

## THE INFLUENCE OF WORK ENVIRONMENT, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE AT PT. TOYOTA TUNAS MAMPANG

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**Abstract** – Human resource management is the process of managing employees from recruitment to termination, aiming to improve employee performance which in turn impacts business performance. The work environment refers to the conditions surrounding the workplace, both tangible and intangible, that can make work enjoyable, safe, peaceful, and comfortable. Job satisfaction is an emotional state, either pleasant or unpleasant, that an employee feels towards their job. Organizational commitment is synonymous with an individual's love for the organization to which they contribute. This study aims to identify and analyze the influence of the work environment, job satisfaction, and organizational commitment on the performance of employees at PT. Tunas Toyota Mampang. The population used in this study consists of the employees of PT. Tunas Toyota Mampang, with a sample size of 50 people. The method used in this research is a descriptive quantitative analysis using a Likert scale. Primary data collection was done through questionnaires in the form of Google Forms. Data processing was carried out using IBM SPSS Statistics. The results of the study indicate that a good work environment, job satisfaction, and organizational commitment significantly improve employee performance.

**Keywords:** Work environment, job satisfaction, organizational commitment, employee performance.

### I. INTRODUCTION

Cars are an important means of land transportation for many people today. This type of vehicle can transport many people and is also suitable for long-distance travel because it will provide protection from the hot sun and rain. Currently there are many types of cars with various brands and different types. Each type of car has different specifications and of course each type of car has its own advantages and disadvantages. To support the community in its operations, PT. Tunas Toyota introduces mobility solutions to the public with the best products and services. Armed with public trust, PT. Tunas Toyota continues to strengthen its contribution in various fields such as road safety, education, the environment and community empowerment. It is hoped that it can become a company that continues to grow and develop together with the community.

The success of an organization or agency in achieving its goals cannot be separated from the human resources it has, because human resources will organize and manage other resources owned by the organization to help achieve the goals of the organization itself, thanks to the success or failure of the organization to achieve resource-based goals. human power. The higher the quality of a company's employees, the more competitive the company is compared to other companies. Employees are valuable assets that need to be cared for and developed well, so companies must pay attention to every detail of programs related to human resource development to train employees who are highly capable and competitive. Organizations must realize the potential of their workforce as the business

environment becomes increasingly competitive. High employee performance will increase the company's productivity level thereby increasing company profits.

Employee performance depends on the employee's willingness and openness towards themselves and others in carrying out their work. Apart from that, an employee's willingness and openness in carrying out their duties can increase employee productivity which also leads to employee performance. Employee performance is influenced by many factors, both internal and external. The factors themselves are knowledge, skills and abilities, work motivation, personality, attitudes and behavior that influence work performance. External factors include the leadership style of superiors, relationships between employees, and the work environment in which employees work. The work environment is one of the factors that determines employee performance. Employee performance is one of the keys to the success of a company. Therefore, every company must have a work environment that accommodates employee continuity and improves their performance. Based on research results, (Febriyanto et al., 2023) concluded that the work environment greatly influences employee performance, with a work environment, employees will have more confidence in their work.

Job satisfaction is essentially a personal matter, each individual has a different level of job satisfaction depending on his desires and the value system he adheres to (Handoko, 2000: 192). The more aspects of the work that are in accordance with the individual's desires and value system, the higher the level of satisfaction achieved. Based on research results, (Mau, 2023) job satisfaction influences employee performance.

Employee commitment is one of the keys to determining the success of an organization in achieving its goals. Employees who are committed to the organization often show a work attitude, always pay attention to their duties, have a high sense of responsibility in carrying out their duties and are very loyal to the company. So the work environment and commitment to the organization are very important for a company because in a company one of the symptoms of a company's lack of stability is low employee performance, poor employee performance can result in hindering the achievement of company goals. Creating a good work environment and having a commitment to the company where you work will be able to support a good working atmosphere and encourage employees to be loyal and continue working for the company. Research conducted (Burhannudin et al., 2019) shows that organizational commitment shows a positive or unidirectional relationship with employee performance.

PT. Tunas Toyota Mampang is an official Toyota dealer which operates in the field of maintenance and sales of spare parts and components for Toyota products. PT. Tunas Toyota Mampang sells various car products, including Toyota Innova, Avanza, Alphard, Camry and others. However PT. Tunas Toyota Mampang is currently competing with informal car repair shops to gain consumer trust in car repair shops in gaining consumer trust in car repairs which is influenced by employees in dealing with existing problems.

Based on interviews and observations of employees. There are several problems that exist at PT. Tunas Toyota Mampang includes a disharmonious work environment between leaders and subordinates, ineffective commitment from both parties, many employees who don't like each other, and employees who lack commitment, for example being late for work and not achieving work goals. Lack of employee work capacity and experience, for example lack of skills in handling mechanical problems and job responsibilities. If the company provides good training and is in accordance with employee needs, improving a conducive work environment will have an impact on increasing employee performance.

Based on the description above, the author wants to conduct research and continue previous research on the same topic, so the researcher chose the title “The Influence of Work Environment, Job Satisfaction, and Organizational Commitment on Employee Performance at PT. Tunas Toyota Mampang”.

Based on the description of the background and problem formulation described above, the research objectives to be achieved from this research are to analyze:

1. Positive influence of the work environment on employee performance at PT. Tunas Toyota Mampang.
2. The positive influence of Job Satisfaction on employee performance at PT. Tunas Toyota Mampang.
3. The positive influence of Organizational Commitment on employee performance at PT. Tunas Toyota Mampang.
4. Simultaneous Influence of Work Environment, Job Satisfaction and Organizational Commitment on employee performance at PT. Tunas Toyota Mampang.

## **II. LITERATURE REVIEW**

### **Human Resource Management**

Safuan & Ismatarya (2019) define human resource management as an employee management process starting from the recruitment, selection, placement, training, development, performance appraisal, promotion, salary compensation, work health and safety processes, and the layoff program includes all of that. a process that aims to improve employee performance so that it has an impact on company performance.

Another view put forward by Sukrispiyanto (2019) is that human resource management is a process of resolving various problems within a work framework that has been determined by employees, staff, workers, managers and workforce. The department or unit that routinely handles personnel issues is the human resources department. Meanwhile, Mathis & Jackson, adapted from a book by Widodo (2015), emphasize that human resource management can be understood as the science and art of managing relationships and roles of the workforce. ability to achieve company goals (Tiong, 2023).

Based on expert opinion, human resource management can be defined as a science and art that provides a means for organizations to acquire, develop, empower human resources, evaluate and maintain human resources with appropriate quantity and quality, in order to achieve goals. achieve goals in an organization.

### **Work Environment**

Supardi in Prabowo (2008:28) defines the work environment as the conditions surrounding the workplace, both material and immaterial, which can make work enjoyable, safe, peaceful and comfortable. Gibson (in Sari, 2007: 19) says that the work environment is divided into two dimensions, namely the real physical environment and the unreal non-physical environment. The work environment is a variable that has a big influence on employee work motivation (Wursanto, 2005:301).

According to Nitisemito (1991: 183), the work environment itself is everything that is around the worker and can influence him in carrying out the tasks given. The work environment indicators are as follows: color, cleanliness, lighting, air freshness, music, security and noise. The elements of the work environment according to Kartono (1995: 161) are debate between workers, an attitude of helping each other, an attitude of reprimanding and correcting mistakes, and a family attitude between workers.

Meanwhile, conditions that support the work environment according to Nitisemito (1991: 192) are a happy work atmosphere, the level of authority of superiors in working, the level of sources of advice in the group, opportunities to develop their talents, peace, and the room or place where they work. The work environment will determine how comfortable a person is at work. The better the work environment, the higher the organizational performance will be (Kaltsum & Andri, 2016).

### **Organizational Commitment**

Organizational commitment is synonymous with an individual's feelings of affection for the organization to which he contributes. Involvement can be formed from various things, both within individuals and within organizations. Individuals with high commitment to the organization may be due to similarities between company values and personal values, personal satisfaction with the work carried out, appropriate compensation, roof comfort and workplace safety, clarity of career path, and so on.

As an attitude, organizational commitment is often defined as (1) a strong desire to continue membership in a particular organization; (2) the desire to work hard according to the organization's expectations; (3) certain beliefs and acceptance of the organization's values and goals. Tan and Lou (2012) define organizational commitment as an attitude that reflects employee loyalty to the organization and is an ongoing process in which organizational members express their concern for the organization, its success, and continuous progress. Employees who show high idealism and believe in the values of the company where they work have great potential to work at that company until they retire. The similarity of personal values with the company will give rise to internal satisfaction in employees, which will automatically give rise to a strong sense of attachment to the company. This will affect employee performance because there is no burden in carrying out their work unless there is a change in company values (Satriawan, 2018).

Based on the definitions put forward by experts, researchers argue that organizational commitment is an individual's feelings of affection for the organization, formed from the same values, job satisfaction, compensation, comfort, workplace security, and career clarity. This includes a desire to remain a member, working hard, and belief in the values and goals of the organization. Employees whose personal values match those of the company tend to be loyal, satisfied, and strongly engaged, which improves their performance as long as the company's values do not change.

### **Employee Performance**

In the management concept, humans as resources in the business/agency world are expected to be able to utilize and increase their energy maximally or as optimally as possible to increase productivity, which is followed by building quality working relationships that have a pleasant, inclusive and tolerant connotation. . develop together (Paracha, 2012; Ahmad et al., 2014; Folorunso et al., 2014). Utilizing human resources means building an organizational structure and developing the quality of the workforce, both actual and potential (Abdullah et al, 2013).

According to Wirawan (2011), the concept of performance, which is an abbreviation for work kinetic energy, is the result produced by indicators of a job, position according to its function or within a certain period of time. Labor productivity (performance) refers more to the comparison between the results obtained and labor participation per unit of time, while the role of labor is to use resources effectively (Shahhosseini, 2013).

Performance can be considered as the result of the work process that has been carried out and is a description of how the work process was carried out. If the work process is in accordance with the standards or work rules that have been implemented, then the performance or work results will be in

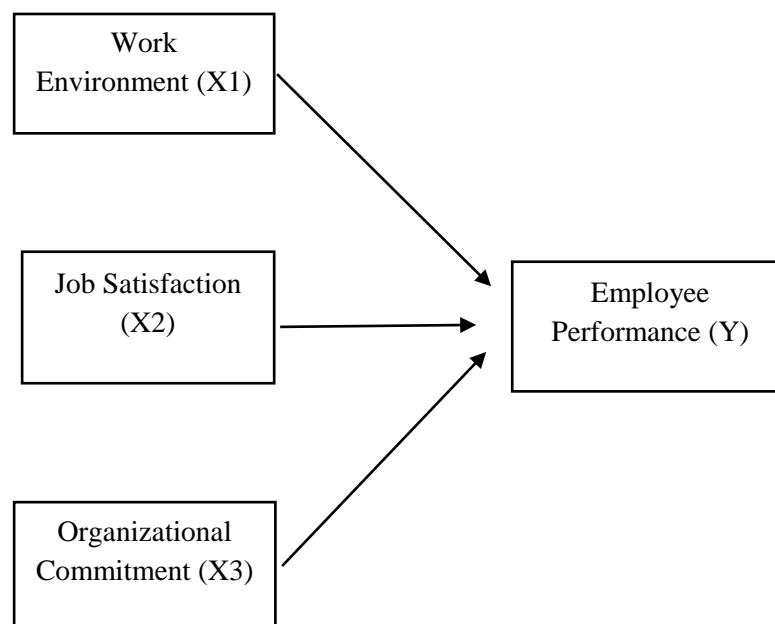
accordance with the objectives. Performance that does not achieve goals can be a sign of irregularities or irregularities in the work process (Carter et al., 2012; Surbakti and Suharnomo, 2013). Artiningsih and Rasyid (2013) argue that performance refers to the extent to which an employee completes the tasks that make up the job and reflects the extent to which job requirements are met, but is often misunderstood as reflective effort, performance. measured by results.

Based on the understanding of employee performance mentioned by the experts above, employee researchers are of the opinion that employee performance is the result or overall level of success of an employee within a certain period of time in carrying out tasks related to various abilities, for example work standards, results, goals, objectives. , or certain criteria that have been determined and agreed upon by the parties as best as possible.

### Conceptual Framework

The research conceptual framework is a relationship or connection between one concept and another concept of the problem to be researched. This conceptual framework is useful for connecting or explaining at length a topic that will be discussed.

It is hoped that the conceptual framework will provide an overview and direct assumptions regarding the variables to be studied. The conceptual framework provides guidance to researchers in formulating research problems. In this research, Work Environment, Job Satisfaction, and Organizational Commitment are the independent variables (X) and Employee Performance is the influenced variable (Y). Therefore, the conceptual framework that can be described is as follows:



### Research Hypothesis

A hypothesis can be interpreted as a statement that will be studied as a temporary answer to a problem, so a hypothesis is proposed in this research:

H<sub>1,1</sub> The work environment has a positive effect on employee performance at PT. Tunas Toyota Mampang.

- H<sub>1.2</sub> Job satisfaction has a positive effect on employee performance at PT. Tunas Toyota Mampang.  
H<sub>1.3</sub> Organizational commitment influences on employee performance at PT. Tunas Toyota Mampang.  
H<sub>1.4</sub> Work environment, job satisfaction, and organizational commitment influence the employee performance at PT. Tunas Toyota Mampang.

### **III. METHODS**

#### **Types of Research**

This type of research is causal associative research with a quantitative approach. According to Sugiyono, causal research is a science that studies whether there is an influence or relationship between independent and dependent variables, if there is, how close the influence or relationship is, and whether the influence or relationship is meaningful. Meanwhile, according to Sugiyono, quantitative methods are research methods based on the philosophy of positivism and are used to study a particular population or sample. Data collection was carried out using research equipment. Data analysis is quantitative statistics which aims to test hypotheses.

#### **Research Place**

This research was conducted at PT. Tunas Toyota Mampang, Jl. Mampang Prapatan XI No.83-85, RT.7/RW.1, Tegal Parang, Kec. Mampang Prpt., South Jakarta City, Special Capital Region of Jakarta 12790.

#### **Research Time**

The time of research carried out by researchers begins in May 2024.

#### **Population**

According to Handayani (2020), population is the number of all tested elements that have the same characteristics. it can be a group, event, or individual of something to be investigated. The population in this study were employees of PT. Tunas Toyota Mampang.

#### **Sample**

According to Sugiyono (2018), the sample is part of the population and its characteristics. Samples taken from a population must truly represent or represent the population studied. According to Arikunto (2019), the sample is a portion or representative of the population being tested. From this we can conclude that the sample is a part or proportion that represents the population being tested. The number of samples studied was as many as respondents. There are 2 sampling techniques, namely: nonprobability sampling and probability sampling. In this study, purposive sampling was used.

#### **Research Variable**

According to Arikunto (2010), research variables are research objects or what is of concern to a research point of interest. There are two research variables, namely the dependent variable and the independent variable. The dependent variable is a variable that depends on other variables, while the independent variable is a variable that does not depend on other variables.

### Dependent Variable (Dependent Variable)

According to (Sugiyono, 2012) the dependent variable is often referred to as the output variable, criterion, consequent or dependent variable. The dependent (bound) variable is a variable that is influenced or is a result of the existence of the independent variable. In this research, the dependent variable is employee performance (Y).

### Independent Variable (Independent Variable)

According to (Sugiyono, 2012), the independent variable (X) is the variable that influences or is the cause of the change and the emergence of the dependent (dependent) variable. In this research there are 3 variables used, namely, work environment as (X1), job satisfaction as (X2), and commitment as (X3).

A complete definition of the operationalization of this research variable can be seen in the following table:

No	Variable	Variable Definition	Variable Indicator	Skala
1	Work Environment (X1)	Supardi in Prabowo (2008:28) defines the work environment as the conditions surrounding the workplace, both material and immaterial, which can make work enjoyable, safe, peaceful and comfortable.	1. Work atmosphere 2. Relationships with colleagues 3. Availability of work facilities	Likert
2	Job Satisfaction (X2)	According to French (2014), job satisfaction is a person's feelings towards (salary, supervision, benefits) towards their work. Therefore, it can be concluded that job satisfaction is a feeling related to a person's emotional state regarding aspects of work that interest him, such as salary, supervision, and motivation.	1. Salary and Compensation 2. Working Conditions 3. Relationships with Colleagues 4. Relationship with superiors 5. Career Development Opportunities	Likert
3	Organizational Commitment (X3)	Tan and Lou (2012) define organizational commitment as an attitude that reflects employee loyalty to the organization and is an ongoing process in which organizational members express their concern for the organization, its success, and continuous progress.	1. Loyalty 2. Identify 3. Participation 4. Positive Attitude 5. Intention to Survive	Likert
4	Kinerja Karyawan (Y)	According to Wirawan (2011), the concept of performance, which is an abbreviation for work kinetic energy, is the result produced by indicators of a job, position according to its function or within a certain period of time.	1. Use of working time 2. Use of materials in carrying out work 3. Ability to complete work	Likert

Table. Operational Definition of Variables.

### **Data Types and Data Sources**

According to Sugiyono (2017) there are 2 types of data, namely qualitative and quantitative data. Qualitative data is data in the form of words, sentences or images. Meanwhile, quantitative data is data in the form of numbers or qualitative data that is numbered or scored. This research uses quantitative data. The quantitative data for this research is in the form of a questionnaire to employees who are willing to become respondents and fill out the questionnaire.

The data sources used are primary data and secondary data.

1. Primary Data, namely data obtained directly from the research object through observation and interviews from distributed questionnaires. The data is in the form of responses from employees of PT. Tunas Toyota Mampang.
2. Secondary data, namely data obtained indirectly from the research object in the form of documents or reports, in the form of a general description of the research location, and other data relevant to this research.

### **Data Collection Technique**

The data collection technique uses a questionnaire to employees. Tunas Toyota Mampang who was willing to be a respondent and fill out the questionnaire. According to Sugiyono, a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer.

To obtain the necessary data and information, the author uses the following data techniques:

#### **Library Research**

The data collection method is by reading or studying books that are related to the problem being discussed to obtain information that can help in research.

#### **Field Research**

The research method carried out by conducting direct observations of the company used as the research object is:

- a. Observation, namely the researcher directly visits the research area and observes directly at PT. Tunas Toyota Mampang.
- b. Interviews, namely data collection carried out by conducting direct dialogue with employees.
- c. Questionnaire (Questioner), namely collecting data by making a list of questions in the form of a questionnaire which is shown to respondents (customers) using the Likert Summated Rating (LSR) method in checklist form, where each question has 4 (four) options as shown in the following table :

No.	Questions	Score
1.	Strongly Agree	4
2.	Agree	3
3.	Don't agree	2
4.	Strongly Disagree	1



### **Validity Test**

The test is carried out to determine whether the measuring instrument used is suitable or not. Validity testing was carried out using the SPSS version 23.0 program with the following criteria:

If  $r_{\text{count}} > r_{\text{table}}$ , then the statement declared is valid

If  $r_{\text{count}} < r_{\text{table}}$ , then the statement stated is invalid

### **Reliability Test**

The test is used to determine the consistency and stability of a measuring instrument, whether the measuring instrument used can be relied on and remains consistent if the measurement is repeated. Testing was carried out using the SPSS version 23.0 program with the following criteria:

If  $r_{\text{alpha}} > r_{\text{table}}$  then the statement is declared reliable

If  $r_{\text{alpha}} < r_{\text{table}}$  then the statement stated is unreliable

### **Multiple Regression Test**

Regression analysis is a statistical technique for examining and modeling relationships between variables. This analysis consists of two connected components, namely the response variable and one or several predictor variables. In some literature, this response variable is often called the dependent variable, dependent variable, dependent variable and others. Meanwhile, predictor variables can also be called independent variables, independent variables, or explanatory variables. In the regression equation, there is only one response variable. Regression analysis can be used in several fields, including: engineering, physics, economics, management, biology, agriculture and others. (Efendi, Wardhani, Fitriani, & Sumarminingsih, 2020). Multiple Linear Regression is a continuation of simple linear regression, when simple linear regression only provides one independent variable ( $x$ ) and one dependent variable ( $y$ ), then multiple linear regression can be used to determine the linear influence of several independent variables on a dependent variable. (Suyono, 2018).

The multiple regression equation is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Multiple regression analysis techniques were used in this research because the measurement scale used by researchers was a Likert scale. The Likert scale is a form of scale used to collect data in order to find out or measure qualitative or quantitative data. This data is obtained to determine a person's opinion, perception or attitude towards a phenomenon that occurs.

### **Classic Assumption Test**

Classical assumption testing aims to provide certainty that the regression equation obtained is definite and consistent. The classical assumption testing is carried out before the Multiple Linear Regression test, using the normality test, multicollinearity test and heteroscedasticity test. This research only uses three tests on classical assumptions, because the data used is not time series data (Sugiyono, 2014).

### **Normality Test**

The Normality Test aims to test whether in the panel regression model the variables are normally distributed or not. A good regression model has a normal or close to normal data distribution. Normality test using the eviews program. Normality of data can be determined by comparing the Jarque-Bera (JB) value and the table's Chi Square value. The hypothesis used is as follows:

$H_0 : 1 = 0$  {data is normally distributed}  $H_1 : 1 \neq 0$  {data is not normally distributed} The guidelines that will be used in drawing conclusions are as follows:

- a. If the probability value is  $> 0.05$  then the distribution is normal
- b. If the probability value  $< 0.05$  then the distribution is not normal

### Multicollinearity Test

Multicollinearity test which aims to test whether the regression model found a correlation between independent variables. A good regression model should have no correlation between independent variables. If independent variables are correlated with each other, then these variables are not orthogonal. To detect whether there is multicollinearity in regression, use the following method:

- a. If the correlation coefficient (R<sup>2</sup>) value is  $> 0.80$ , then the data has multicollinearity.
- b. If the correlation coefficient (R<sup>2</sup>) value is  $< 0.80$ , then there is no multicollinearity in the data.

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation. If the variance from one observation to another is the same, it is called homoscedasticity. And if the variances are different then it is called heteroscedasticity. A good regression model is one that is homoscedastic or does not have heteroscedasticity. To detect whether heteroscedasticity exists or not, the Glejser test can be done, namely regressing the absolute value. The hypothesis used is as follows:

H<sub>0</sub> :  $1 = 0$  {no heteroscedasticity problem}

H<sub>1</sub> :  $1 \neq 0$  {there is a heteroscedasticity problem}

The guidelines that will be used in drawing conclusions from the Glejser test are as follows:

- a. If the probability value is  $> 0.05$  then H<sub>0</sub> is rejected, meaning there is a heteroscedasticity problem.
- b. If the probability value is  $< 0.05$  then H<sub>0</sub> is accepted, meaning there is no heteroscedasticity problem.

### Partial Test (T test)

The t statistical test basically shows how much influence an independent variable individually has in explaining the dependent variable. The partial test is used to determine the influence of each independent variable, namely length of service and work loyalty, on the dependent variable, namely return on assets, to what extent the influence is. The form of the test is as follows:

- H<sub>0</sub>: the variables of length of service and work loyalty partially have no influence on employee work productivity.
- H<sub>a</sub>: the variables of length of service and work loyalty partially have an influence on employee work productivity.
- Testing was carried out using the t-test with a significance level of 10% or 0.10. The decision making criteria are as follows:
- H<sub>0</sub> is accepted if T count  $<$  T table and Sig value  $<$  0.10. This means that an individual independent variable has no influence on the dependent variable.
- H<sub>a</sub> is accepted if T count  $>$  T table and Sig value  $>$  0.10. This means that an independent variable individually influences the dependent variable.

### Simultaneous Test (F test)

According to Ghozali, the F statistical test basically shows whether all the independent variables included in the model have a simultaneous influence on the dependent variable. The null hypothesis (H<sub>0</sub>) states that all independent variables included in the model do not have a simultaneous influence

on the dependent variable, while the alternative hypothesis  $H_a$  states that all independent variables have a significant influence on the dependent variable.

- $H_0$  is accepted if  $F_{count} \leq F_{table}$
- $H_a$  is rejected if  $F_{count} \geq F_{table}$

The decision making criteria are as follows:

- If the  $F_{count}$  value  $> F_{table}$  or significant value  $(\alpha) \leq 0.10$  then  $H_a$  is accepted
- If the  $F_{count}$   $F_{table}$  value or significant value  $(\alpha) \leq 0.10$  then  $H_a$  is accepted

### **Coefficient of Determination ( $R^2$ )**

The coefficient of determination essentially measures how far the model's ability to explain the dependent variable. To find out how much influence the independent variables (service quality and promotions) have on the dependent variable (consumer loyalty) it is determined by determining  $D = r^2 \times 100\%$ . The coefficient of determination value is between zero and one. A small  $R^2$  means that the ability of the independent variables to explain the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable. Using the SPSS statistics 23.0 for Windows tool, the testing criteria is to look at the model summary table. Looking at the R. square value (coefficient of determination) means that if the  $R^2$  value is close to 1 or  $> 0.5$  then the independent variables are considered capable of explaining variations in the dependent variables.

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## **IV. RESULTS AND DISCUSSION**

This chapter discusses the research results obtained as well as the interpretation and analysis of the data that has been collected. The results of this research are presented systematically and linked to the hypotheses that have been proposed. In this section the research is still conceptual and focuses on developing a theoretical framework. There are several literature reviews regarding research such as Work Environment, Job Satisfaction, Organizational Commitment, and Employee Performance to support this research. Apart from that, there is an alleged hypothesis from this research as a reference which will then be developed and the results proven by the author using the research methods that have been described. The following are some research results from previous researchers.

### **The Influence of the Work Environment on Employee Performance**

This finding is in line with previous research conducted by Febriyanto (2023), which concluded that the work environment greatly influences employee performance, with a work environment, employees will have more confidence in their work. Employee performance also greatly influences a job, with performance or work achievement, employees will be enthusiastic about working.

### **The Effect of Job Satisfaction on Employee Performance**

Based on research results from Mau (2023), there is an influence of Job Satisfaction on employee performance. Based on the results of the analysis, it is known that the Job Satisfaction variable has a positive effect on Employee Performance. The researcher concluded that job satisfaction influences employee performance. With a sense of satisfaction at work, employees will display a good personality in the company, positive performance that satisfies the company and a willingness to strive for a high level of work productivity for the benefit of the company, as well as facilitating the achievement of company goals.

### **The Effect of Organizational Commitment on Employee Performance**

Based on the research results of Burhannudin (2019), the organizational commitment variable shows a positive or unidirectional relationship with employee performance. The results show that the organizational commitment variable has significant results, so that there is a partially positive and significant influence of organizational commitment on employee performance. The results of this research support the results of research conducted by Anggraeni and Rahardja (2018), namely that organizational commitment has a positive and significant effect on employee performance.

Nevertheless, some inconsistent results were found, which may be caused by sample variability or uncontrolled external factors. Therefore, further research is needed to identify the causes of these inconsistencies.

## **V. CONCLUSION**

This research shows that a good work environment, job satisfaction, and organizational commitment significantly improve employee performance. A conducive work environment increases employee confidence and enthusiasm for work. A good work environment has a positive effect on employee performance. Job satisfaction has also been proven to motivate employees to display performance that satisfies the company and achieve high productivity. In addition, organizational commitment is positively related to employee performance, that organizational commitment has a significant effect on employee performance.

To improve employee performance, companies must focus on improving the work environment, job satisfaction, and organizational commitment. The work environment can be improved by providing adequate facilities and creating a conducive work atmosphere. Job satisfaction can be increased through welfare, training and career development programs, as well as ensuring employees feel valued and receive fair rewards. Strengthening organizational commitment can be done through effective communication and instilling company values. Further research is needed to identify the causes of inconsistent results, as well as ongoing evaluation and monitoring to ensure the strategies implemented remain effective and relevant.

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