An Organizational Approach to Employee Performance

Muhammad Yunan, Erwansyah, Husni Muharram Ritonga

Abstract

This study aims to analyze the effect of employee welfare, work environment, and social support on employee performance through organizational commitment at PT PLN (Persero) Unit Pelaksana Pengatur Distribusi (UP2D) North Sumatra. This research employs a quantitative approach using a survey method. Data were collected by distributing questionnaires to 117 employees as research respondents. The data analysis technique used was Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. The results indicate that employee welfare and work environment have a positive and significant effect on employee performance. In addition, employee welfare and social support have a positive and significant effect on organizational commitment. Organizational commitment is proven to have a positive and significant effect on employee performance. However, social support does not have a significant direct effect on employee performance, and the work environment does not have a significant effect on organizational commitment. Furthermore, the indirect effect analysis reveals that social support and employee welfare have a significant effect on employee performance through organizational commitment. In contrast, the work environment does not have a significant effect on employee performance through organizational commitment. These findings indicate that organizational commitment plays an important role as an intervening variable in improving employee performance, particularly through enhancing employee welfare and social support.

Keywords: Employee Welfare, Work Environment, Social Support, Organizational Commitment, Employee Performance.

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Introduction

In modern organizations, especially in state-owned companies like PT PLN (Persero), employee performance becomes an important indicator that determines the company's success in carrying out public service functions and social responsibility to the community. In practice, employee performance is not only determined by individual factors such as ability and expertise alone, but also by various contextual factors that influence their attitudes and behavior at work. Among these factors, employee welfare, work environment, and social support are three dominant factors that have a close relationship with the level of organizational commitment and performance results achieved. These three aspects are interrelated and contribute to how employees view their work and how committed they are to providing the best contribution to the organization. Welfare becomes one of the important indicators in maintaining employee motivation and job satisfaction. Employees who feel prosperous will have high work spirit, low absenteeism rate, and strong loyalty to the organization. On the other hand, welfare that receives less attention can decrease commitment and work productivity. A conducive work environment creates a comfortable, safe, and collaborative atmosphere among employees. According to Sedarmayanti (2017), a good work environment is not only determined by physical factors such as layout, lighting, and safety, but also by social conditions such as relationships between superiors and subordinates, teamwork, and effective communication. Social support also has a significant role in employee performance and commitment. Social support can come from coworkers, superiors, or family environment, which increases employees' sense of being valued and self-confidence, thus encouraging them to work better and contribute positively to the organization. Organizational commitment refers to the level of emotional attachment, identification, and employee loyalty to the organization. Employees with high commitment tend to work harder, exhibit extra-role behavior, and strive to achieve organizational targets even when faced with challenges. Low commitment can lead to decreased motivation, increased turnover intention, and weakened performance quality.

Research by Sari and Nugroho (2021) shows that employee welfare, work environment, and social support have a significant and positive effect on employee performance, where increased welfare and social support can drive work spirit and productivity. However, different results were found by Pratama (2022) who stated that employee welfare does not have a significant effect on performance, while work environment and social support factors have a significant effect. This difference in research results indicates an interesting research gap to be studied further, especially in the context of different organizations or institutions, as there may be other moderating factors such as work culture, intrinsic motivation, or reward systems that can influence the relationships between these variables. The results of this study are expected to provide an empirical contribution in enriching the study of human resource management.

Problem Formulation

Based on the background described, the problems in this study can be formulated as follows:

1. Does Employee welfare have a positive and significant effect on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
2. Does Work environment have a positive and significant effect on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
3. Does Social support have a positive and significant effect on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
4. Does Employee welfare have a positive and significant effect on Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
5. Does Work environment have a positive and significant effect on Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?

6. Does Social support have a positive and significant effect on Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
7. Does Organizational commitment have a positive and significant effect on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
8. Does Employee welfare have a positive and significant effect on Employee performance through Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
9. Does Work environment have a positive and significant effect on Employee performance through Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
10. Does Social support have a positive and significant effect on Employee performance through Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?

Research Objectives
Following the problem formulation in this research, the objectives of this study are as follows:
1. To test and analyze the effect of Employee welfare on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra.
2. To test and analyze the effect of Work environment on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra.
3. To test and analyze the effect of Social support on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra.
4. To test and analyze the effect of Employee welfare on Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra.
5. To test and analyze the effect of Work environment on Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra.
6. To test and analyze the effect of Social support on Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra.
7. To test and analyze the effect of Organizational commitment on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra.
8. To test and analyze the effect of Employee welfare on Employee performance through Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra.
9. To test and analyze the effect of Work environment on Employee performance through Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra.
10. To test and analyze the effect of Social support on Employee performance through Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra.

Literature Review
Employee Performance
According to Mangkunegara (2017), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties according to the responsibilities given. According to Rivai (2017), employee performance is the actual behavior displayed by employees as a form of work achievement based on standards and criteria set by the organization.

Indicators of Employee Performance
According to Mangkunegara (2017), indicators of employee performance consist of:
1. Work quality

2. Work quantity
3. Timeliness
4. Responsibility
5. Cooperation

Factors Affecting Employee Performance

Factors affecting employee performance according to Rivai (2017) include:
1. Individual factors: ability, skills, motivation, attitude, and experience.
2. Organizational factors: leadership, compensation, training, structure, and work culture.
3. Work environment factors: facilities, work relationships, workload, and comfort.
4. External factors: economic conditions, government policies, and family support.

Employee Welfare

According to Sutrisno (2017), employee welfare is all forms of rewards, both in material and non-material forms, given by the organization to employees to ensure a decent life and foster a sense of security and loyalty to the company. Meanwhile, according to Hasibuan (2017) employee welfare is a form of appreciation from the company for employee performance through the provision of facilities, allowances, social security, and adequate working conditions so that employees can work with high spirit and productivity.

Indicators of Employee Welfare

According to Sutrisno (2017), indicators of employee welfare include:
1. Salary and allowances
2. Work facilities
3. Social and health security
4. Career opportunities
5. Sense of security and job satisfaction

Work Environment

According to Sedarmayanti (2017), the work environment is the entire set of tools, materials, layout, as well as physical and social conditions that influence the execution of work, both directly and indirectly. According to Nitisemito (2017) the work environment is everything around employees that can affect work performance, such as lighting, temperature, relationships between employees, and work atmosphere.

Indicators of Work Environment

According to Sedarmayanti (2017), indicators of work environment consist of:
1. Lighting and air circulation
2. Cleanliness and comfort
3. Work relationships among employees
4. Atmosphere and work culture
5. Work support facilities

Social Support

According to Sarafino (2017), social support is assistance provided by others, either emotional, informational, or instrumental, which can improve an individual's psychological well-being and reduce work-related stress. According to Cohen and Wills (2017), social support is the existence, availability, and quality of interpersonal relationships that provide emotional comfort, attention, and real help to individuals in facing various life challenges.

Indicators of Social Support

According to Sarafino (2017), indicators of social support include:

1. Emotional support (empathy and attention)
2. Informational support (advice and suggestions)
3. Instrumental support (tangible assistance)
4. Appraisal support (positive feedback)

Organizational Commitment

According to Busro (2018) organizational commitment is a psychological condition that reflects the relationship between employees and the organization, which ultimately influences the individual's decision to remain in the organization. According to Silaban (2018), organizational commitment is defined as the extent to which an employee sides with the organization, believes in its values and goals, and has the desire to maintain their membership in that organization.

Indicators of Organizational Commitment

Indicators of organizational commitment according to Busro (2018) include:
1. Emotional attachment to the organization.
2. Desire to remain in the organization.
3. Active involvement in work.
4. Willingness to sacrifice for the benefit of the organization.
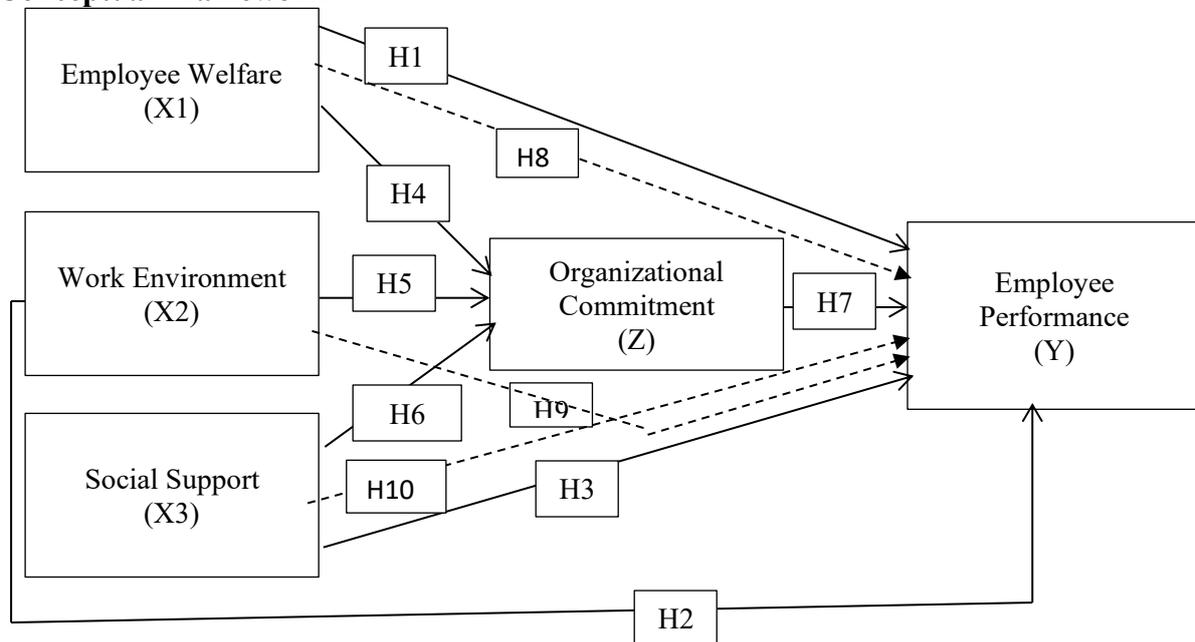5. Compliance with organizational values and goals

Conceptual Framework

Figure 1. Conceptual Framework

Hypotheses

H1**:** Employee Welfare has a positive and significant effect on Employee Performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra

H2: Work environment has a positive and significant effect on Employee Performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra

H3: Social support has a positive and significant effect on Employee Performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra

H4 : Employee Welfare has a positive and significant effect on Organizational Commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra

H5 : Work environment has a positive and significant effect on Organizational Commitment

at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra

H6 : Social support has a positive and significant effect on Organizational Commitment
at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra

H7 : Organizational Commitment has a positive and significant effect on Employee
 Performance
 at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra

H8 : Employee Welfare has a positive and significant effect on Employee Performance
 through Organizational Commitment at PT PLN (Persero) Distribution Control Operational

H9 : Work environment has a positive and significant effect on Employee Performance
 through Organizational Commitment at PT PLN (Persero) Distribution Control Operational
 Unit (UP2D) North Sumatra

H10: Social support has a positive and significant effect on Employee Performance through
 Organizational Commitment at PT PLN (Persero) Distribution Control Operational Unit
 (UP2D) North Sumatra

Research Methodology
Research Type

According to Sugiyono (2017), quantitative research emphasizes testing theories through the measurement of research variables with numbers and statistical analysis. This approach is suitable for testing the effect of employee welfare, work environment, and social support on employee performance through position promotion.

Research Location and Time

This research was conducted at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra located in Medan City, precisely at Jl. KL. Yos Sudarso No.284, Glugur Kota, Medan Barat District, Medan City, North Sumatra 20238 (PLN UID Sumut Office). The research implementation time was from November to December 2025.

Research Population and Sample
Population

The population in this study were all employees of PT PLN (Persero) UP2D North Sumatra who work in various operational and managerial sections, totaling 117 employees. According to Sekaran & Bougie (2017), a population is the entire group of people, events, or things of interest to the researcher from which conclusions are drawn.

According to Sugiyono (2017), the saturated sampling technique is used when the population size is relatively small or below 117 people, so that the entire population becomes the sample to make the research results more representative. Thus, all employees within PT PLN (Persero) UP2D North Sumatra were used as research respondents.

Data Type and Source

The type of data used is primary data and secondary data. Primary data was obtained directly from respondents through the distribution of questionnaires. Secondary data was obtained from company documents, annual reports, and supporting literature such as journals, books, and scientific publications.

Data Collection Technique

The data collection method was carried out using a closed questionnaire, where respondents were asked to respond to a number of statements prepared based on the indicators of each variable.

Data Analysis Technique

Research data will be analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (SmartPLS). According to Ghozali and Latan (2017), SmartPLS is used to analyze relationships between latent variables with complex path models and relatively small sample sizes. The analysis is carried out in several stages:
1. Evaluation of Outer Model (Measurement Model)
2. Evaluation of Inner Model (Structural Model)
3. Mediation Test (Intervening Effect)

Results
Outer Model Analysis
Convergent Validity

Convergent validity is used to assess the extent to which the indicators of a construct are interrelated and able to reflect that construct. Testing is done through loading factor values and Average Variance Extracted (AVE). The analysis results show that all indicators in this study have loading factor values above 0.7, so they can be declared valid. This means each indicator is able to represent its measured construct well.
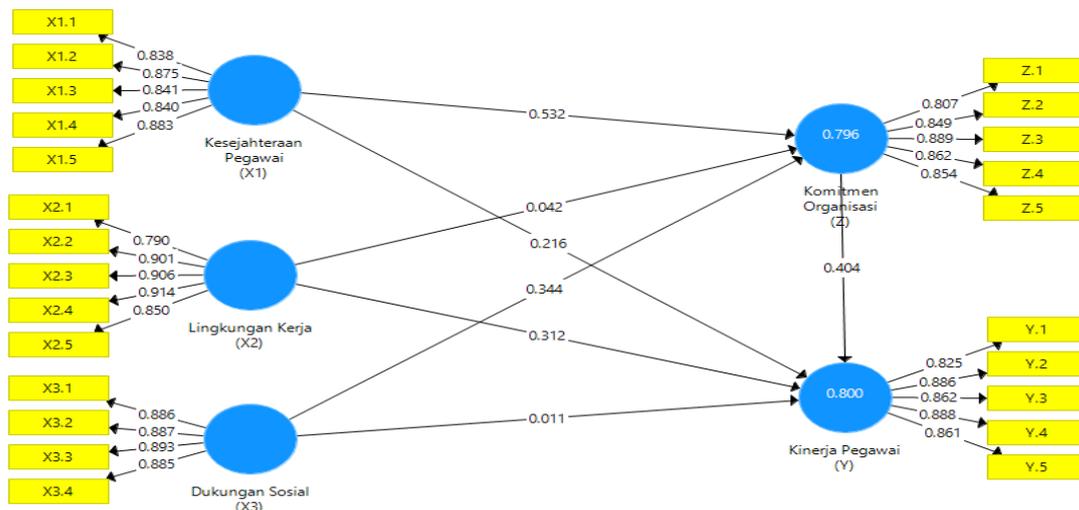

Figure 2. Outer Model

Source : Smart PLS 3.3.3

The Smart PLS output for loading factor provides the results in the following table: Outer Loadings In this study there are equations and the equation consists of two substructures for substructure 1

$Z = b1X1 + b2X2 + b3X3 + e1$
$Z = 0,552 + 0,042 + 0,344 + e1$
For substructure 2
$Y = b2X1 + b4X2 + b3X3 + b4Z + e2$
$Y = 0,216 + 0,312 + 0,011 + 0,404 + e2$

Table 1. Outer Loadings

	Social Support_(X3)	Employee Welfare_(X1)	Employee Performance_(Y)	Organizational Commitment_(Z)	Work Environment_(X2)
X1.1		0,838			
X1.2		0,875			

X1.3		0,841			
X1.4		0,840			
X1.5		0,883			
X2.1					0,790
X2.2					0,901
X2.3					0,906
X2.4					0,914
X2.5					0,850
X3.1	0,886				
X3.2	0,887				
X3.3	0,893				
X3.4	0,885				
Y.1			0,825		
Y.2			0,886		
Y.3			0,862		
Y.4			0,888		
Y.5			0,861		
Z.1				0,807	
Z.2				0,849	
Z.3				0,889	
Z.4				0,862	
Z.5				0,854	

Source : Smart PLS 3.3.3

Based on the results of the outer loadings test in Table 1, it shows that each indicator is able to reflect its construct well and meets the convergent validity criteria, so all indicators are declared valid and suitable for use in the research model.

Discriminat Validity

The analysis results show that the cross loading value of each indicator is higher towards the construct it measures compared to other constructs. This means each indicator more strongly represents its own variable.

Table 2. Discriminant Validity

	Social Support_(X3)	Employee Welfare_(X1)	Employee Performance_(Y)	Organizational Commitment_(Z)	Work Environment_(X2)

X1.1	0,724	0,838	0,686	0,701	0,643
X1.2	0,800	0,875	0,724	0,780	0,712
X1.3	0,748	0,841	0,747	0,770	0,732
X1.4	0,788	0,840	0,700	0,711	0,783
X1.5	0,765	0,883	0,767	0,780	0,802
X2.1	0,724	0,788	0,697	0,702	0,790
X2.2	0,832	0,725	0,777	0,672	0,901
X2.3	0,858	0,759	0,738	0,702	0,906
X2.4	0,794	0,733	0,741	0,749	0,914
X2.5	0,792	0,749	0,699	0,731	0,850
X3.1	0,886	0,762	0,726	0,735	0,781
X3.2	0,887	0,762	0,719	0,711	0,845
X3.3	0,893	0,766	0,729	0,707	0,853
X3.4	0,885	0,872	0,791	0,877	0,781
Y.1	0,693	0,709	0,825	0,796	0,724
Y.2	0,790	0,848	0,886	0,833	0,756
Y.3	0,672	0,651	0,862	0,646	0,709
Y.4	0,764	0,736	0,888	0,690	0,772
Y.5	0,686	0,700	0,861	0,718	0,647
Z.1	0,763	0,738	0,708	0,807	0,661
Z.2	0,748	0,741	0,681	0,849	0,692
Z.3	0,713	0,731	0,731	0,889	0,658
Z.4	0,677	0,727	0,722	0,862	0,687
Z.5	0,752	0,790	0,802	0,854	0,766

Source : Smart PLS 3.3.3

Based on Table 2, it can be concluded that all constructs in the research model have met the discriminant validity criteria, so each variable is able to explain its concept distinctly and does not overlap with other constructs.

Composite reliability

The criteria used are CR value ≥ 0.70 and Cronbach's Alpha value ≥ 0.70 for the construct to be declared reliable. Based on the processing results as follows:

Table 3.Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Social Support_(X3)	0,911	0,937	0,788
Employee Welfare_(X1)	0,908	0,932	0,732
Employee Performance_(Y)	0,915	0,937	0,747
Organizational Commitment_(Z)	0,906	0,930	0,727
Work Environment_(X2)	0,922	0,942	0,763

Source : Smart PLS 3.3.3

Based on Table 3, all research variables have Cronbach's Alpha and Composite Reliability values above 0.70 and AVE values above 0.50. This indicates that they have met the reliability and convergent validity criteria, so the research instrument is declared reliable and suitable for use.

Inner Model Analysis

The structural model (inner model) is evaluated to ensure that the resulting basic model is strong and correct. Several markers can be used to identify the stages of assessing the main model, including:

Coefficient of Determination (R2)

Based on the data processing that has been carried out using the SmartPLS 3.3.3 program, the R Square values were obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance_(Y)	0,800	0,793
Organizational Commitment_(Z)	0,796	0,790

Source : Smart PLS 3.3.3

Based on Table 4, the R Square value for Employee Performance (Y) is 0.800 and for Organizational Commitment (Z) is 0.796. These results indicate that the independent variables in the model are able to explain the variation in Employee Performance by 80.0% and Organizational Commitment by 79.6%, while the remainder is explained by other variables outside the research model.

Hypothesis Testing

Hypothesis testing in this study was conducted by looking at T-Statistics and P-Values. A hypothesis is accepted if the T-Statistics value > 1.96 and P-Values < 0.05. The following are the direct effect Path Coefficient results:

Table 5. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Social Support_(X3) -> Employee Performance_(Y)	0,011	0,085	0,466	Rejected

	Original Sample (O)	T Statistics	P Values	Results
Social Support_(X3) -> Organizational Commitment_(Z)	0,344	2,540	**0,006**	**Accepted**
Employee Welfare_(X1) -> Employee Performance_(Y)	0,216	1,977	**0,024**	**Accepted**
Employee Welfare_(X1) -> Organizational Commitment_(Z)	0,532	5,038	**0,000**	**Accepted**
Organizational Commitment_(Z) -> Employee Performance_(Y)	0,404	4,518	**0,000**	**Accepted**
Work Environment_(X2) -> Employee Performance_(Y)	0,312	2,694	**0,004**	**Accepted**
Work Environment_(X2) -> Organizational Commitment_(Z)	0,042	0,389	**0,349**	**Rejected**

Source : Smart PLS 3.3.3

1. Social Support (X3) affects Employee Performance (Y), The test results show a coefficient value of 0.011 with T-statistic 0.085 and p-value 0.466. This value does not meet the significance criteria, so it can be concluded that Social Support does not have a significant effect on Employee Performance. Thus, this hypothesis is rejected.
2. Social Support (X3) affects Organizational Commitment (Z), The analysis results show a coefficient value of 0.344 with T-statistic 2.540 and p-value 0.006. This indicates that Social Support has a positive and significant effect on Organizational Commitment, so this hypothesis is accepted.
3. Employee Welfare (X1) affects Employee Performance (Y), The coefficient value of 0.216 with T-statistic 1.977 and p-value 0.024 shows a positive and significant effect. Therefore, Employee Welfare is proven to affect Employee Performance, so this hypothesis is accepted.
4. Employee Welfare (X1) affects Organizational Commitment (Z), The test results show a coefficient value of 0.532 with T-statistic 5.038 and p-value 0.000. This indicates a positive and significant effect, so this hypothesis is accepted.
5. Organizational Commitment (Z) affects Employee Performance (Y), The coefficient value of 0.404 with T-statistic 4.518 and p-value 0.000 shows that Organizational Commitment has a positive and significant effect on Employee Performance. Thus, this hypothesis is accepted.
6. Work Environment (X2) affects Employee Performance (Y), The analysis results show a coefficient value of 0.312 with T-statistic 2.694 and p-value 0.004. This indicates that Work Environment has a positive and significant effect on Employee Performance, so this hypothesis is accepted.
7. Work Environment (X2) affects Organizational Commitment (Z), The coefficient value of 0.042 with T-statistic 0.389 and p-value 0.349 shows no significant effect. Thus, Work Environment does not have a significant effect on Organizational Commitment, so this hypothesis is rejected.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Social Support_(X3) -> Organizational Commitment_(Z) -> Employee Performance_(Y)	0,139	2,037	**0,021**	**Accepted**

Employee Welfare_(X1) -> Organizational Commitment_(Z) -> Employee Performance_(Y)	0,215	3,333	**0,000**	**Accepted**
Work Environment_(X2) -> Organizational Commitment_(Z) -> Employee Performance_(Y)	0,017	0,383	**0,351**	**Rejected**

Source : Smart PLS 3.3.3

8. Social Support (X3) affects Employee Performance (Y) through Organizational Commitment (Z). The test results show a coefficient value of 0.139 with T-statistic 2.037 and p-value 0.021. This value meets the significance criteria, so it can be concluded that Social Support has a positive and significant effect on Employee Performance through Organizational Commitment. Thus, this hypothesis is accepted.
9. Employee Welfare (X1) affects Employee Performance (Y) through Organizational Commitment (Z). The analysis results show a coefficient value of 0.215 with T-statistic 3.333 and p-value 0.000. This shows a positive and significant effect, so Organizational Commitment is proven to mediate the effect of Employee Welfare on Employee Performance. Therefore, this hypothesis is accepted.
10. Work Environment (X2) affects Employee Performance (Y) through Organizational Commitment (Z). The coefficient value of 0.017 with T-statistic 0.383 and p-value 0.351 shows that the indirect effect is not significant. Thus, Organizational Commitment does not mediate the effect of Work Environment on Employee Performance, so this hypothesis is rejected.

Conclusion
1. Social support does not have a significant effect on employee performance, so the hypothesis is rejected.
2. Social support has a positive and significant effect on organizational commitment, so the hypothesis is accepted.
3. Employee welfare has a positive and significant effect on employee performance, so the hypothesis is accepted.
4. Employee welfare has a positive and significant effect on organizational commitment, so the hypothesis is accepted.
5. Organizational commitment has a positive and significant effect on employee performance, so the hypothesis is accepted.
6. Work environment has a positive and significant effect on employee performance, so the hypothesis is accepted.
7. Work environment does not have a significant effect on organizational commitment, so the hypothesis is rejected.
8. Social support has a significant effect on employee performance through organizational commitment, so the hypothesis is accepted.
9. Employee welfare has a significant effect on employee performance through organizational commitment, so the hypothesis is accepted.
10. Work environment does not have a significant effect on employee performance through organizational commitment, so the hypothesis is rejected.

Suggestions
1. Improvement of employee welfare Management needs to continue improving employee welfare through fair compensation, social security, and adequate work facilities, because welfare has been proven to have a direct and indirect effect on employee performance through organizational commitment.

2. Strengthening organizational commitment Organizations are advised to strengthen employee commitment by creating a sense of belonging, career clarity, and organizational justice, considering organizational commitment has a significant influence on improving employee performance.
3. Management of a conducive work environment The work environment needs to be managed optimally, both in terms of physical and non-physical aspects, because it has been proven to have a direct effect on employee performance even though it does not have a significant effect on organizational commitment.
4. Optimization of social support in the workplace Social support from superiors and coworkers needs to be directed at strengthening organizational commitment, because social support has been proven to have a significant effect on commitment and impacts employee performance indirectly.
5. Integrated HR policies Management is advised to develop integrated human resource policies between welfare, social support, and building organizational commitment so that employee performance can improve sustainably.
6. Development of research models Future research is suggested to add other variables such as job satisfaction, work motivation, or organizational culture to enrich the model in explaining employee performance.

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