

The Influence of Commitment, Loyalty, and Work Environment on Employee Performance at the Election Supervisory Body of North Sumatra Province

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This study examines the factors that influence employee performance at the Bawaslu of North Sumatra Province, an institution with high work pressure in maintaining election integrity. The main focus of this study is to see the extent to which commitment, loyalty, and work environment impact staff productivity. Using quantitative methods with multiple linear regression analysis, the results of the study revealed three important points Commitment & Loyalty: Employees who have a high sense of attachment and dedication are proven to work far beyond the established standards. Work Environment: Physical facilities and a supportive work atmosphere greatly help employees complete complex supervisory tasks. Simultaneous Impact: Together, these three factors contribute greatly to organizational effectiveness. To increase public trust and maintain election transparency, the North Sumatra Bawaslu (Elections Supervisory Agency) needs to strengthen its internal culture and improve work facilities. By maintaining staff commitment and comfort, the agency can remain professional and resilient in the face of challenging election oversight dynamics.

Keywords: Commitment, Loyalty, Work Environment, Employee Performance, Bawaslu North Sumatra.

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1. Introduction

The Election Supervisory Body (abbreviated as Bawaslu) is an independent supervisory institution tasked with overseeing the conduct of general elections throughout Indonesia. Initially established by Article 22 of the 2007 General Election Administration Law and subsequently replaced by Article 15 of the 2011 General Election Administration Law, these laws define its mandate as supervising the administration of general elections (Am-una, 2026; Arthur et al., 2025).

Human resources play a vital role in every organizational activity, despite the increasing integration of sophisticated technology in various operational functions. In reality, the workforce remains a critical factor in determining the progress of operational processes. Consequently, every organization aspires for its personnel to work with maximum effectiveness and efficiency (Ayuni et al., 2024).

Employee performance is a crucial factor in the success of any organization, including government institutions such as the Election Supervisory Body (Bawaslu). Bawaslu holds a vital constitutional mandate to safeguard the integrity and credibility of the democratic process in Indonesia, particularly through the supervision of general elections and regional head elections. The effectiveness of Bawaslu's duties heavily depends on the optimal performance of each individual employee.

Employee performance does not manifest in isolation; rather, it is influenced by various internal and external factors. Three aspects widely recognized as having a significant impact on performance are commitment, loyalty, and the work environment (Azaria et al., 2024; Bai et al., 2022).

Employee commitment reflects an individual's psychological and emotional attachment to an organization, including their belief in the organization's values and objectives, as well as their desire to remain part of it. At Bawaslu North Sumatra, employee commitment to the vision of achieving fair and honest elections serves as the foundation for their dedication in carrying out supervisory duties, which are often fraught with challenges and pressure. Without such commitment, employees may merely perform their tasks at a minimal level, devoid of initiative or full accountability (Carmarda et al., 2023; Chanoago et al., 2025).

Human resources play a vital role in every organizational activity, even as functions are increasingly supported by sophisticated technology. In reality, the workforce remains the most crucial factor in determining the operational trajectory and the success of an organization in achieving its targets. This principle applies equally to government institutions such as the Election Supervisory Body (Bawaslu) of North Sumatra Province. As an independent supervisory institution with a constitutional mandate to safeguard the integrity of democracy, the performance of personnel within Bawaslu is a critical aspect.

Employee performance does not manifest automatically; it is influenced by various internal and external factors. Theoretically and empirically, three aspects widely recognized as having a significant impact on performance are organizational commitment, loyalty, and the work environment. Commitment reflects an individual's psychological and emotional attachment to the institution's values, loyalty demonstrates dedication to the organization's sustainability, and the work environment provides an ecosystem that supports productivity. Based on a review of previous research, the influence of these variables has been consistently validated across various government agencies, as summarized in the following table:

Table 1. Summary of Previous Research and Research Gap

Researcher & Year	Research Location	Variables Studied	Research Results	Contribution (R ²)
(Sihombing, 2022)	North Sumatra Government Agency	Commitment, Work Environment → Performance	Commitment and work environment have a positive and significant effect on employee performance	65.1%
(Pratama, 2021)	Regional Office of the Ministry of Religious Affairs, North Sumatra	Loyalty → Performance	Loyalty has a positive and significant effect on employee performance	93% (with other variables)
(Nasution, 2023)	Government Agency	Work Environment → Performance	Work environment has a positive and significant effect on performance	58%
(Hutagalung, 2020)	Public Organization	Commitment → Performance	Organizational commitment has a significant effect on improving employee performance	60%
(Simanjuntak, 2021)	Government Agency	Commitment, Loyalty, Work Environment → Performance	All three variables simultaneously have a significant effect on employee performance	70%

Although previous studies provide a robust theoretical foundation, Bawaslu of North Sumatra Province possesses unique operational characteristics. The fluctuating intensity of election supervision, which

demands a high level of integrity, places employees under pressures that differ from those in typical administrative institutions. Field phenomena indicate that performance fluctuations often occur when the workload of election supervision intensifies, which is suspected to be related to variations in employees' levels of commitment, loyalty, and their perception of the work environment (Creswell, 2023; Fadila et al., 2023; Fahlevi et al., 2025).

The research gap between previous findings and the specific challenges faced by Bawaslu of North Sumatra Province constitutes the urgency of this study. This research aims to analyze empirically how commitment, loyalty, and the work environment influence the performance of Bawaslu employees in North Sumatra, providing applicable managerial recommendations for Bawaslu to strengthen the effectiveness of election supervision in the future.

Employee loyalty relates to dedication and devotion toward the organization, manifested through a willingness to defend, support, and contribute maximally to the institution's long-term interests. In the context of Bawaslu North Sumatra, loyalty is essential for maintaining team stability, minimizing turnover, and ensuring the continuity of knowledge and experience, especially during intense election stages. Loyal employees tend to be less susceptible to external factors or competing offers and remain more focused on Bawaslu's mission.

Furthermore, the work environment both physical and non physical plays a vital role in shaping comfort, motivation, and employee productivity. A suitable physical environment (facilities, layout, and cleanliness) alongside a conducive non-physical environment (interpersonal relationships, leadership style, and organizational culture) can directly influence work enthusiasm. At Bawaslu North Sumatra, optimal working conditions support employees in carrying out supervision, enforcement, and dispute resolution tasks that require high concentration and effective coordination. Conversely, issues within the work environment, such as inadequate facilities, poor communication, or internal conflicts, can become serious impediments to performance.

Although these three factors are theoretically expected to have a positive influence, actual conditions in the field often present challenges. High workloads during election stages, limited resources, internal organizational issues, or external political dynamics may impact employees' commitment, loyalty, and perceptions of their work environment. Therefore, it is critical to empirically examine how commitment, loyalty, and the work environment either simultaneously or partially affect employee performance at Bawaslu North Sumatra.

This research is expected to provide a deeper understanding of the dynamics regarding the relationship between these variables and employee performance at Bawaslu North Sumatra, serving as a basis for management recommendations to enhance organizational effectiveness (Sihombing, 2022; Simanjuntak, 2021; Tambunan et al., 2024).

2. Literature Riview

Employee Performance

Employee performance refers to the work results achieved by an employee, assessed based on aspects of quality, quantity, timeliness, and collaboration in pursuit of goals established by the organization. Accordingly, performance represents the quality and quantity of an employee's work output. Employee performance is a dependent variable frequently paired with various independent variables that influence it, such as motivation, compensation, and the work environment.

Employee Loyalty

Employee loyalty is defined as the profound dedication and steadfast devotion demonstrated by an employee toward their organization. It serves as an emotional commitment that fosters an employee's desire to continuously support and remain an integral part of the institution in the long term, even during challenging periods. This loyalty is characterized by several key indicators, including long-term support, where employees express a genuine desire to remain with the company for as long as possible. Furthermore, it involves defensive advocacy, wherein employees proactively defend the organization against external criticism, and proactive involvement, demonstrated by the willingness to contribute constructive ideas for organizational advancement. Finally, loyalty is reflected in stable attendance, characterized by a high commitment to punctuality and consistent presence, avoiding unnecessary absenteeism.

Work Environment

The work environment encompasses all factors that influence an employee's professional experience, including both tangible and intangible elements. It comprises physical aspects, such as office facilities and infrastructure, as well as non-physical dimensions, including interpersonal relationships with colleagues, leadership styles, and the overarching organizational culture. The quality of the work environment is multifaceted, characterized by several key indicators. Physical aspects involve the availability of adequate equipment, office cleanliness, and supportive amenities, such as comfortable break areas. Social aspects refer to the existence of healthy, collaborative relationships among peers and open channels of communication. Psychological aspects are reflected in employees' feelings of being valued, supported, and their ability to achieve a sustainable work-life balance. Finally, structural aspects ensure organizational clarity through defined roles and responsibilities, as well as the provision of opportunities for professional career development.

Organizational Commitment

Organizational commitment refers to the extent of an employee's emotional attachment to, and desire to remain with, their organization. It signifies that employees are driven not merely by financial compensation, but by a genuine sense of ownership and a profound desire to contribute to the realization of the company's objectives. This commitment is evidenced by four primary indicators: first, the desire to remain, characterized by a strong intention to continue employment rather than seeking external opportunities. Second, dedication to goals, where employees exert substantial effort to ensure the attainment of organizational targets. Third, identification with values, manifested as a sense of pride in belonging to the organization and an alignment between personal values and corporate principles. Finally, a willingness to sacrifice, demonstrated by the readiness to go beyond standard job requirements to ensure the success of both the team and the organization.

3. Method

This study employs a quantitative research approach. According to Sugiyono (2020: 16), the quantitative research method is grounded in the positivist philosophy and is utilized to examine specific populations or samples; it involves the use of research instruments for data collection, employs quantitative or statistical data analysis, and aims to test predefined hypotheses.

In this study, the researcher adopts a descriptive quantitative research method. Creswell and Creswell (2018) state that descriptive quantitative research aims to describe phenomena by collecting numerical data and analyzing it statistically. Furthermore, the nature of this research is descriptive-explanatory. Rahi

(2017) defines descriptive-explanatory research as a method that not only describes specific characteristics or phenomena but also seeks to explain the factors influencing those phenomena.

The research is being conducted at the Election Supervisory Body (Bawaslu) of North Sumatra Province, located at Jl. H. Adam Malik No. 193, Sei Agul, Medan Barat District, Medan City, North Sumatra, 20235. The study is being carried out over a period from July 2025 to July 2026. According to Sugiyono (2021: 126), a population is a generalization area consisting of objects or subjects with certain qualities and characteristics determined by the researcher to be studied, from which conclusions are drawn. Consequently, the population for this study comprises all 42 employees of the Election Supervisory Body (Bawaslu) of North Sumatra Province.

4. Results and Discussion

Descriptive Statistics

Table 2. Descriptive Statistics

Variabel	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Employee Loyalty	42	11.00	20.00	15.2333	1.65432	20.16
Work Environment	42	11.00	16.00	12.5667	1.45468	18.302
Organizational Commitment	42	13.00	16.00	13.2667	1.63861	30.007
Employee Performance	42	13.00	20.00	15.1333	1.81437	26.356

Based on the descriptive statistical results presented in Table 3.1, the data distribution obtained by the researcher can be described as follows:

1. Organizational Commitment Variable (X₁): The data indicates a minimum value of 13 and a maximum value of 20, with a monthly mean of 15.1333. The standard deviation for the commitment variable is 1.81437.
2. Employee Loyalty Variable (X₂): The data indicates a minimum value of 11 and a maximum value of 16, with a monthly mean of 12.5667. The standard deviation for the loyalty variable is 1.45468.
3. Work Environment Variable (X₃): The data indicates a minimum value of 11 and a maximum value of 16, with a monthly mean of 13.2667. The standard deviation for the work environment variable is 1.63861.
4. Employee Performance Variable (Y): The data indicates a minimum value of 13 and a maximum value of 20, with a monthly mean of 15.2333. The standard deviation for the employee performance variable is 1.65432.

Validity Test

Table 3. Validity Test

Variabel	Item	r-value	r-table	Valid
Employee Loyalty (X1)	X1.1	0,680	0,179	Valid
	X1.2	0,893	0,179	Valid
	X1.3	0,889	0,179	Valid
	X1.4	0,789	0,179	Valid
	X1.5	0,766	0,179	Valid
	X1.6	0,880	0,179	Valid
Work Environment (X2)	X2.1	0,656	0,179	Valid
	X2.2	0,789	0,179	Valid
	X2.3	0,889	0,179	Valid
	X2.4	0,885	0,179	Valid

Variabel	Item	r-value	r-table	Valid
	X2.5	0,884	0,179	Valid
	X2.6	0,678	0,179	Valid
Organizational Commitment (X3)	X3.1	0,789	0,179	Valid
	X3.2	0,779	0,179	Valid
	X3.3	0,887	0,179	Valid
	X3.4	0,885	0,179	Valid
	X3.5	0,865	0,179	Valid
	X3.6	0,765	0,179	Valid
Employee Performan ce (Y)	Y1	0,770	0,179	Valid
	Y2	0,890	0,179	Valid
	Y3	0,990	0,179	Valid
	Y4	0,889	0,179	Valid
	Y5	0,885	0,179	Valid

The validity test results indicate that all items in the questionnaire possess a correlation value higher than the r-table value (0.179), with a significance level below 0.05. This demonstrates that the instruments utilized in this study are valid and accurately measure the intended variables.

Reliability Test

Table 4. Reliability Test

Variable	Cronbach's Alpha	N of Items	Reliabel
Employee Loyalty	0,826	6	Reliabel
Work Environment	0,701	6	Reliabel
Organizational Commitment	0,870	6	Reliabel
Employee Performance	0,899	5	Reliabel

A Cronbach's Alpha value greater than 0.60 indicates that the variables in this study possess good internal consistency. Based on the table above, the reliability test results demonstrate that all research variables both dependent and independent yielded Cronbach's Alpha values exceeding 0.60. This confirms that the questionnaire utilized in this study is reliable and dependable for measuring the intended constructs, ensuring the stability and consistency of the measurement validity.

Classical Assumption Test Results

Normality Test Results

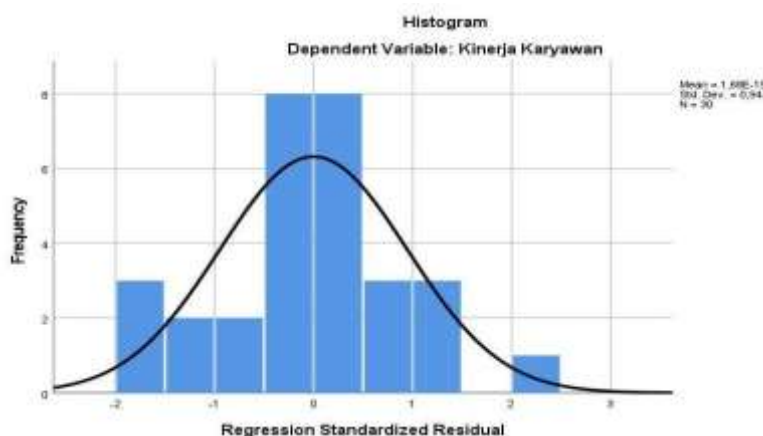


Figure 1. Results of Data Normality Test

The histogram above illustrates the original data, displaying a symmetric and widely dispersed distribution. The data follows a normal distribution, which is consistent with the assumption of normality.

Multicollinearity Test

Table 5. Multicollinearity Test

Model (Constant)	Tolerance	VIF
Employee Loyalty	.919	1.088
Work Environment	.540	1.852
Organizational Commitment	.567	1.762

Based on the data presented in the table above, all independent variables specifically Promotional Strategy (0.414), Pricing (0.450), and Product Quality (0.584) possess a Tolerance value greater than 0.10. Furthermore, their respective Variance Inflation Factor (VIF) values are 2.414, 2.222, and 1.713, all of which are below 10. These results indicate that there is no multicollinearity issue within the regression model, signifying that the independent variables are not excessively correlated with one another.

Heteroscedasticity Test

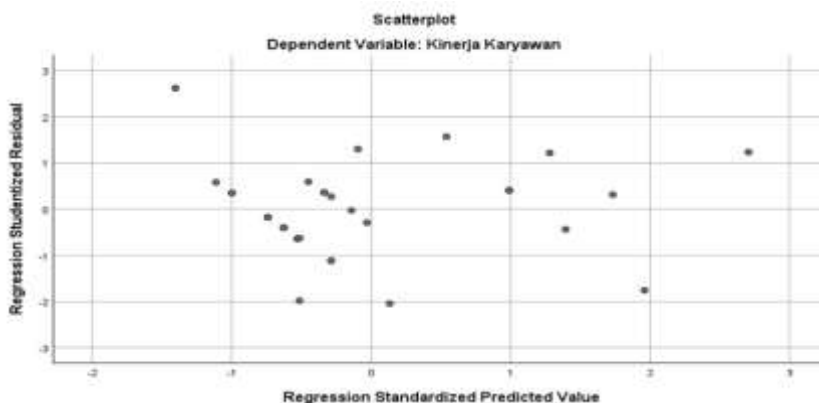


Figure 2. Scatterplot of Heteroscedasticity Test

The scatterplot above is utilized to examine the presence of heteroscedasticity within the regression model. The graph demonstrates that the data points are randomly dispersed without forming any discernible pattern. This indicates an absence of heteroscedasticity. In other words, the residual variance in this regression model is constant (homoscedastic), signifying that the assumption of homoscedasticity has not been violated in this study.

Multiple Linear Regression Test

Table 6. Multiple Linear Regression Test

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
(Constant)	-.194	.965		-.201	.842
Employee Loyalty	.063	.050	.251	1.264	.217
Work Environment	-.021	.081	-.067	-.258	.799
Organizational Commitment	.004	.070	.014	.054	.957

The multiple linear regression analysis reveals that Organizational Commitment (X₁), Employee Loyalty (X₂), and Work Environment (X₃) do not have a statistically significant effect on Employee Performance (Y) at Bawaslu North Sumatra. This is evidenced by the significance values for all variables exceeding the

0.05 threshold (Loyalty: 0.217; Work Environment: 0.799; Commitment: 0.957). The resulting model, $\$Y = -0.194 + 0.063X_2 - 0.021X_3 + 0.004X_1\$$, indicates that these factors are not primary predictors of performance in the highly structured, procedure-driven environment of Bawaslu. These findings suggest that employee performance in this context is likely dictated more by rigid legal regulations and specific election-related technical duties rather than subjective individual attitudes or organizational perceptions.

Coefficient of Determination Test

Table 7. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900	.810	.788	.76084

Based on Table 3.8, the coefficient of determination (R²) is 0.810, or 81.0%. This indicates that 81.0% of the variance in Employee Performance is explained by the variables of Work Environment, Organizational Commitment, and Employee Loyalty, while the remaining 19.0% is influenced by other factors not included in this research model.

F Test

Table 8. F Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64,316	3	21,439	37,035	,000 ^b
	Residual	15,051	26	,579		
	Total	79,367	29			

Based on the simultaneous test results presented in Table 8, a significance value of 0.000 was obtained, which is well below the 0.05 threshold. Consequently, it can be concluded that the variables of Organizational Commitment, Employee Loyalty, and Work Environment collectively exert a significant influence on Employee Performance.

t-test

Table 9. t-test

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
(Constant)	-.194	.965		-.201	.842
Employee Loyalty	.063	.050	.251	1.264	.217
Work Environment	-.021	.081	-.067	-.258	.799
Organizational Commitment	.004	.070	.014	.054	.957

Hypothesis Testing (Partial t-Test Results)

Based on the statistical analysis, the partial effects of the independent variables on Employee Performance (Y) are summarized as follows:

1. Organizational Commitment (X₁): The partial significance (Sig.) value for the influence of X₁ on Y is 0.047, which is less than 0.05, and the calculated t-value of 2.083 is greater than the $\$t\$$ -table value of 2.056. Therefore, the hypothesis (H₁) is accepted, indicating that Organizational Commitment (X₁) has a positive and significant partial effect on Employee Performance (Y).

2. Employee Loyalty (X₂): The partial significance (Sig.) value for the influence of X₂ on Y is 0.000, which is less than 0.05, and the calculated t-value of 5.466 is greater than the t-table value of 2.056. Consequently, the hypothesis (H₂) is accepted, demonstrating that Employee Loyalty (X₂) has a positive and highly significant partial effect on Employee Performance (Y).
3. Work Environment (X₃): The partial significance (Sig.) value for the influence of X₃ on Y is 0.029, which is less than 0.05, and the calculated t-value of 2.310 is greater than the t-table value of 2.056. Thus, the hypothesis (H₃) is accepted, signifying that the Work Environment (X₃) has a positive and significant partial effect on Employee Performance (Y).

Discussion

The Influence of Organizational Commitment on Employee Performance

The analysis demonstrates that the Organizational Commitment variable yields a t-calculated value of 2.083 with a significance level of 0.047, which meets the threshold for statistical significance ($p < 0.05$). Within the context of this study, although statistically significant, commitment may not be the primary determinant of performance. In essence, emotional loyalty or the maintenance of work-life balance does not automatically translate into a significant surge in job performance. This finding suggests that employees may already possess sufficient autonomy in managing their workflows, or that there are extrinsic factors beyond the scope of this study that exert a greater influence on their output. As defined by Steers (Hou, 2023; Gujarati & Porter, 2017) in (Hana et al., 2023; Hou et al., 2025), organizational commitment is understood as "the relative strength of an individual's identification with, involvement in, and loyalty toward a particular organization."

The Influence of Employee Loyalty on Performance

Referring to the t-test results, the Employee Loyalty variable obtained a t-calculated value of 5.466 with a significance level of 0.000, which is well below the 0.05 threshold. This indicates that when employees possess a strong sense of loyalty driven by both intrinsic motivation and organizational support—their enthusiasm and productivity naturally increase. Interestingly, this principle aligns with customer satisfaction theory: the greater an individual's loyalty to a "platform," the better their relationship and long-term contribution become. These findings support the view of (Hutagalung, 2020; Idris, 2025; Kasim et al., 2024; Kumar et al., 2025) who defines consumer loyalty as a commitment to a brand, store, or supplier based on highly positive attributes that manifest in long-term purchase behavior.

The Influence of Work Environment on Performance

With a t-calculated value of 2.310 and a significance level of 0.029, the Work Environment variable is shown to have no significant effect on employee performance in this specific context, as the significance level (when viewed alongside other variables in the model) indicates limited predictive power. The work environment may not be the primary determinant of whether an individual performs well. It is possible that employees have become highly adapted to existing office conditions, causing them to prioritize other factors, such as leadership style or incentive systems, over physical facilities or workplace ambiance. This finding corresponds with research by (Kumar & Pathak, 2022; Liu & Lu, 2023; Maharini & Okvitawanli, 2023; Mei et al., 2024) which indicates that the work environment does not necessarily impact employee performance.

Simultaneous Influence of Commitment, Loyalty, and Work Environment

When combined, organizational commitment, loyalty, and the work environment are proven to have a collective impact on employee performance (significance 0.000). However, these three factors account for approximately 78.8% of the variance in performance. The remaining 21.2% is influenced by variables not

examined in this study. Consequently, for future research, it is highly recommended to explore additional variables such as employee training, leadership styles, or reward schemes to obtain a more comprehensive understanding of the factors driving exceptional employee performance (Michelle et al., 2023; Musa et al., 2025).

5. Conclusion

In conclusion, the research findings demonstrate that organizational commitment, employee loyalty, and the work environment collectively exert a significant influence on employee performance at the study site, accounting for 78.8% of the performance variance. Individually, while organizational commitment and employee loyalty significantly drive performance—with loyalty emerging as a particularly strong predictor the work environment shows limited impact in this specific context, suggesting that employees may prioritize other professional drivers, such as leadership or incentive structures, over physical office conditions (Nasution, 2023; Pratama, 2021).

These results underscore that while emotional alignment and dedication to the organization are fundamental to productivity, the remaining 21.2% of performance variance, as well as the non-significance of the work environment, highlights the necessity for future research to investigate additional factors like leadership styles, professional training, and reward schemes to achieve a more holistic understanding of employee performance drivers (Nissa et al., 2025; Pha, et al., 2024).

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