



### THE EFFECT OF EMPLOYEE COMMITMENT, SELF EFFICACY AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT PT. NATURA PLASTINDO

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#### Abstract

This study aims to determine and ensure the influence of job satisfaction, self-efficacy, and employee commitment on employee performance at PT. Natura Plastindo Pasuruan Regency. The methodology of this study is quantitative. The population of the study was employees of PT. Natura Plastindo Pasuruan Regency. All sampling approaches were used to obtain this data. The research sample consisted of fifty-four employees. Respondents were given a survey or questionnaire that was evaluated using a Likert scale to collect primary data for this study. Data were analyzed using statistical approaches and quantitative data analysis tools. Descriptive analysis, t-test, f-test, and multivariate linear regression in addition to hypothesis testing with IBM SPSS 25 software, were statistical test techniques used. The results of the partial test stated that each employee commitment, self-efficacy, and job satisfaction had a positive and significant influence on employee performance. The simultaneous results also stated that employee commitment, self-efficacy, and job satisfaction together had a positive and significant influence on employee performance.

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#### INTRODUCTION

The manufacturing industry is one of the important sectors in the global and national economy. This industry acts as a driving force for economic growth through the creation of added value from raw materials into finished products that are ready to be used by consumers. In addition, the manufacturing industry also makes a major contribution because it is beneficial for creating jobs, technological progress, and increasing a country's competitiveness in the international market [1]. In recent decades, the manufacturing industry has undergone a significant transformation, influenced by



technological advances, globalization, and changes in market dynamics [2]. This transformation not only affects the company's operational methods, but also requires improvements in quality and efficiency at all stages of production.

PT Natura Plastindo, a company engaged in the plastic manufacturing industry, is one of the important players in this industry. The company produces various plastic products that are used in various industrial and consumer applications. As a company operating in a highly competitive sector, PT Natura Plastindo faces various challenges, including increasing pressure to improve efficiency, maintain product quality, and meet tight production deadlines. In this context, employee performance is a key factor in determining the company's success in achieving these goals.

**Table 1**  
**Product Targets and Realization**  
**PT. Natura Plastindo**

<i>No</i>	<i>Month/Year</i>	<i>Number of human resources</i>	<i>Target/Month</i>	<i>Realization</i>	<i>Realization Percentage</i>
1.	March 2024	52	187,000	190,000	102%
2.	April 2024	49	154,000	129,000	83%
3.	May 2024	48	158,000	128,000	81%
4.	June 2024	49	176,000	179,000	101%
5.	July 2024	51	199,000	173,000	87%
6.	August 2024	54	211,000	188,000	89%

Source: PT. Natura Plastindo - Pasuruan

Based on table 1, it is known that the existing data shows fluctuations in production performance at PT. Natura Plastindo from March to August 2024, which includes the number of human resources, monthly targets, and production realization. In March and June, with the number of human resources of 52 and 49 people respectively, production realization exceeded the target, reaching 102% and 101%. On the other hand, in April and May, the achievement only reached 83% and 81% of the target even though the number of human resources did not decrease drastically. This decline in performance continued in July and August, even though the number of human resources increased to 51 and 54 people, production realization only reached 87% and 89% of the target. This suggests that other elements, such as job happiness, self-efficacy, and employee dedication, may have an impact on employee performance in addition to the quantity of employees.

Employee performance in the manufacturing industry, such as at PT Natura Plastindo, is influenced by many factors. One phenomenon that is often encountered is the variation in the level of performance of employees working in the same environment. While some workers perform very well, others may have difficulty achieving their goals. Due to many factors, including the physical and mental condition of employees, the work



environment, and social interactions in the workplace[3]. However, Expectancy Theory explains that there are three factors that are often considered to be determinants of employee performance, namely employee commitment, self-efficacy, and job satisfaction.[4].

Employee commitment refers to the extent to which an employee feels emotionally attached and loyal to their company[5]. Employees with high commitment are usually inspired to do their best and stay with the company in the long term. On the other hand, workers with low commitment may show dissatisfaction, excessive absenteeism, and even high employee turnover[6].

Self-efficacy, is another important element that influences performance and a person's belief that they can complete certain tasks, thus significantly influencing performance[7]. Difficult tasks and work challenges can be easily completed by employees who have a high level of confidence or Self-efficacy[8]. They are also more resistant to pressure and are able to find solutions to the problems they face.

Job satisfaction is an employee's perception of the extent to which their job meets their expectations and needs.[3]. High motivation and engagement at work are common among satisfied employees, and this can lead to improved performance. Apathy, low morale, and ultimately poor performance can be demonstrated by employees who are dissatisfied with their jobs, despite the fact that these employees are usually more engaged and passionate about their jobs, which can lead to better performance.[9].

Based on research previous[10] and [11] shows how employee dedication has a positive impact on staff performance. However, in this study, [12] Employee commitment has been shown to have no significant impact on worker performance. The findings from all three studies indicate a difference between employee performance and commitment.

Based on research [13] and [14] [11] shows how employee performance is positively influenced by self-efficacy. However, Fauzan Ali's research shows that self-efficacy does not significantly influence job performance.[15]. The findings of the three studies indicate that employee performance and self-efficacy are inconsistent.

Based on research[16] and [17] shows how employee performance satisfaction is positively influenced by work. However, research[18] shows how job satisfaction negatively impacts employee performance. The results of the third study show that there is a difference between employee performance and job satisfaction.

Based on the findings of previous studies, it can be concluded that there is a gap or gap that appears in the form of inconsistent results on how employee performance at PT Natura Plastindo is influenced by employee commitment, self-efficacy, and job satisfaction. To investigate the uniqueness of whether these factors have an impact or not, the researcher decided to conduct further research. The researcher identified a gap in the results or evidence of existing research (evidence gap)[19], this reflects the discrepancy between the phenomena that occur and the results or evidence found in the field, thus, researchers draw the conclusion that there is a difference between the findings of previous research, thus motivating researchers to conduct additional research or review the findings.



Based on the background that has been described previously, the latest research on: "The Influence of Employee Commitment, Self Efficacy and Job Satisfaction on Employee Performance at PT. Natura Plastindo".

### **Employee Commitment**

Employee commitment is one of the important assessment aspects in every company. Employee involvement can measure how much an employee feels emotionally involved and dedicated to the company.[21]. Strong commitment from employees can increase work motivation, reduce absenteeism and turnover rates, and encourage employees to give their best performance.[22]. In the context of the manufacturing industry, employee commitment becomes even more crucial because work in this sector often requires high physical and mental endurance. High employee commitment will help companies achieve operational efficiency and produce products with consistent quality.[23]. In successful companies, employee commitment can be increased by a good and supportive organizational environment.[20]. On the other hand, low commitment can cause various problems, such as decreased performance, increased absenteeism, and ultimately, employees leaving the company.[24].

### **Self-efficacy (X2)**

Self-efficacy is self-efficacy, which is the belief that someone can carry out certain activities. This is an important psychological factor in determining employee performance.[25]. Self-efficacy not only influences how employees respond to challenges at work, but also how they manage the stress and pressure that arises in the workplace.[26]. In the manufacturing industry, where tasks are often repetitive and require precision and speed, self-efficacy is a very important factor in achieving optimal performance.[8]. Workers with high self-efficacy are often more proactive in seeking answers to problems they face, more resilient to stress, and better able to maintain the quality of their work even in challenging situations. On the other hand, workers who lack self-efficacy are more prone to feeling less confident, giving up easily when facing challenges, and tend to produce less than satisfactory performance.[3].

### **Job satisfaction (X3)**

Job satisfaction is a person's assessment of how well their job meets their needs and expectations.[28]. Working conditions, incentives received, connections with coworkers, and achieving a balance between work and home life are some of the elements that influence job satisfaction.[29]. Workers who are happy with their positions typically perform better, are more motivated, and contribute more to business goals.[30]. In the context of the manufacturing industry, job satisfaction is very important because jobs in this sector often involve heavy physical tasks and challenging work environments. Workers who are unhappy with their jobs may show apathy and lack of passion, which can ultimately affect output and product quality. Conversely, workers who are satisfied with their jobs are likely to put in more effort and produce the best work.[31].

### **Employee performance**



The skills and efforts made by workers to immediately complete the tasks given to them determine the performance of the employee. In the industrial sector, the effectiveness of the production process from planning and implementation to quality control has a significant impact on worker performance.[33]. Good work will produce products that meet quality standards, reduce the number of defective products, and increase operational efficiency.[34].

### RESEARCH METHODS

This research was conducted at PT. Natura Plastindo Dusun Baran. This research uses quantitative descriptive method. The object of this research was conducted in Dusun Winong, Gempol District, Pasuruan Regency, East Java, RT.3/RW.12. The population and sample of this research amounted to 54 employees of PT. Natura Plastindo who were selected as respondents with inclusion criteria and post-post using total sampling technique[38]. Information was collected using a questionnaire that included a Likert scale. Most of the data used in this study came from questionnaires filled out by participants. The purpose of this study was to show how independent factors affect dependent variables using SPSS version 25.0.[39]

#### Analysis Data

##### 1. Validity Test

Knowing whether each questionnaire question accurately reflects the variables being studied is the goal of validity testing.

##### 2. Reliability Test

To evaluate the consistency of the instruments used for data collection, reliability testing was conducted in the study.

##### 3. Hypothesis Testing

- The partial regression coefficients are evaluated using the T-test to see whether the independent variables ( $X_1, X_2, X_3$ ) affect the dependent variable ( $Y$ ).
- To determine whether independent factors have a simultaneous impact on the dependent variable, the F test is used. The F test is used to test how all independent factors together affect the dependent variable.
- The determination coefficient is used to determine the percentage or degree of simultaneous (combined) influence given by variable  $X$  on variable  $Y$ .

### RESULTS AND DISCUSSION



### Gender

**Table 2.** Respondent data by gender

Gender	Frequency	Presentation
Man	27	50%
Woman	27	50%
Amount	54	100%

Primary data sources are processed by researchers

Based on table 4 shows that there are 27 male employees and 27 female employees in the production division at PT. Natura Plastindo. From the data above, it can be concluded that the percentage of employees in the production division at PT. Natura Plastindo is 50% female and 50% male.

### Age

**Table 3.** Respondent data based on age

Age	Frequency	Presentation
17-20 Years	0	0%
20-24 Years	10	18.5%
25-30 Years	23	42.6%
40-45 Years	21	38.9%

Primary data sources are processed by researchers

Based on Table 5, it can be seen that the age group of respondents is divided into four categories. The first category is 17-20 years old with 0% respondents, the second category is between 20-24 years old with 10 respondents, the third category is between 25-30 years old with 23 respondents, and the fourth category is between 40-45 years old with 21 respondents. Most of the respondents are aged 25-30 years old, totaling 23 respondents with a percentage of 42.6%, and the second largest respondents are aged 40-45 years old, totaling 21 respondents with a percentage of 38.9%. Therefore, it can be concluded from the data above that none of PT. Natura Plastindo employees are aged between 17 and 20 years, but rather 20 years and above.

### Length of Service Level

**Table 4.** Respondent data based on length of service

Length of work	Frequency	Presentation
<1 year	0	0%
1-5 years	25	46.3%
6-10 years	23	42.6%
>10 years	6	11.1%
<b>Amount</b>	<b>54</b>	<b>100%</b>

Primary data sources are processed by researchers

Based on the correspondent data above, the highest level of work period as seen in table 6 is between 1 to 5 years, with the number of respondents as many as 25 people or 46.3% of the total respondents. The second highest level of respondents, or 30 people or 42.6% of



the total respondents, have a work period of 6-10 years, followed by those who have a work period of more than 10 years or 11.1% of the total respondents, with the number of respondents as many as 6 people, and those who have a work period of less than 1 year or 0 people. Thus, it can be said that there is not a single employee in the production division of PT. Natura Plastindo who has worked for less than 1 year.

### Validity Test

**Table 5 Validity Test Results**

Variables	Item	Correlation(r-count)	r-Table	sig.	Information
Employee Commitment(X1)	X1.P1	0.79	0.2681	0,000	VALID
	X1.P2	0.762	0.2681	0,000	VALID
	X1.P3	0.787	0.2681	0,000	VALID
	X1.P4	0.635	0.2681	0,000	VALID
Self Efficacy(X3)	X2.P1	0.784	0.2681	0,000	VALID
	X2.P2	0.855	0.2681	0,000	VALID
	X2.P3	0.798	0.2681	0,000	VALID
	X2.P4	0.743	0.2681	0,000	VALID
	X2.P5	0.738	0.2681	0,000	VALID
Job Satisfaction(X3)	X3.P1	0.667	0.2681	0,000	VALID
	X3.P2	0.727	0.2681	0,000	VALID
	X3.P3	0.794	0.2681	0,000	VALID
	X3.P4	0.81	0.2681	0,000	VALID
	X3.P5	0.721	0.2681	0,000	VALID
	X3.P6	0.737	0.2681	0,000	VALID
	X3.P7	0.671	0.2681	0,000	VALID
	X3.P8	0.732	0.2681	0,000	VALID
	X3.P9	0.586	0.2681	0,000	VALID
	X3.P10	0.494	0.2681	0,000	VALID
Employee Performance(Y)	Y.P1	0.734	0.2681	0,000	VALID
	Y.P2	0.748	0.2681	0,000	VALID
	Y.P3	0.734	0.2681	0,000	VALID
	Y.P4	0.643	0.2681	0,000	VALID
	Y.P5	0.681	0.2681	0,000	VALID
	Y.P6	0.671	0.2681	0,000	VALID
	Y.P7	0.657	0.2681	0,000	VALID
	Y.P8	0.669	0.2681	0,000	VALID
	Y.P9	0.659	0.2681	0,000	VALID



*Source: SPSS 25 Validity Test Results, data processed 2024*

The validity test of the questionnaire used in Table 7 is to assess whether the questionnaire is valid or not. And in the statements given to respondents regarding the variables of Employee Commitment (X1), Self-Efficacy (X2), Job Satisfaction (X3), and Employee Performance (Y) have a correlation coefficient value higher than the t table value of 0.2681. And all three variables have a value ( $> 0.2681$ ), then all items in the questionnaire can be considered valid.

### Reliability Test

**Table 5 Reliability Test Results**

Variables	Cronbach Alpha Value	Cronbach's Alpha	Information
Employee Commitment(X1)	0.73	0.60	REALIBLE
Self Efficacy(X2)	0.842	0.60	REALIBLE
Job Satisfaction(X3)	0.881	0.60	REALIBLE
Employee Performance(Y)	0.861	0.60	REALIBLE

Table 6.H

*Source: SPSS 25 Reliability Test Results, data processed 2024*

If the Cronbach's Alpha value of the measured variable is more than 0.60, the data is said to be reliable.[1], While in this study, the Cronbach's Alpha value for the Employee Commitment variable is 0.730, for the Self-Efficacy variable 0.842, for the Job Satisfaction variable 0.881, and for the Employee Performance variable 0.861. Because the Cronbach's Alpha value of the four variables is greater than 0.60, it can be said that the three variables have a larger Cronbach value, which indicates the reliability of the three questionnaire instruments.

### Hypothesis Testing

#### 1) Multiple Linear Regression Analysis

To determine the extent to which the independent variable influences the dependent variable, a multiple linear regression test is used. This test is also used in this study as an analysis technique to test the proposed hypothesis. As seen in the following table:

**Table 7 Multiple Linear Regression Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	60,823	10,047		6,054	.000
	Employee Commitment	.247	.285	.119	2,868	.009



Self Efficacy	.314	.222	.009	2,964	.003
Job satisfaction	.344	.122	.369	2,822	.007

a. Dependent Variable: Employee Performance

Source: SPSS 25 Reliability Test Results, data processed

2024

Based on the table above, the regression equation obtained is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 60.823 + 0.247X_1 + 0.314 X_2 + 0.344 + 10.047$$

Based on the regression equation, it can be explained as follows:

- The constant value (a) is positive 60.823. This shows that when the variables Employee Commitment (X1), Self-Efficacy (X2), Job Satisfaction (X3) are considered constant or unchanged, then employee performance is 60.823.
- The coefficient b1 for the Employee Commitment variable is 0.247, which indicates a positive influence on Employee Performance. So if the Employee Commitment variable (X1) increases by 0.247, Employee Performance (Y) will increase. Conversely, if Employee Commitment decreases, Employee Performance will decrease.
- The coefficient b2 for the Self-Efficacy variable is 0.314, which indicates a positive influence on Employee Performance. Thus, if the Self-Efficacy variable (X2) increases by 0.314, then Employee Performance (Y) will also increase.
- The coefficient b3 for the Job Satisfaction variable is 0.344, which indicates a positive influence on Employee Performance. This means that if Job Satisfaction (X3) increases by 0.344, then Employee Performance (Y) will also increase, and vice versa.

### 2) Partial Test (T-Test)

By using partial test, the influence of each variable, namely Employee Commitment (X1), Self-Efficacy (X2), and Job Satisfaction (X3) on Employee Performance (Y) was tested. The test results for each variable are shown in the following table and are as follows:

**Table 8. Partial Test Results (T Test)**

Model		Coefficients <sup>a</sup>				Sig.
		Unstandardized Coefficients		Standardized Coefficients	t	
		B	Std. Error	Beta		
1	(Constant)	60,823	10,047		6,054	.000
	Employee Commitment	.247	.285	.119	2,868	.009
	Self Efficacy	.314	.222	.009	2,964	.003
	Job satisfaction	.344	.122	.369	2,822	.007



a. Dependent Variable: Employee Performance

Source: Partial test results (t) SPSS 25, data processed 2024

1. **Employee Commitment (X1):** The t-test results as shown in Table 10 show a t value of 2.868 with a significance value of 0.009. Thus, t count is greater than t table ( $2.868 < 0.2681$ ) and the significance value is less than 0.05 ( $0.009 < 0.05$ ). This shows that the Employee Commitment variable has a significant positive effect on the Employee Performance variable at PT. Natura Plastindo
2. **Self-Efficacy (X2):** In Table 10, the t-test results show a t value of 2.964 with a significance value of 0.003. Tcount is greater than ttable ( $2.964 < 0.2681$ ) and the significance value is smaller than 0.05 ( $0.003 < 0.05$ ). This means that the Self-Efficacy variable has a significant positive effect on the Employee Performance variable at PT. Natura Plastindo.
3. **Job Satisfaction (X3):** The results of Table 10 show that the t-test has a t-value of 2.822 and a significance value of 0.007. tcount > ttable, namely ( $2.822 > 0.2681$ ) and a significance value < 0.05 a ( $0.007 < 0.05$ ). This means that the Job Satisfaction variable has a significant positive effect on the Employee Performance variable at PT. Natura Plastindo.

3) F Test

The influence of the variables Employee Commitment (X1), Self-Efficacy (X2), and Job Satisfaction (X3) on Employee Performance (Y) was tested simultaneously using the F test. The following are the results of the simultaneous test:

**Table 9. ANOVA test**

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81,850	3	27,283	3.165	.032b
	Residual	430,983	50	8,620		
	Total	512,833	53			

a. Dependent Variable: Employee Performance

- a. Predictors: (Constant), Job Satisfaction, Employee Commitment, Self Efficacy

Source: SPSS25 Simultaneous Test Results(F), data processed 2024

Based on the simultaneous test, it shows that the Fcount value is 3.165, while Ftable with a significance of 5% and  $k = 3$  obtained the value of  $df1 = k-1 = 2$  and  $df2 = nk = (54-3-1 = 51)$  then the Ftable value is known to be 3.18. Thus it is obtained that Fcount is greater than Ftable which is  $3.165 < 3.18$  with a significant value greater than a which is  $0.032 > 0.05$ . Thus from these results it can be concluded that  $H_0$  is rejected while  $H_a$  is accepted, meaning that the independent variables have a simultaneous influence on the dependent



variable. Therefore, it can be concluded that Employee Commitment (X1), Self Efficacy (X2) and Job Satisfaction (X3) simultaneously affect Employee Performance (Y).

#### 4) Coefficient of Determination

**Table 10. Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.400a	.560	.109	2.936

a. Predictors: (Constant), Job Satisfaction, Employee Commitment, Self Efficacy

*Source: SPSS 25 Test Results, data processed 2024*

Based on the output above, the R Square value obtained is 0.560. This means that the influence of variables X1, X2, and X3 simultaneously on variable Y is 56%, while the rest is influenced by other factors not examined in this study.

### Discussion

- 1) First Hypothesis (H1): Employee Commitment (X1) has an effect on Employee Performance (Y)

Based on the results of data analysis, it is proven that Employee Commitment has an effect on employee performance. The results of the study indicate that there is a positive and significant influence on Employee Commitment on Employee Performance. Employee Commitment is built by several indicators, namely Affective Commitment, Continuance Commitment and Normative Commitment. But the indicator most often chosen by respondents is Normative Commitment which measures the extent to which employees feel morally obliged to continue working at PT. Natura Plastindo.

The practical implications of these findings indicate the need for PT. Natura Plastindo to develop and strengthen Normative Commitment as one of the main factors in human resource management. Therefore, the company needs to create a work environment that supports the strengthening of organizational values that can build a sense of moral responsibility in employees. Policies and programs that emphasize the importance of loyalty, recognition of individual contributions, and increased communication about the company's goals and vision can strengthen employee commitment. This emphasizes the importance of building a sense of responsibility and loyalty among employees to improve overall organizational productivity and performance. The results of this study are in line with research conducted by [36], with research results stating that Employee Commitment has a positive and significant influence on Employee Performance.

- 2) Second Hypothesis (H2): Self Efficacy (X2) has an effect on Employee Performance (Y)

Based on the results of data analysis, it is proven that Self Efficacy has an effect on employee performance. The results of the study indicate that there is a positive and significant influence on Self Efficacy on Employee Performance. This Self



Efficacy variable is built by several indicators of confidence in their ability to carry out work, better abilities than others, challenges to work and job satisfaction. But the indicator most often chosen by respondents is confidence in their ability to carry out work.

The implication of the self-efficacy variable on employees at PT. Natura Plastindo is that employees are always confident in their ability to carry out each task, so that employees at PT. Natura Plastindo rarely experience difficulties in doing their jobs because of the confidence they have. This is caused by supportive environmental factors, helping each other in doing work so that it creates a feeling in each employee that they are confident that they can do their jobs well. The results of this study agree with the research conducted by [27], with the results of the study stating that Self Efficacy has a positive and significant effect on Employee Performance

- 3) Third Hypothesis (H3): Job Satisfaction (X3) influences Employee Performance (Y).

Based on the results of data analysis, it is proven that Job Satisfaction has a significant effect on employee performance. This job satisfaction variable is built by indicators of compensation, promotion, physical environment, non-physical environment and job characteristics. While the physical environment is the indicator most often chosen by respondents.

Empirical results in the field show that employees of PT. Natura Plastindo pay close attention to the physical environment in which they work, which is considered an important factor in supporting their comfort and well-being. This company consistently prioritizes aspects of the physical environment, such as cleanliness, security, adequate lighting, and adequate facilities, in order to create a conducive working atmosphere. By paying more attention to the quality of the physical environment, PT. Natura Plastindo strives to create a comfortable and efficient workplace, which in turn can increase employee motivation, satisfaction, and productivity. The existence of a good working environment is expected to encourage employees to work more optimally and provide maximum contribution to achieving company goals. The results of this study agree with the research conducted by [37], with the results of the study stating that Self Efficacy has a positive and significant effect on Employee Performance

- 4) Based on the results of data analysis, it is proven that Employee Commitment (X1), Self Efficacy (X2), and Job Satisfaction (X3) have a significant effect simultaneously on Employee Performance (Y). With the results of the Fcount < Ftable test, which is (3.165 < 3.18). This proves that the variables of employee commitment, self efficacy and job satisfaction together have a positive and significant effect on employee performance. So that each variable supports each other to improve employee performance. While the determination test has a contribution to employee performance of 56%, while the rest is influenced by other variables not included in the study.



### CONCLUSIONS

The findings of this study indicate that the information collected using a Likert scale questionnaire with a range of 1 to 5 is considered valid because each validity test on each variable shows a higher correlation than t table ( $> 0.2681$ ). In addition, the Cronbach's Alpha value on the three variables is greater than ( $> 0.60$ ) which indicates that the data is reliable. Based on the results of the T test (partial), both the variables Employee Commitment (X1), Self-Efficacy (X2) and Job Satisfaction (X3) partially have a significant positive effect on Employee Performance at PT. Natura Plastindo.

The results of the F test (simultaneous) show that the three variables, namely Employee Commitment (X1), Self-Efficacy (X2), and Job Satisfaction (X3), simultaneously affect Employee Performance (Y), because F count is greater than F table ( $3.165 < 3.18$ ) and the significance value is also smaller than 0.05 ( $0.032 < 0.05$ ). And the results of the determination coefficient show that the influence of the three variables on Employee Performance is 56%.

Limitations in this study include the confidentiality of company data and the identities of respondents which must be kept confidential, in accordance with applicable terms and conditions.

In the independent variables (X) selected in this study, namely Employee Commitment, Self-Efficacy, and Job Satisfaction, only 56% of Employee Performance (variable Y) at PT. Natura Plastindo, for further researchers, they can look for other variables that influence PT. Natura Plastindo.

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