

**THE EFFECT OF WORK COMMITMENT, WORK MOTIVATION, AND  
JOB SATISFACTION ON EMPLOYEE PERFORMANCE  
PT. BANGUNINDO KARYA UTAMA**



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**Abstract**

This study aims to identify and analyze the influence of work commitment on employee performance, work motivation on employee performance, and job satisfaction on employee performance at PT. Bangunindo Karya Utama. The research method used is quantitative, with data collected through a survey using questionnaires, involving a sample of 110 respondents. The data obtained were analyzed using Multiple Linear Regression Analysis to determine the relationships between the variables, utilizing the SPSS V.24 application. The results of the study indicate that: 1) Work commitment has a positive but not significant effect on employee performance, 2) Work motivation has a positive and significant effect on employee performance, and 3) Job satisfaction has a positive and significant effect on employee performance.

**Keywords:** Work Commitment, Work Motivation, Job Satisfaction, Employee Performance

## INTRODUCTION

Human Resources (HR) are individuals who work as the driving force of an organization, whether an institution or a company, and function as assets that must be trained and developed (Darmadi, 2022). Human resources must be managed properly because they are a trust that will eventually be held accountable before Allah SWT. Through verses of the Qur'an, there are indications of the perfection of human beings, as stated in Allah's words in QS. At-Tin (95) verse 4:

لَقَدْ خَلَقْنَا الْإِنْسَانَ فِي أَحْسَن تَقْوِيمٍ ﴿٤﴾

*"Indeed, We have created man in the best of forms."*

Employee performance is the result achieved by an individual in carrying out the tasks assigned, according to their authority and responsibilities, in order to achieve organizational goals. One factor that affects employee performance is motivation, which can influence work enthusiasm. Given the importance of employees to an organization, special attention must be given to the tasks they perform so that organizational goals can be achieved. With high work motivation, employees will work harder in carrying out their duties. Research results show that motivation significantly influences performance (Tarjo, 2020). This contrasts with the research of Pragiwani et al. (2020), which found that motivation does not significantly affect employee performance.

Work commitment is one of the keys that determine the success or failure of an organization in achieving its goals. Employees who are committed to the organization usually show a conscientious attitude toward their work and take strong responsibility in carrying out their duties (Aji et al., 2020). A person with high work commitment always prioritizes the interests of the organization, works earnestly to achieve organizational goals, and remains a loyal member. Research results indicate that work commitment positively affects performance; an increase in work commitment in a unit will improve performance (Mora et al., 2020).

Work motivation generally comes from the Latin word *"movere"*, which means drive, desire, reason, or cause for someone to act. Motivation addresses how to encourage subordinates' enthusiasm so they are willing to work hard, utilizing all their skills and abilities to achieve organizational goals (Tsauri, 2020). Research shows that motivation significantly affects employee performance. This means that high performance can be achieved by an employee if given strong motivation from their superiors. This supports the opinion that work motivation can influence performance (Armansyah, 2020).

Job satisfaction is a general attitude toward one's work that reflects the difference between what employees believe they should receive and what they actually receive (Aulia, 2020). Research has found that job satisfaction positively affects employee performance. Other studies also conclude that job satisfaction has a positive and significant effect on employee performance. Employees with high job satisfaction tend to have greater work enthusiasm, thereby improving performance (Utari, 2021). However, this contradicts Tarjo (2020), who found that job satisfaction does not significantly affect employee performance.

Today, companies are placing increasing emphasis on the human aspect—not just technology and economics in achieving their goals. PT. Bangunindo Karya Utama, a national private company in the mining and services sector, contributes to sustainable development through partnerships with major national and international companies.

However, production data indicates that employees have not been able to meet established targets, reflecting low performance.

The company needs to conduct training to improve employee commitment, motivation, and job satisfaction. Preliminary research shows that work commitment is not yet optimal, and there is an imbalance between rewards and work results, affecting morale and job satisfaction. If left unaddressed, this will hinder the company's goal achievement. Therefore, motivation becomes a key factor in driving success and achieving company targets.

Based on the observed phenomena and the research gap in previous studies as explained above, this issue is worth investigating further. Hence, this study will focus on how to improve employee performance at PT. Bangunindo Karya Utama.

## **LITERATURE REVIEW**

### **Human Resource Management**

Human resource management is a form of actualization in determining the fundamental role of personnel as a key asset of an institution that must be developed, ultimately producing great value for the institution or the individual (Priatna, 2019).

### **Human Resources**

Human resources are one of the top priorities that must be managed by companies, whether in manufacturing or services. This is essential because the sustainability of a company can only be realized if the involved human resources have commitment and quality, enabling them to continue innovating to meet consumer needs (Amelyawati et al., 2023).

### **Work Commitment**

Commitment, in general, is an agreement of loyalty. Once an employee becomes part of a company, they should honor the agreed contract, such as fulfilling obligations according to attached provisions (Lambert et al., 2020).

### **Work Motivation**

According to Patmanegara et al. (2021), motivation is both a driver and a reference point that makes a person work diligently with a certain enthusiasm, enabling employees to collaborate, work effectively, and be integrated in every effort to achieve satisfaction and maximum results.

## **RESEARCH METHOD**

Based on the object and analytical method used, this research employs a quantitative approach. This type of research begins with a theory and proceeds toward systematically, specifically, structured, and planned data collection, focusing more on the use of clear numerical data. According to Sugiyono (2019), the quantitative approach is based on the philosophy of positivism, used to examine a specific population or sample, with sampling techniques generally done randomly, data collection using research instruments, and data analysis being quantitative/statistical to test established hypotheses.

The research location is PT. Bangunindo Karya Utama, located at Jl. Permandian Pasir Putih Oko-Okoko, Kolaka Regency, Southeast Sulawesi, 93562. The planned research period is 2 months.

According to Sugiyono (2019), a population is a generalization area consisting of subjects with qualities and characteristics determined by the researcher to be studied and

from which conclusions are drawn. The population in this study comprises all employees at PT. Bangunindo Karya Utama, totaling 150 employees.

According to Sugiyono in Misdar (2019), a sample is part of the number and characteristics possessed by the population. Thus, a sample is a portion of the population whose characteristics will be studied and can represent the entire population, meaning its number is smaller than the population. To determine the sample size, the researcher uses Slovin's formula:

$$n = \frac{N}{1 + (N \times e^2)}$$

Description:

n = Number of Sample

N = Population

e = Margin of error in sampling tolerated at 5%

$$n = \frac{N}{1 + (N \times e^2)}$$

$$n = \frac{150}{1 + (150 \times 5\%^2)}$$

$$n = \frac{150}{1 + (150 \times 0,0025\%)}$$

$$n = \frac{150}{1 + 0,37}$$

$$n = \frac{150}{1,37}$$

$$n = 109,5 = 110 \text{ people}$$

## RESULTS AND DISCUSSION

### Respondent Characteristics

Table 1.

Respondents by Gender, Education Level, Age, and Position

No.	Respondent Characteristics	Frequency	Percentage (%)
1	Gender		
	Male	71	64.5
	Female	39	35.5
2	Education Level		
	Senior High School	18	16.4
	Diploma IV	2	1.8
	Bachelor's Degree (S1)	88	80.0
	Master's Degree (S2)	2	1.8
3	Age		
	21–30 Years	17	15.5
	31–40 Years	38	34.5
	41–50 Years	36	32.7
	51–60 Years	19	17.3

Source: Primary Data (processed), 2025

The majority of respondents are aged 31–40 years, male (64.5%), and hold a bachelor’s degree (80%), indicating experience, gender dominance, and a high level of education that potentially supports employee performance.

**Research Results Analysis**

**Instrument Validity Test**

The validity test aims to determine whether the research instrument truly measures what it is intended to measure. The technique used is item analysis with the Product-Moment correlation at a 0.05 significance level. The instrument is considered valid if the  $r_{xy}$  value >  $r$  table or if the significance < 0.05. Based on the data obtained in the study, the results of the instrument validity test are as follows:

**Table 2.**  
**Recapitulation of Validity and Reliability Test Results**

Variable	Item	r	Sig.	Description	Reliability	Description
Commitment	X1.1	0.883	0.000	Valid	0.937	Reliable
	X1.2	0.882	0.000	Valid		
	X1.3	0.750	0.000	Valid		
Motivation	X2.1	0.943	0.000	Valid	0.966	Reliable
	X2.2	0.969	0.000	Valid		
	X2.3	0.863	0.000	Valid		
	X2.4	0.952	0.000	Valid		
	X2.5	0.961	0.000	Valid		
Job Satisfaction	X3.1	0.874	0.000	Valid	0.877	Reliable
	X3.2	0.913	0.000	Valid		
	X3.3	0.777	0.000	Valid		
	X3.4	0.857	0.000	Valid		
Employee Performance	Y1.1	0.544	0.000	Valid	0.888	Reliable
	Y1.2	0.561	0.000	Valid		
	Y1.3	0.562	0.000	Valid		
	Y1.4	0.530	0.000	Valid		
	Y1.5	0.538	0.000	Valid		

Source: Appendix 3, validity and reliability test results

Based on Table 2, it can be seen that the research instrument for all items and variable indicators is valid.

**Instrument Reliability Test**

Reliability indicates how consistently a measuring instrument produces data. An instrument is considered reliable if the Cronbach’s Alpha value  $\geq 0.6$ . Based on the results shown in Table 2, all instruments have alpha values above 0.6, thus they are declared reliable and suitable for hypothesis testing (Arikunto, 1998).

**Regression Analysis and Hypothesis Testing**

**Regression Analysis**

Regression analysis is used to test the effect of independent variables on the dependent variable and to verify the research hypothesis. Testing is conducted partially based on the probability value. In general, the hypotheses in this study are as follows:

- Ho: There is no effect of the independent variables on the dependent variable
- Ha: There is an effect of the independent variables on the dependent variable

Decision criteria:

- $P \leq 0.05 \rightarrow$  Ho is rejected
- $P > 0.05 \rightarrow$  Ho is accepted

Hypothesis testing was carried out using multiple linear regression statistical analysis through SPSS V.24 for Windows, and the results are presented in significance tables along with explanations according to the formulated hypotheses.

**Hypothesis Testing**

Hypothesis testing is conducted through regression coefficient analysis based on the empirical model. If the significance value (sig.)  $< 0.05$ , the relationship between variables is considered significant. The test results are shown in Table 3.

**Table 3.**  
**Hypothesis Testing**

Hyp	Independent Variable	Dependent Variable	B	Beta	t-count	Sig	Description
H1	Commitment	Employee Performance	0.030	0.018	0.515	0.608	Not Significant
H2	Motivation	Employee Performance	0.735	0.827	17.227	0.000	Significant
H3	Job Satisfaction	Employee Performance	0.268	0.146	3.036	0.003	Significant
R		= 0.932	$Y = 0.192 + 0.030X_1 + 0.735 + 0.268X_3 + \epsilon$				
R Square		= 0.868					
F		= 233.019					
Sif F		= $< 0.001$					

Source: Appendix 5

From the three direct-effect hypotheses, two are proven significant and one is not:

1. Work commitment has a positive but not significant effect on performance (sig. = 0.608; coefficient = 0.030).
2. Work motivation has a positive and significant effect on performance (sig. = 0.000; coefficient = 0.735).
3. Job satisfaction has a positive and significant effect on performance (sig. = 0.003; coefficient = 0.268).
4. The F-test is significant (sig.  $< 0.05$ ), indicating that the model can be generalized to the context of PT. Bangunindo Karya Utama.
5. R Square is 0.868, meaning 86.8% of employee performance variation is explained by the three variables, while the remaining 13.2% is explained by other factors outside the model.

**Classical Assumption Testing**

**Multicollinearity**

Multicollinearity occurs when there is a high correlation between independent variables in regression. To detect multicollinearity, the Variance Inflation Factor (VIF) is

used. If  $VIF < 5$ , then there is no multicollinearity in the model (Santoso, 2003; Sulaiman, 2004).

**Table 4.**  
**Multicollinearity Test**

Independent Variable	Tolerance	VIF	Description
Commitment	0.963	1.038	Non-Multicollinearity
Motivation	0.536	1.866	Non-Multicollinearity
Job Satisfaction	0.522	1.917	Non-Multicollinearity

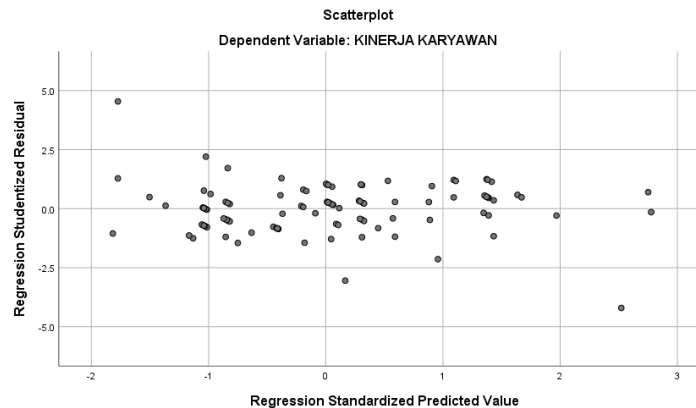
Source: Primary data processed (2025), Appendix 5

Based on Table 4, all VIF values are below 5; thus, it can be concluded that there is no multicollinearity.

**Heteroscedasticity**

Heteroskedasticity causes regression coefficients to be inefficient and violates the linear regression assumption of consistent residual variance (homoskedasticity). To detect heteroskedasticity, a residual plot (\*ZRESID) against the predicted variables (\*ZPRED) is examined. If the points are randomly scattered around zero (0) on the Y-axis without a specific pattern, the model is free from heteroskedasticity and can be used for prediction (Santoso, 2003; Sulaiman, 2004).

Testing was done using a scatterplot. The heteroskedasticity test results are shown in the figure below:



**Figure 1.**  
**Heteroskedasticity Test Results**

Source: Appendix 5

Based on the figure, there is no heteroskedasticity since there is no clear pattern and the points are scattered. The decision criteria are:

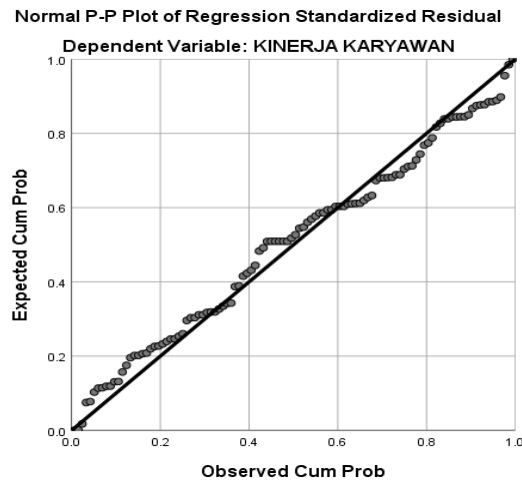
- a. If there is a certain regular pattern, heteroskedasticity exists
- b. If there is no clear pattern and the points are scattered, heteroskedasticity does not exist

**Normality**

The normality test is used to detect whether the distribution of the independent and dependent variable data is normal. If the residuals are centered around zero, the normality assumption is met (Yarnest, 2004). A good regression model has a normal or near-normal distribution.

Testing is done using a normal probability plot; if the data follows the diagonal line, the normality assumption is met. If the data deviates far from the diagonal, the normality assumption is not met.

Based on the normal probability plot shown in the figure below:



**Figure 2.**  
**Normal Probability Plot Test**

Source: Appendix 5

It can be seen that the points are scattered around the diagonal line and follow its direction, indicating that the regression model is suitable for further analysis.

### **The Influence of Work Commitment on Employee Performance**

To answer the first research question and hypothesis, the results of the regression analysis in Table 3 can be observed. The table shows that work commitment has a positive but not significant effect on employee performance. This finding indicates that work commitment at PT. Bangunindo Karya Lutama still has an influence, but the magnitude of the effect is small in driving performance improvement. This finding aligns with the study by Mora et al. (2020), which found that work commitment had a positive but not significant effect on employee performance at PT. Mopoli Raya. However, it contradicts the findings of Fauzi et al. (2024), which showed that work commitment had a positive and significant effect on employee performance at PT. Persada Selaras Indonesia.

Descriptive statistical results indicate that employee pride in the organization is the indicator with the highest average value compared to employee loyalty and work involvement in the work commitment variable. This proves that employees tend to have a strong determination to remain committed to the goals and actions taken.

Based on facts obtained at the research site through interviews with one of the informants, who is a staff member of the company, it was revealed that they experience obstacles in work commitment that are not fully supported by the company. Company support, which should strengthen work commitment, has not been matched by other supporting factors such as individual capabilities, adequate training, and the availability of competent human resources. This ultimately impacts the suboptimal achievement of overall employee performance.



### **The Influence of Work Motivation on Employee Performance**

To answer the second research question and hypothesis, the results of the regression analysis in Table 3 can be observed. The table shows that motivation has a positive and significant effect on employee performance. This finding indicates that the better the motivation possessed by employees, the higher the employee performance at PT. Bangunindo Karya Utama will be. This finding is consistent with the research by Mudmainna et al. (2024), which found that work motivation has a positive and significant effect on employee performance.

Descriptive statistical results show that physiological needs are the indicator with the highest average value in the motivation variable, compared to indicators of esteem needs, belongingness needs, safety needs, and self-actualization. This proves that the results emphasize the importance of job aspects that enhance intrinsic motivation. This can provide constructive feedback by creating a comfortable work environment and giving appreciation to employees, which will make them more motivated to work toward the company's targeted goals.

Facts at the research site show that the company provides good work motivation, so achieving company goals and targets cannot be separated from the significant role of each employee's performance. The management strives to provide maximum motivation for employees to work effectively, efficiently, and optimally to achieve the company's set targets.

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

To answer the third research question and hypothesis, the results of the regression analysis in Table 3 can be observed. The table shows that job satisfaction has a positive and significant effect on employee performance. This indicates that the higher the job satisfaction of employees, the higher the employee performance at PT. Bangunindo Karya Utama will be. This finding is consistent with the study by Saputra & Marlius (2023), which showed that job satisfaction has a positive and significant effect on employee performance.

Descriptive statistical results show that wages are the indicator with the highest average value in the job satisfaction variable, compared to supervision, coworkers, and the work itself. This proves that the higher the level of job satisfaction achieved by employees, the better their performance will be.

Facts at the research site show that there is good job satisfaction among employees, with satisfaction meeting high criteria, such as providing bonuses according to effort and performance, giving recognition for employees' work results, and the ability of managers to create pleasant working relationships where subordinates do not experience conflicts in carrying out tasks due to the absence of discriminatory treatment from managers. Thus, employee job satisfaction can be further improved, and goals can be achieved optimally.

## **CONCLUSION**

Based on the research results and data analysis, the following conclusions can be drawn:

1. Work commitment has a positive but not significant effect on employee performance. This finding shows that although work commitment has a positive impact on employee performance, it does not have a significant influence in determining performance levels.

2. Work motivation has a positive and significant effect on employee performance. This finding shows that employees who feel intrinsically and extrinsically motivated tend to work harder, be more committed, and stay more focused on achieving goals, thereby improving performance.
3. Job satisfaction has a positive and significant effect on employee performance. This finding indicates that job satisfaction plays an important role in improving employee performance. The higher the level of job satisfaction, the higher the level of employee performance.

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