

THE EFFECT OF JOB SATISFACTION, EMPLOYEE LOYALTY, AND WORK COMMITMENT ON EMPLOYEE PERFORMANCE AT PT SULSEL CITRA INDONESIA (PERSERODA)

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Abstract

This study aims to analyze the simultaneous and partial effects of job satisfaction, employee loyalty, and work commitment on employee performance at PT Sulse Citra Indonesia (Perseroda). This research adopts an associative quantitative approach. Data were collected through structured questionnaires distributed to 54 respondents drawn from a population of 114 permanent employees using simple random sampling. Multiple linear regression analysis was conducted using SPSS version 26. The finding that The F-test result ($F_{count} = 60.515 > F_{table} = 2.196$; $sig. = 0.000$) confirms that all three variables simultaneously exert a positive and significant effect on employee performance. Partially, job satisfaction ($t = 3.485$; $sig. = 0.001$) and work commitment ($t = 11.685$; $sig. = 0.000$) each have a positive and significant effect on employee performance, while employee loyalty ($t = -3.080$; $sig. = 0.003$) shows a negative and significant effect. The adjusted R^2 of 0.771 indicates that 77.1% of the variance in employee performance is explained by the three predictors. Work commitment emerged as the dominant predictor of employee performance, followed by job satisfaction. The negative effect of employee loyalty suggests that loyalty alone does not directly translate into higher performance unless it is accompanied by adequate motivation, job satisfaction, and organizational support. These findings are consistent with previous empirical studies conducted in the plantation and service sectors.

Keywords: Job Satisfaction, Employee Loyalty, Work Commitment, and Employee Performance

1. INTRODUCTION

In an era of increasingly competitive business environments, human resource management has become a central pillar of organizational sustainability. Employee performance, as a fundamental output of human resource quality, directly determines the extent to which organizational goals can be achieved. Organizations that fail to manage employee performance effectively risk losing their competitive advantage, particularly in labor-intensive sectors such as agribusiness and plantation management (Sedarmayanti, 2017; Wibowo, 2016).

Among the various determinants of employee performance, three psychological and behavioral factors have received considerable scholarly attention: job satisfaction, employee

loyalty, and work commitment. These variables are considered internal drivers of performance because they shape employees' motivation, dedication, and willingness to exert effort in their roles (Robbins & Judge, 2017). However, the relative importance of each factor and the nature of their interrelationship with performance remain subjects of ongoing empirical debate.

Work commitment, defined as the psychological bond between an employee and their organization, has consistently been identified as a significant predictor of performance outcomes. Meyer and Allen (1997) introduced the widely accepted three-component model of organizational commitment, affective, continuance, and normative, which has served as the theoretical foundation for numerous empirical studies. Employees with strong affective commitment are intrinsically motivated to contribute to organizational success, leading to higher levels of performance (Rahman & Akbar, 2024; Pratama et al., 2025). Normative commitment, driven by a sense of obligation, further reinforces performance behavior by promoting adherence to organizational standards and expectations.

Job satisfaction refers to an individual's positive emotional state resulting from the appraisal of their job or job experiences (Locke, 1976, as cited in Robbins & Judge, 2017). It encompasses intrinsic aspects such as the nature of work and growth opportunities, as well as extrinsic aspects such as compensation, supervisory support, and working conditions (Handoko, 2020). Research has consistently demonstrated that higher levels of job satisfaction are associated with greater employee engagement, reduced absenteeism, lower turnover intention, and improved performance outcomes (Hidayat et al., 2024; Lestari & Putri, 2025).

Employee loyalty, on the other hand, reflects an employee's willingness to remain with and support the organization over the long term (Hasibuan, 2022). While loyalty is often regarded as a favorable organizational outcome, its direct relationship with employee performance is less straightforward. Several studies have shown that loyalty, if not accompanied by adequate motivation and satisfaction, may not necessarily translate into performance improvement (Wibowo & Santoso, 2024). In some contexts, loyal employees may become complacent, prioritizing stability over innovation and proactivity.

PT Sulsei Citra Indonesia (Perseroda) is a plantation-based state-owned enterprise operating in South Sulawesi, Indonesia, with primary focus on oil palm cultivation and management. The company's operational success is highly dependent on the quality and consistency of its workforce, making employee performance a critical strategic concern. Preliminary observations conducted prior to this study indicated several performance-related challenges, including inconsistency in meeting work targets, low initiative among certain employee groups, and varying levels of engagement across divisions. These conditions suggest that the organizational factors influencing employee performance warrant further empirical investigation.

Although numerous studies have examined the relationship between job satisfaction, loyalty, commitment, and performance, most have been conducted in urban service-sector or manufacturing contexts. Studies specifically focusing on plantation or agribusiness settings in eastern Indonesia remain relatively sparse, creating a contextual gap in the literature. Moreover, inconsistencies in findings across different studies, particularly regarding the role of loyalty, indicate that the effect of these variables on performance may be context-dependent (Kurniawan et al., 2025; Malikhah & Waruwu, 2025).

Against this background, the present study aims to: (1) examine the simultaneous effect of job satisfaction, employee loyalty, and work commitment on employee performance at PT Sulsel Citra Indonesia; (2) analyze the partial effect of each variable on employee performance; and (3) provide evidence-based recommendations for human resource practitioners in the plantation sector.

LITERATURE REVIEW

Employee Performance

Employee performance is a multidimensional construct that reflects the extent to which an individual fulfills assigned job responsibilities and contributes to organizational objectives. According to Mangkunegara (2021), performance is defined as the quality and quantity of work achieved by an employee in executing duties in accordance with the responsibilities assigned to them. In a broader sense, performance encompasses not only the quantity of output but also its quality, timeliness, cost efficiency, and the quality of interpersonal relationships established in the workplace.

From a theoretical standpoint, performance can be understood through Goal-Setting Theory (Locke & Latham, 1990), which posits that specific and challenging goals, when accompanied by feedback, lead to higher levels of performance. In organizational contexts, employees who clearly understand their roles and are psychologically committed to achieving them tend to demonstrate superior performance outcomes. This theoretical framework underscores the relevance of work commitment and job satisfaction as performance antecedents.

The measurement of employee performance typically involves behavioral indicators that can be assessed by supervisors or through self-reporting instruments. Kasmir (2019) identifies six key performance indicators: (1) Quality of output, which measures the extent to which work results approach perfection; (2) Quantity of output, representing the amount of work completed within a given period; (3) Timeliness, which evaluates the ability to complete tasks within stipulated deadlines; (4) Cost emphasis, assessing the efficiency of resource utilization; (5) Supervision needs, measuring the degree to which employees can work independently without close oversight; and (6) Interpersonal relationships, reflecting employees' ability to collaborate and maintain harmonious relationships with colleagues and superiors.

Job Satisfaction

Job satisfaction has been extensively studied in organizational behavior literature and is consistently identified as a critical antecedent of employee performance, motivation, and organizational citizenship behavior. Locke (1976, as cited in Robbins & Judge, 2017) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. This affective dimension of job satisfaction underscores its role as a psychological mediator between working conditions and behavioral outcomes.

Handoko (2020) conceptualizes job satisfaction as the degree to which an employee feels content or discontent with their work. This sentiment is observable through employees' attitudes toward their tasks, their enthusiasm in performing work duties, and their overall disposition toward the organization. Employees who experience high job satisfaction tend to be more engaged, demonstrate greater organizational citizenship behavior, and exhibit lower levels of absenteeism and turnover intention.

Agustini (2019) categorizes the determinants of job satisfaction into six broad domains: (1) Individual factors, including personality traits, opportunities for self-actualization, and the capacity to manage work-related pressures; (2) Psychological factors, such as interests, attitudes, talents, and perceived job security; (3) Social factors, encompassing the quality of relationships with peers and supervisors, recognition of achievements, and organizational communication; (4) Physical factors, related to the working environment including equipment quality, physical comfort, and work scheduling; (5) Financial factors, including wages, benefits, social security, and promotion opportunities; and (6) Non-physical environmental factors, reflecting management stability and employee welfare policies.

Empirical evidence consistently supports the positive relationship between job satisfaction and employee performance. Hidayat et al. (2024) found that job satisfaction has a significant positive effect on employee performance in Indonesian companies, particularly in organizations where intrinsic motivators were actively reinforced. Lestari and Putri (2025) similarly confirmed this relationship in the plantation sector, noting that employees who perceived their compensation as fair and their supervisors as supportive demonstrated consistently higher performance ratings. A meta-analytic review by Kurniawan et al. (2025) further corroborates this finding, demonstrating that job satisfaction is one of the most robust predictors of performance across multiple organizational contexts.

Employee Loyalty

Employee loyalty is a multifaceted construct that extends beyond simple retention behavior to encompass deeper psychological and behavioral commitments to the organization. Hasibuan (2022) defines employee loyalty as a measure of devotion and dedication to the organization, reflected in employees' willingness to protect organizational interests, uphold organizational values, and maintain positive engagement even in adverse conditions. Loyal employees are expected to resist external temptations, support

organizational decisions, and contribute constructively to the long-term success of the company.

Steers and Porter (in Widiastuti, 2022) argue that employee loyalty is shaped by four interrelated categories of factors. First, personal characteristics, including age, tenure, educational background, gender, and personality traits, influence the propensity for loyalty. Older employees and those with longer tenure tend to exhibit higher loyalty, possibly due to accumulated organizational investment and reduced likelihood of alternative employment. Second, job characteristics, such as the degree of challenge, social interaction, task identity, and perceived feedback, affect whether employees develop a meaningful attachment to their roles. Third, organizational design characteristics, including the level of decentralization, employee participation in decision-making, and functional interdependence, shape the structural conditions under which loyalty develops. Fourth, accumulated work experience, particularly the quality of past interactions with the organization, influences employees' trust and sense of security.

Despite its intuitive appeal as a performance predictor, empirical findings on the relationship between loyalty and performance have been mixed. While some studies demonstrate a positive association (Ilahi & Bahrin, 2024), others suggest that loyalty may operate more as a retention mechanism than a performance driver (Wibowo & Santoso, 2024). Siregar and Manurung (2023) found that employee loyalty significantly affects performance in the plantation sector, but this effect was mediated by job satisfaction, indicating that loyalty alone is insufficient to drive performance without a satisfying work environment. These nuanced findings highlight the complexity of the loyalty-performance relationship and the importance of contextual factors in moderating this relationship.

Work Commitment

Work commitment, often used interchangeably with organizational commitment in the management literature, refers to the psychological state that characterizes the relationship between an employee and the organization, with implications for the decision to continue or discontinue membership (Meyer & Allen, 1997). Commitment is a multidimensional construct comprising three distinct components: affective commitment, which reflects an emotional attachment to the organization; continuance commitment, based on the perceived costs of leaving; and normative commitment, grounded in a sense of obligation to remain.

Anggraeni and Rahardja (in Zusrony, 2021) conceptualize commitment as an internal drive that motivates employees to achieve success even when confronted with obstacles, treating challenges as opportunities rather than threats. This resilience-oriented perspective aligns with the resource-based view of organizations, which posits that committed employees represent a valuable, rare, and non-imitable human resource that contributes to sustained competitive advantage.

The indicators of work commitment, as proposed by Ricard (2021), include: (1) a strong desire to remain a member of the organization; (2) a willingness to exert extraordinary effort for the advancement of the organization; (3) internalization and acceptance of organizational values and culture; and (4) alignment with and pursuit of shared organizational goals. These behavioral manifestations of commitment translate directly into performance-oriented behavior, as committed employees are more likely to engage in discretionary effort, organizational citizenship behavior, and proactive problem-solving.

Meyer and Allen's (1997) three-component model remains the most cited framework in organizational commitment research. Numerous studies have empirically validated the positive relationship between organizational commitment and performance. Rahman and Akbar (2024) found that work commitment significantly improves performance by reducing disengagement and fostering goal congruence. Pratama et al. (2025) extended this finding to developing country contexts, demonstrating that commitment has a robust positive effect on performance even when controlling for salary and supervisory quality. Sutrisno and Darmawan (2024) further showed that organizational commitment mediates the relationship between transformational leadership and employee performance, highlighting its central role in performance management systems.

1.2 Research Hypotheses

Based on the theoretical and empirical review presented above, the following hypotheses are proposed for this study:

- H1: Job satisfaction, employee loyalty, and work commitment simultaneously have a positive and significant effect on employee performance at PT Sulsei Citra Indonesia.
- H2: Job satisfaction has a positive and significant effect on employee performance at PT Sulsei Citra Indonesia.
- H3: Employee loyalty has a significant effect on employee performance at PT Sulsei Citra Indonesia.
- H4: Work commitment has a positive and significant effect on employee performance at PT Sulsei Citra Indonesia.

2. RESEARCH METHOD

2.1 Research Design

This study employs an associative research design with a quantitative approach, which aims to determine the extent and direction of the relationship between independent variables (job satisfaction, employee loyalty, and work commitment) and the dependent variable (employee performance). An associative quantitative approach was chosen because it allows the researcher to statistically test hypotheses and generalize findings based on numerical data gathered from a representative sample (Sugiyono, 2022).

2.2 Population and Sample

The population of this study comprises all permanent employees of PT Sulsel Citra Indonesia, totaling 114 individuals. Using the Cochran formula with an error tolerance of 10%, a sample of 54 respondents was determined. Sampling was conducted using simple random sampling, wherein each employee had an equal probability of being selected regardless of their divisional affiliation. This technique was chosen to ensure representative and unbiased sample selection (Sugiyono, 2022).

2.3 Data Collection

Primary data were collected through structured questionnaires using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire instruments for each variable were adapted from validated measurement scales found in prior studies. Before distribution, the instruments were tested for validity using Pearson product-moment correlation and for reliability using Cronbach's Alpha coefficient, with a minimum threshold of 0.60 indicating acceptable reliability (Ghozali, 2018). Secondary data were obtained from organizational documents and relevant academic literature.

2.4 Data Analysis

Data were analyzed using multiple linear regression with the assistance of SPSS version 26. This analytical technique was selected because it allows for the simultaneous examination of the effect of multiple independent variables on a single dependent variable. The regression model is expressed as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Y represents employee performance; α is the constant; β_1 , β_2 , β_3 are the regression coefficients; X_1 is job satisfaction; X_2 is employee loyalty; X_3 is work commitment; and ε is the error term. Prior to regression analysis, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were conducted to ensure the validity and reliability of the regression model. Hypothesis testing was conducted at a 90% confidence level ($\alpha = 0.10$), consistent with exploratory studies in management science)

3. RESULTS AND DISCUSSION

3.1 Multiple Linear Regression Analysis

The results of the multiple linear regression analysis are presented in Table 1 below. The regression equation derived from the analysis is as follows:

$$Y = 4.266 + 0.582X_1 - 0.535X_2 + 0.693X_3$$

Table 1. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	4.266	1.596		2.673	0.010
Job Satisfaction (X ₁)	0.582	0.167	0.572	3.485	0.001
Employee Loyalty (X ₂)	-0.535	0.174	-0.514	-3.080	0.003
Work Commitment (X ₃)	0.693	0.059	0.804	11.685	0.000

Source: SPSS Data Processing Results Version 26.0

The constant value of 4.266 indicates that, in the hypothetical absence of any contribution from the three independent variables, employee performance at PT Sulsei Citra Indonesia would still register a baseline value of 4.266. This suggests that there are residual performance drivers, such as individual intrinsic motivation, personal capability, or institutional inertia, that sustain a minimum level of performance independently of the measured variables.

The regression coefficient for job satisfaction (X₁) is 0.582, indicating a positive directional relationship: a one-unit increase in job satisfaction is associated with a 0.582-unit increase in employee performance, with all other variables held constant. This finding is theoretically consistent with Robbins and Judge's (2017) satisfaction-performance hypothesis, which argues that satisfied employees are more productive because positive emotional states enhance cognitive functioning, effort allocation, and goal-directed behavior.

The regression coefficient for employee loyalty (X₂) is -0.535, which is negative. This counterintuitive finding suggests that an increase in measured loyalty scores is associated with a decrease in performance when controlling for satisfaction and commitment. This result may be interpreted in light of the loyalty paradox documented in organizational behavior literature: employees who are highly loyal may resist change, avoid taking initiative, or prioritize conformity and stability over innovation and high performance (Wibowo & Santoso, 2024). In a plantation context, this tendency may manifest as resistance to new operational procedures or reliance on habitual work patterns that do not optimize productivity.

The regression coefficient for work commitment (X₃) is 0.693, the highest among all predictor variables, indicating that it is the most influential determinant of employee performance in this study. A one-unit increase in work commitment corresponds to a 0.693-unit increase in employee performance. This result aligns with Meyer and Allen's (1997) commitment framework, particularly the affective commitment component, which drives discretionary effort and goal-congruent behavior beyond the minimum required by job descriptions.

3.2 Simultaneous Hypothesis Test (F-Test)

Table 2. ANOVA (F-Test) Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1053.893	3	351.298	60.515	0.000b
Residual	290.255	50	5.805		
Total	1344.148	53			

Source: SPSS Data Processing Results Version 26.0

The F-test result reveals an Fcount of 60.515, which substantially exceeds the critical value of $F_{table} = 2.196$ at a significance level of 0.000 ($\alpha < 0.10$). This result confirms H1: job satisfaction, employee loyalty, and work commitment simultaneously exert a positive and significant effect on employee performance at PT Sulsel Citra Indonesia. The null hypothesis (H_{01}) is therefore rejected in favor of the alternative hypothesis (H_{a1}).

The magnitude of the F-statistic (60.515) reflects a particularly strong collective predictive power of the three variables. This is substantiated by the Mean Square Regression value of 351.298, which is substantially larger than the Mean Square Residual of 5.805, yielding a high signal-to-noise ratio. In organizational behavior research, F-values of this magnitude are indicative of a robust and well-specified model (Ghozali, 2018).

This finding is congruent with the comprehensive empirical review conducted by Kurniawan et al. (2025), who demonstrated that organizational commitment and job satisfaction consistently have positive and significant effects on performance across multiple sectors, including plantation and agribusiness. Furthermore, Malikhah and Waruwu (2025) documented comparable simultaneous effects in their study of PT Perkebunan Nusantara IV, a company with organizational characteristics similar to PT Sulsel Citra Indonesia. The consistency of these findings across plantation-sector studies reinforces the external validity of the present results and suggests that the identified determinants operate reliably within agribusiness organizational environments.

3.3 Partial Hypothesis Test (t-Test)

Table 3. t-Test Results

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	4.266	1.596		2.673	0.010
Job Satisfaction (X_1)	0.582	0.167	0.572	3.485	0.001
Employee Loyalty (X_2)	-0.535	0.174	-0.514	-3.080	0.003
Work Commitment (X_3)	0.693	0.059	0.804	11.685	0.000

Source: SPSS Data Processing Results Version 26.0

3.3.1 Effect of Job Satisfaction on Employee Performance

The t-test result for job satisfaction yields a tcount of 3.485, which exceeds the critical value of $t_{table} = 1.677$, with a significance value of 0.001 ($< \alpha = 0.10$). This confirms H2: job satisfaction has a positive and significant effect on employee performance at PT Sulsei Citra Indonesia. The null hypothesis is rejected, affirming a directional and statistically significant relationship.

The positive coefficient of 0.572 (standardized Beta) indicates that job satisfaction is the second most influential predictor of employee performance among the three variables examined. This finding can be interpreted through the lens of Herzberg's Two-Factor Theory (1959, as cited in Robbins & Judge, 2017), which posits that the presence of motivators, such as meaningful work, opportunities for advancement, and recognition, generates positive job attitudes that translate into performance enhancement. At PT Sulsei Citra Indonesia, employees who perceive their work as meaningful, their compensation as equitable, and their supervisors as supportive are more likely to invest discretionary effort in their tasks.

Furthermore, Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2017) offers additional explanatory power: when employees have access to adequate job resources, including supportive supervision, opportunities for development, and performance feedback, job satisfaction increases, which in turn buffers the negative effects of job demands and sustains high performance levels. In the context of plantation work, which is physically demanding and involves exposure to environmental stressors, the availability of psychosocial resources and a satisfying social work environment may be particularly critical for sustaining performance.

This result corroborates findings from multiple prior studies. Hidayat et al. (2024) demonstrated that job satisfaction has a significant positive effect on employee performance in Indonesian companies, emphasizing that the quality of supervisory relationships and perceived fairness in compensation are key drivers. Lestari and Putri (2025) similarly confirmed this relationship in the plantation sector, noting that satisfaction with work conditions directly increased both task completion rates and quality of output. Siregar and Manurung (2023), in their study at PT Nusantara III Rambutan Plantation, found a significant positive effect of job satisfaction on performance, further establishing the cross-plantation consistency of this relationship.

3.3.2 Effect of Employee Loyalty on Employee Performance

The t-test result for employee loyalty yields a tcount of -3.080, which in absolute terms (3.080) exceeds the critical t_{table} value of 1.677, with a significance value of 0.003 ($< \alpha = 0.10$). This confirms H3: employee loyalty has a significant, but negative, effect on employee performance at PT Sulsei Citra Indonesia. The direction of the relationship is contrary to the conventional expectation of a positive loyalty-performance link.

The negative coefficient associated with employee loyalty (-0.514 standardized Beta) is a noteworthy finding that merits theoretical and contextual elaboration. One plausible interpretation draws on the concept of organizational lock-in (Hirschman, 1970), whereby highly loyal employees who perceive limited alternatives may choose "loyalty" as a response to dissatisfaction rather than exit or voice. In such cases, loyalty becomes a passive behavioral orientation, employees remain in the organization but do not actively improve their performance, preferring instead to maintain the status quo. This passive loyalty, while externally appearing as organizational attachment, may suppress innovation, risk-taking, and performance-enhancing initiative.

A second interpretation considers the mediating role of motivation: loyalty without intrinsic motivation may manifest as mere compliance rather than commitment to excellence. Wibowo and Santoso (2024) documented this phenomenon in their study of Indonesian firms, finding that the loyalty-performance relationship became non-significant or even negative when controlling for motivation and work engagement. This suggests that the performance benefits typically attributed to loyalty are actually contingent on the co-presence of other motivational and satisfaction-related variables.

In the specific context of PT Sulsel Citra Indonesia, the negative loyalty effect may reflect structural characteristics of state-owned enterprises (SOEs), where employment security and tenure-based promotions can reduce the performance incentive for loyal, long-tenured employees. Employees who feel secure in their positions due to perceived institutional protection may have lower incentives to exert performance-enhancing effort, even while maintaining loyalty to the organization as an institution (Pratama et al., 2025).

Despite the negative direction, the significant t-value indicates that loyalty does have a measurable statistical impact on performance, suggesting that loyalty is an important organizational variable that requires careful management rather than simple promotion. This finding is partially aligned with Ilahi and Bahrun (2024), who found a mixed loyalty-performance relationship at PT Mutiara Sawit Seluma, where loyalty had a context-dependent effect moderated by competence and job satisfaction levels.

3.3.3 Effect of Work Commitment on Employee Performance

The t-test result for work commitment yields a t-count of 11.685, the largest among all predictors, which greatly exceeds the critical value of $t_{table} = 1.677$, with a significance value of 0.000 ($< \alpha = 0.10$). This strongly confirms H4: work commitment has a positive and significant effect on employee performance at PT Sulsel Citra Indonesia. The standardized Beta of 0.804 identifies work commitment as the dominant predictor of employee performance in this study.

The supremacy of work commitment as a performance predictor is consistent with Allen and Meyer's (1996) assertion that affective commitment, characterized by genuine identification with and involvement in the organization, is the most powerful commitment

component in terms of predicting organizational outcomes, including performance, organizational citizenship behavior, and reduced absenteeism. Employees at PT Sulsei Citra Indonesia who have internalized the organizational mission and feel a personal responsibility for the company's success are likely to allocate significantly more effort, demonstrate greater initiative, and adhere more consistently to quality standards in their plantation activities.

This finding aligns with Social Exchange Theory (Blau, 1964), which suggests that employees who perceive the organization as investing in their development and well-being respond with reciprocal commitment and performance. In the plantation context, organizational support in the form of training, career development, adequate equipment, and welfare programs creates a sense of obligation among employees to perform at their best, operationalized through elevated work commitment. This reciprocal dynamic is reinforced over time through the accumulation of positive organizational experiences.

The practical implication of this finding is significant: organizations seeking to improve employee performance should prioritize strategies that build and sustain affective and normative commitment. This includes strengthening participative management practices, ensuring procedural justice in decision-making processes, recognizing employee contributions, and providing clear career progression pathways. Such interventions address the psychological foundations of commitment as articulated by Priansa (2018), who identified perceived organizational support and organizational justice as key situational determinants of commitment.

These results are consistent with Rahman and Akbar (2024), who found that work commitment significantly improves performance by reducing disengagement, and with Pratama et al. (2025), who demonstrated the robust cross-contextual applicability of commitment as a performance predictor in developing countries. Sutrisno and Darmawan (2024) further documented that organizational commitment mediates the impact of transformational leadership on performance, implying that commitment functions as a critical psychological pathway through which leadership influences employee output. Rachel (2020), in her study at PT Nusantara Plantation V, similarly found a significant positive effect of organizational commitment on performance, reinforcing the consistency of this relationship in plantation sector organizations.

3.4 Coefficient of Determination

Table 4. Model Summary (Coefficient of Determination)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.885a	0.784	0.771	2.40938

Source: SPSS Data Processing Results Version 26.0

The Adjusted R Square value of 0.771 indicates that the three independent variables, job satisfaction, employee loyalty, and work commitment, collectively explain 77.1% of the variance in employee performance at PT Sulsei Citra Indonesia. The remaining

22.9% of performance variance is attributable to other factors not included in this study, such as leadership quality, work environment, compensation systems, organizational culture, and individual competencies.

An Adjusted R^2 of 77.1% represents a high explanatory power for organizational behavior research, where complex human performance phenomena are influenced by a large number of psychological, social, and contextual variables (Hair et al., 2019). This value demonstrates that the selected predictor variables capture the majority of systematic variance in performance, providing strong empirical support for the theoretical model. The high R value of 0.885 further indicates a strong positive linear relationship between the combined predictor set and employee performance.

The fact that the model explains a substantial proportion of performance variance with only three predictors suggests that job satisfaction, loyalty, and commitment are not peripheral constructs but rather core determinants of performance in this organizational context. This finding has important implications for HR practitioners: investments in improving these three variables, particularly work commitment, are likely to yield substantial returns in terms of performance enhancement. Conversely, the 22.9% unexplained variance serves as a reminder that performance management must be approached holistically, addressing not only psychological antecedents but also structural, environmental, and leadership-related factors

4. CONCLUSION

4.1 Conclusion

This study investigated the effects of job satisfaction, employee loyalty, and work commitment on employee performance at PT Sulsei Citra Indonesia (Perseroda). Based on the results of multiple linear regression analysis, hypothesis testing, and coefficient of determination, the following conclusions are drawn.

First, the simultaneous F-test result confirms that job satisfaction, employee loyalty, and work commitment collectively exert a positive and significant effect on employee performance ($F_{count} = 60.515 > F_{table} = 2.196$; sig. = 0.000). The model explains 77.1% of the variance in employee performance (Adjusted $R^2 = 0.771$), indicating a strong and robust predictive model.

Second, job satisfaction (X_1) has a positive and significant partial effect on employee performance ($t_{count} = 3.485$; sig. = 0.001). Employees who experience higher satisfaction with their work, compensation, supervision, and collegial relationships demonstrate measurably improved performance outcomes.

Third, employee loyalty (X_2) has a significant negative partial effect on employee performance ($t_{count} = -3.080$; sig. = 0.003). This finding suggests that loyalty, as measured in this study, does not directly translate into higher performance. The negative relationship

may reflect the nature of passive loyalty in SOE environments, where employment security reduces performance incentives, or the absence of motivational catalysts that are necessary to activate the performance potential of loyal employees.

Fourth, work commitment (X_3) emerges as the strongest predictor of employee performance, with the largest standardized coefficient (Beta = 0.804) and the highest t-value (tcount = 11.685; sig. = 0.000). This finding underscores the critical importance of psychological attachment and goal identification in driving performance behavior in the plantation sector.

4.2 Limitations and Future Research

This study is subject to several limitations. First, the sample is limited to 54 respondents from a single company, restricting the generalizability of findings to other organizations or sectors. Future research should employ larger and more diverse samples spanning multiple plantation companies or industries. Second, the cross-sectional design precludes causal inference or the tracking of performance changes over time; longitudinal studies would provide richer evidence of causal directionality. Third, reliance on self-reported questionnaires introduces the risk of social desirability bias; future studies should complement survey data with objective performance metrics such as productivity records, attendance data, or supervisor assessments. Fourth, additional variables such as leadership style, organizational culture, compensation equity, and work-life balance were not included in this model but may contribute to explaining the 22.9% unexplained performance variance. Future research should explore more comprehensive models incorporating these variables, as well as potential mediating and moderating mechanisms.

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