

Boosting Employee Performance: The Role of Commitment, Job Satisfaction and Engagement

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh komitmen organisasi, kepuasan kerja, dan employee engagement terhadap kinerja karyawan PT XYZ, sebuah perusahaan rokok elektronik di Malang. Penelitian ini dilatar belakangi oleh hasil penelitian sebelumnya yang menunjukkan adanya ketidakkonsistenan dalam temuan mengenai pengaruh ketiga variabel tersebut terhadap kinerja karyawan. Metode penelitian yang di gunakan adalah kuantitatif dengan teknik sampel jenuh yang melibatkan 90 karyawan back-office. Data dikumpulkan melalui kuesioner yang telah diuji validitas dan reliabilitasnya menggunakan SPSS 23.00. Uji Normalitas, Heteroskedastisitas, Multikolinearitas, dan Autokorelasi menunjukkan bahwa model regresi telah memenuhi semua asumsi klasik. Sedangkan analisis data menggunakan regresi linear berganda menunjukkan bahwa secara simultan ketiga variabel independen berpengaruh signifikan dengan nilai F hitung sebesar 32,504 dan signifikansi 0,000. Secara parsial, komitmen organisasi, kepuasan kerja, dan employee engagement masing-masing berpengaruh signifikan terhadap kinerja karyawan dengan nilai signifikansi masing-masing 0% atau berada di bawah nilai toleransi 5%. Koefisien determinasi (R^2) sebesar 0,739 menunjukkan bahwa 73,9% variasi kinerja karyawan dipengaruhi oleh ketiga variabel tersebut, sedangkan hanya 26,1% ditentukan oleh variabel diluar model. Hasil penelitian ini memberikan bukti empiris bahwa komitmen organisasi, kepuasan kerja, dan keterlibatan karyawan merupakan faktor-faktor penting yang saling terkait dan berkontribusi positif terhadap peningkatan kinerja karyawan dengan Komitmen organisasi sebagai prediktor paling dominan terhadap kinerja karyawan.

Kata Kunci: Komitmen Organisasi, Kepuasan Kerja, Employee Engagement, Kinerja Karyawan.

ABSTRACT

This study aims to analyze the influence of organizational commitment, job satisfaction, and employee engagement on employee performance at PT XYZ, an electronic cigarette company in Malang. This research is motivated by previous studies that have shown inconsistent findings regarding the influence of these three variables on employee performance. A quantitative approach with a saturated sampling technique involving 90 back-office employees was employed. Data were collected through questionnaires, and the validity and reliability were tested using SPSS 23.00. The Normality test, Heteroscedasticity, Multicollinearity, and Autocorrelation tests showed that the regression model had meet all classical assumptions. Meanwhile, data analysis using Regression analysis showed that simultaneously the three independent variables had a significant effect with a calculated F value of 32.504 and a significance of 0.000. Partially, organizational commitment, job satisfaction, and employee engagement each had a significant effect on employee performance with a significance value of 0% or below the tolerance value of 5%. Regression analysis showed that organizational commitment, job satisfaction, and employee engagement significantly influenced employee performance, both simultaneously and individually. The coefficient of determination (R^2) of 0.739 indicates that 73.9% of the variation in employee performance is explained by these three variables, with organizational commitment being the most dominant variable. This study provides empirical evidence that organizational commitment, job satisfaction, and employee engagement are crucial and interrelated factors contributing to improved employee performance.

Keywords: Organizational Commitment, Job Satisfaction, Employee Engagement, Employee Performance

INTRODUCTION

In the contemporary business landscape, characterized by globalization and intensifying competition, organizations must demonstrate superior performance to remain viable and competitive. As an electronic cigarette company operating in the competitive market, located in Malang PT. XYZ is confronted with the same challenges faced by its industry peers. Achieving optimal performance necessitates a highly effective and efficient workforce at PT. XYZ.

For PT. XYZ, a Malang-based electronic cigarette company, employee performance is paramount. Given the dynamic and innovative nature of the electronic cigarette industry, PT. XYZ requires employees who are not only competent but also highly motivated and dedicated. Effective employee performance is essential for PT. XYZ to deliver high-quality products, foster innovation, and provide exceptional customer service. These factors are critical for PT. XYZ to maintain its competitive edge in the market

High performing employees contribute significantly to a positive work environment. Effective employees often experience greater job satisfaction and higher morale. A positive work culture fostered by high performing employees can enhance collaboration, innovation, and overall company performance. Recognizing the significance of employee performance and implementing strategies to enhance it is crucial for PT. XYZ. Enhanced employee performance equips PT. XYZ with a workforce capable of navigating the challenges and seizing the opportunities presented by the competitive e-cigarette market. By investing in employee performance, PT. XYZ can foster sustainable growth, development, and the attainment of its long-term strategic objectives.

Literature Review

Several previous studies have shown that there are several variables that affect employee performance, including

organizational commitment (Astuti, 2022; Santosa, 2019; Pribowo, 2020; Kristian and Ferijani, 2020; Ginanjar and Berliana, 2021), job satisfaction (Egenius et al, 2020; Paparang, et al, 2021; Azhari, 2021; Adha, et al, 2019; Hendrayana et al, 2021) and employee engagement (Handoyo and Setiawan, 2017; Wicaksono, 2019; Sucahyowati and Hendrawan, 2020; Astuti and Suwandi, 2022; Aiyub, et al, 2021). Organizational commitment, which reflects the degree to which employees feel connected to and loyal to their organization, is often associated with increased motivation, dedication, and a strong drive to achieve organizational objectives.

Job satisfaction, which reflects employee's positive perceptions of their work and workplace, is a key driver of employee performance. Satisfied employees often exhibit higher productivity, morale, creativity, and innovation in their work. For PT. XYZ, enhanced employee job satisfaction can lead to increased motivation, reduced absenteeism, improved work quality, and ultimately, improved company performance. Employee engagement, reflecting the level of emotional and cognitive investment employees have in their work, is another crucial factor. Engaged employees demonstrate high performance and actively contribute to process improvement and organizational outcomes.

This findings highlight the importance of organizational commitment, job satisfaction, and employee engagement in driving optimal employee performance at PT. XYZ. By strategically addressing these factors, PT. XYZ can enhance employee performance and contribute to its long-term success and sustainability in the competitive e-cigarette market.

Conceptual Framework and Research Hypothesis

Based on the background of the research, problem formulation, research objectives, and referring to previous studies, a conceptual framework can be developed as follows :

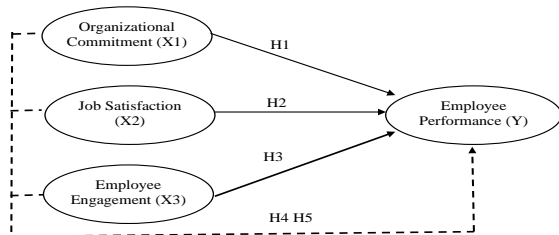


Figure 1. Conceptual Framework

Information :

- : partial influence
-: simultaneous and dominant influence

The Influence of Organizational Commitment on Employee Performance

Research on the influence of organizational commitment on employee performance has been conducted by several previous researchers, such as Astuti (2022), Santosa (2019), Pribowo (2020), Kristian and Ferijani (2020), Ginanjar and Berliana (2021). Their research findings demonstrate that organizational commitment affects employee performance. Thus, the following hypothesis can be made:

H1: Organizational commitment influences employee performance.

The Influence of Job Satisfaction on Employee Performance

Research on the influence of job satisfaction on employee performance has been conducted by several previous researchers, including Azhari et al. (2021), Paparang et al. (2021), Adha et al. (2019), Hendrayana et al. (2021), Egenius et al. (2020). These research findings prove that job satisfaction influences employee performance. Thus, the following hypothesis can be made:

H2: Job satisfaction influences employee performance.

The Influence of Employee Engagement on Employee Performance

Research on the influence of employee engagement on employee performance has been conducted by several previous researchers, including Handoyo and Setiawan (2017), Wicaksono (2019), Suchahyowati and Hendrawan (2020), Astuti and Suwandi (2022), and Aiyub et al. (2021). Their research findings prove that employee engagement partially affects employee performance. Thus, the following hypothesis can be made:

H3: Employee engagement partially influences employee performance.

The Influence of Organizational Commitment, Job Satisfaction, and Employee Engagement on Employee Performance

Research on the influence of organizational commitment on employee performance has been conducted by several previous researchers, including Astuti (2022), Santosa (2019), Pribowo (2020), Kristian and Ferijani (2020), Ginanjar and Berliana (2021). The findings prove that organizational commitment influences employee performance.

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Research on the influence of employee engagement on employee performance has been conducted by several previous researchers, including Handoyo and Setiawan (2017), Wicaksono (2019), Suchahyowati and Hendrawan (2020), Astuti and Suwandi (2022), and Aiyub et al. (2021). The findings prove that employee engagement influences employee performance.

Thus, the following hypothesis can be made:

H4: Organizational commitment, job satisfaction, and employee engagement simultaneously influence employee performance.

The Influence of the Dominant Variable on Employee Performance

Siregar et al. (2019) conducted a study titled "The Influence of Job Satisfaction and Motivation on Employee Performance at Bank Sumsel Babel Headquarters." The study aimed to determine the influence of job satisfaction and motivation on employee performance at Bank Sumsel Babel Headquarters, both partially and simultaneously, and to identify which variable most dominantly influences employee performance. The findings demonstrate that job satisfaction has a dominant influence on employee performance.

Thus, the following hypothesis can be made:

H5: Job satisfaction has a dominant influence on employee performance.

METHOD

This research employs a quantitative research methodology. Quantitative research involves the collection and analysis of numerical data to test hypothesis or answer research questions. This approach emphasizes the

collection of measurable data that can be analyzed statistically to identify pattern, relationship, and trend.

This study utilized a saturated sampling technique, encompassing all back-office employees at PT. XYZ, an electronic cigarette company in Malang, resulting in a sample of 90 participant. This is in accordance with the opinion expressed by Sugiyono (2022) that if the population is less than 100 people, the entire population is taken and used as a research sample.

The variables that will be used in this study are: Independent variables (X) are variables that affect the dependent variable. The independent variables in this study consist of:

- a. Organizational Commitment (X1) The operational definition of organizational commitment is the commitment of backoffice employees of PT. XYZ, an electronic cigarette company in Malang, to remain loyal to the company where they work and always support the work programs of the leadership. Some indicators of organizational commitment as stated by Alen and Meyer (2013) are as follows: 1) A sense of pride in work, 2) A sense of loyalty to the company, 3) Attention to the sustainability of the company 4) Work that provides inspiration 5) Conformity of personal and organizational values.
- b. Job Satisfaction (X2) The operational definition of job satisfaction is the positive and loving feelings of back-office employees of PT. XYZ, an electronic cigarette company in Malang, and is reflected in work morale. Several indicators of job satisfaction according to Robbins (2018) are as follows: 1) The work itself 2) Salary 3) Promotion 4) Supervision 5) Co-workers.
- c. Employee Engagement (X3) The operational definition of employee engagement is the positive feelings of back-office employees of PT. XYZ, an electronic cigarette company in Malang,

towards their work, measured by their willingness to contribute their abilities and energy through behaviors that include a sense of belonging, focus on work, work intensity, and enthusiasm. Several indicators of employee engagement according to Schaufeli et. al, (2002) are as follows: 1) Vigor, 2) Dedication. 3) Absorption 2.

The Dependent Variable (Y) is a variable that is influenced by the independent variables in a system or model. In the context of this study, the independent variable that is the focus is employee performance. The operational definition of employee performance is the work results, both in quantity and quality, produced by back-office employees of PT. XYZ, an electronic cigarette company in Malang, in a certain period of time by following the procedures determined by the leadership. Several indicators of employee performance according to Gomes (2018) include: 1) Quality of work 2) Quantity of work 3) Knowledge and skills about work 4) Creativity 5) Disciplined awareness

In this study, the data analysis used is the multiple linear regression method. This method is used to analyze the influence of independent variables with dependent variables. By using multiple linear regression, researchers can understand the extent to which independent variables affect dependent variables, as well as determine the contribution of each independent variable in the model developed. This approach allows researchers to test hypothesis and make predictions based on the data obtained, resulting in a more comprehensive and in depth analysis of the phenomena studied.

Validity and Reliability are two important aspects in research that determine the quality and credibility of research results. Validity refers to the extent to which a measuring instrument or research instrument is able to measure what it should measure. Validity ensures that the conclusions drawn from the research results truly describe the phenomenon being studied. Reliability refers to the consistency and stability of the results obtained from the measuring instrument or

research instrument when used under the same conditions at different times. 1. Validity Test Validity testing is carried out to evaluate the extent to which the test instrument can perform its measurement function properly. Validity is achieved when the test instrument is able to accurately measure what is intended and can describe the data from the variables studied accurately. Validity reflects how well the measurement statistics can measure the desired aspects. The level of validity provides the extent to which the data collected is in accordance with the variables studied. Instruments that have high validity indicate that the research results obtained are more accurate. Validity testing is carried out using validity intervals, where the criteria used come from the test itself. Each item of each variable is associated with the total value generated through the product moment correlation coefficient. If the correlation coefficient is low and insignificant, then the item is considered invalid and is deleted. In this test, the Pearson product moment method is used with the assumption that a high correlation indicates a good level of validity. Validity is considered fulfilled if the significance value shown is lower than the value of $\alpha = 0.05$. 2. Reliability Test Reliability testing aims to assess the level of trust or reliability of the measuring instrument. An instrument is considered reliable if, when used repeatedly to measure the same object, it produces consistent data. Reliability testing is also used to evaluate the consistency of the results of questionnaire measurements related to trust. The level of test reliability is said to be high if the results are consistent or stable when tested repeatedly. In reliability testing using the Cronbach Alpha test, a variable is considered reliable if its Cronbach Alpha value exceeds 0.6. This indicates an adequate level of trust in measuring the variable.

Multiple Linear Regression Analysis Multiple linear regression analysis is applied to evaluate the influence of independent variables on dependent variables (employee performance), with the aim of assessing their impact. The formula for measuring multiple linear regression according to Sugiyono (2022) is as follows:

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

Where: Y = dependent variable (employee performance) a = constant number $b_1 b_2 b_3 =$

regression coefficient of each independent variable (X1, X2, X3) X1 = independent variable of organizational commitment X2 = independent variable of job satisfaction X3 = independent variable of employee engagement e = interfering factor (error) 4.5.3 Classical Assumptions Classical assumptions aim to evaluate whether the application of multiple linear regression models has met the classical assumptions in the analysis.

RESULTS

Validity Test

Validity testing in this study was conducted by calculating the correlation of each question item's score with the total score of all questions. Pearson's correlation was used to calculate this. A question item is valid if the calculated r product moment $> r$ table with a significance level of 0.05 (5%). Completion of validity testing using the SPSS for Windows version 23.00 . The results of the validity test can be seen in the following table:

Table 1. Summary of Research Validity Testing Results

No	Variable	Correlation Coefficient	R Table	Sig	Information
1	X1.1	0.733	0.2050	000	Valid
2	X1.2	0.759	0.2050	000	Valid
3	X1.3	0.731	0.2050	000	Valid
4	X1.4	0.963	0.2050	000	Valid
5	X1.5	0.877	0.2050	000	Valid
6	X2.1	0.887	0.2050	000	Valid
7	X2.2	0.763	0.2050	000	Valid
8	X2.3	0.745	0.2050	000	Valid
9	X2.4	0.845	0.2050	000	Valid
10	X2.5	0.821	0.2050	000	Valid
11	X3.1	0.937	0.2050	000	Valid
12	X3.2	0.847	0.2050	000	Valid
13	X3.3	0.891	0.2050	000	Valid
14	Y.1	0.762	0.2050	000	Valid
15	Y.2	0.846	0.2050	000	Valid
16	Y.3	0.920	0.2050	000	Valid
17	Y.4	0.923	0.2050	000	Valid
18	Y.5	0.854	0.2050	000	Valid

Source: Data processed from SPSS v.23

The validity test results presented in Table 5.5 reveal that all research items meet the criteria for validity, as evidenced by their correlation coefficients exceeding the r table value.

Reliability Test

Reliability, a statistical measure of the consistency and dependability of a research

instrument, was assessed using SPSS Windows Release 23.00. According to Arikunto (2020), a reliability coefficient of ≥ 0.6 is generally considered acceptable. The results of the reliability test for all variables are presented in the following table:

Table 2. Summary of Research Instrument Reliability Test Results

Variable	Cronbach's Alpha	Indication
Organizational Commitment (X ₁)	0.65752	reliable
Job Satisfaction (X ₂)	0.67535	reliable
Employee Engagement (X ₃)	0.66113	reliable
Employee Performance (Y)	0.76146	reliable

Source: Data processed from SPSS v.23

The results of the reliability test presented in the table above show that each reliability coefficient value is greater than 0.6 so that the instrument used is declared reliable.

Classical Assumption Test Normality Test

To test the assumption of data normality, a PP Plot normal graph is used. The test results show that there is a normal data distribution, which is an approximation of the function of a data set that has distinctive characteristics. The most frequently encountered observations have values around the diagonal line (Santoso, 2016). From the test results, a graph is obtained in the

appendix which shows that the data distribution is normally distributed. The normality test in this study was carried out on three studied variables using the Kolmogorov - Smirnov test

Prediction of the test results is if the probability that accompanies the Kormogorov - Smirnov coefficient value is followed by a significance of > 0.05 , then it is said that the data from a variable follows a normal distribution (Santoso, 2016). The results of the normality test of each research variable are shown in the appendix, and then briefly can be presented in the following table.

Table 3. Summary of Normality Test Results One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual	
N		90
Normal parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.34285376
Most Extreme	Absolute	.232

Differences	Positive	.232
	Negative	-.281
Kolmogorov-Smirnov Z		.542
Asymp. Sig. (2-tailed)		.129

a. Test distribution is normal

b. Calculated from data

Source: Data processed from SPSS v.23

The table above presents the results of the normality test for the three variables: organizational commitment (X₁), job satisfaction (X₂), and employee engagement (X₃). All three variables were found to meet the normality assumption, as evidenced by a significance value of 0.129, which is greater than the commonly used alpha level of 0.05. This indicates that the data for these variables are normally distributed, a crucial assumption for many statistical analysis.

Heteroscedasticity Test

The purpose of the heteroscedasticity test is to test whether in the regression model there is inequality of residual variance from one observation to another. If the residual variance from one observation to another remains constant, then it is called homoscedasticity. A good regression model is one in which heteroscedasticity does not occur.

The heteroscedasticity test is carried out using the Glejser test analysis, namely by correlating the absolute residual value with all independent variables. If the significance value is $> \alpha$ (0.05), then there is no heteroscedasticity.

Table 4. Summary of Heteroscedasticity Coefficient Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	21.215	9.737		2.326	.025
Organizational Commitment	.015	.115	.271	.759	.116
Job Satisfaction	.093	.126	.115	.337	.759
Employee Engagement	.060	.193	.304	.715	.171

Source: Data processed from SPSS v.23

Based on above data, it shows that the significance value of all variables is greater than α (0.05) so it can be concluded that there is no heteroscedasticity among the independent variables involved in this study.

Multicollinearity Test

The multicollinearity test is intended to test the linear relationship between variables that are the regression model. This test is carried out by observing the closeness of the relationship

between independent variables that show a correlation coefficient in the low or significant category. The test method is by comparing the tolerance value obtained from the multiple regression calculation. If the tolerance value is <0.1, multicollinearity occurs. The following are the test results for each independent variable

Table 5. Summary of Multicollinearity Test Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	84.214	11.415303		6.955436			
Organizational Commitment	.458	.123258	0.36523	2.81936	.000	.125	7.892
Job Satisfaction	.692	.161514	0.41315	4.25314	.000	.158	4.558
Employee Engagement	.669	.154158	0.69381	4.07903	.000	.125	7.570

Source: Data processed from SPSS v.23

Thus, all independent variables have a tolerance above 0.1, so it can be said that there is no multicollinearity between independent variables. Multicollinearity testing can also be done by comparing the VIF (Variance Inflation Factor) value with the number 10. If the VIF value is > 10, then multicollinearity occurs. The following are the test results for each variable:

Table 6. Summary of Multicollinearity Test Results

No	Independent Variable	VIF	Conclusion
1	Organizational Commitment	7.892	Non Multicollinearity
2	Job Satisfaction	4.558	Non Multicollinearity
3	Employee Engagement	7.570	Non Multicollinearity

Source: Data processed from SPSS v.23

RESULTS AND DISCUSSION

In the previous chapter, it has been presented regarding the general description of the research object, general description of respondents, description of research variables and the results of the analysis of hypothesis proof. In relation to that, this chapter will discuss the variables that affect the performance of employees of PT. XYZ, an Electronic Cigarette Company in Malang. In this discussion, the magnitude of the influence of these variables will be presented both simultaneously and partially with various arguments based on the previous description.

The first hypothesis stating that "Organizational commitment has a partial effect on employee performance at PT. XYZ, an Electronic Cigarette Company in Malang" is proven and true. This is because t-value > T-table (4.81935 > 1.98793). This can also be seen at a significant level of 000 which is

below the tolerance value of 5% or 000 <0.05.

The results of the study stating that "Organizational commitment has a partial effect on employee performance at PT. XYZ, an Electronic Cigarette Company in Malang" show that the level of organizational commitment held by employees has a significant impact on their performance at work. Partially means that organizational commitment, although not the only factor that affects performance, but provides a significant contribution in increasing employee productivity and work quality.

Organizational commitment reflects the extent to which employees feel connected to the company's goals, values, and mission. Employees with high commitment tend to be more motivated to achieve company targets, have greater loyalty, and demonstrate dedication in carrying out their duties. This can create a more stable and productive work environment, which ultimately improves individual and overall team performance in the company. The results of the study showed that "Job satisfaction has a partial effect on employee performance at PT. XYZ, an Electronic Cigarette Company in Malang" indicates that the level of job satisfaction felt by employees has an important role in determining their performance, although is not the only factor that has an influence. This partial effect means that job satisfaction contributes significantly to how well employees perform their tasks, but there are other factors that also play a role in that performance. Job satisfaction includes various aspects such as decent pay, supportive working conditions, good relationships with coworkers and superiors, and opportunities for career growth. When employees are satisfied with their jobs, they tend to be more productive, more committed, and more motivated to give their best in their jobs. This can improve the quality of work, efficiency, and also employee loyalty to the company. However, because the effect of job satisfaction is only partial, this shows that employee performance at PT. XYZ is also influenced by other factors such as organizational commitment, leadership, or intrinsic motivation. Therefore, to achieve optimal performance, companies need to pay attention to and manage various factors that affect employee performance, not only focusing on job satisfaction, but also creating an overall supportive environment.

The third hypothesis stating that "Job satisfaction has a partial effect on employee performance at PT. XYZ, an Electronic Cigarette Company in Malang" is proven and true. This is because $t\text{-value} > T\text{-table}$ ($4.07902 > 1.98793$). This can also be seen at a significant level of 0.000 which is below the tolerance value of 5% or $000 < 0.05$.

The results of the study showed that "Job satisfaction has a partial effect on employee performance at PT. XYZ, an Electronic Cigarette Company in Malang" revealed that the level of satisfaction felt by employees towards their work has a significant impact on their performance. This partial effect means that although job satisfaction is an important factor in improving employee performance, it is not the only factor that plays a role.

Job satisfaction usually includes employee's positive feelings towards various aspects of their work, such as fair compensation, a comfortable work environment, good relationships with coworkers and superiors, and opportunities for growth. When employees feel satisfied, they are more motivated, more productive, and more likely to show loyalty to the company. This can directly improve their performance, which is reflected in higher work effectiveness and efficiency. The results of this study are supported by the results of research by Handoyo and Setiawan (2017), Wicaksono (2019), Suchayowati and Hendrawan (2020), Astuti and Suwandi (2022), and Aiyub, et al (2021). Their research results prove that employee engagement affects employee performance. The fourth hypothesis which states that "Organizational commitment, job satisfaction and employee engagement have a simultaneous effect on employee performance at PT. XYZ, an Electronic Cigarette Company in Malang" is proven and true. This can be seen at a significant level of 000 (0%) which is far below 5%. The results of the study stating that "Organizational commitment, job satisfaction, and employee engagement have a simultaneous effect on employee performance at PT. XYZ, an Electronic Cigarette Company in Malang" indicate that employee performance is influenced by a combination of these three main factors. This means that employee performance in this company is not only determined by one aspect, but by the interaction between how strong their

commitment is to the organization, how satisfied they are with their work, and how involved they are in their daily tasks and responsibilities. Organizational commitment refers to the level of employee loyalty and attachment to the company. Employees who have high commitment tend to be more dedicated and motivated to achieve company goals. Job satisfaction reflects employees' positive feelings about various aspects of their work, such as compensation, working conditions, and relationships with coworkers. When job satisfaction is high, employees are more likely to work more effectively and efficiently.

Employee engagement measures how engaged and enthusiastic employees are in carrying out their tasks. Engaged employees typically have higher levels of productivity and make more significant contributions to the company. When these three factors work together, they create a work environment that supports overall employee performance. This simultaneous influence suggests that companies must manage all three aspects simultaneously to achieve optimal employee performance. If one factor is not addressed, the potential for performance improvement may not be maximized, even if the other factors are strong.

The fifth hypothesis stating that "Job satisfaction has a dominant influence on employee performance at PT. XYZ, an Electronic Company in Malang" is not proven and rejected. This is because the dominant variable is organizational commitment because organizational commitment has the largest standardized coefficient beta, which is 45.235%, which is greater than other independent variables, job satisfaction of 43.157%, and employee engagement of 39.381%.

CONCLUSION

Upon examining the results of the multiple linear regression analysis and the accompanying discussion, the following conclusions can be inferred:

1. Organizational commitment has a partial effect on employee performance at PT. XYZ, an electronic cigarette company in Malang.
2. Job satisfaction has a partial effect on employee performance at PT. XYZ, an electronic cigarette company in Malang.

3. Employee engagement partially influence the employees performance of PT. XYZ, an electronic cigarette company in Malang.
4. Organizational commitment, job satisfaction and employee engagement have a simultaneous effect on employee performance at PT. XYZ, an electronic cigarette company in Malang.
5. The hypothesis stating that "Job satisfaction has a dominant influence on employee performance at PT. XYZ, an Electronic Company in Malang" is not proven and rejected because the dominant influence on employee performance at PT. XYZ, an Electronic Company in Malang is Organizational commitment.

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