

Effect of Job Satisfaction, Employment Conflict and Organizational Commitment on Employee Performance

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Abstract

This research aimed to find the effect of job satisfaction, work conflict, and organizational commitment on the performance of the population control and family planning office employees in Lamongan Regency. This research uses independent variables: job satisfaction, work conflict, and organizational commitment. The dependent variable is employee performance. The sampling technique used is the saturated sampling technique. The data collection was carried out by distributing questionnaires to office employees as many as 54 questionnaires. This study uses a validity test, reliability test, and multiple linear regression analysis, by testing the F statistical hypothesis test, t statistical test, and proving dominance. The results of the study indicate that job satisfaction has a positive and significant effect on employee performance, work conflict has a positive and significant effect on employee performance, and organizational commitment has a positive and significant effect on employee performance. Among job satisfaction, work conflict and organizational commitment are the dominant variables affecting the population control and family planning office employees in the Lamongan regency in the job satisfaction variable.

Keywords— *job satisfaction, work conflict, organizational commitment, employee performance*

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kepuasan kerja, konflik kerja dan komitmen organisasi terhadap kinerja pegawai kantor dinas pengendalian penduduk dan keluarga berencana Kabupaten Lamongan. Penelitian ini menggunakan variabel independent yaitu kepuasan kerja, konflik kerja dan kepuasan organisasi dan variabel dependen kinerja pegawai. Teknik pengambilan sampel menggunakan Teknik sampling jenuh. Pengumpulan data dilakukan dengan penyebaran kuesioner kepada pegawai dinas sebanyak 54 kuesioner. Penelitian ini menggunakan alat uji Validitas, uji Reliabilitas, Analisis Regresi Linear Berganda, dengan pengujian hipotesis uji statistik F, uji statistik t, dan pembuktian dominan. Hasil dari penelitian menunjukkan bahwa kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai, konflik kerja berpengaruh positif dan signifikan terhadap kinerja pegawai, komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja pegawai. Diantara kepuasan kerja, konflik kerja dan komitmen organisasi variabel yang dominan berpengaruh terhadap kinerja pegawai dinas pengendalian penduduk dan keluarga berencana kabupaten lamongan adalah variabel kepuasan kerja

Kata kunci: *Kapuasan Kerja, Konflik Kerja, Komitmen Organisasi, Kinerja Pegawai*

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INTRODUCTION

Global human resource management requires more complex handling when compared to domestic human resource management. Each country has different characteristics, so global human resource management must be able to balance these different characteristics. Global developments directly and indirectly influence organizations and the people in them. Global culture interacts with regional, national, and organizational cultures and organizational functions including individual attitudes and behaviors so that global changes can also be responded to and have a relationship and influence on human activities in the organization.

Global development has a big influence on the development of HR science because the changes occur in all humans who have been in organizations. Change is a phenomenon that cannot be avoided, but how can HR take advantage of the changes for the benefit of the organization and its members? If it cannot adapt to the environmental changes that occur, the organization will become a "status quo" which ends in the reduction or even the destruction of the organization in the future. Globalization is the tendency of organizational companies to expand

As a result of the globalization process, there is a trend in the world of work in the technological aspect which eventually gave birth to the world of positions and work. We can see office devices and equipment emerging such as fax machines, photocopiers, printers, and personal computers (PCs) which increasingly influence human resources in organizations. According to Badriyah (2017:6), Human Resource Management is the activity of planning, procuring, developing, maintaining, and using human resources to achieve goals both individually and organizationally.

Every country is currently faced with global conditions, where there are almost no borders between countries, each other will influence each other in many ways, both economic, political, social, and cultural. One country cannot close itself off from other countries, and the level of competition is getting higher, this is increasingly supported by advances in technology and communication and increasingly sophisticated industry. The flow of goods and services will flow freely between countries in the ASEAN region. No exception with the workforce who can work between ASEAN countries. The ASEAN Economic Community (AEC) is an agreement between ASEAN countries to increase cooperation in the economic sector. The ASEAN region becomes a single market or open market based on production, where there is free movement of the flow of goods, services, investment, capital, and labor. The AEC which has been in effect since December 31, 2015, is a challenge and at the same time an opportunity for Indonesia. The formation of the single market of the ASEAN Economic Community (AEC) allows one country to sell goods and services easily to other countries throughout Southeast Asia so that competition will be increasingly tight. The ASEAN Economic Community not only opens up the flow of trade in goods and services but also the professional labor market, such as doctors, lawyers, accountants, and others. Special staff of the Minister of Manpower and Transmigration, Dita Indah Sari, explained that the MEA requires the elimination of regulations that previously hindered the recruitment of foreign workers, "restrictions" especially in professional workers are encouraged to be eliminated. According to Bintoro (2017:15) states that human resource management is a science or way of how to regulate the relationship and role of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the common goals of the company, employees and the community are achieved to the maximum.

Population control program is one of the strategies for making development in Indonesia a success. The larger the population, the higher the development costs will be, for example, food

subsidies, education, fuel, and also health. Therefore, the government is promoting the KB (family planning) program to emphasize the rate of population growth. Which was launched in January 2016. This program is one of the efforts to strengthen the Population, Family Planning, and Family Development (KKBPK) program which is managed and implemented from, by, and for the community in empowering and providing convenience to the community to obtain total KB program services, as an effort to realize quality families. Kampung KB is a technical implementation of the KKBPK program where the President of the Republic of Indonesia, Ir. Joko Widodo mandated BKKBN to prepare a program that can strengthen the achievement of development targets in the field of population growth and family planning 2015-2020. In addition, the government is also paying attention to the population growth rate which has reached an alarming level of 1.49% annually, far from the ideal figure of 1.1% (BKKBN data). This is in line with the mandate of Law Number 52 of 2009 concerning Population Development and Family Development which emphasizes that the authority of the National Family Planning Coordinating Agency is not only limited to the development of Family Planning and Family Welfare but also Population Control. The KB Village is expected to become an icon of the BKKBN that will directly touch and provide benefits to communities throughout Indonesia.

According to Wether & Davis in Badriyah (2017:228), job satisfaction is an employee's feeling related to their work, namely feelings of pleasure or displeasure in viewing and carrying out their work. According to Mukasyahayati (2019) in her research entitled "The Effect of Compensation, Work Discipline and Job Satisfaction on Employee Performance at PT Bina Tunas Bestari Surabaya" stated that job satisfaction is an employee's attitude or feeling towards pleasant aspects of work that are following the assessment of each job.

The relationship between job satisfaction and performance towards the Population and Family Planning Control Service of Lamongan Regency is that job satisfaction has a positive effect on employee performance, likewise, job dissatisfaction will hurt performance, and employees who have high job satisfaction will make employee performance increase. From the definition above, the researcher states that employee performance will increase because of the job satisfaction received by employees, employees who have high job satisfaction will have high work enthusiasm.

According to Hasibuan (2016:199), work conflict is an unhealthy competition based on ambition and emotional attitudes to achieving victory. Conflict will cause tension, confrontation, fights, and frustration if it cannot be resolved. According to Pratami (2019) in his research entitled "The Effect of Work Conflict and Organizational Communication on Employee Performance (Case Study at PD. Pasar Jaya)" states that work conflict is a dispute between two or more people, individuals, or groups within an organization/company caused by differences in perception, communication barriers and various activities that are not by what they should be.

Work conflict in the Population and Family Planning Control Service of Lamongan Regency is a conflict in certain conditions such as differences of opinion that occur between employees. From several definitions above, the researcher concludes that work conflict is a discrepancy or difference of opinion between the goals to be achieved between two or more members or groups in an organization or company.

According to Gibson quoted by Ansory (2018) the relationship between work conflict and performance in addition to creating cooperation, and interdependent relationships can also give rise to conflict. This occurs if each component of the organization has its interests or goals and does not work with each other. Therefore, performance can be hampered if there are differences in goals within the organization. If there are often conflicts within the organization that can lead to disputes between employees, the work situation will become uncomfortable which can directly or indirectly affect

employee performance. This situation can certainly be detrimental to the company. According to Krisnawati (2018) The study entitled "Workload and Work Conflict Affect Employee Performance" proves that workload and conflict both have a significant influence on employee performance. The negative influence shows that work conflicts that occur can have an impact on decreasing employee performance.

Relationship between Work Conflict and Performance at the Population and Family Planning Control Office of Lamongan Regency. Work conflict when the condition is very high can hinder the performance and effectiveness of groups and organizations. From the research above, the researcher stated that if the conflict increases, employee performance will decrease, because conflict greatly affects individuals in working.

Organizational Commitment in the Population and Family Planning Control Service of Lamongan Regency is a sense of identification, involvement, and loyalty appreciated by employees towards their organization. The problems that occur in the Service regarding the Organizational Commitment variable are employees who often leave work hours even though it is not yet break time and the lack of a harmonious relationship between employees and their superiors so that errors often occur in carrying out work instructions. This can cause unfinished work in the unit left by the employee it can result in a decline in company performance (Amelia et al., 2022). From several definitions above, the researcher concludes that organizational commitment is employee loyalty to the organization, which is reflected in their high involvement in achieving organizational goals.

In the Population and Family Planning Control Service of Lamongan Regency, the Relationship between Organizational Commitment and employee performance is that employees who have high enthusiasm and commitment to their organization will encourage performance in each individual so that employee performance will increase. From the definitions above, I can conclude that the relationship between organizational commitment and employee performance is that if employees have high commitment, their performance will be even better.

According to Bernadin and Russel in Priansa (2018), Performance is the result produced by a particular job function or activities in a particular job during a certain period, the work results are the result of the abilities, expertise, and desires achieved. According to Mukasyahayati (2019) in her research entitled "The Effect of Compensation, Work Discipline and Job Satisfaction on Employee Performance at PT. Bina Tunas Bestari Surabaya" explains that Performance is the work result achieved by an employee in carrying out work following the responsibilities given to the employee.

Performance according to the Population and Family Planning Control Service of Lamongan Regency is the work results achieved by employees to achieve goals in the organization. The problem that occurs is the lack of employee self-awareness to carry out the tasks that should be done. From the several definitions above, the researcher concludes that performance is the work results achieved by employees in terms of quantity and quality of what is given to them by the company or organization.

Therefore, this study was conducted to determine whether job satisfaction, work conflict, and organizational commitment have a significant influence on employee performance. From the background above, the researcher is interested in conducting a study entitled "The Effect of Job Satisfaction, Work Conflict, and Organizational Commitment on Employee Performance" (Case Study at the Population and Family Planning Control Service of Lamongan Regency)" their sales or manufacturing to new markets or abroad.

Based on the background, the problems that can be formulated in this research are: Do the variables of job satisfaction, work conflict, and organizational commitment partially influence employee performance at the population control and family planning service of Lamongan regency?;

What are the variables of job satisfaction, work conflict, and commitment? Organization simultaneously influences employee performance at the population control and family planning service of Lamongan regency?; Which of the variables of job satisfaction, work conflict, and organizational commitment has a dominant influence on the performance of employees of the population control and family planning service of Lamongan regency?.

LITERATURE REVIEW

Job satisfaction is a key factor that influences employee performance. Recent studies have shown that job satisfaction is not only related to financial aspects, but also to the work environment, relationships between coworkers, and recognition for achievements. A study by Alshammari (2021) found that high job satisfaction contributes to increased employee productivity and performance. This study emphasizes the importance of creating a positive work environment to increase employee satisfaction and, ultimately, performance.

Job satisfaction is an important factor in the world of work, which can be measured from various aspects such as job level, salary, and job promotion. In a study by Elin Lestari et al. (2024), Research shows that job satisfaction has a positive and significant influence on employee performance. In a study by Nimas & Mirwan (2018) Employees with high levels of job satisfaction tend to be more committed, contribute, and have high dedication to the company, thereby increasing productivity. Conversely, low job satisfaction can lead to decreased discipline and increased turnover.

Factors that influence job satisfaction include relationship harmony, work atmosphere, motivation, economic satisfaction, and peace and comfort in working in Suardi's research (2020). Job satisfaction is also influenced by organizational factors such as salary, promotion opportunities, a sense of security, and support from supervisors. Another study by Gianti & Palupi (2023) also shows that organizational culture and job satisfaction have a significant effect on employee performance, with organizational commitment as a mediating variable.

Several studies by Natalia (2019) also support that job satisfaction and work motivation have a positive and significant effect on employee performance. This is reinforced by the finding that employee job satisfaction can support performance in various aspects such as quality, quantity, timeliness, effectiveness, and independence.

Workplace conflict can hurt employee performance if not managed properly. Research by Rahman & Khan (2020) shows that interpersonal conflict in the workplace can reduce employee motivation and performance. However, well-managed conflict can generate creative solutions and improve collaboration. This study highlights the importance of effective conflict management to minimize the negative impacts and maximize the positive potential of conflict in the workplace.

Work conflict is an inevitable part of organizational dynamics that can significantly affect employee performance. Work conflict can have both positive and negative impacts. The impacts include weakening negative interpersonal relationships, the emergence of anger, and disruption to production activities due to wasted time and stress on individuals. Conversely, conflict can also trigger positive impacts such as increased discipline, cooperation, work motivation, and productivity.

Several studies have shown mixed results regarding the effect of work conflict on employee performance. Radhiana, Amri, & Putra (2022) found that work conflict has a positive and significant effect on employee performance at the Youth and Sports Office of Banda Aceh City. This study shows that changes in employee performance can be explained by changes in work conflict by 65.40%.

However, different results were shown in other studies. Kurniawati & Muhani (2020) found that work conflict has a positive and significant effect on employee performance at PT PLN (Persero) Rayon

Masamba. Meanwhile, other studies show that work conflict can have a negative effect on employee performance, where the higher the work conflict, the lower the employee performance. This is supported by Cendhikia (2016) who stated that work conflict has a negative and significant effect on employee performance

Organizational commitment plays an important role in determining employee performance. Research by Javed et al. (2021) shows that employees who have a high commitment to the organization tend to show better performance and are more loyal. This commitment can be influenced by various factors, including job satisfaction and management support. This study emphasizes that organizations need to focus on developing employee commitment to improve overall performance.

Organizational commitment is an effort made by employees to remain in the company, understand and believe in the rules of work, and are willing to dedicate themselves to the organization. Indicators of organizational commitment include affective commitment, ongoing commitment, and normative commitment.

Factors that influence organizational commitment include fairness and support, shared values, trust, organizational understanding, and employee involvement. Organizational commitment can affect employee performance. Research by Ufi & Wijono (2020) shows a significant relationship between organizational commitment and its aspects (affective commitment, continuance commitment, and normative commitment) with job satisfaction. High organizational commitment is associated with positive goals and good performance for the organization.

This research is as follows:

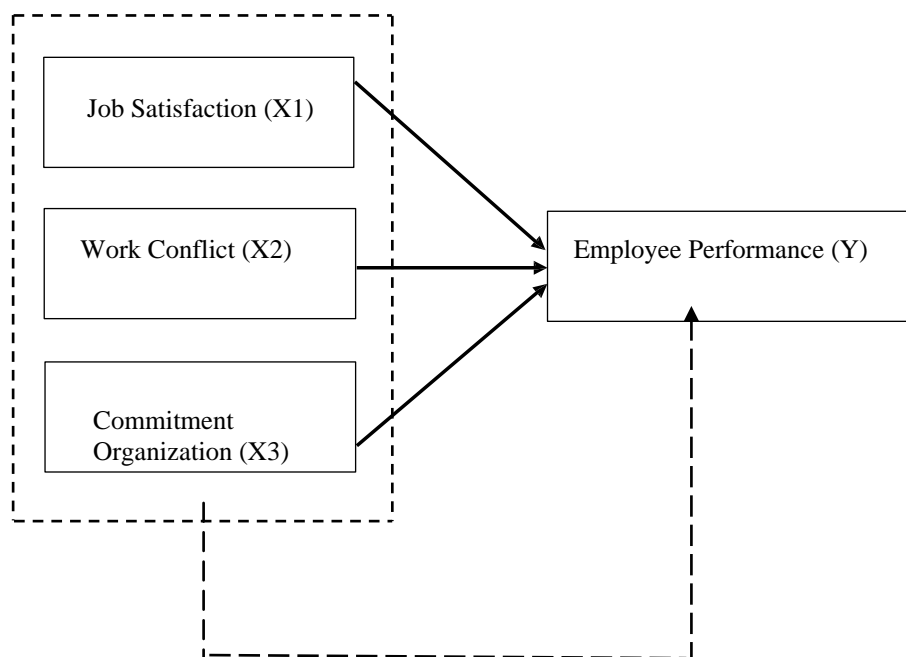


Figure 2.1 Conceptual Framework

Hypothesis

1. It is suspected that the job satisfaction variable partially influences the performance of employees of the Population Control and Family Planning Service of Lamongan Regency.

2. It is suspected that the work conflict variable partially influences the performance of employees of the Population Control and Family Planning Service of Lamongan Regency.
3. It is suspected that the organizational commitment variable partially influences the performance of employees of the Population Control and Family Planning Service of Lamongan Regency.
4. It is suspected that the variables of job satisfaction, work conflict and organizational commitment simultaneously influence the performance of employees of the Population Control and Family Planning Service of Lamongan Regency.
5. It is suspected that the job satisfaction variable has a dominant influence on the performance of employees of the Population Control and Family Planning Service of Lamongan Regency.

RESEARCH METHOD

The research approach is the whole method or activity in a study that starts from discussing the problem to concluding. In this study, the researcher used a quantitative research method. According to Sugiyono (2020:16), the quantitative research method can be interpreted as a research method based on the philosophy of positivism, used for research on certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical in nature to test the established hypothesis. The researcher used a quantitative approach, namely to determine the relationship between variables through hypotheses, so that the influence of each variable, namely the variables Job Satisfaction (X1), Work Conflict (X2), and Organizational Commitment (X3) on Employee Performance can be known both partially and simultaneously

The location of this research is the Population and Family Planning Control Service located at Jl. Pahlawan No. 37 Lamongan, East Java 62216, and time this research was conducted in November 2023-May 2024 to conduct field surveys and collect data needed for the research. Population according to Sugiyono (2017:136), is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population used in this study were all employees of the Population Control and Family Planning Service of Lamongan Regency, totaling 54 people/employees.

The sample used is the saturated sampling technique. The saturated sampling technique is a sampling determination technique when all members of the population, namely 54 people, are used as samples. Another term for the saturated sampling technique is a census, where all members are used as samples. To collect data in research activities, certain methods or data collection techniques are needed, so that the research process can run smoothly. According to Raihan (2017:81), data collection activities are the most important thing in research to achieve research results that have quality and have real and true evidence.

Primary data is obtained from interviews or questionnaires filled out by respondents. This primary data is needed to directly find out respondents' responses regarding job satisfaction, work conflict, and organizational commitment to the performance of employees of the population control and family planning service of Lamongan Regency. Secondary data is obtained from indirect data sources which are usually obtained from documented data sources. In this study, it was obtained from the Population and Family Planning Control Service of Lamongan Regency which is related to the study including data on the number of employees, absence data, organizational history, and organizational structure.

Researchers use a quantitative approach, namely to determine the relationship between variables through hypotheses, so that the influence of each variable, namely the variables of Job Satisfaction (X1), Work Conflict (X2), and Organizational Commitment (X3) on Employee Performance can be known, both partially and simultaneously. The validation test is done by calculating the correlation

coefficient whose significant value is less than 5% (level of significance) stating that the statement is valid and can be compared with the critical number r product moment. If the correlation coefficient is greater than the critical value then a question is considered valid. A reliability test is a measuring tool of a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answer to the question is consistent or stable over time. If the research instrument is carried out repeatedly, the answers produced will be the same.

The purpose of the data analysis method is to interpret and draw conclusions from several data that have been collected or obtained. This study uses quantitative analysis methods. Data processing in this study uses the help of the SPSS (statistical product and service solutions) for the Windows program. The analysis tools used include: The multiple regression analysis method was used to determine the extent of the influence of job satisfaction, work conflict, and organizational commitment on the performance of employees of the Population Control and Family Planning Service of Lamongan Regency. To see the influence of independent variables simultaneously on the dependent variable, the F Test is used. The F Test is known as a simultaneous test or Model Test/ANOVA test, which is a test to see how all independent variables influence the dependent variable simultaneously.

RESULT AND DISCUSSION

The initial step taken is to analyze the feasibility of the research instrument using a validity test, with the following results.

Table 1. Job Satisfaction Validity Test

Indicator	r count	Sign	r table	Information
Satisfaction with the job itself (X1.1)	0.698	>	0.2681	Valid
Satisfaction with salary (X1.2)	0.644	>	0.2681	Valid
Promotion opportunity (X1.3)	0.723	>	0.2681	Valid
Satisfaction with supervision (X1.4)	0.581	>	0.2681	Valid
Satisfaction with coworkers (X1.5)	0.773	>	0.2681	Valid

Source: Primary data processed, 2024

Reliability testing is used to test the consistency of measuring instruments (questionnaires). A questionnaire is said to be reliable if a person's answers to the statements are consistent or stable over time. The following are the results of the reliability test on the independent and dependent variables:

Table 2. Reliability Test Calculation Results

No	Variables	Cronbach's Alpha	Sign	Minimum required Cronbach's Alpha	Information
1	Job satisfaction (X1)	0.708	>	0.60	Reliable
2	Work conflict (X2)	0.856	>	0.60	Reliable
3	Organizational Commitment (X3)	0.853	>	0.60	Reliable

4	Employee Performance (Y)	0.705	>	0.60	Reliable
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Source: Primary data processed, 2024

Based on the results of Table 4.12, it can be seen that the Cronbach's Alpha results of each variable are greater than the required Cronbach's Alpha of 0.60. Therefore, the variables of job satisfaction, work conflict, organizational commitment, and employee performance are reliable, all have a good level of reliability and can be used in the analysis of this study.

Multiple Linear Regression is used to predict the influence of more than one independent variable on one dependent variable. Based on the analysis with the SPSS program, the results of the multiple linear regression analysis are summarized in the following table:

Table 3. Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.905	3.266		.277	.783
totalx1	.385	.131	.335	2,937	.005
totalx2	.357	.147	.289	2.428	.019
totalx3	.382	.153	.294	2.495	.016

Source: Primary data processed, 2024

Constant value (Y) of 0.905 means that if the variables of job satisfaction, work conflict, and organizational commitment are worth 0 (zero), then the value of the employee performance variable (Y) will be at 0.905. If there is no influence on the independent variables of job satisfaction, work conflict, and organizational commitment, then employee performance will change.

The coefficient of determination or R Square shows the percentage of how much influence the independent variable has on the change in the dependent variable. The following is the coefficient of determination R² produced.

Table 4. Value of Determination Coefficient R²

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602 ^a	.363	.324	3.36423

Source: Primary data processed, 2024

From the table above, the determination level is 0.363 or 36.3%. This shows that the percentage of influence of the variables Job Satisfaction X1, Work Conflict X2, and Organizational Commitment X3 can explain 36.3% of the performance of employee Y, and the remaining 63.7% is influenced by other factors not examined in this study.

The F test is used to test whether the independent variables simultaneously affect the dependent variable. The F test can be done by comparing the calculated F with the F table. If the calculated F > F table then H1 is accepted if the calculated F < F table then H1 is rejected. Based on the analysis with SPSS, the following results were obtained:

Table 5. ANOVA ^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	322,097	3	107,366	9,486	.000 ^b
Residual	565,903	50	11,318		
Total	888,000	53			

Source: Primary data processed, 2024

From the results of this study it can be seen that the F count is 9.486 at a significant value of 0.05 and the F table is 2.790 because the F count is greater than the F table ($9.486 > 2.790$) then H_0 is rejected. Thus H_1 can be accepted, this shows that the variables of job satisfaction, work conflict and organizational commitment simultaneously and have an influence on employee performance variables.

The t-test is used to determine partially (individually) the variables. job satisfaction (X1), work conflict (X2) and organizational commitment (X3) on the dependent variable of employee performance (Y)

Table 6. t-Test Results

Variables	t count	t table	Sig	Information
Job satisfaction (X1)	2,937	2,008	0.005	Sig<0.05
Work conflict (X2)	2.428	2,008	0.019	Sig<0.05
Organizational commitment (X3)	2.495	2,008	0.016	Sig<0.05

Source: Primary data processed, 2024

Based on the research results using the t-test, it shows that: Based on table 6, it can be seen that the t-value of the job satisfaction variable (X1) is 2.937 where the t-value table of this study is 2.008 with a significant value of the job satisfaction variable (X1) less than 0.05, which is 0.005. This indicates that the job satisfaction variable (X1) has a partial positive effect on the performance of employees of the population control and family planning service, Lamongan Regency.

After researching the influence of job satisfaction, work conflict, and organizational commitment on employee performance (Y) at the Population Control and Family Planning Service of Lamongan Regency, the following discussion can be drawn:

Simultaneous hypothesis testing obtained an F value of 9.486 more than the F table of 2.790 with a significance level (Sig) from the Anova output obtained 0.000 which means < 0.05 (alpha 5%). This means that there is a simultaneous influence between job satisfaction (X1), work conflict (X2), and organizational commitment (X3) affecting the dependent variable, namely employee performance (Y) of the Population and Family Planning Control Service of Lamongan Regency. According to Wether & Davis in Milla Badriyah (2017: 228), job satisfaction is an employee's feeling related to his work, namely a feeling of pleasure or displeasure in viewing and carrying out his work. Employee performance will increase because of the job satisfaction received by employees, so if job satisfaction increases, employee performance will increase.

The partial hypothesis test for the job satisfaction variable obtained a t count value of 2,937 more than the t table which is 2.008, with a significance level (Sig) of 0.005 which means < 0.5 (alpha 5%). So it can be concluded that H_0 is rejected and H_1 is accepted which means that the job satisfaction variable partially has a significant effect on the performance of employees of the Population Control

and Family Planning Office of Lamongan Regency

Partial hypothesis test for the work conflict variable, the calculated t value is 2.428 more than the t table, which is 2.008 with a significance level (Sig) of 0.019, which means <0.05 (5%). So it can be concluded that H0 is rejected, and H1 is accepted, which means that the work conflict variable partially has a significant effect on the performance of employees of the Population and Family Planning Control Service of Lamongan Regency.

Partial hypothesis test for the organizational commitment variable, the calculated t value is 2.495 > t table, which is 2.008 with a significance level (Sig) of 0.016, which means <0.05 (5%). So it can be concluded that H0 is rejected, and H1 is accepted, which means that the organizational commitment variable partially has a significant effect on the performance of employees of the Population and Family Planning Control Service of Lamongan Regency. The variable that has a dominant variable on employee performance is job satisfaction, which is indicated by the largest beta coefficient (β) value, namely 0.335, compared to work conflict and organizational commitment, which have lower values.

The t-test results indicate that job satisfaction, work conflict, and organizational commitment all have a significant impact on the dependent variable. This is evident as each of these variables meets the criteria for statistical significance. Job satisfaction plays a crucial role, suggesting that employees who are more satisfied with their work environment are likely to influence the outcome being measured. Similarly, work conflict also has a meaningful effect, implying that tensions or disagreements in the workplace contribute to changes in the dependent variable. Lastly, organizational commitment is found to be significant, highlighting that employees' dedication and loyalty to their organization are important factors in shaping the overall results. These findings suggest that all three variables are essential considerations in understanding workplace dynamics and their broader implications.

CONCLUSION

Based on the research findings in this research, it can be concluded that job satisfaction, work conflict, and organizational commitment have a positive and significant impact on employee performance at the Population Control and Family Planning Office of Lamongan Regency. Among these three variables, job satisfaction is the most dominant factor influencing employee performance. This means that the higher the job satisfaction experienced by employees, the better their performance will be. Additionally, although work conflict has a significant impact, effective conflict management is necessary to prevent negative effects on productivity. Organizational commitment also plays a crucial role in enhancing employee loyalty and dedication to their tasks and responsibilities. Overall, improving job satisfaction, effectively managing conflicts, and strengthening organizational commitment can serve as key strategies to enhance employee performance in this institution.

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