

The Influence of Organizational Commitment, Work Stress and Motivation on Improving Employee Performance

Rusli 1 Muh. Ramli 2

Universitas Muhammadiyah Mamuju Universitas Mega Buana Palopo

Email: ruslimamuju42@gmail.com

Email : muh.ramli124@gmail.com

Article Info

Commitment,
Work Stress,
and Motivation on
Employee
Performance
Improvement

Abstract

The Influence of Organizational Commitment, Work Stress and Motivation on Improving Employee Performance at Muhammadiyah University of Makassar. This study aims to : (1) Knowing the influence of organizational commitment on employee performance, (2) To find out the effect of work stress on employee performance, (3) To find out the effect of motivation on employee performance at Muhammadiyah University of Makassar. This research was conducted from May to July 2017. The population of the research was all employees of Muhammadiyah University of Makassar. A sample of 70 respondents was selected proportionally. The data were analyzed using multiple regression. The results of the research showed that: (1) organizational commitment has a positive and significant effect value of employee performance , (2) work stress does not have a significant positive effect on employee performance , and (3) Motivation has a positive and significant influence on the performance of Muhammadiyah University employees.

1. Introduction

Performance issues are not easy to always maintain because they are a condition that can change at any time. The problem that is always encountered is that employee performance can change at any time or even decline, this is something that is always faced by company management. As a consequence, the management task is increasingly complex, because in addition to maintaining a conducive working atmosphere, it must also maintain and improve employee performance so that they have high motivation to carry out the tasks and responsibilities given to them. Maintaining and improving employee performance can be done by providing incentives such as decent salaries or attractive bonuses. In addition, there are several factors that can improve employee performance such as strong commitment and high motivation towards the organization. Various reasons are owned by employees to commit to the organization, external factors such as career security, wages/salaries or

internal factors such as perception, motivation, will directly affect the employee's view of the organization which will ultimately lead to the presence or absence of commitment to the progress of the organization. As stated in one of the theories of motivation, Maslow's hierarchy of needs theory, of the five needs (physiological, security, social, appreciation, and self-actualization) with limited resources available to humans, economic influences, and other influences, these needs are increasingly difficult to fulfill which ultimately has a negative impact on employee performance. However, employees as humans who have different needs and desires in doing their jobs, so motivating them in this way is not seen as the only effective way to improve employee performance. This is based on an assumption that states that employees do not always work with a background of getting a salary. Research on organizational commitment conducted by Baron (2006) proves that the influence of organizational commitment on

work performance is very close, although it takes a long time to bring out employee commitment to the organization where they work, but this is not disappointing if the results show employee work results that satisfy the leadership. Communication with leaders and office friends including the leadership style applied is a sub-factor that has quite an influence on whether or not employees are committed to the organization. The results of research by Jason. et al, (2008) show that employee motivation that comes from within themselves (internal motivation) tends to last longer in any condition than external motivation because employees actually have the ability to improve and enhance their own abilities in working so that motivation that comes from outside is only a support for this ability. In certain conditions, work stress can cause a decrease in employee work performance due to physical demands and work demands that are considered inappropriate to their abilities. However, in certain conditions, there are employees who are more productive when experiencing work pressure so that they are more motivated to achieve these demands. This shows that at a certain level employees actually need stress. Optimal stress will make motivation high, people become more passionate, their comprehension and perception sharper, they become calm and so on . (Sofyandi, 2007). Based on this background, it raises interest and desire to find out more about the influence of organizational commitment, work stress and motivation on improving employee performance.

2. Literature Review

1. Job Stress

The fact that today is increasingly rapid development in all aspects of life. The high cost of living, increasingly tough competition and increasing demands of life can cause work stress. Stress is the result of the interaction between work tasks and the individuals who carry out the work. Stress in this case is a state of imbalance within the individual concerned, which is often reflected in symptoms such as

insomnia, excessive sweating, nervousness, or irritability. Whether the tension is positive or negative depends on the tolerance level of the individual concerned. People react differently to situations that on the surface seem to cause the same physical and psychological demands. Some individuals respond positively as increased motivation and responsibility to complete work tasks. Others respond negatively, seeking other escape routes such as alcoholism and the use of inappropriate drugs. Therefore, special attention is needed for companies to try to implement programs to deal with stressful jobs. Problems about work stress are basically often associated with the understanding of stress that occurs in the work environment, namely in the process of interaction between an employee and aspects of his work. In discussing work stress, it is necessary to first understand the general understanding of stress . Typical environmental conditions are potential sources of stress. Such conditions are called stressors . Whether or not a person experiences stress depends on the characteristics of the person concerned.

2. Work motivation

Working is a form of activity that aims to gain satisfaction. This activity involves physical and mental (M. As'ad, 2001). Gilmer (in Nursalam 2002) argues that working is a physical and mental process of humans in achieving their goals. Work motivation is a condition that influences to arouse, direct and maintain behavior related to the work environment (Nursalam 2002), namely:

- a. Participatory principle In an effort to motivate work, employees need to be given the opportunity to participate in determining the goals to be achieved by the leader.
- b. Principles of communication Leaders communicate everything related to the task achievement effort. Clear information will make employees easier to motivate their work.
- c. The principle of recognizing the contribution of subordinates Leaders acknowledge that employees have a role in achieving goals.

With this recognition, employees will be more easily motivated to work.

- d. The principle of delegation of authority The leader will give authority or power to subordinate employees to be able to make decisions at any time regarding what the subordinate employees want, so that subordinates will be motivated to work according to the leader's expectations.

2.3 Employee Performance

The term performance itself comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by someone). The definition of performance (work achievement) as explained by Mangkunegara (2002) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Kusriyanto, in Mangkunegara (2002), defines "performance as a comparison of results achieved with the participation of labor per unit of time (usually per hour)". Furthermore, according to Faustino Cadosa Gomes (in Mangkunegara, 2002), he said that the definition of employee work is: "Expressions such as output, efficiency and effectiveness are often associated with productivity". "Performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics (Rasyid, 2003)". Therefore, it can be concluded that performance is the result of achievements that can be carried out by a person, both in terms of quality and quantity, which will be achieved by employees per time period in carrying out their work duties in accordance with the responsibilities given to them. Performance Measurement In relation to the measurement of work performance assessment, employee performance, according to Dharma (in Rasyid, 2008), is measured using the following indicators:

- 1.Quantity of work results, which includes the amount of production activities produced
- 2.Quality of work results, namely that which includes conformity of production activities with the applicable provisions as process standards for implementing activities and organizational plans.
- 3.Punctuality in completing work, namely fulfilling the time required or expected in carrying out activities.

3. Research Methods

The type of research design used in this study is the type of quantitative research methodology. According to (singarimbun 1996), a research method that explains the relationship between variables - variables through hypothesis testing. According to Sugiyono, quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples. Sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical in nature with the aim of testing the established hypothesis (Sugiyono, 2012: 7). The sample is a portion of all employees who are considered to meet the employee requirements at Muhammadiyah University of Makassar, which amounts to 70 employees. To obtain the number of samples , the Slovin formula is used. As follows:

$$n = \frac{N}{1 + Ne^2}$$

n : number of samples

N: population size

e: error tolerance limit

Based on this formula, the number of employees is determined as the following sample

e = 10%

N = 238

n=?

$$n = 238 / (1 + 238 \times 0,01) = 238 / (1 + 2,38) = 238 / 3,38 = 70.4$$

The number of samples based on this calculation is 70 people, then the number of employees who are respondents in this study will be calculated proportionally from each work unit.

4. Results and Discussion

4.1 Results

a. Research Instrument Results

1) Validity Test

The results shown from this validity test will describe whether or not the instrument submitted in the questionnaire is valid. The question instrument submitted in the questionnaire must be valid because the question must reflect the variable to be studied. Based on the data obtained in the study, the results of the validity test of the research instrument are as follows:

Table. 4. 10. Recapitulation Of Validity And Reliability Test Results

Variables	Item	R	Value.P	Information	Reliability	Information
Organizational Commitment (X1)	X1.1	0.550	<.001	Valid	0.668	Reliable
	X1.2	0.658	<.001	Valid		
	X1.3	0.682	<.001	Valid		
	X1.4	0.581	<.001	Valid		
Job Stress (X2)	X2.1	0.723	<.001	Valid	0.459	Reliable
	X2.2	0.779	<.001	Valid		
	X2.3	0.660	<.001	Valid		
	X2.4	0.589	<.001	Valid		
	X2.5	0.779	<.001	Valid		
	X2.6	1	<.001	Valid		
Work Motivation (X3)	X3.1	0.894	<.001	Valid	0.874	Reliable
	X3.2	0.711	<.001	Valid		
	X3.3	0.671	<.001	Valid		
	X3.4	0.670	<.001	Valid		
	X3.5	0.568	<.001	Valid		
	X3.6	1	<.001	Valid		
Employee Performance (Y)	Y1.1	0.993	<.001	Valid	0.874	Reliable
	Y1.2	0.993	<.001	Valid		
	Y1.3	0.656	<.001	Valid		
	Y1.4	0.993	<.001	Valid		
	Y1.5	0.993	<.001	Valid		
	Y1.6	1	<.001	Valid		

Source: Attachment Of Validity And Reliability Test Results.

The results of the reliability test of the research instruments, as in Table 4.10. then the test results show that all research instruments are reliable. This can be seen that all variables of this study have a reliability coefficient/alpha greater than 0.6. If the results of this reliability test are associated with the criteria of the reliability coefficient index according to

Arikunto (1998), it shows that the reliability/alpha of the research instrument is high. Thus the research data is valid and suitable for use in testing research hypotheses.

Based on the validity test results table above, it is known that all statement items used in this statement are valid, which is indicated by the value of each statement item having a

positive person correlation value and is greater than the r table value.

2) Reliability Test The technique used to measure the level of reliability is Cronbach Alpha by comparing the Alpha value with its standard, with the following conditions:

1. Cronbach Alpha value 0.00 to 0.20, means less reliable
2. Cronbach Alpha value 0.21 to 0.40, meaning it is somewhat reliable
3. Cronbach Alpha value 0.41 to 0.60, meaning it is quite reliable
4. Cronbach Alpha value 0.61 to 0.80, means reliable
5. Cronbach Alpha value 0.81 to 1.00, meaning very reliable

Based on the reliability test results table, 4 variable items (statements) have a Cronbach's Alpha of 0.840. This means that it is at the Cronbach's Alpha value. 0.81 to 1.00 . Based on the provisions above, the variables in this study are very reliable.

3) Classical Assumption Test

- a. Normality Test
- b. Multiple Linear Regression Analysis

The result of regression analysis is in the form of coefficients for each independent variable. These coefficients are obtained by predicting the value of the dependent variable with an equation. Table 4.12

Multiple Linear Regression Analysis Results Coefficients a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-2,252	,247		-9,118	,000
1 Organizational Commitment	,202	,060	,120	3,364	,001
Job Stress	,076	,060	,041	1,252	,215
Work motivation	1,295	,056	,878	23,295	,000

- a. Dependent Variable: Employee Performance Table 4.12 shows that the performance variable is influenced by three variables used in the study, namely organizational commitment, work stress, and work motivation, so that the following equation is formed:

$$Y = -2.252 + 0.202 X_1 + 0.07 X_2 + 1.295 X_3$$

Based on the results of the regression equation, the influence of each independent variable on the dependent variable can be explained as follows:

The results of the analysis show that the most influential independent variable is the work motivation variable with a coefficient value of 1.295, followed by the organizational commitment variable with a coefficient value of 0.202, while the variable that has a negative effect is the work stress variable with a coefficient value of 0.007, from the equation it can be seen

that all independent variables (organizational commitment, work stress, and work motivation) have a positive effect on employee performance , the influence of the variables of organizational commitment , work stress and work motivation positively on employee performance means that by increasing the respondent's perception of the variables of organizational commitment , work stress and work motivation, it will have an effect on increasing performance.

Based on the results of the explanation above, it can be explained that the organizational commitment variable is stated as significant and the work motivation variable is also stated as significant with the variable coefficient value being positive. While the work stress variable is stated as insignificant.

a. Coefficient of Determination

The coefficient of determination measures how far the model's ability to explain the variation of the dependent variable. The

following is a table of the coefficient of determination produced in the study.

Table 4.13
Model Summary Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,972 ^a	,945	,943	,10390	1,932

- a. Predictors: (Constant), Organizational Commitment, Work Stress, Work Motivation
b. Dependent Variable: Employee Performance

Based on table 4.1 3, it can be seen that the adjusted R² is 0.945 , this means that 94.5 % of the variation in employee

performance can be explained by the variation in the three independent variables, namely organizational commitment, work stress, and work motivation, while the remainder (100% - 94.5 % = 5.5 %) is explained by other causes outside the model.

- b. Simultaneous Test (F)

Table 4. 1 4 F Test Results (Simultaneous) ANOVA a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12,255	3	4,085	378,394	,000 ^b
Residual	,712	66	,011		
Total	12,967	69			

- a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Organizational Commitment, Work Stress, Work Motivation
F test shows how far the influence of independent variables simultaneously explains the variation of the dependent variable . Based on table 4.14 above, it can be concluded that together the independent variables (Organizational

Commitment, Work Stress and Work Motivation) have a positive and significant effect on the dependent variable (Employee Performance). This is shown from the results analysis where the sig value is $0.000 < 0.01$. This is indicated by the calculated F value = $378.394 > F$ table 2.75.

- c.Partial Effect Significance Test (t-Test)

Table 4.15
Results of Partial Effect Significance Test (t-Test) Coefficients a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-2,252	,247		-9,118	,000
1 Organizational Commitment	,202	,060	,120	3,364	,001
Job Stress	,076	,060	,041	1,252	,215
Work motivation	1,295	,056	,878	23,295	,000

- a. Dependent Variable: Employee Performance
The t-test shows how far the influence of one

independent variable partially explains the variation of the dependent variable. The following

explains the results of the t-test calculation for each variable :

1. The t-value of the Organizational Commitment variable (X1) is greater than the t-table value ($3.364 > 1.667$) and the significant value ($0.001 < 0.005$). These results indicate that the organizational commitment variable has a positive and significant influence on improving the performance of employees of the University of Muhammadiyah Makassar .
2. The t-value of the Job Stress variable (X2) is smaller than the t- table value ($1.252 < 1.667$) and the significant value ($0.215 > 0.05$). These results indicate that the job stress variable has a positive and insignificant influence on improving employee performance at the Muhammadiyah University of Makassar which cannot be accepted .
3. The t-count value of the Motivation variable (X3) is greater than the t-table value ($23.295 > 1.667$) and the significant value ($0.000 < 0.05$). These results indicate that the work motivation variable has a positive and significant influence on improving employee performance at the Muhammadiyah University of Makassar which can be accepted.

4.Result and Discussion

1. The Influence of Organizational Commitment on Employee Performance

After conducting the hypothesis analysis results presented in Table 4.11, it shows that organizational commitment has a positive influence and significant on employee performance at Muhammadiyah University of Makassar. This is indicated by the t- count value being greater than the variable from the t-table value ($3.364 > 1.667$), as well as a smaller significance value (sig.) rather than the required $\alpha = 0.05$ ($0.001 < 0.05$). This is understandable because employee performance in the field is an activity or activity that requires a good basis of academic ability and skills. In addition, an employee's academic achievement during education can provide an overview of his work ability directly related to his intelligence factor. Organizational commitment is very strong in improving employee performance because

employees are consistent in carrying out their commitments in the organization where they work so that their performance can increase and be strong. This is in line with the results of research that occurred at the Muhammadiyah University of Makassar because the commitments that have been agreed upon by employees have been implemented consistently, this means that employees have been able to carry out commitments in an organization, especially at the Muhammadiyah University of Makassar. This can be a reference material for employees of the Muhammadiyah University of Makassar that a good commitment in an organization can improve employee performance. Employees tend to be traditionalists, and try their best to maintain their current position in the organization. This is in line with research conducted at the Muhammadiyah University of Makassar, that organizational commitment has a positive and significant effect, meaning that the commitment that has been agreed upon is carried out optimally in accordance with the rules applicable in the organization so that this can improve employee performance at the Muhammadiyah University of Makassar.

Table 4.6 shows the majority of respondents, as many as 45 respondents (64.4 %) stated that they strongly agree if employees feel they have to be involved in efforts to achieve goals . As many as 45 respondents (61.4%) stated that they strongly agree if employees care about the future of the organization . As many as 43 respondents (61.4%) stated that they strongly agree if employees care about the future of the organization . agree with the organization's policies. So the conclusion of this study is that organizational commitment has a positive and significant effect on employee performance at Muhammadiyah University of Makassar.

2. The Influence of Work Stress on Employee Performance

After conducting the hypothesis analysis results presented in Table 4.9, it shows that work stress has a positive and insignificant

influence on employee performance at Muhammadiyah University of Makassar. This is indicated by the t-count value being greater than the t-table value ($1.252 < 1.667$), and a significance value (sig.) greater than the required $\alpha = 0.05$ ($0.215 > 0.05$). This means that this variable does not have a positive and significant influence.

Table 4.6 shows the majority of respondents, as many as 61 respondents (87.1%) stated that they disagreed if employees felt that the tasks assigned were not in accordance with my expertise. As many as 70 respondents (100%) stated that they disagreed if employees felt that many tasks took up time and thought. As many as 41 respondents (58.6%), stated that they agreed if the work environment was comfortable. The statement about employees having full authority to carry out work tasks and responsibilities, as many as 38 respondents (54.3%) stated that they strongly agreed with this. As many as 32 respondents (45.7 %) stated that they agreed with the question about anxiety over work results due to intervention from other parties. While for the question about the problem of me feeling uncomfortable when in conflict with coworkers at work, as many as 38 respondents (41.4%) stated that they strongly agreed with an average value of 3.70 mean variable.

Higgins (Umar, 2000: 259) argues that there is a direct relationship between work stress and employee performance, a large number of studies have investigated the influence of work stress on performance presented in the stress-performance model (inverted U relationship) namely the Yerkes Podson law (Mas'ud, 2002: 20). The inverted U pattern shows the influence of stress levels (low-high) and performance (low-high). If there is no stress, there are no work challenges and performance tends to decline. Too little stimulation, too few demands and challenges can cause boredom, frustration, and the feeling that we are not using our abilities to the full (Looker, 2005: 144). In line with increasing stress, performance tends to increase, because stress helps employees to direct all resources in

meeting work needs, is a healthy stimulus that encourages employees to respond to work challenges. Finally, stress reaches a stable point that is left-right in accordance with employee performance capabilities. Furthermore, if stress becomes too great, performance will begin to decline because stress interferes with work implementation. Employees lose the ability to control it. The most extreme result is zero performance, employees become unable to work anymore, give up, quit or refuse to work to avoid stress.

Based on field conditions, no significant influence was found between work stress and employee performance. This means that employees of Muhammadiyah University of Makassar do not experience stress at work, this is because in completing their work, employees instill a collective colloquial nature, which means that employees help each other in completing the work entrusted to them so that they do not feel burdened by the work they do, and there is no fanism at Muhammadiyah University of Makassar so that it does not affect employee performance and riots that employees do not base on performance are caused by the work they do on the other hand employees also feel comfortable with their work environment and one employee with another employee has a good emotional closeness so that they feel comfortable and calm at work, and there is no pressure from the leadership that puts pressure on employees at work so that employees feel that their work is not a burden and can be completed without experiencing stress at work. In addition, employees of Muhammadiyah University of Makassar consider their place of work to be their own so that employees do not experience stress at work, on the other hand when they are pressured at work, their performance decreases because there is an emotional closeness between employees and leaders. This affects the lack of stress for employees at work. In this condition, employees also always instill focus in working and prioritize the work given compared to other jobs, so this is also the strongest reason for employees in overcoming

all problems in their work, if employees at the Muhammadiyah University of Makassar have work and activities outside of working hours, then employees are able to complete their work with the help of other employees. Therefore, employees do not experience stress in working because there is always a solution in completing their work, so it does not affect employee performance.

3. The Influence of Work Motivation on Employee Performance

After conducting the hypothesis analysis results presented in Table 4.11, it shows that work motivation has a positive and significant influence on employee performance at Muhammadiyah University of Makassar. This is indicated by the t-count value being greater than the t-table value ($23.295 > 1.667$), as well as the significance value (sig.) being smaller than the required $\alpha = 0.05$ ($0.000 < 0.05$). This also means that the motivation variable has a positive and significant influence.

Table 4.8 shows the majority of respondents, as many as 55 respondents (78.6 %) stated that they agree if employees like to influence others to follow the way other employees do their jobs well. As many as 46 respondents (65.7%) Try hard to improve their performance in the past. The majority of respondents, as many as 46 respondents (65.7 %) also stated that they agree if employees often suggest colleagues to improve their performance. As many as 27 respondents (38.6 %) stated that they strongly agree if employees There is a close relationship between employees. As many as 30 respondents (42.9%) stated that employees enjoy working with others more than working alone. No respondents stated that they strongly disagree if employees influence others to follow their way of doing something with an average frequency value of 4.20 mean variable.

Employee performance is also influenced by the length of time they have worked. From the description of the respondent data, almost half have a work period of more than 5 years. Conditions at Muhammadiyah University of

Makassar, half of the respondent data also have a work period of less than 5 years, where this period still needs time to carry out their duties and authorities and still requires adaptation in their work environment so that this affects the performance of the employees themselves. While employees who work for more than 5 years are able to improve their performance due to work experience and an environment that is already quite familiar so that this condition is able to improve employee performance.

Motivation is the desire of workers to fulfill their needs. Organizations in motivating workers can be done through the arrangement of a warm or cool organizational atmosphere and creating reward and legal systems, enforcing standards, strict policy regulations and maintaining communication. Thus, the method of employee motivation carried out in this organization is one form of creating better performance level conditions. According to Handoko (2002: 252), motivation is a state within a person that drives the individual's desire to carry out certain activities to achieve goals. Meanwhile, according to Buhler (2004: 191) provides an opinion on the importance of motivation as follows: "Motivation is basically a process that determines how much effort will be devoted to carrying out work". Motivation or encouragement to work is very important for achieving a goal, so humans must be able to grow work motivation.

Employees have needs and aspirations, which is why they get up to work and organize. Muhammadiyah University of Makassar is an organization that brings together employees who have needs and ideals. Therefore, the organization requires order/management. so that motivation can become a reality as a driver of activities that lead to achieving good performance. It should be remembered that motivation cannot be forced. Motivation must come from oneself, be individual and intentionally broad in dimension. Motivation is individual in the sense that each person is motivated by various influences to various levels. Research was also conducted by Dr. Samina Nawab, Komal Khalid and Khuram Shafi

(2011), in their research entitled "Effect of Motivation on Employees Performance". This study was conducted to determine the significant relationship between motivational factors used by an organization and its influence on employee performance and efficiency. With a sample of 248 respondents and using the Analysis method with the SPSS program (version-12.0) the results obtained were that there was a positive relationship between motivation that affects employee performance with the assessment system, Organizational Environment and Reward System. This is in line with research that occurred at the Muhammadiyah University of Makassar where employee work motivation has a positive effect if employees are efficient in working.

5 Closing

5.1 Conclusion

The results of the analysis and hypothesis testing as in the previous chapter provide empirical evidence with a strong basis on organizational commitment, work stress, work motivation on employee performance at Muhammadiyah University of Makassar. The conclusions of the study can be seen as follows:

1.The organizational commitment variable has a positive and significant effect on improving employee performance at the Muhammadiyah University of Makassar . This means that the agreed commitment has been implemented consistently by employees so that it affects employee performance.

2.The work stress variable does not have a positive and significant effect on improving the performance of employees at the University of Muhammadiyah Makassar . This means that employees do not experience stress at work because in completing their work they help each other where they instill a collective nature of helping each other in completing their work and at the University of Muhammadiyah Makassar there is no Fanism, and employees also feel unsaturated in working and enjoy the work that has been given to employees. So this does not affect employee performance.

3.The work motivation variable has a positive and significant effect on improving employee performance, which is fulfilled according to the type of motive that influences it. This means that high motivation always produces good performance and with motivation employee performance increases.

5.2 Suggestion

1. In terms of Organizational Commitment, Improving employee performance can be achieved by paying attention to organizational commitment . Therefore, leaders should actively participate to encourage employees to be able to carry out organizational commitments consistently so that employee performance can be further improved .
2. In terms of Work Stress, the need for delegation of tasks and responsibilities should be clearer and more even in the distribution of jobs to each employee so as not to cause stress for employees.
3. In terms of work motivation, leaders should also pay more attention to employees who excel by giving rewards so that employees can be more motivated in their work.

Bibliography

- Dangkeng, A., & Ramli, M. (2022). Treatment of Zakat Accounting At The National Zakat Amil Body (Baznas) In Bantaeng Regency. *Ar-Ribh Journal* , 5 (1).
- Dangkeng, A., Ramli, M., & Nurfaisah, N. (2023). Cost of Production to Determine Selling Price in Gowa Jaya Cake. *Invoice: Journal of Accounting Science* , 5 (1), 17-23.
- Dangkeng, A., & Ramli, M. (2022). Treatment of Zakat Accounting At The National Zakat Amil Body (Baznas) In Bantaeng Regency. *Ar-Ribh Journal* , 5 (1).
- Dani, SD, & Ramli, M. (2024). THE EFFECT OF MARKETING STRATEGY ON THE DECISION TO USE GRAB ONLINE TRANSPORTATION SERVICES IN PALOPO CITY. *Journal of Revolutionary Economics* , 7 (9).

- Dangkeng, A., & Ramli, M. (2022). Treatment of Zakat Accounting At The National Zakat Amil Body (Baznas) In Bantaeng Regency. *Ar-Ribh Journal* , 5 (1).
- Habibie, S., & Ramli, M. (2024). ANALYSIS OF FACTORS INFLUENCING PUBLIC INTEREST IN ENTREPRENEURSHIP FROM THE PERSPECTIVE OF ISLAMIC ECONOMICS (Study on Business Actors in the Central Market of Palopo City). *Journal of Revolutionary Economics* , 7 (9).
- Nurfaisah, N., Ramli, M., Samsuri, S., & Fausiah, R. (2023). The Impact of Leadership Style on Employee Performance at the Public Works Office of East Luwu Regency. *Journal of Profitability Management Science* , 7 (2), 180-183.
- Mariana, L., & Ramli, M. (2022). The Effect of Communication and Motivation on Employee Performance at PT. Federal International Finance (FIFGROUP) Hertasning Post. *Economos: Journal of Economics and Business* , 5 (3), 259-267.
- Ramli, M., Dangkeng, A., Pertiwi, H., & Fausiah, R. (2023). Analysis of Factors Affecting Income and Order Levels of Online Motorcycle Taxis During the Pandemic Case Study of Grab And Gojek Online Ojek Drivers In Palopo City. *Journal of Profitability Management Science* , 7 (1), 134-138.
- Ramli, M., Mattalatta, M., Hasmin, H., Ilyas, JB, Ansar, A., & Kurniawaty, K. (2024). Analysis of Factors that Influence Student Interest in Entrepreneurship with Entrepreneurial Character as an Intervening Variable. *Point of View Research Economic Development* , 5 (1).
- Ramli, M., Ichsan, N., & Pirman, P. (2022). The Effect of Production Costs on Weaving Craftsmen's Income During the Covid 19 Pandemic. *Journal of Balanced Economics* , 18 (2), 208-220.
- Ramli, M., & Sarda, S. (2021). The Effect Of Leadership Style And Motivation On Performance Of Bank BTPN Employees, Sungguminasa Branch, Gowa Regency. *Journal of Profitability Management Science* , 5 (2), 285-301.
- RAMLI, M. (2024). *ORGANIZATIONAL COMMITMENT TOWARDS IMPROVING EMPLOYEE PERFORMANCE* . CV. AZKA PUSTAKA.
- Ramli, M., & Dangkeng, A. (2022). The Influence of Motivation on Employee Performance at the Bantaeng Regency PDAM Office. *Metaverse Journal ADPERTISI* , 1 (1), 12-20.
- Fausiah, R., Samsuri, S., Wijaya, H., & Ramli, M. (2023). Balanced Scorecard Analysis as a Performance Measurement Tool of PT Japfa Makassar. *Balance Economic Journal* , 19 (2), 217-225.
- Samsuri, S., Ramli, M., & Ningsi, IS (2024). The Influence of Reward and Punishment on Improving Employee Work Discipline. *Management and Accounting Research Statistics* , 4 (2), 38-49.
- Oktawan, RT, Ramli, M., & Faizah, N. (2024). ANALYSIS OF THE IMPACT OF TOURISM BUSINESS ON THE ECONOMIC EMPOWERMENT OF LOCAL COMMUNITIES AT THE RANTE KASIMPO TOURISM OBJECT, SALURANTE HALL, RINDING ALLO VILLAGE, RONGKONG DISTRICT. *Revolutionary Economic Journal* , 7 (9).
- Tahir, S., & Ramli, M. (2024). The Influence of Job Description and Work System on Employee Work Productivity. *Management and Accounting Research Statistics* , 4 (3), 33-43.
- Suwandi, S., Dangkeng, A., & Ramli, M. (2022). Training and Mentoring in Making Sago Processed Products. *Mega Buana Journal of Innovation and Community Service* , 1 (1), 1-4.