

The Roles of Organizational Commitment, Emotional Intelligence, and Job Satisfaction for Improving Employee Performance at a Construction Company

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ABSTRACT

The research analyzed the influence of organizational commitment, emotional intelligence, and job satisfaction on employee performance. It aimed to determine the variables with the most significant influence on employee performance. The respondent of the research was a construction company where employee performance had an important role in ensuring long-term business sustainability. The research applied a quantitative research with purposive sampling techniques. The number of respondents used as a research database were 100 people. Then, the influence of these variables was analyzed using Partial Least Square (PLS). The research results show that organizational commitment, emotional intelligence, and job satisfaction have a positive effect on employee performance. Job satisfaction is found to have the highest impact on employee performance. The research makes a positive contribution to the body of knowledge by analyzing the influence of organizational commitment, emotional intelligence, and job satisfaction on employee performance. Organizations need to increase organizational commitment and emotional intelligence of their employees because the sustainability of an organization's business is very dependent on the performance of its employees. Then, business quality is determined by commitment and emotional intelligence which influence employee performance comprehensively. Meanwhile, job satisfaction is a concern focused on companies for the stability of employee performance. It is hoped that the research provides positive recommendations for the company and emphasize the central role of employee performance in the success of its business.

Keywords: organizational commitment, emotional intelligence, job satisfaction, employee performance

INTRODUCTION

The performance serves as the final representation of a quality business process (Lungu, 2020; Wang et al., 2022). However, every company encounters issues with human resources at the organizational or individual level. Human resources play an essential role in ensuring successful business operations. Employees' work outcomes may significantly affect the company's business achievement. Therefore, every company puts its efforts into improving the employees' productivity to achieve their common goals. The complexity of business competition changes following time development, and

it demands employees to take part in the company's activity changes. In this regard, business organizations need to improve their human resource quality to enhance employee performance. The company's performance improvement has been reported to make it stay competitive (Leonard, 2019).

A high-quality employee may likely generate optimal outcomes with minimum costs. Cost-effectiveness and efficiency are most companies' primary considerations, which can only be achieved through employees' high competencies. Performance refers to how an individual carries out his/her tasks according to the company's expectations (Park & Park, 2019; Tamunomiebi & Oyibo, 2020). One's

performance may determine the success rate of task accomplishment according to the organization's target. Employee performance has been consistently reported to contribute to the company's performance. Employees' tasks can be measured through the process, outcome, time, and effort put into the given tasks. The performance also represents an employee's quantitative and qualitative involvement in the achievement of organizational goals (Al-Malki & Juan, 2018; Wilkinson & Dundon, 2021).

Employee performance is known to depend on their commitment (Edward & Purba, 2020; Insih et al., 2022). Job demands highlight the importance of emotional intelligence in regulating employees' stress. As a business organization, a company should be able to maintain its employees' job satisfaction. Facilities and infrastructures provided to the employees play pivotal roles in determining the company's success. Adequate facilities and infrastructures will likely yield a performance according to the company's expectations (Abisuga et al., 2020; Dewi & Dewi, 2021). The research analyzes the effect of organizational commitment, emotional intelligence, and job satisfaction on employee performance. Its result is expected to provide valuable recommendations and strengthen the literature on human resources. This is because business issues related to human resources always grow according to changes in the environment and technology.

Organizational commitment is a matrix that may enhance employee performance (Choudhury et al., 2021; Moges & Amentie, 2022). Employee performance can be optimized by a high organizational commitment. Individuals with higher commitment at the workplace may likely exhibit better responsibility and professionalism (Liasidou et al., 2023; Sinambela et al., 2020). It is important for employees to set their perspective toward contribution to their company's success. Loyalty and dedication are important to instill employees' sense of belonging. Organizational commitment requires loyalty, active interaction, and employee expectation as a part of the company's success (Kavaliauskienė, 2017). Employee performance may be enhanced as a result of their collective contribution. Organizational commitment represents a condition in which employees are inclined to support the company's goal and exhibit a willingness to be a part of the company (De las Heras-Rosas et al., 2021). This commitment is a highly valuable commodity that affects business success. One's lack of dedication may be reflected in his/her carelessness in doing the given tasks.

Organizational commitment is also an ideal situation in which employees exhibit high interest and perception to achieve the organizational goals, values, and targets (Colquitt et al., 2018). It stems from employees' attitude and willingness to be a part of the organization's success. Employees have their standard to stay at the organization, which can be in the form of organizational commitment. Proper task accomplishment requires employees'

high commitment (Karaboga et al., 2022; Pestana et al., 2020). It is reflected in their passion for the organization. Employees' identification is usually reflected by their involvement and willingness to contribute to the company's success (Lambert et al., 2021). Another definition is that employees' decision to stay at the organization may be based on their willingness to participate in the organization's growth (Khajuria & Khan, 2022). Hence, organizational commitment is defined as employee involvement, through which they believe in and are willing to accept organizational goals and stay for a long time as a part of the company's long-term success (Alwaheeb et al., 2020).

Organizational commitment is currently divided into three types: affective, continuance, and normative (Allen & Meyer, 1996). The affective commitment refers to employees' emotional engagement, identification, and involvement in the organization. This commitment type creates a high sense of belonging and willingness to stay with the organization's business process. It plays an important role in developing employees' sense of belonging and loyalty. Continuance commitment is related to the employees' turnover. It is determined by one's financial considerations when deciding to stay at the organization. This factor is associated with economic conditions, unemployment rates, and availability of alternative jobs. It also relates to the risk of losing a promotion or benefit-based seniority. Next, normative commitment refers to an employee's sense of obligation to stay in the organization because he/she believes it is the right decision. These three commitments are commonly used for measuring contribution to performance actualization. However, the research focuses on measuring employees' affective commitment.

Previous studies have reported that organizational commitment positively affects employee performance (Reis et al., 2021; Soomro & Shah, 2019). A high-quality work outcome is determined by employees' commitment and consistency. The work process should be done following the organization's regulations. The company's business sustainability highly relies on employee performance, both in individual and collective senses. Then, employees' psychological aspects reflected through their commitment may result in a decision that eventually affects their performance (Singh et al., 2022). Stimulating employees' contributions also plays a pivotal role in determining performance achievement. As a high-quality business process is determined by employees' work outcomes, a hypothesis is proposed as follows,

H1: Organizational commitment positively affects employee performance.

When facing failures, individuals have different levels of emotion, motivation, and resilience (Das & Malik, 2019). In this regard, emotion regulation is

highly necessary to respond to important decisions according to the situation. This process requires employees' emotional intelligence. Emotional intelligence refers to one's ability to adjust and regulate his/her emotions properly according to the situation (Prentice et al., 2020). It is also defined as an ability to effectively regulate emotions and positively affect relationships with others (Alegre et al., 2019; Salceanu & Agapie, 2022). Individuals with good emotional intelligence tend to adjust their emotional responses to environmental conditions (Ain et al., 2021). Effective regulation of emotion likely results in a productive relationship and optimal work success. The key to emotional intelligence lies in honesty and conscience (Drigas & Papoutsis, 2018). Then, conscience should serve as the center of one's principle that can provide a sense of safety, reference, strength, and wisdom.

Emotional intelligence is the next indicator that may enhance employee performance (Kaur & Sharma, 2019). It represents one's capability of being ambitious, overcoming resentment, controlling impulse, regulating emotion and empathy, and having a collaborative mindset prioritized toward all employees as a part of performance improvement (Matta & El Alam, 2023; Setyaasih & Suhermin, 2022). Emotional intelligence also represents one's ability to control his/her emotions and behaviors to support the company's operations (Quintillán & Peña-Legazkue, 2020). Individuals with good emotional intelligence will be helpful for management in evaluating their performance. Emotional intelligence also determines one's capacity to self-motivate, overcome anger, and maintain a stress-free environment (Bangun & Iswari, 2015). Employees' emotional intelligence may affect their attitude when interacting with other employees in the workplace, and those with good emotional intelligence will likely exhibit good self-regulation, which eventually affects their jobs.

In the previous study, emotional intelligence has been measured using self-awareness, self-management, self-motivation, empathy, and relationship management (Boyatzis, 2018; Nguyen et al., 2019). First, self-awareness refers to an individual's ability to understand his/her feelings and use such knowledge to guide the decision-making process and have a realistic self-estimate of one's ability, in addition to having strong self-confidence. Second, self-management refers to one's ability to control and handle his/her emotions to impact the task accomplishment positively. It also represents one's sensitivity to conscience and readiness to hold enjoyment before achieving a certain target. Third, self-motivation defines a desire to direct oneself toward certain targets, which is helpful for taking initiative, acting effectively, and being able to rise from failure and frustration. Fourth, empathy refers to one's ability to share other people's feelings, understand others' perspectives, develop mutual trust, and settle a relationship. Fifth, relationship management represents one's ability to manage his/her emotions in social interactions properly, thoroughly read a

social situation and network, have a good interaction with others, lead and discuss with others, and solve disputes, in addition to working together as a team. These five abilities are indicators of an employee's emotional intelligence.

Previous studies have reported that emotional intelligence positively affects employee performance (Jena, 2022; Vrontis et al., 2021). Emotionally intelligent individuals are believed to exhibit better performance. Emotional intelligence is known to affect employee performance according to the company's expectations significantly (Ahmad et al., 2018). Employee performance achievement is partially affected by employees' emotional intelligence, considering that individuals with better self-awareness may behave according to the organizational standard and eventually achieve better performance (Viswanathan et al., 2019). Therefore, the following hypothesis is proposed.

H2: Emotional intelligence positively affects employee performance.

Job satisfaction is another indicator the company should consider to improve employee performance. It is an expression of a positive emotion, which is translated into an employee's professional enthusiasm in certain work situations (Yuen et al., 2018). Employees who love their jobs will likely have a higher motivation to complete the given tasks. Employees' behavior and attitude toward their jobs may indicate their job satisfaction (Armstrong & Taylor, 2020). A higher level of satisfaction may promote better productivity through employees' perceived psychological aspects. Previous studies report that organizational commitment, emotional intelligence, and job satisfaction positively affect employee performance (Akbar et al., 2020; Pitaloka & Putri, 2021; Sabuhari et al., 2020).

A high-quality work process arises from employees' job satisfaction (Matagi et al., 2022), and one's job satisfaction may affect the organization's expected productivity. It is one's positive attitude or behavior toward his/her contribution to the organization. Various emotional and psychological aspects are believed to contribute to one's job satisfaction. It reflects a business organization's ability to pay attention to the factors supporting its employee performance. Employees perceive this variable individually based on their views on the expectations of their organization. Job satisfaction serves as the accumulation of employees' feelings toward facilities provided by their organizations (Neubert & Dyck, 2021).

Employees' job satisfaction can be measured using salary, promotion, benefits, rewards, coworkers, superior-subordinate relationships, communication, and job flexibility (Carvalho et al., 2021; Gazi et al., 2022). These indicators are reported to affect employee's perception of workplace conditions. They measure the company's internal condition with

regard to its attention to employees' jobs. A business organization typically sets a performance goal based on its rewarding ability (Anistuti & Sopiah, 2022). It determines employees' salary, promotion, benefit, and other financial components according to their organizational contribution (Došenović, 2016). Meanwhile, superior-subordinate relationships, communication, and flexibility serve as the promoting factors that determine employees' job patterns, which may significantly affect their performance achievement.

Previous studies have reported the positive effect of job satisfaction on employee performance (Ngwenya & Pelser, 2020; Rodrigo et al., 2022; Sartika et al., 2022). Job satisfaction has also been reported to be one of the factors determining employee performance (Bryan & Vitello-Cicciu, 2022). In this regard, it is necessary for the company to provide employees with professional support to achieve the expected performance. Employees with low job satisfaction will possibly find it difficult to meet the performance target set by the organization as it may hampers their working process (Hawes & Nelson, 2021). The company needs to consider financial and nonfinancial factors as a predictor of job satisfaction. Therefore, the hypothesis is as follows.

H3: Job satisfaction positively affects employee performance.

The research model in Figure 1 is proposed based on the theoretical review and hypotheses development described previously. Organizational commitment, emotional intelligence, and job satisfaction are assumed to affect employee performance positively. The research focuses on examining their effect size on employee performance. By doing so, the quantitative exploratory research attempts to provide valuable recommendations to the company with regard to the performance achievement process. The research

attempts to answer the formulated hypothesis using the proposed research model.

In addition, several studies have shown that organizational commitment, emotional intelligence, and job satisfaction do not affect employee performance (Asharini et al., 2018; Harmius et al., 2021; Oktariani et al., 2016). The research gap explains that studies still show that these three variables have no implications for improving employee performance. Other studies show that the variables that have implications for employee performance are green human resources, organizational agility, and green environment (Makori et al., 2022; Mansoor et al., 2022; Saputro & Nawangsari, 2021). Hence, the results are expected to become part of the reference that explains the implications for improving employee performance. Therefore, the research can still be carried out to become a scientific development of human resource management.

METHODS

The exploratory research analyzes the effect of independent variables on the dependent one. The independent variables are organizational commitment, emotional intelligence, and job satisfaction, while employee performance is the dependent variable. Organizational commitment is measured using affective commitment, which encompasses employees' strong belief in organizational goals, loyalty, and willingness to make efforts for the organizational interests (Meyer et al., 2002). The measurement of emotional intelligence uses self-awareness, self-management, self-motivation, empathy, and relationship management (Boyatzis, 2018; Nguyen et al., 2019). Meanwhile, job satisfaction is measured using salary, promotion, benefits, rewards, and job flexibility (Carvalho et al., 2021; Gazi et al., 2022). Lastly, employee performance measurement uses job quality, job quantity, punctuality, effectiveness, and autonomy (Jang et al., 2023; Samihardjo & Hapsari, 2020).

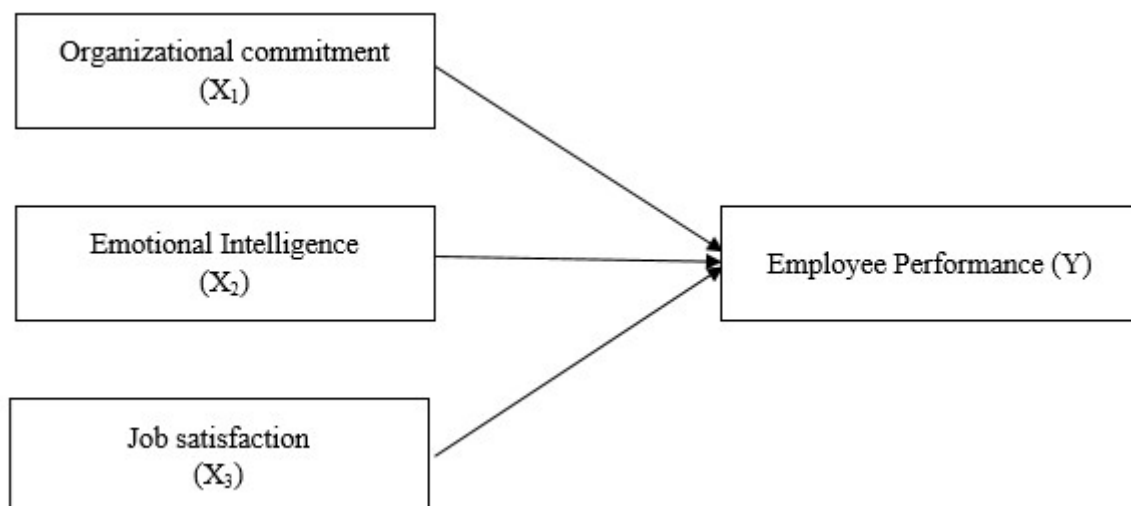


Figure 1 Research Model

In the research, a purposive sampling technique is applied, allowing the researcher to recruit the respondents flexibly. The selection of the sampling technique is based on the flexibility of the researcher in choosing the suitability of the data and the amount needed as an information base. This technique is suitable for research with an unknown population size. Researcher can make decisions regarding time limits and the number of respondents needed in the data analysis process. Then, several criteria are set for the sampling process. Employees who are considered eligible for participation are those with more than three years of working experience, at least a staff-level position, and a job that matches their competencies. As previously mentioned, respondents are employees in a construction company. The data are collected online using Google Forms from 180 respondents who work in a construction company. Before the data analysis, the questionnaire responses are filtered to ensure eligibility. The filtering process result shows that 100 responses are eligible for information basis.

The data are analyzed using Partial Least Square (PLS). It is a statistical tool with a structural model explaining the effects among variables and testing the proposed hypotheses (Hair et al., 2022). It is used due to its capability to provide more specific and detailed outcomes when measuring an indicator's variable. This method matches the research purpose of analyzing the effect of independent variables on the dependent one.

There are several steps in analyzing the data. The first step is to see the goodness of fit of the data. Each indicator used in the research should exhibit the outer loading value of 0,7 or 0,6 to be considered fit (Sarstedt et al., 2020). The second step is the validity and reliability tests, in which variables should meet higher rho_a, Cronbach's alpha, and composite reliability values of than 0,7. In addition, the Average Variance Extracted (AVE) should be higher than 0,5. Thus, the variables are considered valid and reliable if they meet these minimum values (Afthanorhan et al., 2020). In the third step, the discriminant validity is tested, in which the root of the AVE value of the construct should be higher than the construct's correlation with other latent variables. Meanwhile, in the cross-loading test, the indicator value should be higher than the construct value when compared to other construct indicators (Bougie & Sekaran, 2020). The fourth step is to test the coefficient of determination using the R-square. In the last step, the hypotheses are tested using the T-test.

RESULTS AND DISCUSSIONS

The research uses data from 100 respondents. As presented in Table 1, there are more female respondents (n=55) than the male respondents (n=45). They are mostly 26–30 years old (n=45). The result is followed by 21–25 years old (n=30) and > 30 years old (n=25). The majority of respondents hold a bachelor's

degree (n=38), which is slightly higher than those with an associate's degree (n=37). Meanwhile, the other 25 respondents graduate from senior high school. With regard to job tenure, most of them have worked for 0–5 years (n=32). Then, some of them have worked for 11–15 years (n=28), 6–10 years (n=21), and > 15 years (n=19). There are 17 respondents who work in the engineering division, 16 in the helper division, 15 as the operator, 12 as the supervisor, 11 in the finance division, 10 in the logistic and procurement divisions each, 5 in Health & Safety Equipment (HSE), and 4 as the project managers. Their responses are deemed eligible to be used as the information basis in the research and to answer the proposed hypotheses and the model.

Table 1 Respondents' Profiles

Classification	Description	Total
Gender	Male	45
	Female	55
Age	21–25 years old	30
	26–30 years old	45
	> 30 years old	25
Education	Senior high school	25
	Associate's degree	37
	Bachelor's degree	38
Tenure	0–5 years	32
	6–10 years	21
	11–15 years	28
	>15 years	19
Division	Engineering	17
	Finance	11
	Helper	16
	HSE	5
	Logistic	10
	Operator	15
	Procurement	10
	Project Manager	4
Supervisor	12	

The first step is to test the indicators of all research variables. As shown in Table 2, all indicators have outer loading values higher than 0,7. Each indicator must meet the outer loading value to see the ability of variable manifestation. The outer loading value indicates the suitability of the data used as a basis for research information. It means that they can manifest the variables used in the research.

The next step is to test the validity and reliability. Table 3 shows that all variables meet the validity and reliability criteria, as indicated by Cronbach's alpha, rho_a, and composite reliability values. The values

are higher than 0,7. Moreover, the AVE value is higher than 0,5. In other words, the data used in the research are valid and reliable.

Table 4 shows that the correlation values of the four variables are higher than the AVE value. It means that they meet the discriminant validity criteria. These results indicate that all variables have a good level of validity. The discriminant element is freed by looking at the comparison of the lower Average Variance Extracted (AVE) value with the Fornell Larcker criterion value. Data are considered to meet the goodness-of-fit validity and reliability criteria.

Table 5 shows that employee performance is accounted for by organizational commitment, job satisfaction, and emotional intelligence by 65%. All variables have a strong influence on employee performance. The research model can be added with other variables adapted to the problem context.

Meanwhile, the rest, 35%, is influenced by other variables outside the proposed model.

The last step is to test the hypotheses. The results are presented in Table 6 which shows that emotional intelligence, organizational commitment, and job satisfaction affected employee performance, as indicated by a smaller p-value than 0,05 and a t-statistic higher than the t-table (1.91). In other words, all proposed hypotheses were supported, meaning that the variables positively affected employee performance.

Organizational commitment has a positive effect on employee performance by 23%. H1 is accepted. This finding supports previous studies regarding the positive effect of organizational commitment on employee performance (Al-Fakeh et al., 2020; Soomro & Shah, 2019). Commitments built together with employees may represent a positive togetherness in

Table 2 The Results of Outer Loading

Indicator	Emotional Intelligence	Employee Performance	Job Satisfaction	Organizational Commitment
E11 = Self-Awareness	0,751			
E12 = Self-Management	0,775			
E13 = Self-Motivation	0,702			
E14 = Empathy	0,751			
E15 = Relationship Management	0,778			
EP1 = Job Quality		0,701		
EP2 = Job Quantity		0,791		
EP3 = Punctuality		0,751		
EP4 = Effectiveness		0,746		
EP5 = Autonomy		0,745		
JS1 = Salary			0,781	
JS2 = Promotion			0,700	
JS3 = Benefit			0,701	
JS4 = Rewards			0,720	
JS5 = Job Flexibility			0,820	
OC1 = Loyalty				0,845
OC2 = Belief Organizational Goals				0,850
OC3 = Willingness Effort of Organizational Interest				0,750

Table 3 The Results of Validity and Reliability

Variables	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Emotional Intelligence	0,760	0,773	0,837	0,507
Employee Performance	0,726	0,737	0,817	0,573
Job Satisfaction	0,741	0,771	0,825	0,687
Organizational Commitment	0,750	0,764	0,857	0,667

performance achievement. The business organization should be built through commitments between employees and their companies. Then, employees should exhibit professionalism and a positive contribution to the company's business achievement. It will be difficult for the employees to meet the company's expected performance when they lack organizational commitment (Rameshkumar, 2020). Therefore, the company should support employees' work processes.

Next, emotional intelligence also positively affects employee performance. H2 is accepted. It increases employee performance by 32,1%. The result is in line with previous studies reporting the positive effect of emotional intelligence on employee performance (Darman & Adha, 2021; Akhmad et al., 2022). Emotional control plays an important role in one's working process, as the work quality is highly determined by employees' ability to control their emotions in various situations. Meanwhile, job stress may lead to failure in achieving the expected performance. According to Khalid et al. (2018), employees' emotional intelligence plays an important role in improving their performance. Having proper emotional intelligence, employees will likely have good teamwork and make objective decisions. Emotional control is crucial, especially among employees in the construction business, considering that they should optimally meet the client's demands

and the company's business target. They are also required to identify their job individually or as a team.

Similarly, job satisfaction positively affects employee performance by 45%. H3 is accepted. This finding supports previous research by Ezeanyim and Ufoaroh (2019) and Rahman et al. (2021), suggesting the positive effect of job satisfaction on employee performance. In this regard, a business organization should pay attention to its employees' job satisfaction. Employees' positive perception of the company's facilities, either financial or nonfinancial, serves as one of the factors determining their performance achievement (Hajjali et al., 2022; Nugraha et al., 2022). Appreciation towards employees also emerges as one of the factors affecting the company's business performance. Then, the company's business sustainability heavily relies on employee performance. Therefore, it is important to ensure that employees can actually perceive job satisfaction, which can be converted into optimal productivity and contribution.

Job satisfaction and organizational commitment serve as the promoting factor of employee performance quality. As a business entity, the company should ensure that the needs and facilities have met the job requirements. Productivity and performance quality play pivotal roles in determining the company's business process (Thuda et al., 2019). Perspectives of employees and the company should be holistically developed to ensure optimal working processes.

Table 4 The Results of Discriminant Validity

	Emotional Intelligence	Employee Performance	Job Satisfaction	Organizational Commitment
Emotional Intelligence	0,712			
Employee Performance	0,625	0,688		
Job Satisfaction	0,468	0,707	0,698	
Organizational Commitment	0,407	0,569	0,461	0,816

Table 5 The Results of R-Square

	R-Square	Adjusted R-Square
Employee Performance	0,650	0,640

Table 6 The Results of the Hypothesis Test

Hypothesis	Original Sample (O)	T-Statistics ((O/STDEV))	P-Values
Emotional Intelligence → Employee Performance	0,321	5,213	0,000
Job Satisfaction → Employee Performance	0,450	7,674	0,000
Organizational Commitment → Employee Performance	0,231	3,272	0,001

Meanwhile, an employee's professionalism should be developed emotionally to establish employee solidarity. A successful work outcome can only be achieved through excellent teamwork and employees' hard work.

Previous studies find that organizational commitment, job satisfaction, and emotional intelligence play pivotal roles in improving employee performance (Akbar et al., 2020; Febrina et al., 2021). Organizational commitment is pivotal in determining employee performance as a working process that is grounded on organizational commitment will likely meet the company's expectations (Hoff et al., 2021; Siregar, 2022). Job satisfaction has the highest impact on employee performance. Job satisfaction stems from the company's support and attention to the employee's work outcome. Specifically, adequate facilities and rewards are found to serve as a promoting factor for job satisfaction. Emotional intelligence also affects employee performance (Nanda & Randhawa, 2019). Employees are demanded to present the most optimal performance to the company's clients. In this regard, their ability to control emotions and situations is pivotal during the work process. Their creativities are expected to meet clients' expectations related to the building design and quality, which are key to supporting high-quality and high-performing businesses.

The research shows that emotional intelligence, job satisfaction, and organizational commitment positively affect employee performance. This positive implication may contribute to the company's internal conduciveness (Navas & Vijayakumar, 2018). It is important to achieve the target performance through emotional and psychological aspects and commitment. When the work process is carried out according to the company's expectations, it may bring a positive impact on the company's business process quality. A construction company should be powered by employees who fit the organizational character and values. To be more specific, it requires assiduous and autonomous employees with proper emotional control. As clients require the job done professionally and on time, it is necessary for the employees to direct and propose new ideas related to the design wanted by clients. A construction company should also ensure its clients' satisfaction by various means, including employee performance.

The research shows that the three variables positively affect the organization. Employees, as the driving factors of the business, should receive adequate support during the working processes. It is also important to support and encourage every achievement of the business activity. A company can achieve its business targets through employee performance (Khan et al., 2021; Lee et al., 2022). Emotional intelligence is an important part of the employees' character (Bru-Luna et al., 2021; Kotsou et al., 2019). Employees are required to overcome various hindrances and problems at work. Previous studies consistently state that emotional intelligence can improve employees' professional self-actualization, which may lead to

optimal performance.

In addition, the research confirms the positive effect of emotional intelligence on the organization. Employees with adequate emotional intelligence may likely exhibit better teamwork and manage job stress. Emotional intelligence plays an important role in developing employees' character according to organizational values. The construction company focuses on providing the building design and quality that meet its clients' desires. In doing so, employees are expected to work under pressure and manage the situation to deliver a solution that fits their clients' standards. Employees' optimal performance likely results in high consumers' satisfaction.

The research also shows that employees are highly committed to the company's performance achievement. Their performance can be improved by developing their organizational commitment. Organizational commitment may also streamline the job delegation and performance evaluation process. Organizational commitment should receive considerable attention to develop positive job behavior. It should be noted that organizational commitment can positively affect employee performance. Three variables in the research are found to contribute to employee performance positively, and the increased employee performance may bring positive results for the company and eventually secure the company's long-term business sustainability.

The research proves that emotional intelligence, organizational commitment, and job satisfaction have a positive effect on increasing employee performance. The construction business sector requires emotional intelligence in dealing with consumers' demands. Employees must provide constructive solutions as part of problem-solving. It is followed by a commitment to advance the organization to a higher business scale according to market position. Employee commitment determines the direction of the organization with optimal contribution. Job satisfaction has a positive effect on work processes and business quality. Hence, organizations must increase job satisfaction as part of retaining employees as company assets.

CONCLUSIONS

The research concludes that organizational commitment, job satisfaction, and emotional intelligence positively affect employee performance. The results indicate that improving employee performance must start from job satisfaction to the creation of emotional intelligence. The position of the research results strengthens the results of previous studies which show implications for employee performance from job satisfaction, organizational commitment, and emotional intelligence.

Companies are recommended to maintain employee performance stability to respond to the market and consumers' needs through employee productivity. The research confirms that organizational commitment, job satisfaction, and emotional intelligence contribute

to employee performance. Therefore, the company should be aware of its employees' needs to achieve the expected performance. It should be kept in mind that business is ever-changing, and employee is one of the factors in determining a successful performance.

The research is limited to three variables: organizational commitment, job satisfaction, and emotional intelligence. The research focus is to analyze the highest implications for improving employee performance. Moreover, the research object focuses on construction companies. Employee performance is needed to achieve organizational targets in a comprehensive manner. In addition, research limitations are carried out through the selection of variables and research locations.

This model can be tested in other business sectors. It is recommended to extend the research model by involving different business sectors. The model can also be extended by involving mediating and intervening variables and adjusting the research context to the research phenomena. It is suggested to develop the model by involving job behavior, job embeddedness, workforce spirituality, and other issues related to employee performance. Employee performance is dynamic following the company's business needs. Last, future studies are recommended to use confirmatory factor analysis and path diagrams.

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