

THE EFFECT OF HUMAN RESOURCE PLANNING, ADAPTIVE BEHAVIOR, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT THE SAGULUNG DISTRICT OFFICE, BATAM CITY

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Abstract

Human resources are a strategic asset that plays a crucial role in determining an organization's success in achieving its stated goals. Human resources are not only viewed as a factor of production but also as the primary driver of all organizational activities. Employee performance reflects the level of achievement of an employee's work results in carrying out assigned tasks and responsibilities in accordance with the standards and targets established by the organization. High performance will positively impact organizational effectiveness, improve service quality, and contribute to public satisfaction, as well as optimally achieve organizational goals. Conversely, low employee performance can hinder work program implementation, decrease the quality of public services, and diminish public trust in the government.

Keywords: positively; accordance; carrying out assigned tasks; low employee; diminish public

INTRODUCTION

One factor suspected of influencing employee performance is human resource planning. Human resource planning is a systematic process of estimating an organization's workforce needs, both in terms of quantity and quality, to ensure the availability of the right employees in the right positions at the right time. Through good human resource planning, organizations can determine employee needs, place employees according to competency, develop employee capabilities, and prepare for future human resource needs. Conversely, ineffective human resource planning can lead to a mismatch between organizational needs and employee availability, resulting in low organizational effectiveness and performance.

In practice, human resource planning in government organizations faces various challenges, such as changes in organizational structure, limited staffing, changes in government policies, and demands for improved public service quality. Therefore, human resource planning must be able to dynamically accommodate organizational needs and be oriented toward developing employee competencies. Organizations with a sound human resource planning system tend to be better prepared for change and able to increase employee productivity. Besides human resource planning, another factor thought to influence employee performance is adaptive behavior. Adaptive behavior is an individual's ability to adjust to changes in the work environment, technological developments, procedural changes, and the ever-evolving demands of the organization. In the era of government digitalization, adaptive behavior has become a highly sought-after competency for civil servants, as nearly all aspects of public service utilize information technology and electronic-based systems.

Employees with adaptive behavior are more likely to accept change, learn new technologies, and adapt to constantly evolving work policies and procedures. Conversely, low adaptability can cause employees to experience difficulties in carrying out their duties, reduce work effectiveness, and slow down the process of serving the public. Therefore, adaptive behavior is seen as a factor that contributes significantly to improving employee performance in government organizations. Human resource planning, adaptive behavior, organizational commitment, and job satisfaction are essentially interrelated factors in shaping the quality of employee performance. Good human resource planning will support employee placement according to their competencies. Adaptive behavior enables employees to

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cope with changes and work challenges. Organizational commitment will strengthen employee loyalty and sense of responsibility to the organization, while job satisfaction will boost employee enthusiasm and motivation in carrying out their duties. The synergy of these four factors is expected to produce optimal employee performance and support the achievement of organizational goals.

Various previous studies have also shown that human resource planning, adaptive behavior, organizational commitment, and job satisfaction have a significant relationship with improved employee performance. These studies indicate that organizations that effectively manage these four aspects will have more productive, professional, and change-ready human resources. However, research on the influence of these four variables on government organizations at the sub-district level, particularly in Batam City, is still relatively limited and requires further study. Based on initial observations at the Sagulung District Office in Batam City, several interesting phenomena are worth investigating. First, the need for more effective human resource planning to align employee numbers and competencies with the ever-growing workload. Second, the need to improve employee adaptability to technological developments and digital-based service systems. Third, the importance of strengthening organizational commitment to ensure employee loyalty and a strong sense of responsibility toward their tasks and the organization. Fourth, the need to improve job satisfaction through the creation of a conducive work environment and an improved employee management system.

These phenomena indicate that improving employee performance is not only influenced by individual abilities alone, but also by how the organization manages its human resources in a planned manner, encourages adaptive behavior, builds organizational commitment, and creates job satisfaction for all employees. Therefore, a study of the influence of these four variables on employee performance is very important to conduct as evaluation material and the basis for formulating human resource development policies within the Sagulung District Office, Batam City.

In addition to providing theoretical contributions to the development of human resource management science, this research is also expected to provide practical benefits for the Sagulung District Office in Batam City in formulating strategies to improve employee performance through strengthening human resource planning, increasing adaptive behavior, developing organizational commitment, and increasing job satisfaction. The results of this study are expected to provide input for leaders in developing more effective human resource management policies oriented towards improving the quality of public services. Based on the background description, it can be understood that human resource planning, adaptive behavior, organizational commitment, and job satisfaction are factors suspected of influencing employee performance. In order for the research to be more focused and in accordance with the objectives to be achieved, the author limits the problem to the influence of Human Resource Planning (X1), Adaptive Behavior (X2), Organizational Commitment (X3), and Job Satisfaction (X4) on Employee Performance (Y) at the Sagulung District Office, Batam City. This study will examine the influence of each independent variable on the dependent variable, both partially and simultaneously. An analysis will then be conducted to determine the extent of each variable's influence and to determine the most dominant variable influencing employee performance.

LITERATURE REVIEW

Performance when associated with performance as a noun, then the definition of performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals legally, not violating the law and not contrary to morals and ethics (Rivai & Basri, 2023; Habsoro 2020).

The definition of performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out their functions in accordance with the responsibilities assigned to them. Performance is the result or output of a process (Nurlaila, 2019, 71).

According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does work (Luthans, 2020:165). Performance is work achievement, namely the comparison between work results and established standards (Dessler, 2021:41). Performance is the work results, both in quality and quantity, achieved by someone in carrying out tasks according to the responsibilities given (Mangkunagara, 2022:22).

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or objectives or criteria that have been determined in advance and agreed upon (Rivai and Basri, 2020:50), While Mathis and Jackson (2021:65) state that performance is basically what employees do or do not do. Performance management is all activities carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company.

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Performance is the result of work behavior (Armstrong, 2020:15). This definition of performance links work results with behavior. As a behavior, performance is a human activity directed at carrying out the organizational tasks assigned to them. Viewed from another expert's perspective, performance is the amount of effort an individual expends on their work (Robbins, 2020). Meanwhile, according to Bernadi & Russel (2020),(in Riani 2020) performance is a record produced from the function of a particular job or activity during a certain period of time.

In most companies, the appraisal program is designed to provide both the person being appraised and the person doing the appraisal with information about the work results or performance. There must be an understanding between the employee and the supervisor regarding the objectives of this appraisal system. The two goals of performance appraisal are to reach an evaluative conclusion and to provide a judgment about the value of the work results.

Companies are increasingly aware that assessors must clearly understand the objectives of their performance appraisal programs. The development objectives and the objectives of providing considerations for the implementation of these assessment programs can sometimes be distinguished, as these programs are essentially implemented to assess the overall performance of employees. A well-designed and implemented performance appraisal program can have a motivational impact on the employees being assessed. This program can stimulate growth, develop a sense of responsibility, and enhance commitment to the company. Performance appraisals should be motivating, as they assess performance and provide employees with an understanding of what is expected of them. Another goal of performance appraisals is to enhance the leader's understanding of their subordinates through their behavior.

METHOD

To obtain accurate data and information in compiling a theoretical framework as a reference for the discussion of the writing and to obtain a real picture of the company's condition, the author uses several stages in obtaining data.

This research is planned to take place at the Sagulung District Office, Batam City, which is located at Jalan Putri Hijau No. 01, Sungai Langkai, Sagulung District, Batam City. As for the research schedule plan, the author schedules this research to take place from April 2026 to September 2026.

Table Research Schedule

No	Activity	Month																							
		April				May				June				July				August				September			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Initial Research																								
2	Initial Interview																								
3	Data collection																								
4	Data processing																								
5	Report Writing																								
6	Thesis Guidance																								
7	Thesis Defense																								

Method of collecting data

To obtain information and data in this research, the author used several data collection techniques, including:

1. Observation

That is, obtaining data by going directly to the research location according to the author's needs to obtain precise and accurate data.

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2. Interview

To obtain certain data and information, the author directly conducts interviews with sources who have been determined according to the data and information needs related to the material being discussed.

3. Questionnaire

This is a method of collecting data by providing or distributing a list of questions to informants in the hope of eliciting responses. The questionnaire consists of several questions structured to determine the extent of the relationship between the independent variable and performance. Respondents' answers will be measured using a Likert scale.

Validity is tested by calculating the correlation between item scores and the total score. The correlation between item scores and the total score must be significant based on a specific statistical measure. If an item score is insignificant, it is considered invalid. Data processing can be performed using the SPSS computer program, SPSS (Statistical Product and Service Solution) software. For the Windows version, see the text.

The person-variate correlation is one of the formulas used to test data validity with SPSS. According to Widiyanto (2020:34), the correlation coefficient for validity testing can be performed using the person formula with the following raw numbers:

$$r_{xy} = \frac{N\sum xy - \sum x \sum y}{\sqrt{(N\sum x^2 - (\sum x)^2)(N\sum y^2 - (\sum y)^2)}}$$

Information:

r_{xy} = Correlation coefficient between variable x and variable y

$\sum xy$ = The sum of the multiplications between the variable x and the variable y

$\sum x^2$ = Sum of the squares of the x values

$\sum y^2$ = sum of the squares of the x values

$(\sum x)^2$ = Sum of x values then squared

$(\sum y)^2$ = Sum of y values then squared

Table Research variables and operational definitions

Research variables	Definition	Indicator	Measurement
Human Resource Planning (X1)	Human resource planning is a systematic process to determine workforce needs in terms of both quantity and quality to support the achievement of organizational goals effectively and efficiently.	1. Employee needs analysis. 2. Forecasting human resource needs. 3. Appropriate number of employees. 4. Competency of employees. 5. Recruitment planning. 6. Training and development planning. 7. Employee placement planning. 8. Career development planning. 9. Human resource evaluation and control. 10. Alignment of HR planning with organizational goals.	Likert
Adaptive Behavior (X2)	Adaptive behavior is an individual's ability to adjust their attitudes, behavior, knowledge, and skills to changes in the	1) Ability to adapt to changes in the work environment.	Likert

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	work environment, technological developments, and organizational demands.	2) Ability to deal with uncertain work situations. 3) Ability to learn new tasks and technologies. 4) Ability to adapt to changes in organizational procedures and policies. 5) Ability to solve problems creatively. 6) Ability to manage stress and work pressure. 7) Ability to cooperate and adapt in interpersonal relationships. 8) Ability to accept cultural differences and individual characteristics. 9) Willingness to continue learning and developing one's own competencies. 10) Readiness to face organizational changes and challenges.	
Organizational Commitment (X3)	Organizational commitment is the level of attachment, loyalty, and desire of employees to remain part of the organization and contribute to achieving organizational goals.	1. The desire to remain part of the organization. 2. Pride in the organization. 3. Emotional attachment to the organization. 4. Willingness to work hard for the progress of the organization. 5. Acceptance of the organization's values and goals. 6. Loyalty to the organization. 7. Sense of belonging to the organization. 8. Willingness to maintain membership in the organization. 9. Compliance with organizational regulations and policies.	Likert

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		10. Responsibility in supporting the success of the organization.	
Job Satisfaction (X4)	Job satisfaction is an employee's feelings about their work, whether happy or unhappy, as a result of the employee's interaction with their work environment.	1. Mentally challenging work. 2. Supportive working conditions. 3. Decent salary or wages. 4. Personality compatibility with work. 5. Supportive coworkers. 6. Good relationship with superiors. 7. Opportunity to get a job promotion. 8. Opportunity to develop abilities and skills. 9. Fairness in treatment and organizational policies. 10. Conformity between work expectations and accepted reality.	
Employee Performance (Y)	Employee performance is the work results achieved by a person both in terms of quality and quantity according to the tasks and responsibilities given.	1. Quality of work. 2. Quantity of work. 3. Punctuality. 4. Work effectiveness. 5. Work efficiency. 6. Independence in working. 7. Responsibility. 8. Cooperation. 9. Work commitment. 10. Work initiative.	Likert

Measurement Scale

According to Sugiyono (2020:107), the Likert scale is a measurement scale used to gauge the attitudes, opinions, and perceptions of an individual or group of people regarding social phenomena. The research will utilize a questionnaire, where responses will be measured using a Likert scale. The scoring of the questionnaire answers is as follows:

Table Likert Scale

No	Variables	Score
1	Strongly agree	5
2	Agree	4
3	Quite agree	3
4	Don't agree	2
5	Strongly disagree	1

Source: Sugiyono (2020:107)

Reliability Test is A tool for measuring a questionnaire that is an indicator of a variable. A questionnaire is said to be reliable if a person's answers to the questions are consistent or stable over time. SPSS provides a test facility to measure reliability using the Cronbach alpha (α) statistic. A variable is said to be reliable. if it gives a value of $\alpha > 0.60$ (ghozali, 2020:89).

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$$r_{11} = \left(\frac{n}{n-1} \right) \left(1 - \frac{\sum \sigma_i^2}{\sigma_t^2} \right)$$

Information:

r_{11} = Reliability sought

n = Number of question items tested

$\sum \sigma_i^2$ = Total variance of scores for each item

σ_t^2 = Total variance

RESULTS AND DISCUSSION

General Description

The Sagulung District Office in Batam City is the center of public services and government administration at the sub-district level under the auspices of the Batam City Government. The Sagulung District Office plays a vital role in governance, public administration services, and coordinating development and community empowerment within the Sagulung District area. In carrying out its duties, the Sagulung District Office provides various services to the public, particularly those related to government and population administration. These services include processing administrative cover letters for population documents such as Resident Identity Cards (KTP) and Family Cards (KK), legalization or validation of certain documents, administrative services under the district's authority, and social development and community empowerment activities. The Sagulung District Office is located at Jl. Putri Hijau No. 01, Sagulung District, Batam City. In providing services to the public, the district office is one of the government units directly connected to the administrative needs of the community within its jurisdiction.

Administrative Area of Sagulung District

Sagulung District has a working area consisting of 6 (six) sub-districts with a total area of approximately 66.0 km².

These six sub-districts are:

1. Tembesi Village;
2. Sungai Langkai Subdistrict;
3. Sungai Binti Subdistrict;
4. Sungai Lekop Subdistrict;
5. Sungai Pelunggut Subdistrict; and
6. Sagulung City Subdistrict.

The area of each sub-district can be seen in the following table.

Table Area of Sub-districts in Sagulung District

No.	Ward	An area
1	Tembesi	38.1 km ²
2	Langkai River	4.5 km ²
3	Binti River	6.2 km ²
4	Lekop River	5.5 km ²
5	Pelunggut river	5.2 km ²
6	Sagulung City	4.5 km ²
	Total	66.0 km ²

Based on the table, Tembesi Village has the largest area, at 38.1 km². Meanwhile, Sungai Langkai Village and Sagulung Kota Village each have an area of 4.5 km². The vastness of the territory and the characteristics of the communities in each sub-district mean that the implementation of public services requires adequate human resource support. Sub-district employees are required to carry out their work effectively, provide good service, and adapt to various needs and changes in the work environment.

Respondent Characteristics

The characteristics of the respondent data in this study provide simple information about the respondents who will be the research objects. Respondents in this study are described by their age, gender, highest level of education,

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and length of service at the Sagulung District Office in Batam City.

a. Respondent Description Based on Age

Respondent age is related to individual work behavior, usually as a reflection of the individual's experience and organizational commitment. Respondent characteristics based on employee age can be seen in the following table:

Table Respondent Description Based on Age

No.	Information	Number of Respondents	Percentage (%)
1	20 – 30 Years	20	26.67%
2	31 – 40 Years	25	33.33%
3	41 – 50 Years	20	26.67%
4	> 50 Years	10	13.33%
	TOTAL	75	100

Source: Processed Primary Data, 2026

Based on table above, it explains that the characteristics of respondents based on age, showing that the largest number of respondents who were sampled in this study were respondents aged 31-40 years, namely 25 people or 33.33%. Furthermore, respondents aged 20-30 years were 20 people or 26.67%, respondents aged 41-50 years were 20 people or 26.67%, and for respondents aged > 50 years were 10 people or 13.33%.

So it can be concluded that the average age of employees at the Sagulung District Office, Batam City, who were the sample in this study is in the 31-40 year age group.

This table is a section that shows the method used in entering variables, where the author enters the variable to be analyzed, namely the Human Resource Planning variable (X1).

Table Determination test results

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,616a	,379	,373	1,599

a. Predictors: (Constant), Human Resource Planning (X1)

This table shows the value of the coefficient of determination which functions to determine the percentage of the dependent variable. Based on the output results above, it can explain the model summary, which consists of the results of the simple correlation value R and the coefficient of determination (R Square).

1. The resulting R (Pearson correlation) value is 0.616, meaning that there is a close relationship between the Human Resource Planning variable (X1) and the Employee Performance variable (Y).
2. R square of 0.379 means the percentage contribution of the influence of the Human Resource Planning variable (X1) with the Employee Performance variable (Y) is 0.379. This means that the percentage level of influence of Human Resource Planning (X1) with the Employee Performance variable (Y) is 37.9%, and the rest is influenced by other variables not examined in this study.

Simple linear regression is used to determine the influence between two or more independent variables and one dependent variable. The following are the results of the simple linear regression test.

Table Simple Linear Regression Test Results Coefficientsa

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Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,951	1,993		2,1007	,004
Human Resource Planning X1	,683	,089	,616	7,659	,000

Source: SPSS Data Processing Results

Discussion

Performance variable (Y) is 0.462. This means that the percentage level of the variables Human Resource Planning (X1), Adaptive Behavior (X2), Organizational Commitment (X3), Job Satisfaction (X4) with the Employee Performance variable (Y) is 45.7% and the rest is influenced by other variables not examined in this study.

Table Results of Multiple Linear Regression Analysis
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,488	2,228		2,014	,047
Human Resource Planning _ X1	,417	,177	,376	2,901	,020
Adaptive Behavior _ X2	,043	,182	,045	,237	,813
Organizational Commitment _ X3	,008	,173	,006	,044	,965
Job Satisfaction _ X4	,299	,170	,324	1,758	,082

a. Dependent Variable: TOTAL Y

Source: SPSS Data Processing Results

$$Y = 4,488 + 0,417X_1 + 0,043X_2 + 0,008X_3 + 0,299X_4$$

The value of the regression equation above can be explained as follows;

1. The constant is 4.488, meaning that if the variables Human Resource Planning (X1), Adaptive Behavior (X2), Organizational Commitment (X3), Job Satisfaction (X4) have a value of 0, then the value of Employee Performance (Y) is 4.171.
2. The regression coefficient of the Human Resource Planning variable (X1) is 0.417, meaning that if Human Resource Planning (X1) increases by one unit, then Employee Performance (Y) will increase by 0.417.
3. The regression coefficient of the Adaptive Behavior variable (X2) is 0.043, meaning that if Adaptive Behavior (X2) increases by one unit, then Employee Performance (Y) will increase by 0.043.
4. The regression coefficient of the Organizational Commitment variable (X3) is 0.008, meaning that if Organizational Commitment (X3) increases by one unit, Employee Performance (Y) will increase by 0.008.
5. The regression coefficient of the Job Satisfaction variable (X4) is 0.299, meaning that if Job Satisfaction (X4) increases by one unit, then Employee Performance (Y) will increase by 0.299.

Table F Test Results
ANOVA

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		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180,871	4	45,218	19,603	,000b
	Residual	214,516	70	2,307		
	Total	395,758	74			

a. Dependent Variable: TOTAL Y

b. Predictors: (Constant), Job Satisfaction _X4, Organizational Commitment _X3, Human Resource Planning _X1, Adaptive Behavior _X2

Source: SPSS Data Processing Results

The F-test is used to test whether independent variables jointly influence the dependent variable. The method for determining whether variables have a significant relationship is as follows:

1. If $f_{count} > f_{table}$ and significance value < 0.05 H_0 is rejected or H_a is accepted.
2. If $f_{count} < f_{table}$ and the significance value > 0.05 then H_0 is accepted or H_a is rejected.
3. Using a 95% confidence level, $\alpha = 5\%$, df_1 (number of variables) and df_2 (nk) or $75 - 4 = 71$ (n is the number of cases and k is the number of independent variables), the results obtained for the F table are 2.48.

From the output results above, the f_{count} value $> f_{table}$ ($19.603 > 2.48$) and the significant value ($0.000 < 0.05$) means that H_a is accepted that Human Resource Planning, Adaptive Behavior, Organizational Commitment and Job Satisfaction have a significant effect on Employee Performance.

CONCLUSION

Based on the results of research and discussions that have been conducted regarding the Influence of Human Resource Planning, Adaptive Behavior, Organizational Commitment and Job Satisfaction on the Performance of Employees at the Sagulung District Office, Batam City, with a total of 75 respondents, the following conclusions can be drawn:

1. Human Resource Planning (X1) has a significant effect on Employee Performance (Y). Based on the results of the t-test, the Human Resource Planning variable obtained a t-value of 2.901 with a significance value of 0.020. Because the significance value of $0.020 < 0.05$, H_0 is rejected and H_a is accepted. Thus, it can be concluded that Human Resource Planning has a positive and significant partial effect on Employee Performance at the Sagulung District Office, Batam City. The regression results also show a positive coefficient of 0.417, which means that an increase in Human Resource Planning is followed by an increase in Employee Performance.
2. Adaptive Behavior (X2) does not have a significant effect on Employee Performance (Y). Based on the results of the t-test, the Adaptive Behavior variable obtained a t-value of 0.237 with a significance value of 0.813. Because the significance value of $0.813 > 0.05$, H_0 is accepted and H_a is rejected. Thus, it can be concluded that Adaptive Behavior does not have a partial significant effect on Employee Performance at the Sagulung District Office, Batam City. Although the regression coefficient is positive at 0.043, the effect is statistically insignificant.
3. Organizational Commitment (X3) does not have a significant effect on Employee Performance (Y). Based on the results of the t-test, the Organizational Commitment variable obtained a t-value of 0.044 with a significance value of 0.965. Because the significance value of $0.965 > 0.05$, H_0 is accepted and H_a is rejected. Thus, it can be concluded that Organizational Commitment does not have a partial significant effect on Employee Performance at the Sagulung District Office, Batam City. The regression coefficient of 0.008 indicates a positive relationship, but the effect is not statistically significant.
4. Job Satisfaction (X4) does not have a significant effect on Employee Performance (Y). Based on the results of the t-test, the Job Satisfaction variable obtained a t-value of 1.758 with a significance value of 0.082. Because the significance value of $0.082 > 0.05$, H_0 is accepted and H_a is rejected. Thus, it can be concluded that Job Satisfaction does not have a partial significant effect on Employee Performance at the Sagulung District Office, Batam City. Although the regression coefficient is positive at 0.299, this influence has not shown a statistically significant influence.
5. Human Resource Planning (X1), Adaptive Behavior (X2), Organizational Commitment (X3), and Job Satisfaction (X4) simultaneously have a significant effect on Employee Performance (Y). Based on the results of the F test, the F count value is 19.603 with a significance value of 0.000. Because the significance value of $0.000 < 0.05$, H_0 is rejected and H_a is accepted. Thus, it can be concluded that Human Resource Planning, Adaptive Behavior, Organizational Commitment and Job Satisfaction simultaneously have a significant effect on Employee Performance at the Sagulung District Office, Batam City.

SUGGESTIONS

Based on the research results and conclusions obtained, the researcher provides several suggestions as follows:

1. For the Sagulung District Office in Batam City, Human Resource Planning requires continued attention and improvement, as research has shown this variable to have a positive and significant impact on employee performance. Planning for employee needs, assigning tasks and responsibilities, and placing employees according to their abilities must be carried out appropriately to support improved employee performance.
2. Employee adaptive behavior needs to be continuously developed, although this study did not show a significant partial impact on employee performance. Employees need to be given space to adjust to job changes, developments in public services, the use of technology, and changing societal needs so that adaptability can support more effective task execution.
3. Organizational commitment needs to be continuously monitored and strengthened. Although research results indicate that organizational commitment does not have a significant partial effect on employee performance, employee commitment to the organization remains crucial in supporting the implementation of government duties. This can be achieved through increased responsibility, employee involvement in organizational activities, good internal communication, and the creation of a supportive work environment.
4. Employee job satisfaction needs to be maintained and improved. Research results indicate that job satisfaction does not have a significant partial effect on employee performance. Therefore, the Sagulung District Office can pay attention to the work environment, relationships between employees, recognition for work results, opportunities for self-development, and other job aspects that can increase employee satisfaction.
5. Employee performance improvement should be carried out comprehensively, as the F-test results indicate that Human Resource Planning, Adaptive Behavior, Organizational Commitment, and Job Satisfaction collectively have a significant influence on employee performance. Therefore, management of these four aspects needs to be carried out in an integrated and sustainable manner.
6. For future researchers, it is recommended to add other independent variables not yet examined in this study. This is important because the research results show an R-square value of 45.7%, meaning that there is still 54.3% of the variation in Employee Performance that can be explained by other factors outside the research model. Future research can also use different objects, number of respondents, or research locations so that the results can provide a broader picture of the factors that influence Employee Performance.

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