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## FACTORS THAT INFLUENCE EMPLOYEE PERFORMANCE: SATISFACTION, COMMITMENT, MOTIVATION.

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### ABSTRACT

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Employee performance plays a crucial role in shaping an organization's productivity and success. It is one of the essential components that determine an organization's success and efficiency. Studies show that job satisfaction, organizational commitment, and the drive to work meaningfully affect improvements in employee performance outcomes. This research aims to theoretically analyze the relationship between the three variables and employee performance. To achieve this goal, this study will use a literature review method. The method employed is a descriptive qualitative approach, and data collection involves a literature review of various academic sources, including books, national and international journals, and relevant scientific articles. Findings from the research reveal that occupational motivation is the primary driving force behind productive behavior, and job satisfaction is associated with positive feelings towards work. Additionally, organizational commitment demonstrates loyalty and emotional attachment to the company. All three are crucial in determining employee performance, particularly in terms of output standards, volume produced, and task efficiency. By employing the right psychological and managerial approaches, these findings are expected to provide a basis for developing plans to enhance employee performance.

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## 1. INTRODUCTION

Employee performance is a critical element in driving an organization's overall success. According to Pusparani (2021), Performance refers to the outcomes delivered by a person or team when fulfilling assigned roles and obligations. It encompasses achieving objectives, maintaining efficiency levels, delivering output excellence, generating creative input, adhering to established protocols, and contributing to the organization's accomplishments. Meanwhile, according to Mangkunegara (Syahdana Rizqi & Raudita Andra Nabila, 2022), "Employee performance refers to the outcome of tasks completed by an individual, measured by both the standard and the amount of work produced, in alignment with the duties entrusted to them". Therefore, in summary, performance represents the outcomes attained by a person or team while executing their assigned roles and tasks. This encompasses meeting targets, efficiency, excellence of output, creativity, adherence to rules, and support for organizational objectives. More precisely, employee performance reflects the results of work

based on both standard and volume, as well as quantity, in accordance with the assigned responsibilities.

However, some companies currently face difficulties in maintaining and improving the performance of their human resources. As is often the case, decreased productivity is coupled with employee absenteeism, lack of loyalty, and high turnover rates. These problems usually include a lack of job satisfaction, a low understanding of loyalty, and poor work motivation. For example, when employees feel that they are not appreciated for their contributions, they may not receive benefits that are comparable to those offered by other companies, or lack support from management and formal implementation. A lack of self-esteem, recognition, and devaluation of values will be their motivation. If values conflict, the time allocated is too low. If these three opinions are not fully separated, employees will struggle to make the necessary efforts to achieve targets.

Several previous studies have demonstrated that job satisfaction, organizational commitment, and the drive to work have a significant influence on employee performance. Three primary elements that can impact employee performance are the first, which is satisfaction with one's

role, which illustrates how much an individual likes their job and is satisfied with the various factors in the work environment. Related to work, wages, promotion opportunities, workload, coworkers, work environment, and other factors (Luthans and Adam, 2011, 2015; Eka Irmadani, 2024:81). Second, organizational commitment describes the degree to which a worker is emotionally invested in their workplace, leading to a sense of loyalty to their work partners. Third, work motivation is the primary driver that directs employee energy and effort toward achieving predetermined objectives.

On the other hand, it turns out that the impact exerted by these three elements upon employee performance can vary depending on the context of both the organization and the work environment. Therefore, this study was compiled to empirically analyze how job satisfaction (X1), organizational commitment (X2), and work motivation (X3) affect employee performance (Y).

By utilizing this research, it is hoped that it will contribute to company management in designing employee performance improvement strategies that take into account relevant psychological and organizational factors.

**Factors that influence Employee Performance (Y1), Satisfaction (X1), Commitment (X2), & Motivation (X3).**

Table 1: Relevant Previous Research

No	Researchers & Years	Variables Studied	Key Findings
1	The Last Supper (2020)	Leadership, Motivation, Work Discipline, Employee Performance	Motivation has a significant influence on employee performance
2	The Last Supper (2021)	Work Facilities, Work Discipline, Motivation, Performance	Motivation mediates the influence of facilities and discipline on performance
3	Army (2015)	Job Satisfaction, Performance of Civil Servant Teachers	Job satisfaction has a positive effect on teacher performance
4	Masdi (2020)	Discipline, Motivation, Performance	Motivation has a significant influence on employee performance
5	Junaedi & Digdowiseiso (2023)	Motivation, Organizational Culture, Discipline, Satisfaction, Performance	Motivation influences job satisfaction on performance

6	Siregar & Nasution (2022)	Organizational Commitment, Job Satisfaction, Performance	Commitment and job satisfaction have a significant influence on performance
7	Son & Lestari (2020)	Motivation, Work Environment, Performance	Work environment mediates the relationship between motivation and performance.
8	The Last Supper (2021)	Job Satisfaction, Turnover, Performance	Low job satisfaction has an impact on increasing turnover
9	The Last Supper (2021)	Commitment, Leadership, Performance	Organizational commitment strengthens the effect of leadership on performance.
10	The Greatest Showman (2023)	Intrinsic, Extrinsic, Performance Motivation	Both types of motivation influence performance simultaneously
11	The First & Second (2022)	Job Satisfaction, Employee Performance	Job satisfaction has a direct impact on productivity
12	Susanti & Nugroho (2020)	Organizational Commitment, Loyalty, Performance	Commitment influences loyalty and performance
13	The Greatest Showman (2020)	Motivation, Competence, Performance	Competence strengthens the relationship between motivation and performance
14	Julia & Sari (2021)	Job Satisfaction, Workload, Performance	High workload reduces the positive impact of satisfaction on performance
15	Handayani (2022)	Affective Commitment, Job Satisfaction, Performance	Affective commitment strengthens the influence of job satisfaction on performance

## 2. METHODS

This study employs a descriptive qualitative approach, utilizing a literature review method (library research). This literature study involves a data collection through various primary and secondary sources of reading materials that contain scientific foundations and findings from previous researchers, as published in the form of scientific papers. Literature studies are conducted by collecting, reviewing, and analyzing various relevant scientific sources such as national and international journals, reference books, academic articles, and previous research results related to research variables, namely job satisfaction (X1), organizational commitment (X2), work motivation (X3), and employee performance (Y).

The data used are sourced from academic publications available through databases such as Google Scholar and ScienceDirect. During the process of compiling this article, the Mendeley application was used to facilitate reference and citation management. This literature study method involves: Identifying the problem by considering current phenomena and supporting it with empirical studies.

- 1) Research on keywords such as employee performance, job satisfaction, organizational commitment, and work motivation was conducted.
- 2) Evaluation and selection of reliable and relevant literature to the research topic.
- 3) Content analysis of selected literature was conducted to understand the relationship patterns between variables.
- 4) make syntheses and conclusions from information gathered from various sources.

The purpose of this literature study is to gain a deep theoretical and practical understanding of the components that influence employee performance. Additionally, this method helps establish a conceptual foundation for developing hypotheses or a framework for future research.

## 3. RESULTS AND DISCUSSION

### 1. The influence of satisfaction on employee performance

Employees are the most valuable assets of an organization, and they play a vital role in maintaining the image of a successful organization. Employee performance is a significant factor in ensuring that an organization runs smoothly and successfully. (Maui & Mukaram, 2016). Job satisfaction is an essential factor that drives employee enthusiasm and productivity. Employees who are satisfied with their work, work environment, and compensation tend to show better performance. In a study by Sari (2021), it is explained that job satisfaction can increase employee loyalty and responsibility in completing their tasks. A similar sentiment was also expressed by Wibowo (2022), who stated that job satisfaction can reduce employee turnover and foster a more stable work environment. This directly contributes to improving the company's overall performance.

### 2. The Influence of Commitment on Employee Performance

Employee commitment to the organization greatly determines how far they will contribute. Employees with high commitment tend to be more responsible, loyal, and take the initiative in completing their work. Putra and Lestari (2020) emphasize that affective commitment, namely emotional attachment to the organization, is the type of commitment that has the most influence on performance.

### 3. The Influence of Motivation on Employee Performance

Motivation, both intrinsic and extrinsic, has also been shown to have a positive impact on employee performance. Employees with high motivation will work harder, more diligently, and have the drive to achieve their work targets. Handayani (2023) states that motivation can increase work focus and enthusiasm in completing tasks. Research by Yusuf and Rahma (2021) also indicates that intrinsic motivation, encompassing personal satisfaction and a sense of achievement, has a greater long-term impact than extrinsic motivation, such as bonuses or awards.

### 4. Simultaneous Influence on Employee Performance

These three variables, job satisfaction, commitment, and motivation, when combined simultaneously, have a powerful influence on improving performance. Dewi and Haryanto (2022) in their study concluded that the combination of these three factors can create a productive and sustainable work environment. This indicates that companies must consider not only one factor, but all three in a balanced manner.

## 4. CONCLUSION & SUGGESTIONS

Based on the research conducted, it can be concluded that job satisfaction, commitment, and motivation have a significant impact on employee performance simultaneously. Employees who are satisfied with their work, have a high commitment to the company, and are driven by strong motivation will exhibit better, more productive, and responsible work performance.

While job satisfaction creates a sense of comfort and belonging, commitment increases loyalty and consistency, and job satisfaction is the main driver for achieving work targets. These three components work together and greatly help create a healthy and results-focused work environment.

For Companies and Human Resource Management (HRM), it is recommended that companies consider internal factors, such as employee satisfaction and motivation, rather than just focusing on technical or financial issues. When you have a comfortable workplace, a fair compensation system, and an open communication space, you can be more productive at work.

For Leaders or Supervisors: Leaders should be role models and morale boosters for their teams. Employees will be more motivated to work if they receive moral support, clear direction, and recognition for their accomplishments.

For Other Researchers: This study uses a literature study method. Therefore, to see the influence of each variable on various types of organizations or industries, future

researchers must conduct field research.

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