

## Impact Of Organizational Commitment And Human Capital On Employee Performance: The Mediating Role Of Work Discipline

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### **Abstract**

The purpose of this research is to examine the impact of organizational commitment and human capital on employee performance with work discipline as a mediating variable in the Malang Regency Land Office. This research employs a quantitative approach with explanatory research methods. Questionnaires were utilized to gather data distributed to all employees of the Malang Regency Land Office, with a total of 43 respondents. To analyze the relationship between variables, this study used the Partial Least Square-Structural Equation Modeling (PLS-SEM) method. The results showed that organizational commitment, employee performance is greatly influenced by both human capital and work discipline. In addition, work discipline cannot be a mediating variable between organizational commitment and employee performance, but can mediate the connection between human capital and employee performance. This research is anticipated to offer perspective in improving the effectiveness of human resource management in the government sector.

**Keywords:** Organizational Commitment, Human Capital, Work Discipline, Employee Performance

### **Abstrak**

Penelitian ini dilakukan dengan tujuan untuk menganalisis bagaimana pengaruh komitmen organisasi dan human capital terhadap kinerja karyawan dengan disiplin kerja sebagai variabel mediasi di Kantor Pertanahan Kabupaten Malang. Penelitian ini menerapkan pendekatan kuantitatif dengan metode penelitian eksplanatori untuk memahami hubungan antar variabel yang diteliti. Pengumpulan data dilakukan melalui kuesioner yang dibagikan kepada seluruh pegawai Kantor Pertanahan Kabupaten Malang, dengan total responden sebanyak 43 orang. Untuk menganalisis hubungan antar variabel, penelitian ini menggunakan metode Partial Least Square-Structural Equation Modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa komitmen organisasi, human capital, dan disiplin kerja berpengaruh signifikan terhadap kinerja karyawan. Selain itu, disiplin kerja tidak dapat menjadi variabel mediasi antara komitmen organisasi dan kinerja karyawan, namun dapat memediasi hubungan antara human capital dan kinerja karyawan. Diharapkan penelitian ini dapat memberikan wawasan dalam meningkatkan efektivitas manajemen sumber daya manusia di sektor pemerintahan.

**Kata kunci :** Komitmen Organisasi, Human Capital, Disiplin Kerja, Kinerja Pegawai

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## 1. INTRODUCTION

In the increasingly fierce global competition, every organization is needed to have the ability to optimize the effectiveness of its employees to successfully attain the objectives of the organization. Improving employee performance has the potential to be influenced by various factors, including organizational commitment, *human capital*, and work discipline. Organizational commitment can reflect the extent to which employees feel loyal and responsible to the organization where they work (Frimayasa & Lawu, 2020). In addition to organizational commitment, *human capital* is also an essential aspect in improving employee performance, where human capital includes skills, knowledge, and experience. However, *human capital* and organizational commitment alone are not enough without work discipline. work discipline is a factor that can ensure that employees can carry out their duties systematically and in accordance with existing rules.

According to Umar & Norawati (2022) in (Ramadhani et al., 2023) organizational commitment is an attitude that strengthens employee dedication to the organization, which expresses their interest in the organization, its continued success, and welfare. *human capital*, as defined by Gaol (2015), is the sum of knowledge, competencies, talents as well as expertise that realize individuals (workers) into properties or even important components for a company. Manurung et al., (2024) stated that *human capital* a resource for assessing work processes and resolving challenges, ensuring employees feel comfortable and reluctant to leave the company or organization. According to Rivai (2005) in (Syafa'ah & Setiani, 2022), work discipline is the ability of superiors to communicate with employees in order to improve performance and as an attempt to enhance employee awareness and employee compliance with all social and legal requirements followed by the company.

Excellent workforce is the primary factor in achieving the vision and mission of the organization, including at the Malang District Land Office, East Java. Excellent human resources not only facilitate the attainment of company objectives, but are also key in the development of the agency, because humans as movers, thinkers, and planners play an important role in organizational operations (Irawanto et al., 2024). The Land Office has the task of managing land data, spatial planning, land acquisition, resolving land disputes, providing public services related to land registration and certification, and preparing and implementing land policies to ensure fair, efficient, and lawful land use. From the results of observations or observations made by researchers, organizational commitment, *human capital* and employee work discipline are considered lacking due to lack of awareness from employees.

Although many studies have highlighted the role of organizational commitment, *human capital* and work discipline in improving employee performance, there are still limitations in previous research. Some studies only focus on the private sector, while research related to the public sector, especially government agencies is still limited. In addition, not many studies have examined the role of work discipline as a mediating variable in the relationship between organizational commitment and *human capital* on employee performance.

Based on the phenomenon that occurred at the Land Office of Malang Regency, several problems related to work discipline were still found. Some employees still do not realize the importance of work discipline. This is shown by being late for work, employees leaving early and without permission, and resting outside the specified hours. In addition, the role of the leadership in following up on this problem has not been implemented. Another problem is the lack of utilization of technology in work at the Land Office of Malang Regency. This can be seen that there are still some employees who do not understand how to input data to the web. This requires training and learning

about technology utilization. With training and learning, it can improve employee skills in processing data. If this is not followed up immediately, it can lead to a decrease in the effectiveness of organizational performance in providing services to the community.

Based on this backdrop, this research seeks to analyze the impact of organizational commitment and human capital on employee performance through work discipline as a mediating variable in the Malang Regency Land Office. The results of this study are expected to provide insight for government agencies in improving the effectiveness of human resource management to support optimal organizational performance.

## **2. LITERATURE REVIEW**

### **2.1. Employee Performance**

Employee performance pertains to the work executed by individuals following company regulations to accomplish organizational objectives. As stated by Mangkunegara (2013), employee performance is the outcome of work, both in aspects of standard and amount, achieved by an employee while fulfilling their assigned duties and responsibilities. According to Jufrizen (2018), is the outcome of a worker's satisfactory work measured by standard and amount criteria in evaluating tasks by the employer or by his employees based on their performance in the company.

Several factors influence employee performance. According to Mangkunegara (2013), motivation and ability are two elements that influence performance. According to Samsuddin (2018) the factors that affect performance are as follows: ability, readiness, effort, innovation, remuneration, goal clarity, and stability. According to Rivai (2009), the indicators used to measure employee performance are: 1) Work results, 2) Knowledge of workers, 3) Insight, 4) Mental toughness, 5) Attitude, 6) Discipline and attendance. Mangkunegara (2013) explains that there are several indicators of employee performance, which include: 1) Quality of work, 2) Work volume, 3) Work reliability, 4) Work attitude.

### **2.2. Organizational Commitment**

Identifying and evaluating individuals who are relatively important to the organization is known as organizational commitment. Organizational commitment is a person's desire to be involved in the operations of an the company and is eager to assist the organization to achieve its goals. (Yandi & Bimaruci Hazrati Havidz, 2022).

According to Griffin in (Nadapdap, 2017), organizational commitment is a group that determines how each individual knows more about and supports the organization. According to (Ghazzawi, 2019) in (Muhamad et al., 2023), organizational commitment is very important for employees' understanding of the company's goals and work environment and their desire to continue working in the company for a long period of time.

According to Allen and Meyer in (Krietner & Kinicki, 2014) explain that organizational commitment is a concept consisting of three dimensions: affective, normative and continuous commitment. Affective commitment occurs when employees have an emotional attachment to the organization, so the desire to leave the workplace is often driven by negative feelings or deep dissatisfaction. Meanwhile, normative commitment arises when a worker's personal values are aligned with the organization, creating a sense of obligation to stay because of the belief that dedication to the company is a must. On the other hand, continuance commitment is formed when employees choose to stay not because of emotional or moral attachments, but rather because of external factors such as the need for salary, benefits, or difficulty in finding another equivalent job.

### 2.3. Human Capital

*Human capital* is defined as the personal qualities, abilities, commitments, knowledge, and personal experiences each individual brings to the organization. Although it may not be visible from individual actions, they also function as employees who have strong personal relationships inside and outside the company (Febriyantoro, 2023). *Human capital* determines the ability of the company team to produce the best solution based on the knowledge possessed by each employee in the company. If the company can utilize the expertise held by its workforce, its *human capital* will increase (Patmawati, 2021).

According to Gaol (2015) *human capital* is understanding, proficiency, capabilities and skills that realize humans (employees) into assets or even important components in the company. According to Malhotra and Bontis in (Abdullah, 2016) *human capital* is a combination regarding expertise, competencies, creativity and proficiency in carrying out tasks so as to develop certain values to achieve certain goals. *Human capital* is one of the most important aspects of intellectual capital because it can have a positive impact on the organization. Operationally, *human capital* is the ability of each member of the organization to be used in the process of developing intellectual property (Sangkala, 2006).

### 2.4. Work Discipline

According to Singodimedjo in Edy Sutrisno (2016: 86), work discipline is a person's ability to understand and obey the rules and regulations that apply in relation to the success of the company or organization. Every communication process that occurs between individuals will produce a set of consequences that affect employee work habits (Stephen Martin & Bob Feinberg, 2023).

According to Hasibuan (2012) in (Aryani et al., 2022) discipline is a person's ability to follow all the rules and regulations that apply in a particular government organization. Meanwhile, according to Rivai (2011) in (Nurjaya, 2021), work discipline serves as a medium for managers to interact with staff members so that they can be willing to help in completing tasks and as a tool to increase employee awareness of all organizational regulations.

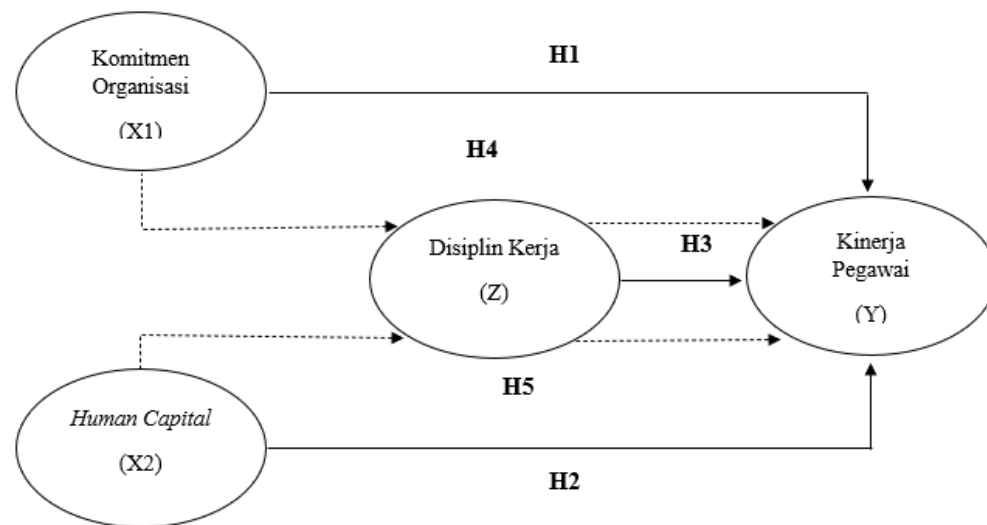
According to Afandi (2016), several factors that influence work discipline include: (1) Leadership; (2) Reward system; (3) Ability; (4) Reward; (5) Justice; (6) Attached supervision; (7) Punishment sanctions; (8) Firmness; (9) Human relations. According to Fathoni (2006), various elements affecting work discipline include objectives and competencies, exemplary leadership, rewards (salary and welfare), punitive sanctions, leadership assertiveness, and harmonious human relations. Meanwhile, Harlie (2010), identified several indicators of work discipline, such as always being present on time, prioritizing attendance percentage, complying with the provisions of working hours, using working time effectively and efficiently, having skills in their fields, showing high work enthusiasm, maintaining a good attitude, and always being creative and innovative at work.

### 2.5. RESEARCH HYPOTHESIS

Hypothesis testing is carried out with reference to various previous studies that have identified the relationship between these variables. According to Umar & Norawati (2022) in (Nur Hesty Ramadhani et al., 2023) organizational commitment is an attitude that strengthens employee commitment to the organization, which expresses their interest in the organization, its continued success, and welfare. *human capital*, as defined by Gaol (2015), is the sum of knowledge, competencies, talents and competencies that realize humans (employees) into assets or even

important components for a company. According to Rivai (2005) in (Syafa'ah & Setiani, 2022), work discipline is the ability of superiors to communicate with employees in order to improve performance and as an effort to increase employee awareness and employee compliance with all social and legal requirements followed by the company.

To describe the connection between the variables being analyzed, the researcher compiled a conceptual framework based on the theoretical basis and existing problems. Based on various literature studies, there are several main factors that can affect employee performance, namely organizational commitment, *human capital*, and work discipline. These factors are important aspects that must be considered to improve the effectiveness of an organization's performance. Therefore, this study compiles and explains the conceptual framework as follows.



**Figure 1.** Conceptual Framework  
Source: Author (2025)

Hypotheses are initial assumptions that are temporary and still require testing to prove their correctness. Based on several problem formulations and hypothesis models that have been presented, the researcher formulates the following hypothesis:

- Hypothesis 1 : It is suspected that organizational commitment affects employee performance.
- Hypothesis 2 : It is suspected that *human capital* affects employee performance.
- Hypothesis 3 : It is suspected that work discipline affects employee performance.
- Hypothesis 4 : It is suspected that organizational commitment affects employee performance with work discipline acting as a mediating variable.
- Hypothesis 5 : It is suspected that *human capital* affects employee performance through work discipline as a mediating variable.

### 3. RESEARCH METHODS

This research utilizes a quantitative approach. According to Sugiyono (2019), quantitative study approaches are rooted in positivism philosophy and are applied to analyze specific populations and samples. Data collection in this approach is carried out using research instruments, while statistical evaluation is carried out to examine established hypotheses.



### 3.1. Population and Sample

The population in this study consists of the Land Office of Malang Regency. According to Sugiyono (2009), a population refers to a broad scope of generalization that includes entities or individuals with particular characteristic and qualities determined by researchers for further analysis.

The sample in this study represents a portion of the total and characteristic found within the population under study. This study involved the entire population, where the sample used included all employees of the Malang Regency Land Office, totaling 43 people.

### 3.2. Data Analysis and Collection Techniques

#### 3.2.1. Data Analysis

This study uses a sampling technique, namely non-probability sampling or non-random sampling, which is a sampling technique that does not provide equal chances or possibilities for all members of the population to be sampled. The type of non-probability sampling used in this study is saturated sampling, which is the sampling method used when the entire population is included as samples. This technique is used when the population is fairly small or the researcher intends to generalize a very small problem. Another characteristic of a saturated sample is that it is a census, which means that every member of the population can be sampled (Sugiyono, 2013).

#### 3.2.2. Collection Techniques

This research uses a Likert scale as its measurement scale. Likert scale is a tool that serves to measure people's perceptions, behavior or knowledge of phenomena that occur in society (Suliyanto, 2018). In the Likert scale there is a range of choices used in each statement or question, namely, Strongly Agree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5). Then if the data has been collected, it is analyzed using *Partial Least Square* (PLS). SmartPLS is software designed to analyze data derived from research, specifically using the Structural Equation Modeling (SEM) data analysis method based on variables (Yamin, 2021: 7). This research is based on the measurement model (*outer model*), structural model assessment (*inner model*), and hypothesis testing.

**Tabel 1.** Research Instruments

Variables	Indicator	Statement Items
Organizational Commitment (X1)	<i>Affective Commitment</i>	Emotional employee attachment. Employee identification. Employee involvement in the organization
Allen & Meyer (1984)	<i>Continuance Commitment</i>	A person's perception of the cost The risk of leaving the current organization
	<i>Normative Commitment</i>	Responsibility Morality Willingness to work
Human Capital (X2)	<i>Individual Capability</i>	Personal ability Professional and technical knowledge Experience
Mayo in (Rusdiana and Ibrahim, 2020)	<i>Individual motivation</i>	Values and attitudes that influence actions Network and range of personal contacts Desire for change Expectations and success Drive to keep trying

Work Discipline (Z) Singodimejo in Sutrisno 2016  Employee Performance(Y) Robbins (2015)	Organizational Climate	Quality of leadership Clarity of organizational goals Compensation Responsibility and trust Participation Communication
	<i>Workgroup Effectiveness</i>	Good definition of task terms Long-term targets and periodic assignments Proper guidelines for the team Mature equation Participation of all members in discussing problems and solutions Acceptance of tasks assigned to members and preparation to perform them well
	Leadership	Lifelong learner Service-oriented Radiate positive energy
	Adhering to time rules	Doing tasks on time
	Obeying company regulations	Obedient in working hours
	Obedient behavior in work	Obedient the mandate Obedient and orderly in carrying out work Can complete the assigned tasks Fully responsible for the work assigned
	Obeying other regulations in the company	Obeying laws and regulations and company procedures in work contracts
	Work performance	The results of work related to the task.
	Target Achievement	The ability of employees to complete their workload.
	Skills	Ability that is in accordance with technical knowledge Interpersonal skills.. Business-focused skills
	Satisfaction	Quality of work based on matching requirements. Quality of work based on employee readiness..
	Initiative	Eagerness to take on new tasks.. Eagerness to increase responsibility
	Attendance rate	High employee attendance Low employee absenteeism
	Obedience	Awareness in the completion of work Willingness to complete work
	<i>On time</i>	Work results obtained in accordance with the predetermined time period

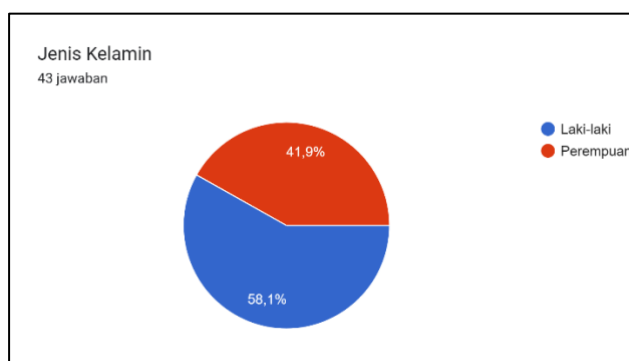
Source: Authors, 2025

## 4. RESULT AND DISCUSSION

### 4.1. Respondent Characteristics

The findings of this research indicate that the attributes of participants based on gender are as follows: 25 respondents with a percentage (58.1%) were male and 18 respondents with a percentage

(41.9%) were female.



**Figure 2 Respondent Characteristics**  
Source: Author (2025)

## 4.2. Test Results

This research model uses the Structural Equation Modeling (SEM) method and is assisted by PLS 3.0 software.

**Tabel 2.** Composite Reliability dan Cronbach's Alpha

Variabel	Cronbach' alpha	Composite reliability	Average Variance Extracted (AVE)	Keterangan
Organizational Commitment	0,899	0,937	0,832	Reliable
<i>Human Capital</i>	0,934	0,950	0,792	Reliable
Work Discipline	0,957	0,969	0,886	Reliable
Employee Performance	0,950	0,958	0,741	Reliable

Source: SmartPLS Output, 2025

The interpretation of table 2 composite reliability results for each variable, namely, on Organizational Commitment of (0.937), *Human Capital* of (0.950), Work Discipline of (0.969), and Employee Performance of (0.958). While the Cronbach's alpha value for each variable includes Organizational Commitment (0.899), *Human Capital* (0.934), Work Discipline (0.957), and Employee Performance (0.950). So, it can be said that it succeeded in the reliability test and is said to be reliable.

**Tabel 3.** Direct Effect

Hipotesis	T Statistics	P-Value	Keterangan
Organizational Comimmitment > Employee Performance	3,222	0,001	Significant
Human Capital > Employee Performance	2,584	0,010	Significant
Work Discipline > Employee Performance	2.196	0.029	Significant

Source: SmartPLS Output, 2025



Based on table 3 above, it can be interpreted:

- Organizational commitment affects performance. The results of the direct effect test between Organizational Commitment on performance obtained a *P-value* of  $0.001 < 0.05$ . This indicates that Organizational Commitment has a significant impact on performance.
- Human Capital* affects performance. The results of the direct effect test between *human capital* on performance obtained a *P-value* of  $0.010 < 0.05$ . This indicates that *human capital* has a positive and significant effect on performance.
- Work Discipline affects performance. The results of the direct effect test between work discipline on performance obtained a *P-value* of  $0.029 < 0.05$ . This indicates that work discipline possesses a favorable and substantial effect on job performance.

**Tabel 4. Indirect Effect**

Hipotesis	T Statistics	P-Value	Keterangan
<b>Organizational Comimmitment &gt; Work Discipline &gt; Employee Performance</b>	0,230	0,819	Not Significant
<b>Human Capital &gt; Work Discipline &gt; Employee Performance</b>	2,187	0,029	Significant

Source: SmartPLS Output, 2025

Based on table 4, Organizational commitment to employee performance through work discipline obtained a *P-value* of  $0.819 > 0.05$ . This shows that organizational commitment does not have a substantial impact on employee performance mediated by work discipline. *Human capital* affects employee performance through work discipline. The results of the indirect effect test between *human capital* on employee performance through work discipline show a *P* value of  $0.029 < 0.05$ . This indicates that *human capital* has a positive and significant influence on employee performance through work discipline.

### 4.3. Discussion

#### 4.3.1. Effect of Organizational Commitment on Employee Performance

Referring to the outcomes of the analysis using Smart PLS 3.0, it is known that the *p-value* for organizational commitment to employee performance is positive, with a value between  $0.001 < 0.05$ . This shows that organizational commitment dedication significantly impact employee performance. The higher the organizational commitment, the quality of work performed by employees will also increase. Organizational commitment plays a role in determining how organizational members are treated emotionally, normatively, and with a sense of concern for their organization..

The results of the analysis regarding the impact of organizational dedication on worker performance show a positive and significant effect. A study carried out by (Dewi Astuti, 2022) indicates that organizational commitment affects employee performance, This finding is in line with (Citrawati, 2021) inquiry, which also revealed that organizational commitment has an impact regarding worker productivity.

Based on the existing phenomenon, researchers found that employees at the Land Office of Malang Regency have a high level of organizational commitment due to several factors. One of them is the perception that leaving their job will cost a lot of money. In addition, employees feel that the facilities and visits they get from the organization are sufficient. Therefore, they are inclined to stay dedicated to their organization.

#### 4.3.2. The Effect of Human Capital on Employee Performance

Based on the results of calculations using Smart PLS 3.0, it has been indetified that the *p-value*

for the effect of *human capital* on job performance is positive, which is  $0.010 < 0.05$ . This shows that *human capital* has a significant influence on employee performance. In other words, increasing *human capital*, such as skills, knowledge, exposure, and competence, can improve employee performance.

The results of the analysis regarding the effect of *human capital* on employee performance show that *human capital* has a positive and significant impact. Research conducted by (Ritonga, 2019), states that *human capital* has a significant effect on employee performance. This finding is in line with research conducted by (Sedarmayanti et al., 2020), which also shows that *human capital* has a positive and significant impact on employee performance.

Based on the existing phenomenon, scientist found that many employees have the motivation to continue to develop and improve their skills and creativity at work. Although some employees still experience problems in inputting data into the agency's web system, they still have the desire to learn and improve their technological literacy. This shows that employees realize the importance of mastering technology to support work efficiency and improve their performance.

In addition, the drive to improve *human capital* can also be influenced by work environment factors that support skill development, such as by organizing training, guidance from more experienced colleagues, and supervisor involvement in providing direction to employees.

#### 4.3.3. The Effect of Work Discipline on Employee Performance

According to the findings of calculations using Smart PLS 3.0, it is known that the p-value the impact of work discipline on employee performance is favorable, namely  $0.029 < 0.05$ . This shows that work discipline has a significant influence on employee performance. The higher the level of employee discipline, the better the resulting performance. Work discipline reflects employee compliance with the rules, procedures, and responsibilities set by the organization. Disciplined employees will be more consistent in carrying out their duties and able to complete work on time.

The results of the analysis regarding the effect of work discipline on employee performance show a positive and significant impact. This finding is in line with the research of (Aryani et al., 2022), which indicates that work discipline has a significant and positive impact on performance. In addition, study by (Hondo, 2024) also found that work discipline significantly influences performance. Research by (Hidayat et al., 2024) also supports these findings by stating that work discipline has a positive impact on employee performance.

Based on the existing phenomenon, researchers found that most employees at the Land Office of Malang Regency have a strong sense of work discipline, which is shown by their compliance with established work rules and procedures. This high work discipline plays a role in improving operational efficiency, reducing work errors, and ensuring that services to the community can run well.

However, although the majority of employees have good discipline, there are still some employees who arrive late or take breaks outside the designated hours. These irregularities, although small in number, can still affect productivity and work coordination within the office. Therefore, stricter supervision and clearer policies are needed in enforcing discipline rules, such as a stricter attendance system or providing incentives for employees who have a high level of discipline. Thus, the culture of discipline that has been formed at the Land Office of Malang Regency can continue to be improved and have a greater positive impact on overall job performance

#### 4.3.4. *The Effect of Organizational Commitment on Employee Performance through Work Discipline*

Based on the results of calculations carried out using Smart PLS 3.0, it is known that the impact of organizational commitment on employee performance through work discipline is negative and insignificant, with a p value of  $0.819 > 0.05$ .

The results of the analysis show that organizational commitment to job performance through work discipline has no positive or significant effect. This finding is in line with research conducted by (Prahawati & Nupus, 2021) which states that organizational commitment has no positive and significant impact on work discipline. In addition, research conducted by (Muna & Isnowati, 2022) also shows that work regulation lacks a substantial and positive influence on job performance.

Based on existing phenomena, researchers found that at the Land Office of Malang Regency there are still some employees who have not implemented work discipline. For example, there are still some employees who arrive late, leave the office before break time, and do not finish work on time. Although most employees show high organizational commitment, such as by carrying out their duties aligned with the organization's goals and objectives, work discipline still cannot play a mediating role.

#### 4.3.5. *The Effect of Human Capital on Employee Performance through Work Discipline*

According to the findings of calculations using Smart PLS 3.0, it is known that the effect of *human capital* on employee performance through work discipline is positive and significant, with a p value of  $0.029 < 0.05$ .

The findings of the analysis indicate that *human capital* positively and significantly influences employee performance through work discipline. This finding is consistent with the study conducted by (Aurellia, 2021) which states that *human capital* has a significant influence on work discipline. In addition, research conducted by (Hendra et al., 2022) also shows that work discipline has a significant influence on employee performance.

Based on existing phenomena, researchers found that there are still some employees who lack technological literacy, such as not being able to input data into the web. This shows that the potential of *human capital* in the Land Office of Malang Regency is still not optimal. However, high work discipline can increase human capital in the Land Office of Malang Regency. With high work discipline, it can connect a person to continue to develop even better. Indirectly by having good work discipline, employees will be more easily motivated to continue to develop. Thus, work discipline can serve as a bridge in the connection between human capital and employee performance.

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1. Conclusions

According to the study results and analysis, it can be concluded that organizational commitment has an impact on employee performance. Additionally, *human capital* plays a role in enhancing job performance. Work discipline also affects worker performance. However, work discipline cannot serve as a mediating variable in the relationship between organizational commitment and employee performance. On the other hand, work discipline can mediate relationship between *human capital* and employee performance.

### 5.2. Limitations of The Study

This study possesses certain constraints, such as the limited number of respondents so that the

results of the study may not be generalizable to a wider population. In addition, this research only uses quantitative methods without involving a qualitative approach that can provide deeper insights into the phenomenon under study. Another limitation is that the research focus is only on the Malang Regency Land Office, so the results cannot fully represent other organizations with different characteristics.

### 5.3. Recommendation

Based on the research results, it is recommended that the Malang Regency Land Office improve employee work discipline by strengthening the supervision system and implementing more effective sanctions. In addition, improving the quality of human capital through training and skills development needs to be done in order to generate a beneficial effect on worker performance. Organizations are also advised to not only improve employee competence, but also form more disciplined and professional work habits to support the effectiveness and efficiency of organizational operations.

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