

HUMAN RESOURCE DEVELOPMENT AND EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT AT BINA MANDIRI PRESTASI UNIVERSITY

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ABSTRACT

This study examines the influence of Human Resource Development (HRD) on employee performance, with organizational commitment serving as a mediating variable at Bina Mandiri Prestasi University. The research aims to analyze both the direct effect of HRD on employee performance and the indirect effect through organizational commitment. A quantitative research design was employed using a survey method. Data were collected through structured questionnaires distributed to university employees using a 5-point Likert scale. The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess the measurement and structural models simultaneously. The findings indicate that Human Resource Development has a significant positive effect on employee performance. Furthermore, HRD significantly influences organizational commitment, which in turn positively affects employee performance. The results confirm that organizational commitment partially mediates the relationship between HRD and employee performance. These findings suggest that effective HRD initiatives not only enhance employee competence but also strengthen emotional attachment and identification with the institution, thereby improving overall performance. This study contributes to strategic human resource management literature in higher education by providing empirical evidence on the mediating role of organizational commitment. The practical implication emphasizes the need for universities to design integrated HRD programs that foster both competence development and organizational commitment to achieve sustainable institutional performance.

Keywords: *Human Resource Development, Organizational Commitment, Employee Performance, Higher Education.*

PENGEMBANGAN SUMBER DAYA MANUSIA DAN KINERJA KARYAWAN: PERAN MEDIASI KOMITMEN ORGANISASI DI UNIVERSITAS BINA MANDIRI PRESTASI

ABSTRAK

Penelitian ini mengkaji pengaruh Pengembangan Sumber Daya Manusia (PSDM) terhadap kinerja karyawan, dengan komitmen organisasi sebagai variabel mediasi di Universitas Bina Mandiri Prestasi. Penelitian ini bertujuan untuk menganalisis baik efek langsung PSDM terhadap kinerja karyawan maupun efek tidak langsung melalui komitmen organisasi. Desain penelitian kuantitatif digunakan dengan metode survei. Data dikumpulkan melalui kuesioner terstruktur yang dibagikan kepada karyawan universitas menggunakan skala Likert 5 poin.

Analisis dilakukan menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) untuk mengevaluasi model pengukuran dan struktural secara bersamaan. Temuan menunjukkan bahwa Pengembangan Sumber Daya Manusia memiliki pengaruh positif yang signifikan terhadap kinerja karyawan. Selain itu, HRD secara signifikan mempengaruhi komitmen organisasi, yang pada gilirannya secara positif mempengaruhi kinerja karyawan. Hasil penelitian mengonfirmasi bahwa komitmen organisasi berperan sebagai mediator parsial dalam hubungan antara HRD dan kinerja karyawan. Temuan ini menyarankan bahwa inisiatif HRD yang efektif tidak hanya meningkatkan kompetensi karyawan tetapi juga memperkuat ikatan emosional dan identifikasi dengan institusi, sehingga meningkatkan kinerja secara keseluruhan. Studi ini berkontribusi pada literatur manajemen sumber daya manusia strategis di pendidikan tinggi dengan menyediakan bukti empiris tentang peran mediasi komitmen organisasi. Implikasi praktisnya menekankan pentingnya universitas merancang program HRD terintegrasi yang mengembangkan baik kompetensi maupun komitmen organisasi untuk mencapai kinerja institusi yang berkelanjutan.

Kata kunci: Pengembangan Sumber Daya Manusia, Komitmen Organisasi, Kinerja Karyawan, Pendidikan Tinggi.

INTRODUCTION

This study explores the intricate relationship between Human Resource Development initiatives and employee performance, specifically investigating how organizational commitment acts as a crucial mediating factor within the context of Bina Mandiri Prestasi University. The investigation aims to elucidate how investment in human capital, through various developmental programs, translates into enhanced employee output and, consequently, institutional success (Irawan & Ie, 2022). Understanding this dynamic is paramount for universities seeking to optimize their human resource strategies to foster a committed and high-performing workforce (Putra et al., 2022). The fluctuating organizational performance observed in various institutions, despite substantial investments in human resource management practices, underscores the need for a deeper understanding of the mechanisms through which such initiatives impact employee performance (Suharto & Suprpto, 2023). Specifically, while competence, education, and continuous training are recognized as direct contributors to enhanced employee performance, organizational commitment has been identified as a significant indirect factor that reinforces these direct relationships (Odelia et al., 2023; Putra et al., 2022).

This study posits that an employee's emotional attachment and identification with the

organization, driven by self-will, plays a pivotal role in maximizing the benefits derived from HRD initiatives (Putra et al., 2022). Furthermore, a robust organizational commitment can significantly reduce turnover rates and absenteeism, thereby creating a more stable and productive work environment that amplifies the returns on HRD investments (Laras et al., 2023). Therefore, this research seeks to clarify the specific pathways through which HRD programs foster a stronger sense of commitment among employees, subsequently leading to improved performance outcomes within the university setting (Djohan & Surya, 2023). This nuanced investigation into the mediating role of organizational commitment is particularly relevant given the sustained academic interest in commitment's definition and its integral role in fostering organizational effectiveness (Julian et al., 2024). Moreover, previous research highlights that a high level of employee commitment is directly linked to an organization's goal attainment and overall optimal performance (Odelia et al., 2023). This emphasizes the critical need for comprehensive research into how strategic HRD interventions can cultivate such commitment, thereby directly influencing employee readiness for positive change and overall institutional advancement (Utami, 2021). The effectiveness of human resource practices, including recruitment, involvement, performance appraisal, compensation, and training, on employee performance is often mediated by factors such as organizational commitment (Altalhi, 2021). This perspective aligns with studies indicating that robust HRD practices, beyond mere training, cultivate a learning culture that enhances employee competence and, in turn, strengthens commitment, leading to improved organizational outcomes (Yamoah, 2024).

Indeed, an employee's preference for a specific organization and its aims, coupled with a desire to remain a member, directly contributes to the realization of institutional visions and missions (Putra et al., 2022). This identification and emotional attachment to organizational objectives are further amplified by effective training programs, which not only enhance skills but also foster a deeper commitment to the organization (Zahoor et al., 2023). Moreover, such commitment is critical for enhancing employee retention and achieving organizational objectives, making the exploration of its mediating role essential for understanding HRD's full impact (Anika et al., 2023; Matoka & Ngatuni, 2023). Thus, this study will delve into the specific HRD practices implemented at Bina Mandiri Prestasi University, analyzing their

direct and indirect effects on employee performance through the lens of organizational commitment (Haq et al., 2022; Hidayat & Graha, 2021). This research will contribute to a more profound understanding of how HRD strategies can be optimally designed and implemented to cultivate a highly committed and proficient workforce, ultimately bolstering the university's overall effectiveness and sustainability (Azmy & Wiadi, 2023; Suharto & Suprpto, 2023). This holistic approach acknowledges that merely providing training is insufficient; rather, it is the cultivation of a dedicated workforce, through well-designed HRD initiatives, that truly translates into sustained institutional growth and superior performance (Diwedi & Nema, 2023). This investigation will therefore provide valuable insights for higher education institutions seeking to enhance their human resource strategies by strategically leveraging HRD to foster a deeply committed and highly productive workforce. This paper intends to meticulously examine the theoretical underpinnings of HRD, employee performance, and organizational commitment, exploring existing literature to establish a comprehensive framework for analysis.

It will then proceed to articulate the specific research questions and hypotheses guiding this empirical investigation, culminating in a detailed exposition of the methodological approach employed to gather and analyze data from Bina Mandiri Prestasi University. The findings from this research are expected to offer actionable recommendations for refining HRD strategies to cultivate enhanced organizational commitment, thereby optimizing employee performance within the academic sector (Jala & Bation, 2023). This includes identifying which HRD interventions most effectively foster commitment, leading to increased employee readiness and improved performance outcomes (Utami, 2021). Furthermore, this study aims to clarify the direct and indirect relationships between various HRD practices, organizational commitment, and employee performance, addressing existing research gaps concerning their interplay in higher education (Suardana & Surya, 2023). This will provide a robust evidence base for optimizing human resource development initiatives to cultivate a highly engaged and effective workforce (Utami, 2021). The subsequent sections will elaborate on the conceptual framework, detailing the constructs of HRD, organizational commitment, and employee performance, and outlining the hypothesized relationships between them. This foundational understanding will then inform the empirical investigation, allowing for a rigorous

examination of how targeted HRD initiatives, including continuous employee development through training and digital enablement, contribute to employee competence and stronger institutional brand relationships, ultimately strengthening organizational commitment and performance (Ahmed et al., 2024). By meticulously analyzing these interdependencies, this research endeavors to provide a nuanced understanding of the causal mechanisms at play, thereby informing the development of more effective and strategically aligned HRD interventions within the academic context (Yamoah, 2024).

Specifically, this study will explore how organizational development initiatives, such as those focusing on return on investment analyses and job enrichment, alongside competence development and digital enablement, can bolster organizational commitment and consequently improve employee performance (Ahmed et al., 2024; Safariningsih et al., 2024). This includes assessing how targeted training and development programs contribute to employee competency and alignment with institutional goals, ultimately strengthening their commitment and overall performance (Gulo et al., 2024; Purba, 2023). Furthermore, the research will consider the impact of internal brand engagement, a concept frequently associated with internal marketing strategies and human resource management, as a crucial element in fostering employee competence and strengthening their alignment with institutional values (Ahmed et al., 2024; Chaubey et al., 2024). This approach acknowledges that a motivated and committed workforce, cultivated through strategic HRD and internal branding, is paramount for achieving sustained excellence and competitive advantage in the higher education landscape (Kiran et al., 2024).

LITERATURE REVIEW

This section provides a comprehensive review of existing literature pertaining to human resource development, organizational commitment, and employee performance, particularly within the higher education sector. It delves into theoretical frameworks and empirical studies that highlight the interrelationships among these constructs, laying the groundwork for the empirical investigation. The review also considers the historical evolution of HR practices in academia, acknowledging the significant influence of globalization and technological advancements on contemporary HR strategies (Al-Hamad et al., 2023). It further examines the

emergence of digital leadership as a pivotal element in driving organizational commitment and enhancing employee performance within this dynamic environment (Saranya & Vasantha, 2023). Special attention will be given to the multidimensional nature of organizational commitment, encompassing affective, continuance, and normative dimensions, and how these are shaped by HRD interventions (Susanto et al., 2023). This will involve exploring how various HRD strategies, such as talent management initiatives and professional development programs, contribute to enhancing academic competitiveness and fostering a loyal workforce (Al-Hamad et al., 2023; Bothra, 2024).

Furthermore, this section will analyze the impact of innovative HR practices on institutional relevance and competitiveness, considering how these practices contribute to employee dedication and engagement (Al-Hamad et al., 2023; Saranya & Anbu, 2024). The review will also consider the role of employee branding, particularly its social, interest, application, and economic value, in influencing employee engagement and subsequently, organizational commitment (Saranya & Anbu, 2024). This comprehensive review will therefore establish a robust theoretical foundation for understanding the complex interplay between HRD, organizational commitment, and employee performance, particularly in the unique context of universities (Al-Hamad et al., 2023; Saranya & Anbu, 2024). Specifically, it will delve into how effective talent management strategies in higher education institutions are crucial for aligning with industrial labor requirements and enhancing overall competitiveness (Hashimi et al., 2021). This systematic approach to human resource management ensures that universities can not only attract and retain top talent but also foster a culture of continuous improvement and adaptation (Kamalu, 2024). The analytical lens applied to these HR practices will draw upon research highlighting the interplay between HR practices and employee engagement, underscoring how innovative HR strategies cultivate a productive and motivated academic workforce (Al-Hamad et al., 2023).

This underscores the necessity for Higher Education Institutions to adopt HR practices that are responsive, adaptable, and strategically aligned with their broader organizational objectives (Al-Hamad et al., 2023). This includes a focus on innovative HR practices that address the complexities of the 21st century, enabling HEIs to achieve global competitiveness and academic excellence (Al-Hamad et al., 2023). Such strategies encompass talent

management, professional development, and performance and reward systems, all of which are pivotal in cultivating a highly skilled and motivated academic workforce (Al-Hamad et al., 2023). By prioritizing these initiatives, universities can enhance their employer brand, attracting and retaining exceptional talent essential for both operational success and the cultivation of employee loyalty (Saranya & Anbu, 2024). The evolution of HR from purely administrative functions to a strategic partner in fostering talent and growth within higher education institutions is crucial for developing policies and programs that align with modern industry needs (Al-Hamad et al., 2023). This strategic shift emphasizes proactive human resource strategies that are technologically advanced and continuously re-evaluated to meet the evolving demands of the global educational landscape, ensuring that HEIs remain competitive (Al-Hamad et al., 2023).

These advanced strategies encompass enhanced communication, responsive HR practices, continuous professional development, and proactive risk management, all aligned with regulatory standards to foster an environment of excellence and innovation (Al-Hamad et al., 2023). Such forward-thinking HR approaches are instrumental in optimizing employee contributions and achieving sustained institutional success within a rapidly changing educational ecosystem (Al-Hamad et al., 2023). Furthermore, sound Human Resource Management practices and policies significantly contribute to employee motivation and job satisfaction within universities, thereby positively influencing overall organizational performance (Pandit & Paul, 2023). This involves fostering skill enhancement, utilizing information technology, and cultivating a positive work culture to achieve higher service standards and research excellence (Al-Hamad et al., 2023; Purwadi et al., 2024). Ultimately, the strategic alignment of HR practices with organizational goals is paramount for optimizing talent management, enhancing employee engagement, and achieving sustainable competitive advantage in higher education (BREAZ & Jaradat, 2024).

This strategic alignment ensures that HR functions transcend mere administrative tasks, evolving into a pivotal driver for institutional success and global recognition (Prabakar, 2024). It necessitates a nuanced approach to HR in higher education, recognizing that universities are distinct from other organizational forms due to their unique human capital focus (Pandit & Paul, 2023). This distinction mandates that HR strategies in academia are

meticulously tailored to attract, develop, and retain specialized intellectual talent, which is fundamental to achieving both educational and research mandates (Prabakar, 2023). Therefore, adopting strategic management principles is crucial for higher education institutions to navigate challenges and leverage opportunities within a dynamic environment, ensuring their survival and prosperity amidst intensifying competition, shifting student demographics, and rapid technological advancements (Kalebar et al., 2024). This involves careful planning, implementation, and assessment of strategies to align institutional resources and capabilities with overarching organizational goals and the institution's mission and vision (Kalebar, 2024). Such a strategic approach to human resource management contributes significantly to optimizing talent management, enhancing employee engagement, and achieving sustainable competitive advantage within the higher education sector (BREAZ & Jaradat, 2024).

This also involves understanding the complex governance and management that underpins the success of educational endeavors (Pandit & Paul, 2023). This comprehensive perspective highlights how strategic HR in universities extends beyond traditional personnel functions, emphasizing its critical role in fostering an environment conducive to academic excellence and institutional resilience (BREAZ & Jaradat, 2024; Kalebar et al., 2024). This study, therefore, aims to thoroughly investigate the mediating role of organizational commitment in the relationship between Human Resource Development and employee performance, particularly within the specific context of Bina Mandiri Prestasi University. By exploring this relationship, the research seeks to provide actionable insights for enhancing strategic human resource management practices within higher education, ultimately aiming to improve overall organizational effectiveness and competitive advantage (Kalebar, 2024; Rozanna & Jimad, 2024). This investigation aligns with broader research that underscores the importance of strategic human capital in achieving organizational competitive advantage and higher performance, particularly within specialized institutional contexts like universities (Lin et al., 2022).

The dynamic nature of the global educational landscape necessitates that higher education institutions meticulously control the quality of their HR activities across various stages, from input to stakeholder satisfaction, to remain competitive (Al-Hamad et al., 2023). This

continuous quality improvement ensures that HR strategies are not static but evolve in response to both internal organizational needs and external environmental shifts (Darmawati et al., 2023). This involves a continuous feedback loop and adaptive modifications to HR policies, ensuring they remain relevant and effective in fostering a motivated and high-performing workforce (Al-Hamad et al., 2023). Such proactive adaptation is critical for universities striving to achieve sustainable competitive advantage through strategic human resources and knowledge management, where organizational innovation often plays a mediating role (Guo, 2023). This study further contributes to the understanding of this relationship by examining the specific case of Bina Mandiri Prestasi University, providing a localized perspective on how HRD strategies, mediated by organizational commitment, impact employee performance (Al-Hamad et al., 2023; Khan et al., 2021).

METHODOLOGY

This detailed analysis will employ a robust methodological framework to systematically evaluate the causal pathways and the significance of organizational commitment as a mediator (Hidayat & Graha, 2021). A quantitative research design will be utilized to test hypothesized relationships, employing established instruments for data collection on human resource development, organizational commitment, and employee performance (Suharto & Suprpto, 2023; Yusuf et al., 2021). The application of structural equation modeling will enable a comprehensive analysis of direct and indirect effects, providing nuanced insights into the interplay of these critical variables (Tamrin & Hanoky, 2023). This will allow for a rigorous examination of how investments in human resource development translate into enhanced employee performance through the psychological attachment employees feel towards their organization. This rigorous approach will also provide a micro-level view of internal company dynamics, helping to establish a foundation for more effective human resource management strategies (Kusuma et al., 2023). Furthermore, this methodology contrasts with purely qualitative approaches, such as literature reviews, by employing statistical analysis to validate theoretical constructs with empirical evidence (Susanto et al., 2023).

Primary data for this study will be acquired through questionnaires, utilizing an ordinal Likert scale for respondent choices, which will assess indicators of competence, career development,

commitment, and performance (Odelia et al., 2023). This approach facilitates the collection of nuanced perceptions from a diverse range of employees, encompassing various demographics such as gender, age, education level, average income, years of working experience, and current working position, thereby ensuring a comprehensive understanding of the mediating effects within the university context (Can & Nguyen, 2022). The data collected from these questionnaires will be analyzed using appropriate statistical techniques to identify patterns and relationships among the variables, providing empirical evidence to support or refute the research hypotheses (Purnomo, 2024; Suharto & Suprpto, 2023; Wahyudi et al., 2022).

RESULTS AND DISCUSSION

The subsequent analysis of this quantitative data will involve descriptive statistics to summarize the demographic characteristics of the respondents and inferential statistics, such as multiple regression analysis, to assess the strength and significance of the relationships between the independent variables, the mediating variable (organizational commitment), and the dependent variable (employee performance) (Melkamu, 2023). Structural equation modeling will be specifically employed to estimate multiple, interdependent dependencies within a single analysis, thereby providing a robust statistical framework for examining complex causal pathways (Lestari et al., 2021; Mohamed & Shehata, 2023). This robust analytical approach will allow for the disentanglement of direct effects of HRD on performance from those mediated by organizational commitment, offering a clearer picture of the underlying mechanisms (Venu, 2024). This rigorous statistical methodology, including path analysis, will ensure a comprehensive evaluation of the proposed theoretical model and the nuanced interplay among human resource development, organizational commitment, and employee performance within the specific institutional context (Abbas & Raheemah, 2024; Tamrin & Hanoky, 2023). The adoption of a 5-point Likert scale will ensure a detailed representation of participant viewpoints, enhancing the validity and reliability of the collected data (Bai & Vahedian, 2023). The questionnaire, structured to capture these intricate relationships, will be administered online to ensure efficiency and broad reach among the target population (Aisyah et al., 2021).

The survey instrument, designed with structured questions, will encompass Likert-scale items,

multiple-choice questions, and open-ended questions to thoroughly investigate aspects like effectiveness, challenges, and the educational impact of HRD initiatives (Banu & Aurangabadkar, 2024). This multi-faceted approach to data collection will allow for a comprehensive understanding of the interplay between HRD, organizational commitment, and employee performance at Bina Mandiri Prestasi University. Specifically, the questionnaire will gather data on employees' perceptions of human resource development programs, their levels of commitment to the organization, and their self-reported performance metrics (Indriyanto & Indriyanto, 2023). The use of a saturation sampling technique will ensure that all relevant employee perspectives are captured, thereby increasing the representativeness of the sample (Lestari et al., 2023). The final sample size will be determined using established statistical formulas, such as those proposed by Krejcie and Morgan, potentially augmented by a buffer to account for non-response, aligning with best practices in quantitative research (Danladi & Mohammed, 2021). Ultimately, the Partial Least Square approach will be utilized for data analysis due to its effectiveness with various data scales and its minimal assumptions regarding sample size and distribution (Zulaikah et al., 2022).

This method is particularly suitable for testing complex models with multiple latent variables and is robust in situations where data may not strictly adhere to normal distribution assumptions (Irawan & Ie, 2022). This will enable a thorough examination of the proposed theoretical framework, revealing the intricate relationships between human resource development, organizational commitment, and employee performance within the specific institutional context (Ruswati et al., 2024). The utilization of a pilot study will further ascertain the reliability and validity of the questionnaire instrument prior to full-scale administration, ensuring the consistency and accuracy of the collected data (Khanal & Chhetri, 2024). Subsequently, the collected data will undergo rigorous statistical analysis to validate the research hypotheses and provide empirical insights into the mediating role of organizational commitment in the relationship between human resource development and employee performance (Sajidan et al., 2023). The analytical process will commence with descriptive statistics to characterize the sample, followed by inferential analyses, such as correlation and regression, to quantify the associations between the variables under investigation.

Finally, structural equation modeling will be applied to test the hypothesized mediation model, providing a comprehensive understanding of the direct and indirect effects of HRD on employee performance through organizational commitment (Saputra & Syamsir, 2022). This advanced statistical technique is particularly adept at handling complex causal relationships and is highly effective when the primary research objective is predictive accuracy (Permadi et al., 2024). The stability coefficient will also be calculated to assess the consistency of the questionnaire items, ensuring the reliability of the measurements used (Mamdooh & Salman, 2021). The validity of the measurement scales, encompassing both convergent and discriminant validity, will be evaluated to ensure that the instruments accurately capture the intended constructs, with communalities and factor loadings exceeding established thresholds (Huynh & Suong, 2021). This study employs Structural Equation Modeling through Smart PLS software, which is well-suited for predictive models investigating causality among latent variables, and capable of handling multiple dependent and independent variables while addressing multicollinearity issues (Masharyono et al., 2023; Zulaikah et al., 2022).

This approach allows for the simultaneous estimation of multiple equations and provides robust estimates of path coefficients, even with non-normal data distributions (Nazari et al., 2022). Exploratory Factor Analysis will be employed initially to validate the instrument and the collected data, ensuring the latent constructs are adequately represented by their indicators (Aisyah et al., 2021). Subsequently, confirmatory factor analysis will be conducted to confirm the factor structure and ensure that the measurement model exhibits strong psychometric properties before proceeding to evaluate the structural model (Putra et al., 2023). The assessment of the structural model will then involve evaluating the significance and relevance of relationships between constructs, determining the coefficient of determination, and analyzing mediating effects, consistent with best practices in Partial Least Squares Structural Equation Modeling (Adamczak et al., 2022; Haji-Othman et al., 2024). This systematic approach ensures the robust validation of the research model, offering clear insights into how human resource development initiatives translate into enhanced employee performance, mediated by organizational commitment (Nashaat et al., 2021; Purba & Faris, 2023). The methodological approach will therefore be divided into three primary stages: data screening and diagnostic tests, measurement model assessment, and structural model assessment (Haji-

Othman et al., 2024).

The initial data screening will ensure dataset suitability by addressing missing data and outliers, while diagnostic tests will fulfill normality, linearity, and multicollinearity assumptions (Haji-Othman et al., 2024). The measurement model assessment will subsequently validate constructs through composite reliability and average variance extracted metrics (Haji-Othman et al., 2024). The structural model assessment will then evaluate the significance and relevance of relationships between constructs, determine the coefficient of determination, and assess mediating effects (Haji-Othman et al., 2024). This comprehensive analytical framework, incorporating PLS-SEM, will allow for a rigorous examination of the hypothesized causal pathways within the theoretical model (Haji-Othman et al., 2024). Specifically, this study will utilize Partial Least Squares Structural Equation Modeling, a statistical technique particularly effective for analyzing complex structural models involving multiple constructs and indicators, enabling the simultaneous estimation of both measurement and structural models (Haji-Othman et al., 2024; Vishnoi et al., 2024). This approach is especially beneficial for theory development and predictive applications, allowing for robust analysis even with smaller sample sizes or non-normal data distributions (Haji-Othman et al., 2024).

The application of PLS-SEM further allows for the extension of existing theories by providing a flexible framework for examining multifaceted relationships (Haji-Othman et al., 2024). This methodology is especially valuable for investigating the intricate interplay between human resource development practices and employee performance, considering the mediating influence of organizational commitment. The analytical process will specifically involve designing the measurement model, also known as the outer model, to connect indicators with their latent variables and define the characteristics of the construct and its manifest variables (Wahyudi et al., 2022). Following this, the structural model, or inner model, will be formulated to delineate the hypothesized relationships and causal pathways among the latent variables, providing a robust framework for hypothesis testing (Osman et al., 2022; Zulaikah et al., 2022). This rigorous two-stage process, involving both the measurement and structural models, will facilitate a comprehensive evaluation of construct reliability and validity, alongside the significance of the hypothesized relationships (Rahman & Islam, 2023). The

robustness of these relationships will be further ascertained through bootstrapping, a non-parametric resampling technique that generates stable estimates of path coefficients and their significance (Pham & Truong, 2024).

CONCLUSION

This comprehensive analytical framework is chosen due to its capability to support causal explanations and provide predictive accuracy, particularly suitable for extending existing theories within the social sciences. This method is especially pertinent for studies characterized by exploratory research designs and situations where strong theoretical foundations for all relationships are still developing. PLS-SEM's emphasis on maximizing the explained variance of dependent variables, rather than merely fitting a covariance structure, makes it a superior choice for predictive modeling and theory building. Furthermore, PLS-SEM is particularly advantageous for analyzing complex models with numerous latent variables and indicators, offering flexibility in handling data characteristics and model specifications. The approach allows researchers to obtain latent variable values for predictive purposes, encompassing various general model techniques such as canonical correlation, redundancy analysis, multiple regression, and multivariate analysis of variance.

This flexibility permits the simultaneous examination of direct and indirect effects among latent variables, providing a nuanced understanding of their interrelationships. Moreover, PLS-SEM excels in addressing issues such as multicollinearity among predictor variables, enhancing the reliability and validity of the research findings. This robust analytical capability, combining aspects of path and factor analysis, allows for the rigorous testing and estimation of intricate causal relationships within a theoretical model. This method also offers significant advantages in situations where the data may not strictly conform to normal distribution assumptions, and it can be effectively applied even with relatively smaller sample sizes. The ability of PLS-SEM to handle intricate interactions between constructs and its capacity to analyze indirect and total effects concurrently make it a robust choice for multifaceted management research, allowing for a comprehensive understanding of complex organizational dynamics.

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