



Effect Work Environment, Job Satisfaction, and Organizational Commitment on Employee Performance at PT. PLN Palopo

Zulfikar Hamzah* and Maat Pono

Hasanuddin University, Makassar, Indonesia

*hamzahz23a@student.unhas.ac.id

Abstract. The management of human resources holds a very crucial function role as the main key in maintaining effective and efficient productivity levels in a company. This research seeks to examine and interpret how the work environment, job satisfaction, and organizational commitment contribute to variations in employee performance at PT PLN Palopo. This for the type of research is included in the category of research that uses a quantitative approach that is causal comparative. For data collection method technique in this investigation for research was carried out utilizing questionnaire using applying a Likert Scale. Using a saturation sampling technique, the population employed in this research produced a sample of fifty respondents. The analysis conducted the analysis applied in this research involves multiple linear regression processed through SPSS software (Statistical Product and Service Solution) is software. Discovery present that the work environment exerts a meaningful and statistically statistically valid positive impact or repercussion on the performance of employees at PT PLN UP3 Palopo City, job satisfaction has a positive and supported has an impact on the performance of employees at PT PLN UP3 Palopo City, and organizational dedication also exerts a positive and also supported impact on employee performance at PT PLN UP3 Palopo City.

Keywords: work environment, work satisfaction, organizational commitment, employees' performance.

1. Introduction

The human resource management a very activate an important function or role as a key factor in maintaining effective and efficient productivity levels within a company. Inadequate quality of human resources can reduce productivity and disrupt employee performance. Ineffectiveness in managing human resources often leads to conflicts among team members. Unclear or unfair policies and procedures can cause dissatisfaction and inequity among employees, which in turn may harm the company [1]. Employee performance has a substantial effect on the company's ideal achievements. This makes employee job satisfaction highly crucial, especially in supporting company performance amidst today's global competition. As a result, employee productivity and work

outcomes will increase to the maximum level. On the other hand, Hasibuan stated that job satisfaction is a supported and pleasant sensation and a sense of love for one's work [2]. This feeling is reflected through work ethics, discipline, and work achievements.

This research will be conducted at PT. PLN UP3 Palopo City, a company focused on supplying electricity needs in one of the cities in South Sulawesi Province. PT. PLN UP3 Palopo City consistently dedicates itself to role in advancing the interests of the Indonesian nation and state, driving national economic growth in the country by supplying Palopo City with dependable, eco-friendly, and high a quality electricity. To fulfill the company's goals and aims, PT. PLN UP3 Palopo City requires highly competent human resources in their performance.

Human resources are a vital asset of an organization because of their crucial role in the implementation of strategies, namely as the executors of organizational strategies [3]. In carrying out its operational activities, PT. PLN UP3 Palopo City always pays attention to and complies with various restrictions that apply, including The Law a Number 13 of 2003 is with regard to Manpower, Article number 86 the paragraph (2). The law mandates the implementation of measures to ensure employee safety and health in the workplace must be carried out to protect workers' safety and to achieve optimal work productivity [4]. Employee performance is the product of the efforts carried out by workers in accomplishing duties in line with the burden set by the firm. Employee performance evaluation can be measured from several dimensions such as quality, quantity, duration, and cost. As a stated Mangkunegara (2013), The meaning is "employee performance" describes the amount and quality of work produced by individuals or groups in fulfilling the duties assigned by the organization [5].

Improving employee performance will bring development to the firm or organization. The operational performance of power generating will improve with improved personnel performance, as PT. PLN UP3 Palopo City must provide services to the community. This is because PT. PLN UP3 Palopo City is directly related to the livelihood of Indonesian society, particularly in Palopo City.

Based on this background, the researcher feels it is necessary to conduct a study entitled "Effect Work Environment, Job Satisfaction, and Organizational Commitment on Employee Performance at PT. PLN Palopo." To ensure that the writing of this research runs well and to provide the researcher with a clear guideline in gathering facts and data for the thesis, The study's problem formulation is as follows: (1) To what degree does the work environment contribute to variations in performance of employees at PT PLN UP3 Palopo City? (2) To what extent does job satisfaction play a role in shaping performance of employees at PT PLN UP3 Palopo City? (3) How does organizational commitment influence the performance of employees at PT PLN UP3 Palopo City? Based considering on the background and formulation of this problem, the objectives of this research can be formulated as follows: (1) To examine and evaluate how conditions within the work environment influence for the performance of employees at PT PLN UP3 Palopo. (2) To investigate and assess the contribution of employee job satisfaction to their performance at PT PLN UP3 Palopo. (3) To analyze and interpret the role of organizational commitment in enhancing employee performance at PT PLN UP3 Palopo.

2. Theoretical Framework

2.1 Theoretical Basis

Human Resource Management (HRM). Bintoro & Daryanto [6] argue that meaning is Human Resource Management the field concerned with managing and optimizing the use of human resources successfully and efficiently to fulfill corporate objectives. while the opinion of Kasmir about it involves managing, empowering, and developing employees to enhance organizational effectiveness and efficiency.

Work Environment. The meaning work environment encompasses all external factors that impact workers in carrying out their jobs, according to Kasmir [7]. Meanwhile, Wibowo argues that a supportive environment can influence how employees complete their work and ultimately improve organizational performance, while also providing comfort that effectively increases productivity [8].

Job Satisfaction. A person's general attitude about their employment is referred to as job satisfaction, whether positive or negative, from Siagian. Meanwhile, Supriadi explained that job satisfaction is It emerges from the evaluation of ex-pectations and outcomes, resulting in a sense of fulfillment when work goals are achieved.

Organizational Commitment. The meaning is organizational commitment reflects for extent to which individuals identify with their organization and take responsibility as its members, this is the definition of organizational commitment according to Moorhead & Griffin. [9] While from Luthans It involves strong belief in organizational values and active engagement in achieving its vision and mission in achieving positive and effective goals as organization's shared desire to progress.

Employee Performance. The final form employee performance is the outcome of actions pertaining to the efficient use of organizational resources to achieve shared goals, as defined by Wibowo. Meanwhile Employee performance, in Hasibuan's opinion, is the outcome of person or team efforts in completing tasks and responsibilities assigned by the organization.

2.2 Conceptual Framework

Based on something explanation above, a conceptual research framework was prepared that explains the connection between is work environment, job satisfaction, and organizational commitment to employee performance, which is presented in Figure 1.

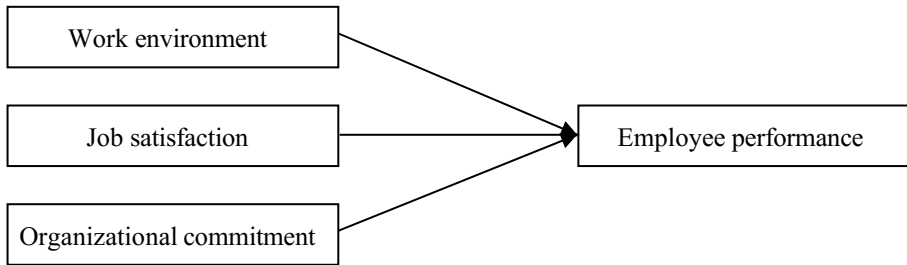


Fig. 1. Conceptual Framework

2.3 Hypothesis Development

The Influence of Work Environment on Employee Performance. The explanation is work environment relates to everything related to people while their job, that includes physical and non-physical characteristics, which may effect an employee performance. Researchers have claimed that workplace conditions exert a substantial influence on this employee performance. According to Bachtiar, study findings demonstrate that conditions in the work setting exert a meaningful and beneficial influence employee performance. In a similar vein, Khasifah's analysis finds that employee performance is positively and significantly impacted by the workplace. Based on these observations, the researcher offers the first hypothesis as follows [10]:

- H1: The work environment affects the performance of employees at PT. PLN UP3 Palopo City.

The Influence of Job Satisfaction on Employee Performance. The meaning is job satisfaction is a way to self-actualize, enabling employees to achieve psychological maturity. Existing research indicate that job satisfaction tends to enhance employee performance. Findings reported by Mahesa and Djastuti confirm for that a job satisfaction exerts very significant and favorable impact on how employees perform. In the same vein, organizational commitment has also been shown to contribute positively and significantly to employee outcomes [11]. consequently, for the second hypothesis is expressed as follows:

- H2: Job satisfaction affects the performance of employees at PT. PLN UP3 Palopo City.

The Influence of Organizational Commitment on Employee Performance. Employee performance in a corporation is significantly influenced by organizational commitment, as high organizational commitment fosters a positive image and strong loyalty

to the company. Employee loyalty, which manifests through commitment, positively impacts performance. Several studies, including those by Chandra Lion, indicate show that organizational commitment has a meaningful and positive impact on performance of employees [12]. In accordance with this evidence, the third hypothesis can be stated as follows:

- H3: Organizational commitment affects the performance of employees at PT. PLN UP3 Palopo City.

3. Research Methodology

3.1 Type of Research

This research is the numerical approach that utilizes numerical data processed through statistical techniques. Sugiyono explains that a population is defined as a collection of individuals or objects possessing particular traits and characteristics identified by the researcher as the focus of investigation [13]. In this research, the population or sample universe comprised of all employees working at PT PLN UP3 Palopo, with a total of 50 employees.

3.2 Sampling Technique

According to Sugiyono, there are two sampling techniques: probability sampling, in which every individual in the population possesses the same likelihood of being chosen, and non-probability sampling, where certain members do not share equal chances of selection. Arikunto suggests that when the total population is under 100 people, it is advisable to include all members as participants [14]. Therefore, this study employs a census method (saturated sampling), involving all 50 employees as respondents.

3.3 Data Collection Technique

Data were collected questionnaires and interviews. Sugiyono explains that a questionnaire is a method of gathering information by presenting a collection of written questions to responders. Questionnaires were distributed to respondents, who were asked to respond to a set of predetermined statements. The questionnaire was structured using This research uses a five-category Likert format (5 Point) Likert scale, beginning from highest weight “strongly agree” to lowest weight “strongly disagree,” which serves to assess respondents’ attitudes, opinions, and perceptions regarding the research variables. Each response option is assigned a specific weight, as shown in Table 1.

Table 1. Skala Likert

No	Question	Assessment Weight
1	Strongly Agree (SA)	5
2	Agree (A)	4
3	Less Agree (LA)	3
4	Disagree (D)	2
5	Strongly Disagree (SD)	1

3.4 Research Variables

Accordance to Sugiyono, research variables refer to characteristics or values analyzed to draw conclusions. This study examines: (1) Independent variables: Work Environment (WE), Job Satisfaction (JS), Organizational Commitment (OC). (2) Dependent variable: Employee Performance (EP).

3.5 Data Analysis Techniques

Instrument Testing

Validity Test. Aims to assess the amount to which a questionnaire or measuring equipment can measure the validity of each written statement. If a questionnaire is considered valid, it means that the questions in it can accurately reveal the intended variables. Measures whether the questionnaire accurately reflects the intended variables. Validity is assessed through the score's correlation of each item thing with the overall score using SPSS 27. Items in variabel are valid if $r_{\text{count}} > r_{\text{table}}$ ($\alpha = 0.05$, $df = n-2$).

Reliability Test. Functions as an indicator of the extent to which a questionnaire can be relied upon in evaluating a variable. The reliability of a questionnaire can be measured by observing the extent to which respondents' answers to questions remain consistent from period to period Based on Cronbach's Alpha, an instrument is regarded as reliable when the coefficient exceeds 0.6 or reliable if $\alpha > 0.6$.

Classical Assumption Tests

Normality Test. As stated by Arifah, the meaning is normality test is intended to evaluate whether in residuals will remain in a regression model follow a normal distribution [15]. A regression model that produces residuals approaching a normal pattern is considered appropriate for further statistical analysis. The Kolmogorov–Smirnov (KS) for this, a test in research is utilized, where data information are deemed normally or regularly released if its important value exceeds 0.05.

Multicollinearity Test. The meaning multicollinearity assessment seeks to decide whether the independent variables within a regression model exhibit intercorrelation. A well-constructed regression model requires that the independent variables function without influencing one another. This test, therefore, inspects the correlations among the predictors. No multicollinearity exists if tolerance > 0.10 and VIF < 10 .

Heteroscedasticity Test. The heteroscedasticity test aims to identify whether the variance of residuals differs across observations within the regression model. When residual variance varies, heteroscedasticity is present; when it remains uniform, the condition is referred to as homoscedasticity. The criteria for concluding the existence or non-existence of heteroscedasticity can follow the guidelines applied in second model assessment test.

Multiple Linear Regression Analysis. The meaning is linear multivariate regression this is employed to identify the pattern of relationships between for the independent variables is namely as the work environment, job satisfaction, and work motivation and the variable that is reliant or independent, which is employee performance. This analysis also helps determine whether each predictor variable contributes positively or negatively to the outcome. The analytical model applied is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \dots + b_nX_n + e \quad (1)$$

So thus, the formulation of the multiple linear regression model can be expressed as follows:

$$EP = a + b_1WE + b_2JS + b_3OC + e \quad (2)$$

Model Feasibility Tests

F-Test. The analysis examines whether the independent variables, when considered closely together, exert an impact on the reliant variable. A model is deemed statistically meaningful when its p-value is < 0.05 .

Coefficient of Determination (R^2). This indicator also reflects how effectively the independent variables account for fluctuations in the dependent variable. Values closer to 1 signify stronger explanatory capability. A larger coefficient of determination denotes that a greater share of the dependent variable's variation can be attributed to the independent variables. The coefficient itself ranges between 0 and 1.

t-Test. In addition, the meaning is t-test applied to ascertain that he degree that applies each any independent variable individually contributes to the dependent variable, using a significance threshold of $\alpha = 0.05$.

4. Result

4.1 Instrument Test Results

Validity

Table 2. Validity Test

Variabel/Items	R Count	R Table	Result
WE1	0,547	0,1854	VALID
WE2	0,522	0,1854	VALID
WE3	0,547	0,1854	VALID
WE4	0,588	0,1854	VALID
WE5	0,522	0,1854	VALID
JS1	0,762	0,1854	VALID
JS2	0,647	0,1854	VALID
JS3	0,812	0,1854	VALID
JS4	0,604	0,1854	VALID
JS5	0,736	0,1854	VALID
JS6	0,626	0,1854	VALID
OC1	0,706	0,1854	VALID
OC2	0,733	0,1854	VALID
OC3	0,829	0,1854	VALID
EP1	0,833	0,1854	VALID
EP2	0,890	0,1854	VALID
EP3	0,914	0,1854	VALID
EP4	0,922	0,1854	VALID
EP5	0,919	0,1854	VALID

Source: Primary data, 2025

Table 2 illustrates the link between the self-determined variables for work environment, job satisfaction, and organizational commitment and the dependent of outcome variable, namely employee performance, which totals 19 items, has a found that the r value was higher than the table r (0.1854) and is in accordance with the established provisions. Thus, all items can be said to be reliable and suitable for use in research.

Reliability. Utilized to assess test the consistency or reliability of respondents' answers to the questions posed. The reliability assessment presented in Table 3 reveal indicate the fact that Cronbach's Alpha for each independent and dependent variable is over or higher than 0.6. These results indicate that each item variable and statement provided to respondents is appropriate and suitable for use in the study.

Table 3. Reliability Test

No	Variable	Chronback Alpha	Result
1	Work Environment (WE)	0,812	Reliabel
2	Job Satisfaction (JS)	0,783	Reliabel
3	Organizational Commitment (OC)	0,612	Reliabel
4	Employee Performance (EP)	0,957	Reliabel

Source: Primary data, 2025

4.2 Classical Assumption Test Results

Normality. The method study assessed normality using the Kolmogorov–Smirnov procedure alongside a normal probability plot and histogram. These tests were conducted to examine whether the residuals generated by the regression model followed a normal distribution. The results of the Kolmogorov–Smirnov normality test are presented in Table 4.

Table 4. Kolmogorov-Smirnov (KS) Normality Test Results

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		<i>Unstandardized Residual</i>
<i>N</i>		50
<i>Normal</i>	<i>Mean</i>	,000000
<i>Parameters^{a,b}</i>	<i>Std.</i>	2,18076451
	<i>Deviation</i>	
<i>Most Extreme</i>	<i>Absolute</i>	,169
<i>Differences</i>	<i>Positive</i>	,169
	<i>Negative</i>	-,094
<i>Kolmogorov-Smirnov Z</i>		1,513
<i>Asymp. Sig. (2-tailed)</i>		,082

Source: Primary data, 2025

KS test showed $p = 0.082 > 0.05$, meaning data data are generally or normal dispersed.

Multicollinearity. The multicollinearity in test is important for verifying whether if this study employs a regression model to explore the connections among the independent variables. There is no indication of orrelation levels among the predictor variables when the allowable limit exceeds 0.10 or the VIF coefficient is below 10. The multicollinearity test results are presented in Table 5.

Table 5. Multicollinearity Test Results

Model	Collinearity Statistics		Result
	Tolerance	VIF	
Work Environment	0,924	1,082	No Multicollinearity Occurs
Job Satisfaction	0,771	1,296	No Multicollinearity Occurs
Organizational Commitment	0,724	1,382	No Multicollinearity Occurs

Source: Primary data, 2025

All tolerance values > 0.10 and $VIF < 10$, indicating no multicollinearity.

Heteroscedasticity. The goal the purpose of conducting a heteroscedasticity assessment is to identify whether the residuals exhibit variations in their dispersion. varies unevenly between observations in the regression model. The heteroscedasticity test results using the Glejser test are presented in Table 6.

Table 6. Heteroscedasticity Test Results

Independent Variables	Sig. Glestjer Test	Result
Model 1		
Work Environment	0,162	Free of Heteroscedasticity
Job Satisfaction	0,166	
Organizational Commitment	0,188	
Model 2		
Employee Performance	0,787	Free of Heteroscedasticity

Source: Primary data, 2025

Based the Glejser test significance value for every independent variable is larger 0.05, according to the heteroscedasticity test findings displayed in the table. This indicates that both regression models 1 and 2 are free from heteroscedasticity. This result is positive because heteroscedasticity (the difference in residual variability between independent variable values) can affect the validity of the regression results. With the Glejser test results being statistically insignificant, it can be confirmed that the assumption of homoscedasticity (constant residual variance) is met in both regression models. In other words, the regression results of these two models can be said to be better or higher reliable.

4.3 Regression Analysis Results

Analysis of multiple regression in this study was used to show the direction of the relationship between Work Environment (WE), Job Satisfaction (JS), Organizational Commitment (OC) and Employee Performance (EP). From Table multiple coefficients linear regression model was subsequently derived as shown in Table 7 below:

$$EP = 1,607 + 0,225 WE + 0,861 JS + 0,870 OC \quad (3)$$

Table 7. Test Results of The Multiple Linear Regression Equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,607	3,339		,481	,632
Work Environment	,225	,112	,165	1,998	,049
Job Satisfaction	,861	,142	,549	6,074	,000
Organizational Commitment	,870	,275	,295	3,166	,002

Source: Primary data, 2025

Based on multiple linear regression test, the results are defined the following way:

- The constant with a value is 1.607. This means that when the variations variables of work environment, job satisfaction, and organizational commitment are held constant, the employee performance variable increases by 1.607.
- The Work Environment regression numeric coefficient (WE) is 0.225. This implies suggesting that an incremental change of one unit in the work-environment measure, the Employee Performance (EP) variable will change by 0.225 units, either increasing or decreasing, assuming job satisfaction and organizational commitment remain unchanged.
- The coefficient associated with Job Satisfaction in the regression model (JS) is 0.681. This indicates that if the job satisfaction variable rises by a single-unit change, the level of employee performance variable will increase by 0.681 units, with work environment and organizational commitment considered constant.
- The coefficient linked to Organizational Commitment within the regression model (OC) is 0.870. This the analysis reveals that a one-unit increment in the organizational commitment variable will raise the employee performance variable is by 0.870 units, thinking supposes the work environment and job satisfaction variables remain unchanged.

4.4 Model Feasibility Results

F-Test

Table 8. F-Test Result

Model	Sum Squares	Df	Mean Square	F	Sig.
1 Regression	409,847	3	136,616	27,636	0,000b
Residual	375,703	76	4,943		
Total	785,550	79			

Source: Primary data, 2025

The table 8 above in displays a significance level of 0.000, less than 0.05. Accordingly, it may be inferred that the regression framework is suitable for measuring the effects of the work environment, job satisfaction, and commitment organizational on employee performance. Employee performance is a dependent variable that is significantly influ- enced by the organization.

Coefficient of Determination Test (R2)

Table 9. Result Coefficient of Determination Test (R²)

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	,722	,552	,503	2,223

Source: Primary data, 2025

The table 9 above indicates that is coefficient of determination (R-square) of 0.522, or 52.2%. These findings signify that the work environment (WE), job satisfaction (JS), and organizational commitment (OC) are able to influence changes in employee performance (EP) by 52.2%, while welfare is shaped by additional factors not included in this the research by 0.478, or 47.8%.

t-Test. The hypothesis test or T-test in this research a was conducted to assess partially between the dependent variables, namely Work Environment (WE), Job Satisfaction (JS), and Organizational Commitment (OC) on the primary outcome regarding its effect on the outcome value variable, specifically Employee Performance (EP), at a specified level of statistical significance of 0.05 or 5%. The t-test results for hypothesis testing are presented in Table 10.

Table 10. Hypothesis Test Results (t)

Variabel	t	Sig.	Result
Work Environment	1,998	0,049	Significant
Job Satisfaction	6,074	0,000	Significant
Organizational Commitment	3,166	0,002	Significant

Source: Primary data, 2025

The based mainly on the hypothesis testing result, the findings can be summarized as follows:

- The work environment (WE) demonstrates a beneficial effect on employee performance (EP), as indicated by a significance is value of 0.049, which is below the 0.05 threshold. Consequently, H0 is rejected and H1 is supported.
- Job satisfaction (JS) also shows a positive relationship with employee performance (EP), supported by a significance value of 0.000, which falls under the 0.05 criterion. Thus, H0 is rejected or refused and H2 is approved.
- Organizational commitment (OC) likewise exerts a positive impact on employee performance (EP), with a relevance impact figure or score of 0.002—again below the 0.05 limit leading to the rejection of H0 and the acceptance of H3.

5. Discussion

5.1 Work Environment Has a Significant Positive Effect on Employee Performance

The finding in results of this research indicate that the work in environment exerts a meaningful and positive contribution on employee performance within the division of PT PLN UP3 Palopo City. This outcome reflects a favorable association between the Work Environment (WE) and Employee Performance (EP). As conditions in the work environment improve, performance of employees at PT PLN UP3 Palopo City tends to rise accordingly. These findings align with the conclusions of Bachtiar (2012) and research by Khasifah and Nugraheni, which both confirm that the work environment

significantly enhances employee performance [16]. Conversely, Febriana and Susilowati reported that the work environment does not contribute to performance outcomes.

5.2 Job Satisfaction Has a Significant Positive Effect on Employee Performance

Based Furthermore, the hypothesis testing carried out in this research demonstrates that job satisfaction greatly enhances employee performance in the division or department of PT PLN UP3 Palopo City. The relationship is positive, indicating that higher Job Satisfaction (JS) corresponds with better Employee Performance (EP). This result supports the findings of Sari (2018), who also identified a powerful and supportive effect of job satisfaction on performance. However, research by Fauziek and Yanuar (2021) produced contrasting evidence, revealing a negative and insignificant relationship between job satisfaction and employee performance [17].

5.3 Organizational Commitment Has a Significant Positive Effect on Employee Performance

In addition, the analysis displays or illustrates that organizational commitment has a very significant in value impact on performance within the division of PT PLN UP3 Palopo City. This suggests that Organizational Commitment (OC) is positively associated with Employee Performance (EP). The result is aligned with the findings reported in the research carried out by Maranata, which discovered that commitment within an organization activate a notable function in improving performance [18]. In contrast, research by Julindrastuti and Karyadi reported that organizational commitment does not exert a considerable influence on employee performance.

6. Conclusion

Grounded in the overall analysis and the hypothesis tests conducted on the effects of the work environment, job satisfaction, and organizational commitment on employee performance at PT PLN UP3 Palopo City, a number of conclusions may be drawn presented as follows: (1) The findings indicate that the work environment variable exerts a statistically meaningful and positive influence on employee performance at PT PLN UP3 Palopo City. This suggests such that specific the company offers a clean, secure, and comfortable workspace along with adequate facilities, which helps improve employee productivity. (2) Job satisfaction is also shown to have a significant or statistically meaningful and favorable impact on employee performance. This implies that workers feel content with the incentives and facilities provided by the organization, which contributes to better performance outcomes. (3) The organizational commitment variable likewise demonstrates a very favorable and significant effect on employee performance. This reflects a strong sense of attachment and loyalty among employees, as evidenced by the responses collected through the questionnaires.

There despite these findings, the researcher has certain limitations and time for that should be noted for future research like this. The data collection method relied solely on questionnaires, and several respondents filled out the forms without thoroughly reviewing each item, which may result in responses that do not entirely capture the real situation.

References

1. Bintoro, D., Daryanto: *Manajemen Penilaian Kinerja Karyawan*. Gava Media, Yogyakarta (2017).
2. Hasibuan, M.: *Manajemen Sumber Daya Manusia*. Bumi Aksara, Jakarta (2014).
3. Sedarmayanti: *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. PT Refika Aditama, Bandung (2016).
4. Fahmi, I.: *Human Resource Management*. Bumi Aksara, Jakarta (2016).
5. Mangkunegara, A.: *Human Resource Management of the Company*. Remaja Rosdakarya, Bandung (2013).
6. Kasmir: *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. RajaGrafindo Persada, Jakarta (2016).
7. Luthans, F.: *Organizational Behavior*. McGraw-Hill Education, New York (2010).
8. Wibowo: *Human Resource Management*. PT RajaGrafindo Persada, Depok (2022).
9. Khasifah, F., Nugraheni, R.: *Pengaruh Disiplin Kerja, Beban Kerja dan Lingkungan Kerja terhadap Kinerja Pegawai (Studi pada Balai Besar Wilayah Sungai Pemali Juana)*. Diponegoro Journal of Management (2016).
10. Mahesa, D., Djastuti, I.: *Analysis of the Influence of Motivation and Job Satisfaction on Employee Performance with Length of Service as a Moderating Variable: Study on PT Coca Cola Amatil Indonesia (Central Java)*. Dissertation, Universitas Diponegoro (2012).
11. Chandra, L.: *Pengaruh Lingkungan Kerja, Komitmen Organisasional dan Motivasi Kerja terhadap Kinerja Karyawan melalui Kepuasan Kerja sebagai Variabel Intervening (Studi pada Karyawan PMI Kota Yogyakarta)*. Thesis, Universitas Pembangunan Nasional (2018).
12. Sugiyono: *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabeta, Bandung (2014).
13. Arikunto, S.: *Prosedur Penelitian: Suatu Pendekatan Praktik*. Rineka Cipta, Jakarta (2018).
14. Arifah, D.A.: *The Influence of Organizational Commitment, Professional Commitment and Leadership Style on Job Satisfaction with Motivation as an Intervening Variable*. In: *Conference in Business, Accounting, and Management* (2015).
15. Bachtiar, D.: *The Influence of Motivation and Work Environment on Employee Performance*. *Management Analysis Journal* 1(1), 1–6 (2013).
16. Fauziek, E., Yanuar: *Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan dengan Stress Kerja sebagai Variabel Mediasi*. *J. Manajerial dan Kewirausahaan* 3(3) (2021).
17. Afandi, P.: *Human Resource Management (Theory, Concept and Indicator)*. Zafana Publishing, Riau (2018).
18. Julindrastuti, D., Karyadi, I.: *Organizational Commitment as a Mediating Variable in the Effect of Job Satisfaction on Employee Performance*. *Equilibrium Jurnal Ekonomi-Manajemen Akuntansi* 19(1), 50–58 (2023).

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

