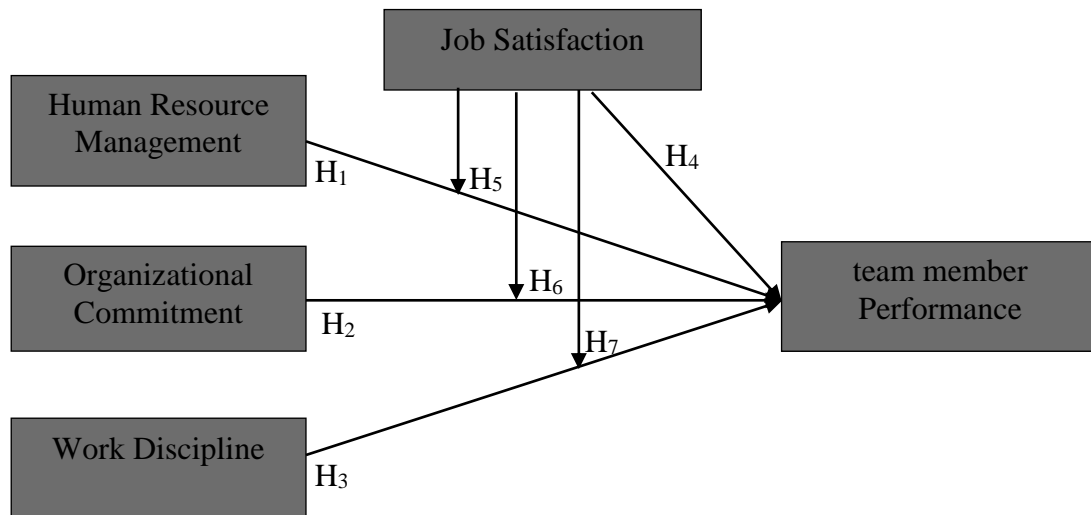


Fig 1. Research Model

2. Method

The study was conducted among employees of state-owned banks in Indonesia. This study employed a causally associative approach and the quantitative method. This research integrates literature reviews by citing books and journal articles as theoretical underpinnings. Researchers use surveys to directly collect primary data, enabling them to answer research questions and achieve exploratory, descriptive, or causal research goals. 6 (six) State-Owned Banks have been verified and have a legal entity. All the registered State-Owned Banks, and from each State-Owned Bank, we took 13 (thirteen) respondents. Purposive sampling is a technique used by researchers to collect samples that fairly represent the population being studied. The questionnaire was given to 78 (seventy-eight) employees who had experience or knowledge in this field who worked as relationship managers, customer service officers, and marketing officers at state-owned banks in Indonesia. As part of the survey procedures for gathering data, employees are given questionnaires to complete. Each respondent's response was assessed using a 5-level Likert scale, the measurement tool employed in this study.

Partial Least Squares Structural Equation Modeling, or PLS-SEM, is a data analysis technique that works with SmartPLS. The Cronbach's alpha, composite reliability, and AVE validity tests are the instrument tests. Structural equation modeling (SEM) is a data analysis technique that allows for the direct examination of measurement errors, latent variables, and indicator variables. The outer model (measurement model) and the inner model (structural model) comprise the two phases of the PLS assessment model. The test conditions are used to ascertain if exogenous factors significantly affect endogenous variables when the t-statistic value \geq t-table (1.96) and probability value $<$ alpha (0.05). [47].

3. Results and Discussion

It turns out that SmartPLS is suitable for use in the results of this study, where it is used to analyze the influence of work discipline, organizational commitment, and human resource management on team member performance, as well as how job satisfaction plays a role as a mediator in this relationship, because SmartPLS can handle complex models and has the ability to analyze the relationship between latent variables, so it is very suitable for use in this study.

3.1. Validity Test (*Convergent Validity*)

Examining the outer loadings and average variance extracted values is the first step in the analysis procedure to test convergent validity. If the AVE is greater than 0.50 and the outer loading is larger than 0.70, the testing conditions are said to achieve convergent validity.

Table 1. The Result of Outer Loadings

Variable	Indicator	Outer Loadings	Information
Human Resource Management	HRM.1	0.708	Valid
	HRM.2	0.909	Valid
	HRM.3	0.713	Valid
	HRM.4	0.919	Valid
	HRM.5	0.946	Valid
Organizational Commitment	OC.1	0.804	Valid
	OC.2	0.776	Valid
	OC.3	0.723	Valid
	OC.4	0.851	Valid
	OC.5	0.778	Valid
Work Discipline	WD.1	0.886	Valid
	WD.2	0.837	Valid
	WD.3	0.757	Valid
	WD.4	0.782	Valid
	WD.5	0.792	Valid
Job Satisfaction	JS.1	0.901	Valid
	JS.2	0.717	Valid
	JS.3	0.764	Valid
	JS.4	0.870	Valid
	JS.5	0.864	Valid
team member Performance	EP.1	0.719	Valid
	EP.2	0.895	Valid
	EP.3	0.796	Valid
	EP.4	0.825	Valid
	EP.5	0.860	Valid

Source: Data Processed by SmartPLS, 2025

Based on the results in Table 1, the outer loadings or construct-variable relationship values for each indicator are greater than 0.70; thus, all indicators for the variable are deemed valid.

Table 2. AVE Result

	Average Variance Extracted (AVE)	Information
HRM (X_1)	0.689	Valid
Organizational Commitment (X_2)	0.593	Valid
Work Discipline (X_3)	0.659	Valid
Job Satisfaction (Z)	0.622	Valid
team member Performance (Y)	0.617	Valid

Source: Processed by SmartPLS, 2025

All of the variables in this study meet the requirements for discriminant validity because, according to the analysis of Table 2, the AVE values for each of the variables—human resources management, organizational commitment, work discipline, job satisfaction, and team member performance—are greater than 0.5.

Composite Reliability Test and Cronbach's Alpha

Cronbach's alpha and composite reliability are used in the reliability test. If a variable's composite reliability and Cronbach's alpha value are both higher than 0.70, it can be deemed trustworthy.

Table 3. Results of Composite Reliability and Cronbach’s Alpha

Variable	Composite Reliability	Cronbach’s Alpha	Information
HRM (X ₁)	0.915	0.879	Reliabel
Organizational Commitment (X ₂)	0.878	0.826	Reliabel
Work Discipline (X ₃)	0.906	0.872	Reliabel
Job Satisfaction (Z)	0.890	0.843	Reliabel
team member Performance (Y)	0.888	0.840	Reliabel

Source: Data Processed by SmartPLS, 2025

Based on the analysis results in Table 3, the composite reliability and Cronbach's Alpha values for each variable are greater than 0.70. Therefore, all those variables are reliable.

Path Coefficient Test

The path coefficient test, a type of coefficient test, demonstrates the significance level in a two-tailed hypothesis test. By examining the t-statistics and p-values, the data processing results can be utilized to address the study question. If the p-values are less than 0.05 or the t-statistics are greater than the corresponding values in the t-table, the hypothesis is considered accepted.

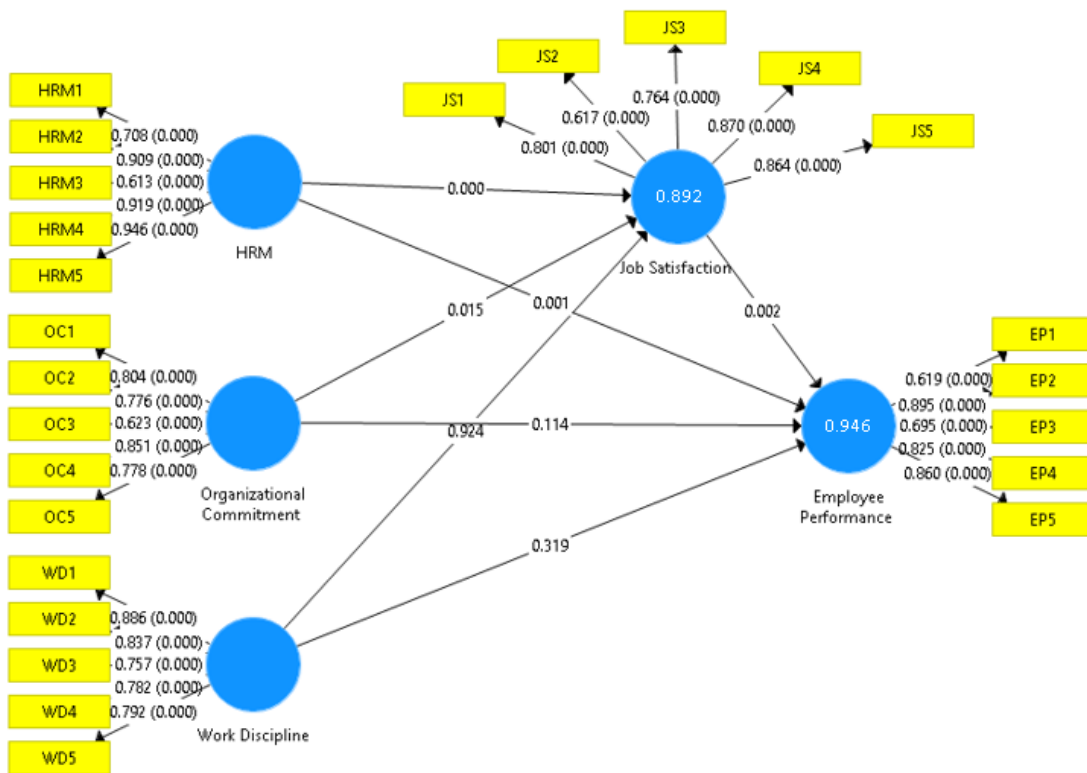


Fig 2. Results of Path Coefficient Test

Source: Primary Data Processed by SmartPLS, 2025

Table 4. Results of Path Coefficient Test using Bootstrapping Technique

Hypothesis	Sample Mean(M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
HRM → Employee Performance	0.315	0.096	3.356	0.001
Organizational Commitment → Employee Performance	0.162	0.111	1.511	0.114
Work Discipline → Employee Performance	0.073	0.088	0.952	0.319
Job Satisfaction → Employee	0.464	0.147	3.021	0.002

Performance				
HRM → Job Satisfaction → Employee Performance	0.540	0.091	5.872	0.000
Organizational Commitment → Job Satisfaction → Employee Performance	0.448	0.210	2.232	0.015
Work Discipline → Job Satisfaction → Employee Performance	0.003	0.170	0.088	0.924

Source: Data Processed by SmartPLS, 2025

Based on the figure and Table 4, the human resources management obtained a t-statistic value of 3.356, which is higher than the t-table (1.65), and a p-value of 0.001, which is less than 0.05. It is concluded that HRM has a significant and positive impact on team member performance, thus supporting H1.

At the same time, the organizational Commitment obtained a t-statistic value of 1.511, which is less than the t-table (1.65), and a p-value of 0.114, which is greater than 0.05. It can be concluded that an organization's Commitment does not significantly affect team member performance in the company, so H2 is rejected. In a similar vein, the work discipline variable had a p-value of 0.341, which is higher than 0.05, and a t-statistic value of 0.319, which is lower than the t-table (1.65). This indicates that team member performance is not significantly impacted by work discipline, so H3 is rejected. The impact of job satisfaction on team member performance was found to have a p-value of 0.002, which is less than 0.05, and a t-statistic value of 3.021, which is higher than the t-table value (1.65). H4 is approved since it may be inferred that team member performance inside the organization is significantly impacted by job satisfaction.

The t-statistic value of 5.872, which is higher than the t-table value (1.65), and the p-value of 0.000, which is less than 0.05, indicate that work satisfaction mediates the relationship between human resources management and team member performance. Therefore, H5 is acknowledged, and it can be said that the relationship between HRM and team member performance is mediated by work satisfaction. The organizational commitment received a p-value of 0.015, which is less than 0.05, and a t-statistic value of 2.232, which is higher than the t-table (1.65). H6 is approved because it shows that job happiness can moderate the impact of organizational commitment on team member performance. In the meantime, the work discipline variable has a p-value of 0.24 that is higher than 0.05 and a t-statistic of 0.088 that is higher than the t-table value (1.65). H7 is rejected since it is determined that job satisfaction cannot moderate the impact of work discipline on team member performance.

Results of R Square (R^2)

Following the completion of the validity and reliability tests, the inner model is assessed using path coefficients and the coefficient of determination (R^2) tests, among other methods. The degree to which the independent variable influences the dependent variable is measured using R-squared.

Table 5. R-Square Result

	R-Square(R^2)	R-Square Adjusted
team member Performance (Y)	0.946	0.943
Job Satisfaction (Z)	0.892	0.887

Source: Data Processed by SmartPLS, 2025

The R-Square value for the dependent variable of team member performance is 0.946. This means that the team member performance variable is influenced by the independent variables of HRM, organizational Commitment, work discipline, and job satisfaction to the extent of 94.6%. In comparison, the remaining 5.4% is influenced by other factors outside the scope of this study. Meanwhile, job satisfaction serves as a mediating variable in the influence of HRM, organizational Commitment, and work discipline on team member performance, with a correlation coefficient of 0.892. This means that the variables of HRM, organizational Commitment, and work discipline contribute to team member performance, mediated by job satisfaction at a rate of 89.2%. The remaining 10.8% is explained by other variables that were not examined in this research.

Discussion

The Effect of Human Resource Management (HRM) on Employee Performance

The data analysis findings indicate that human resource management has a significant effect on team member performance in the banking sector. This suggests that the better the Human Resource Management (HRM), the better the team member performance, because good HRM can provide support and encouragement to employees to behave and act in accordance with the company's established rules and regulations. HRM functions as the task of HR management to manage people as effectively as expected by the company. HRM is a part of general management that focuses on human resources. Companies must conduct human resource management to determine the quality and quantity of human resources needed. Human resource management also includes the recruitment process and specialized training that meet standards to select candidates who are potential, capable, and responsible for the position. This research is supported by a study by Amjad et al. (2021), Mardianty & Sari (2025), which shows that human resource management has a significant effect on team member performance. Thus, this HRM has an impact on team member performance, as team member needs stem from human resource needs that are managed through training and management, which can improve performance.

The Influence of Organizational Commitment on Employee Performance

Based on the data analysis results, organizational Commitment does not have a significant effect on team member performance in state-owned banking sectors. This means that if there is an increase or decrease in organizational Commitment, it does not affect team member performance. The employees feel uncomfortable at work due to the threat of demotion. This situation triggers employees to have low Commitment, consequently affecting their performance and leading to indifference towards the company, as well as a lack of responsibility in achieving the company's goals. Employees form a strong work bond, which has a positive impact on their company. However, this does not significantly impact performance because organizational Commitment stems from individual feelings. If employees act professionally, then it will not affect the decline in performance. The cause of organizational Commitment not significantly affecting performance is likely cause the compensation received by employees can better meet their needs. Employees believe that the compensation they receive does not depend on their performance. Employees feel that they do not need to work for the organization due to the lack of strict sanctions. This research is supported by a study by Julindrastuti & Karyadi (2023), which found that organizational Commitment did not affect team member performance.

The Influence of Work Discipline on Employee Performance

Based on the data analysis results, work discipline does not have a significant impact on team member performance in the state-owned banking sector. Someone aware of the importance of Discipline has an attitude of voluntarily adhering to all regulations and being conscious of their responsibilities. Improving Discipline becomes an integral part because it is a crucial factor in enhancing performance. Fundamentally, employees must adhere to and implement the applicable operational standards. Thus, the performance of the employees is not significantly influenced by work discipline. Because Discipline is considered not too important in team member performance results, superiors must prioritize the outcomes achieved during practical work. They must instill work discipline in their employees and create a comfortable work environment, so that employees will work at a higher level of Discipline. This aims for employees to carry out their tasks effectively and efficiently. This study is supported by the research of Kitta et al. (2023), Permana & Pracoyo (2021), which suggests that work discipline does not affect team member performance.

The Influence of Job Satisfaction on Employee Performance

According to the analysis results, job satisfaction has a significant impact on team member performance in banking sector companies. Job satisfaction is an individual's attitude towards their work, influenced by factors such as wages (salary), opportunities for development, and elements of the work environment, including supervisory style, policies and procedures, and working conditions. If a team member is not satisfied with their job, they may become aggressive or withdraw from their social environment. Conversely, if they are happy with their job, they will be more productive and likely to improve their performance. A team member will feel satisfied with their work if there is no discrepancy between what they desire and the reality they experience. Therefore, job satisfaction is paramount in driving team member performance; it must be maintained in good

condition, regularly evaluated, and improved by providing support, recognition, and assigning tasks that align with each team member's expertise to encourage ongoing improvement in team member performance. This study is supported by research from Paramitha et al. (2024), Safitri et al. (2022), which indicates that job satisfaction has a significant effect on team member performance.

The Effect of Human Resource Management (HRM) on Employee Performance Mediated by Job Satisfaction

According to the analysis findings, work satisfaction mediates the relationship between human resource management and team member performance. As a crucial component of HR management, job satisfaction has a significant impact on team member retention, innovation, and productivity. If employees are satisfied with their work, it will have a positive effect on their performance. Human resource management is one of the key management actions that directly impact an organization's human resources, aiming to enhance team member performance and productivity. Better quality human resource management indicates that employees feel satisfied with their jobs and perceive the challenges they face in their workplace as a reflection of their job satisfaction [45]. Employees will work better if they are satisfied with their jobs. One of the management actions that directly impacts the organization's human resources and aims to improve team member performance is HR management. Better employees show brand satisfaction with their work and feel satisfied with the things they encounter in their workplace.

The Effect of Organizational Commitment on Employee Performance Mediated by Job Satisfaction

Based on the analysis results, job satisfaction can mediate the influence of organizational Commitment on team member performance. Higher team member satisfaction with their jobs can encourage them to be more diligent and produce better performance. With a strong organizational commitment, employees will remain satisfied with their jobs. This will lead to an improvement in performance, thereby enhancing the correlation between organizational Commitment and team member performance. The relationship between individuals and organizations is demonstrated by organizational Commitment. Employees with a high commitment to the organization will exhibit loyalty, trust, and dedication towards it. Job satisfaction, which enhances team member performance, can motivate individuals to work harder and complete tasks more effectively, providing them with confidence, support, and a desire to continue working for the organization. In line with the research conducted by Anggriyani & Iskandarini (2024), job satisfaction mediates the influence of organizational Commitment on team member performance.

The Influence of Work Discipline on Employee Performance Mediated by Job Satisfaction

Based on the data analysis results, the impact of work discipline on team member performance cannot be mitigated by job satisfaction. Performance is the outcome of a team member's efforts, measured by the quantity and quality of work completed in accordance with their obligations. Performance is the outcome of work done by individuals or groups using their abilities, experience, hard work, and time to the fullest. Job satisfaction might interfere with the relationship between work discipline and team member performance. Employees who have high performance but low job satisfaction will likely experience a decline in their performance.

In contrast, employees who have high work discipline and also high job satisfaction will undoubtedly see an improvement in their performance. If every team member feels satisfied with their work, they will perform better because they find their job enjoyable and fulfilling. Thus, job satisfaction does not depend on Discipline in improving team member performance in the company. Research conducted by Pratama & Dihan (2017) claims that work discipline has a more substantial direct or indirect impact on performance than job satisfaction.

4. Conclusion

The results of this study indicate that SmartPLS is very suitable for analyzing the influence of work discipline, organizational commitment, and human resource management on team member performance, as well as the role of job satisfaction as a mediator in this relationship.

Based on the findings of the analysis and literature review, job satisfaction and human resource management (HRM) have a significant impact on team member performance. In contrast, organizational commitment and work discipline have no discernible effect on team member

performance within the organization. Job satisfaction can mediate the impact of HRM and organizational Commitment on team member performance in the company, according to the mediation test. However, it cannot mediate the effect of work discipline on corporate performance. This demonstrates that work satisfaction, organizational dedication, and the advancement of human resource management can all contribute to an improvement in team member performance. This research has limitations in terms of the number of respondents, the lack of variables, and the specifications of the research company. It is hoped that this research provides a comprehensive overview of the company, examining the factors that influence team member performance. Future research can expand the study's scope by focusing on specific companies and incorporating additional variables that affect team member performance.

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