



Original Article

Examining the Relationship between Organizational Commitment, Professionalism, Job Satisfaction, and Employee Performance

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Abstract: Employee performance is a critical factor in determining organizational effectiveness, particularly in public sector institutions where service quality and accountability are essential. This study aims to examine the effects of organizational commitment, professionalism, and job satisfaction on employee performance and to identify the most dominant influencing factor. A quantitative research approach was employed using data collected from 51 employees of the Regional Drinking Water Company of Banyuwangi Regency, selected through random sampling from a population of 102 employees. Data were collected using a Likert-scale questionnaire and analyzed using SPSS version 23 with multiple linear regression. The results indicate that organizational commitment ($\beta = 0.460$, $p < 0.001$), professionalism ($\beta = 0.175$, $p = 0.012$), and job satisfaction ($\beta = 0.457$, $p < 0.001$) all have positive and significant effects on employee performance. Among these variables, organizational commitment is identified as the most dominant factor based on the highest beta coefficient, while job satisfaction shows the strongest statistical significance. The model demonstrates strong explanatory power, with an R-squared value of 0.845, indicating that 84.5% of the variance in employee performance is explained by the three independent variables. These findings suggest that enhancing organizational commitment and job satisfaction, supported by professionalism, is essential for improving employee performance. The study contributes to the literature by providing an integrated model of key performance determinants and offering practical implications for public sector human resource management.

Keywords: Organizational commitment; Professionalism; Job satisfaction; Employee performance; Public sector.



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1. Introduction

Employee performance is widely recognized as a fundamental determinant of organizational effectiveness and sustainability, particularly in public-sector institutions, where accountability, service quality, and public trust are critical

performance indicators. In organizational behavior research, employee performance is considered the most essential dependent variable, as it directly influences organizational outcomes and societal welfare (Campbell & Wiernik, 2015). Performance is not merely reflected in the completion of assigned tasks but also encompasses broader dimensions, including task, contextual, and adaptive performance, which capture employees' ability to contribute beyond formal job requirements and to respond to dynamic work environments. In public sector organizations, employee performance is even more important due to its direct impact on service delivery and public accountability. Government institutions are increasingly required to enhance employee performance in response to rising public expectations, administrative reforms, and demands for transparency. High-performing employees contribute to improved service quality, regulatory compliance, and stakeholder satisfaction, while poor performance may lead to inefficiencies, service failures, and declining public trust. Therefore, understanding the determinants of employee performance is essential for improving organizational effectiveness in the public sector.

The importance of employee performance is particularly evident in public utility organizations such as the Regional Drinking Water Company of Banyuwangi Regency (PUDAM Banyuwangi), which plays a vital role in providing clean water services to the community. Clean water is a fundamental necessity, and its continuous availability depends heavily on the effectiveness of organizational operations and employee performance. When employees perform optimally, operational processes from water treatment to distribution run efficiently, ensuring service reliability and customer satisfaction. Conversely, inadequate employee performance can lead to service disruptions, increased complaints, and diminished organizational credibility. The growing number of customers and the increasing complexity of operational challenges further highlight the importance of employee performance in such organizations. As demand for clean water services grows, organizations must ensure that employees can deliver timely, accurate, high-quality services. This requires not only technical competence but also strong work discipline, responsibility, and commitment to organizational goals. In this context, employee performance becomes a strategic asset that determines the organization's ability to meet public needs and maintain service excellence.

From a theoretical perspective, employee performance is influenced by a combination of individual, psychological, and organizational factors. Prior studies have consistently identified organizational commitment, professionalism, and job satisfaction as critical determinants of employee performance (Katoda et al., 2024; Damayanti & Darmawan, 2025). Organizational commitment reflects employees' psychological attachment to the organization and their willingness to contribute to organizational success. According to the three-component model, commitment consists of affective, continuance, and normative dimensions, each with distinct implications for employee behavior and performance (Meyer et al., 2002). Empirical evidence suggests that organizational commitment has a significant positive effect on employee performance across various sectors (Maria et al., 2021; Badrianto & Sapruwan, 2024). Furthermore, organizational commitment often acts as a mediating mechanism linking job satisfaction to performance outcomes (Ahmad & Raja, 2021; Osei et al., 2024; Wang et al., 2022). This highlights the central role of commitment in shaping employee attitudes and behaviors that ultimately influence performance.

In addition to organizational commitment, professionalism is another important factor influencing employee performance. Professionalism refers to the extent to which employees adhere to professional standards, competencies, and ethical principles in carrying out their work. Previous studies have shown that professionalism positively affects employee performance by enhancing work quality, accountability, and adherence to organizational standards (Handayani et al., 2025; Thomas, 2023). However, some studies report inconsistent findings, suggesting that the effect of professionalism may vary across organizational contexts and supporting conditions (Badrianto & Sapruwan, 2024). This inconsistency suggests the need for further investigation into the role of professionalism in influencing employee performance. Job satisfaction is also widely recognized as a key determinant of employee performance. It reflects employees' affective responses to their work and is influenced by both intrinsic and extrinsic factors, such as work environment, rewards, and career development opportunities. Numerous studies have demonstrated that job satisfaction has a direct positive effect on employee performance (Wang et al., 2022; Sarumaha et al., 2023). In addition, job satisfaction is closely related to organizational commitment, with evidence suggesting a reciprocal, interdependent relationship between the two (Çınar et al., 2024; Aziz et al., 2021).

Despite the extensive literature, inconsistencies remain regarding the roles of organizational commitment, professionalism, and job satisfaction in influencing employee performance. Some studies emphasize direct effects, while others highlight indirect relationships through mediating variables such as organizational commitment, job satisfaction, organizational climate, trust, burnout, and organizational citizenship behavior (Candra et al., 2023; Silva et al., 2023; Kristian & Ferijani, 2020). Moreover, certain studies report non-significant effects, indicating that the relationships among these variables may be context-dependent (Handayani et al., 2025; Badrianto & Sapruwan, 2024). Given these inconsistencies, there is a need for an integrated empirical model that simultaneously examines the effects of organizational commitment, professionalism, and job satisfaction on employee performance, particularly in the public sector. Therefore, this study aims to examine the effects of organizational commitment, professionalism, and job satisfaction on employee performance and to identify the most dominant factor influencing employee performance.

2. Literature Review

2.1 Employee Performance

Employee performance is a central construct in organizational research, as it represents the extent to which employees achieve work objectives and contribute to organizational effectiveness. According to Campbell and Wiernik (2015), employee performance is a multidimensional concept consisting of task performance, contextual performance, and adaptive performance. This multidimensional perspective emphasizes that performance is not limited to technical task execution but also includes extra-role behaviors and adaptability to changing work demands. Empirical studies consistently confirm that employee performance is influenced by both individual and organizational factors. In the public sector, performance is particularly critical because it directly affects service quality, accountability, and public trust. Studies in healthcare and public organizations indicate that psychological and organizational variables play a more significant role in determining performance than demographic characteristics (Sarumaha et al., 2023). Therefore, understanding the determinants of employee performance is essential for improving organizational outcomes.

2.2. Organizational Commitment and Employee Performance

Organizational commitment refers to employees' psychological attachment to their organization and their willingness to contribute to organizational goals. The three-component model proposed by Meyer et al. (2002) conceptualizes commitment as consisting of affective, continuance, and normative dimensions, each with distinct behavioral implications. Among these, affective commitment has been found to have the strongest positive relationship with employee performance. Numerous empirical studies support the positive relationship between organizational commitment and employee performance. For example, Maria et al. (2021) and Badrianto and Sapruwan (2024) found that organizational commitment significantly improves employee performance across public and private sector contexts. Similarly, Damayanti and Darmawan (2025) note that commitment enhances employee responsibility and loyalty, thereby improving performance outcomes. However, the role of organizational commitment is not limited to direct effects. Several studies indicate that commitment also functions as a mediating variable. Ahmad and Raja (2021), Osei et al. (2024), and Wang et al. (2022) demonstrate that organizational commitment mediates the relationship between job satisfaction and employee performance. These findings suggest that commitment acts as a mechanism through which employee attitudes are translated into performance outcomes. Despite strong empirical support, some inconsistencies exist regarding the strength and dimensions of commitment. Meyer et al. (2002) found that continuance commitment may have weak or even negative relationships with performance, indicating that not all forms of commitment contribute equally. This highlights the need for further investigation into the role of organizational commitment in different contexts.

H1: Organizational commitment has a positive and significant effect on employee performance

2.3. Professionalism and Employee Performance

Professionalism refers to adherence to professional standards, competencies, and ethical principles in performing job tasks. It is considered an important determinant of employee performance because it ensures that employees perform their duties effectively and responsibly. Several studies provide empirical support for the positive influence of professionalism on employee performance. Katoda et al. (2024) and Handayani et al. (2025) found that professionalism significantly improves employee performance, both directly and indirectly through job satisfaction. Similarly, Thomas (2023) emphasizes that professionalism enhances performance by strengthening professional commitment and work discipline. However, the relationship between professionalism and performance is not always consistent. Badrianto and Sapruwan (2024) found that professionalism does not have a significant effect on employee performance in the manufacturing sector. This contradictory finding suggests that the impact of professionalism may depend on contextual factors such as organizational support, work environment, and industry characteristics. Therefore, while professionalism is generally considered a key determinant of performance, its influence may vary across different organizational settings, highlighting the need for further empirical validation.

H2: Professionalism has a positive and significant effect on employee performance.

2.4. Job Satisfaction and Employee Performance

Job satisfaction refers to employees' affective and cognitive evaluations of their work. It is widely recognized as a key determinant of employee performance, as satisfied employees are more motivated, engaged, and productive. Empirical evidence consistently supports the positive relationship between job satisfaction and employee performance. Wang et al. (2022) and Sarumaha et al. (2023) found that job satisfaction significantly enhances employee performance in healthcare settings. Similarly, Damayanti and Darmawan (2025) emphasize that job satisfaction, influenced by both intrinsic and extrinsic factors, contributes to improved work outcomes. In addition to its direct effect, job satisfaction is closely linked to organizational commitment. Çınar et al. (2024) and Aziz et al. (2021) demonstrate a significant positive

relationship between job satisfaction and organizational commitment, suggesting that satisfied employees are more likely to develop a stronger attachment to their organization. Moreover, job satisfaction often acts as a mediating variable. Katoda et al. (2024) and Otoum et al. (2021) found that job satisfaction mediates the relationship between organizational commitment and employee performance. However, Handayani et al. (2025) reported that job satisfaction does not significantly mediate this relationship, suggesting inconsistent empirical findings.

H3: Job satisfaction has a positive and significant effect on employee performance

2.5. Research Framework

The literature reveals strong evidence that organizational commitment, professionalism, and job satisfaction are important determinants of employee performance. However, several inconsistencies remain. First, the role of professionalism is not consistent across studies. While many studies report a positive effect, others find insignificant relationships (Badrianto & Sapruwan, 2024). Second, the causal relationships between job satisfaction and organizational commitment are not clearly established. Some studies suggest that job satisfaction influences commitment (Aziz et al., 2021), while others indicate reciprocal relationships (Çınar et al., 2024). Third, there is significant variation in the mechanisms of mediation. Previous studies identify multiple mediators, including organizational commitment, job satisfaction, organizational climate, trust, burnout, and organizational citizenship behavior (Candra et al., 2023; Silva et al., 2023; Kristian & Ferijani, 2020; Wang et al., 2022). This diversity indicates that the mechanisms linking these variables to performance are not yet fully understood. Therefore, there is a need for an integrated model that simultaneously examines the direct effects of organizational commitment, professionalism, and job satisfaction on employee performance while also identifying the most dominant factor.

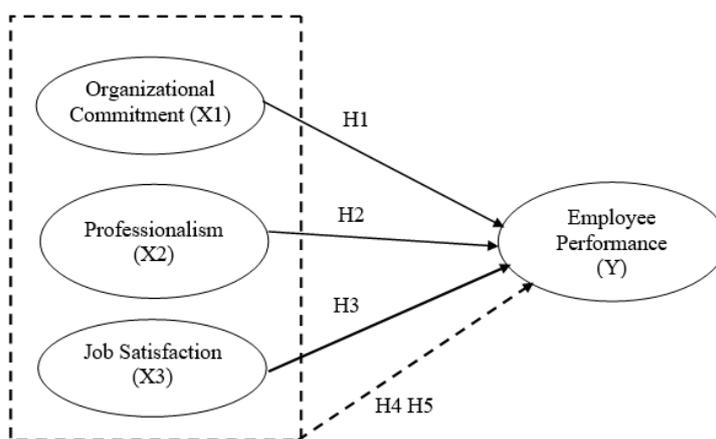


Figure 1. Research Framework

3. Materials and Methods

This study employs a quantitative, explanatory design to examine the effects of organizational commitment, professionalism, and job satisfaction on employee performance. The study population consists of all employees of the Regional Drinking Water Company of Banyuwangi Regency (PUDAM Banyuwangi), totaling 102. To ensure efficiency while maintaining representativeness, the sample size was determined using the Slovin formula, resulting in 51 respondents. The respondents were selected using a simple random sampling technique, which ensures that each member of the population has an equal chance of being included in the study, thereby enhancing the validity and generalizability of the findings. Data were collected through a structured questionnaire designed to measure four main variables: organizational commitment, professionalism, job satisfaction, and employee performance.

All measurement items were assessed using a Likert scale from strongly disagree to strongly agree, enabling the quantification of respondents' perceptions and attitudes. Organizational commitment refers to employees' psychological attachment to the organization; professionalism reflects adherence to professional standards and competencies; job satisfaction represents employees' affective evaluation of their work; and employee performance denotes the level of achievement of work tasks, including task, contextual, and adaptive performance. The data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 23. Multiple linear regression analysis was applied to examine the influence of the independent variables, namely organizational commitment, professionalism, and job satisfaction, on the dependent variable, employee performance. The regression model is expressed as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where employee performance is the dependent variable, organizational commitment, professionalism, and job satisfaction are the independent variables, and ϵ represents the error term. Hypothesis testing was performed using the t-test to assess the partial effect of each independent variable and the F-test to evaluate the simultaneous effect of all variables. Additionally, the coefficient of determination (R^2) was used to measure the proportion of variance in employee performance explained by the independent variables. Prior to regression analysis, the research instrument was tested for validity and reliability to ensure accurate and consistent measurement. Ethical considerations were also observed: participation in this study was voluntary, and respondents were assured of confidentiality and anonymity, with all data used solely for academic purposes.

4. Results

Table 1 presents the results of multiple linear regression analysis examining the effects of organizational commitment, professionalism, and job satisfaction on employee performance. The analysis includes beta coefficients, standard errors, t-statistics, significance values, as well as model fit indicators such as R-squared, Adjusted R-squared, and F-statistics.

Table 1. Result of Hypothesis Testing

Variable	Beta Coefficient	Std. Error	t-stat	Sig.
Organizational Commitment	0.46	0.078	5.871	0.000
Professionalism	0.175	0.067	2.62	0.012
Job Satisfaction	0.457	0.073	6.302	0.000
R Square	0.845		F-Value	85.434
Adjusted R-Square	0.836		Sig.	0.000

Dependent variable: Employee performance

The results in Table 1 indicate that organizational commitment has a positive and statistically significant effect on employee performance ($\beta = 0.460$, $t = 5.871$, $p < 0.001$). This suggests that higher organizational commitment is associated with improved employee performance. The relatively high t-value and low standard error (0.078) indicate that the estimate is stable and reliable. Therefore, Hypothesis 1 (H1) is accepted, confirming that organizational commitment is an important determinant of employee performance. Similarly, professionalism also shows a positive and significant effect on employee performance ($\beta = 0.175$, $t = 2.620$, $p = 0.012$). Although the effect size is smaller than that of other variables, the significance level ($p < 0.05$) indicates that professionalism still contributes meaningfully to performance. The standard error (0.067) suggests a reasonable level of precision in the estimate. Thus, Hypothesis 2 (H2) is accepted, indicating that professionalism enhances employee performance, albeit with a relatively weaker influence.

Furthermore, job satisfaction has a positive, highly significant effect on employee performance ($\beta = 0.457$, $t = 6.302$, $p < 0.001$). Among the independent variables, job satisfaction has the highest t-statistic, indicating the strongest association with employee performance. The low standard error (0.073) further confirms the reliability of the estimate. Therefore, Hypothesis 3 (H3) is accepted, highlighting job satisfaction as a critical factor influencing employee performance. In terms of the model's explanatory power, the R-squared value of 0.845 indicates that 84.5% of the variance in employee performance can be explained by organizational commitment, professionalism, and job satisfaction. This suggests that the model has strong explanatory power. The Adjusted R-Square value of 0.836 further confirms the robustness of the model, even after adjusting for the number of predictors and the sample size.

Additionally, the F-statistic of 85.434, with a significance level of 0.000, indicates that the model is statistically significant as a whole. This means that the independent variables jointly have a significant effect on employee performance. Therefore, Hypothesis 4 (H4) is accepted, confirming that organizational commitment, professionalism, and job satisfaction simultaneously influence employee performance. The findings suggest that all three variables significantly contribute to employee performance, with organizational commitment and job satisfaction having stronger effects compared to professionalism. These results underscore the importance of fostering employee commitment and satisfaction, alongside maintaining professional standards, to enhance organizational performance.

5. Discussion

This study aims to examine the effects of organizational commitment, professionalism, and job satisfaction on employee performance and to identify the most dominant factor influencing employee performance. The findings indicate that all three variables have a positive and significant effect on employee performance, both individually and simultaneously. These results are consistent with the theoretical framework and previous empirical studies, while also providing nuanced insights into the relative strength and role of each variable. The results show that organizational

commitment has a positive and significant effect on employee performance, supporting Hypothesis 1. This finding is consistent with prior studies, which emphasize that employees with a strong psychological attachment to their organization tend to perform better (Maria et al., 2021; Damayanti & Darmawan, 2025). Organizational commitment encourages employees to align their personal goals with organizational objectives, thereby enhancing productivity and responsibility. Furthermore, this finding is supported by the theoretical perspective of Meyer et al. (2002), which highlights that affective commitment is strongly associated with positive work outcomes, including performance. The result also aligns with Badrianto and Sapruwan (2024), who found that commitment plays a critical role in driving performance, even when other variables show inconsistent effects. Therefore, this study reinforces the view that organizational commitment is a central determinant of employee performance across different organizational contexts.

In addition, the findings indicate that professionalism has a positive and significant effect on employee performance, supporting Hypothesis 2. This result aligns with studies by Katoda et al. (2024) and Handayani et al. (2025), which demonstrate that professionalism enhances work quality, discipline, and adherence to standards, ultimately improving performance. Thomas (2023) also emphasizes that professionalism contributes to performance through the development of professional commitment and ethical behavior. However, the relatively smaller beta coefficient observed in this study suggests that the effect of professionalism is weaker than that of other variables. This finding supports the argument that professionalism's impact may be context-dependent, as suggested by Badrianto and Sapruwan (2024), who reported a non-significant relationship in certain organizational settings. Thus, while professionalism remains an important factor, its influence may be moderated by organizational conditions such as leadership, culture, and work environment.

Furthermore, the results reveal that job satisfaction has a positive and highly significant effect on employee performance, supporting Hypothesis 3. This finding is consistent with previous research indicating that satisfied employees tend to be more motivated, engaged, and productive (Wang et al., 2022; Sarumaha et al., 2023). Job satisfaction reflects employees' positive emotional responses to their work, which enhances their willingness to perform effectively. The strong statistical effect of job satisfaction observed in this study also aligns with Çınar et al. (2024) and Aziz et al. (2021), who found that job satisfaction is closely related to organizational commitment and plays a key role in shaping employee attitudes and behaviors. Additionally, this finding is supported by Misrayanti et al. (2026), who highlight that job satisfaction contributes to improved performance and service quality, particularly in public service contexts.

From a broader perspective, the findings confirm that organizational commitment, professionalism, and job satisfaction simultaneously influence employee performance, as indicated by the significant F-test result, thus supporting Hypothesis 4. The high R-squared value (0.845) demonstrates that these variables collectively explain a substantial proportion of the variance in employee performance. This suggests that the model has strong explanatory power and effectively captures the key determinants of performance in the studied context. However, the findings also reveal important nuances when compared with previous studies. While this study confirms the direct effects of all three variables, prior research highlights the presence of indirect and mediating mechanisms. For example, Ahmad and Raja (2021), Osei et al. (2024), and Wang et al. (2022) found that organizational commitment mediates the relationship between job satisfaction and performance. Similarly, Katoda et al. (2024) and Otoum et al. (2021) reported that job satisfaction mediates the relationship between organizational commitment and performance. Other studies have identified alternative mediators such as organizational climate (Candra et al., 2023), organizational trust (Silva et al., 2023), burnout (Wang et al., 2022), and organizational citizenship behavior (Kristian & Ferijani, 2020). These findings suggest that employee performance is influenced by complex, multi-layered mechanisms rather than simple, direct relationships.

Interestingly, this study focuses on direct effects and identifies the most dominant variable influencing employee performance. The results show that organizational commitment has the highest beta coefficient, indicating that it is the most dominant factor in influencing employee performance. This finding reinforces the argument that psychological attachment and loyalty to the organization are critical drivers of employee behavior. At the same time, job satisfaction shows the highest t-statistic, indicating the strongest statistical significance, underscoring its importance as a key driver of performance. These findings contribute to the existing literature by providing an integrated perspective that simultaneously examines organizational commitment, professionalism, and job satisfaction within a single model. While previous studies often focus on specific variables or mediating relationships, this study demonstrates that these three factors collectively and directly influence employee performance. Moreover, the study addresses inconsistencies in prior research by confirming the significance of professionalism, which has been reported as non-significant in some contexts (Badrianto & Sapruwan, 2024).

From a practical perspective, the findings suggest that organizations, particularly in the public sector, should prioritize strategies to enhance organizational commitment and job satisfaction while maintaining high levels of professionalism. Strengthening employee commitment through supportive leadership, clear organizational goals, and a positive work environment can significantly improve performance. Similarly, improving job satisfaction through fair compensation, career development opportunities, and a conducive work environment can further enhance employee

outcomes. This study confirms that employee performance is influenced by a combination of psychological, professional, and organizational factors. While the results are consistent with many previous studies, they also highlight the need for future research to explore more complex models incorporating mediating and moderating variables to better understand the mechanisms underlying employee performance.

6. Conclusions

This study aimed to examine the effects of organizational commitment, professionalism, and job satisfaction on employee performance and to identify the most dominant factor influencing employee performance at the Regional Drinking Water Company of Banyuwangi Regency. The findings reveal that all three independent variables, including organizational commitment, professionalism, and job satisfaction, have positive and significant effects on employee performance, both individually and simultaneously. Among these variables, organizational commitment emerged as the most dominant factor, as indicated by the highest beta coefficient, suggesting that employees' psychological attachment and loyalty to the organization play a crucial role in enhancing performance. Meanwhile, job satisfaction demonstrated the strongest statistical significance, indicating that employees' positive emotional responses to their work are essential in driving performance outcomes. Although professionalism also showed a significant effect, its influence was relatively weaker than that of the other variables, suggesting that its impact may depend on organizational context and supporting conditions. The results also indicate that the model has strong explanatory power, as evidenced by a high coefficient of determination (R-square), meaning that organizational commitment, professionalism, and job satisfaction collectively explain a substantial proportion of the variance in employee performance. These findings reinforce the importance of integrating psychological, professional, and organizational factors in understanding employee performance, particularly in public sector organizations.

6.1. Research Implications

6.1.1. Theoretical Implications

This study contributes to the existing literature by providing an integrated model that simultaneously examines the direct effects of organizational commitment, professionalism, and job satisfaction on employee performance. The findings support and extend prior theories by confirming that these variables are significant predictors of performance and by highlighting their relative importance within a single framework. Additionally, the study addresses inconsistencies in previous research, particularly regarding professionalism, by demonstrating that it remains a significant factor, though its influence may vary across contexts. Therefore, this study enriches the theoretical understanding of employee performance by offering a more comprehensive and comparative perspective.

6.1.2. Practical and Policy Implications

From a practical perspective, the findings suggest that organizations, particularly public sector institutions such as water utility companies, should prioritize human resource management strategies that enhance organizational commitment and job satisfaction. Management should focus on fostering a supportive work environment, strengthening employee engagement, and aligning organizational goals with employees' values to build stronger commitment. In addition, efforts to improve job satisfaction, such as providing fair compensation, career development opportunities, recognition, and a conducive work environment, are essential to enhance employee motivation and performance. While professionalism remains important, organizations should ensure that it is supported by appropriate training, clear standards, and organizational support systems to maximize its impact. From a policy perspective, decision-makers should recognize that improving employee performance in public service organizations requires a holistic approach that integrates psychological, professional, and organizational dimensions. Policies aimed at improving service quality should therefore include initiatives that enhance employee well-being, commitment, and professional development, as these factors are critical for achieving sustainable organizational performance.

6.2. Research Limitations

Despite its contributions, this study has several limitations. First, the study is limited to a single organization, which may restrict the generalizability of the findings to other sectors or regions. Second, a relatively small sample size may compromise the robustness of the results. Third, the study focuses only on direct relationships and does not examine potential mediating or moderating variables, such as leadership, organizational culture, or organizational climate, which may provide deeper insights into the mechanisms influencing employee performance. Finally, the data were collected using self-reported questionnaires, which may be subject to response bias.

6.3. Future Research Directions

Future studies are recommended to expand the scope of research by including multiple organizations and larger sample sizes to enhance generalizability. Researchers should also consider incorporating mediating and moderating variables to better understand the complex relationships among organizational commitment, professionalism, job satisfaction, and employee performance. Additionally, comparative studies across different sectors or countries may provide valuable insights into contextual differences in these relationships.

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