

## CV. Lifestone's Employee Work Commitment: Reviewed in Terms of Compensation, Work Environment, and Task Complexity

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### Abstrak

Studi ini bertujuan untuk menyelidiki hubungan dan dampak dari kompensasi, lingkungan kerja, serta kompleksitas tugas terhadap tingkat komitmen yang ditunjukkan karyawan di CV. Lifestone. Tipe penelitian yang dilakukan oleh penulis dalam studi ini adalah penelitian kuantitatif deskriptif, dimana mengumpulkan data melalui 90 responden. Lokasi penelitian yang dipilih penulis untuk menguji hipotesis terdapat di kantor CV. Lifestone yang beralamat di Komplek Pergudangan Permata Gedangan Blok AF No. 1, Bohar, Kecamatan Gedangan. Data dianalisis menggunakan perangkat lunak SmartPLS 5.0, termasuk Analisis Uji Outer Model, Uji Validitas, Uji Reliabilitas, Uji Average Variance Extracted (AVE), Uji R-square, dan Uji Hipotesis. Hasil menunjukkan bahwa kompensasi secara positif mempengaruhi komitmen kerja karyawan ( $T=6.831$ ,  $p=0.000$ ), lingkungan kerja secara positif mempengaruhi komitmen kerja karyawan ( $T=4.849$ ,  $p=0.000$ ), dan kompleksitas tugas juga secara positif mempengaruhi komitmen kerja karyawan ( $T=5.662$ ,  $p=0.000$ ). Penelitian ini menemukan bahwa ketiga variabel independen (kompensasi, lingkungan kerja, dan kompleksitas tugas) secara simultan berpengaruh positif dan signifikan terhadap komitmen kerja, menunjukkan bahwa kompensasi yang adil, lingkungan kerja yang mendukung (terutama keamanan kerja), dan tingkat kompleksitas tugas yang menantang dan terkoordinasi secara efektif meningkatkan dedikasi dan tanggung jawab karyawan terhadap perusahaan.

**Kata Kunci:** Kompensasi; Lingkungan Kerja; Kompleksitas Tugas; Komitmen Kerja.

### Abstract

This study aims to investigate the relationship and impact of compensation, work environment, and task complexity on the level of commitment shown by employees at CV. Lifestone. The type of research conducted by the author in this study is descriptive quantitative research, which collects data from 90 respondents. The research location chosen by the author to test the hypothesis is at the CV. Lifestone office located at Permata Gedangan Warehouse Complex, Block AF No. 1, Bohar, Gedangan District. Data were analyzed using SmartPLS 5.0 software, including Outer Model Test Analysis, Validity Test, Reliability Test, Average Variance Extracted (AVE) Test, R-square Test, and Hypothesis Test. The results show that compensation positively affects employee work commitment ( $T=6.831$ ,  $p=0.000$ ), work environment positively affects employee work commitment ( $T=4.849$ ,  $p=0.000$ ), and task complexity also positively affects employee work commitment ( $T=5.662$ ,  $p=0.000$ ). This study found that the three independent variables (compensation, work environment, and task complexity) simultaneously had a positive and significant effect on work commitment, indicating that fair compensation, a supportive work environment (especially job security), and a challenging and coordinated level of task complexity effectively increase employee dedication and responsibility towards the company.

**Keyword:** Compensation; Work Environment; Task Complexity; Work Commitment.

## 1. Introduction

CV. Lifestone is a manufacturing company specializing in marble and ceramics. The industrial world is becoming increasingly competitive, especially in the manufacturing sector (Zaeni *et al.*, 2022). In the manufacturing sector, competition has expanded beyond competition for quality and market share to include competition among businesses for the best human resources (Nugroho *et al.*, 2025). It must be recognized that employees play a vital role in driving industrial activity and that they deserve special attention because they are the ones who invest the time, effort, and thought necessary to compete and maintain excellence. They also have needs, desires, and expectations that can influence employee loyalty, commitment, and love for their work and industry (Baidun *et al.*, 2024). CV. Lifestone is a ceramic manufacturing company that processes raw materials into finished products through production activities. Naturally, the company aims to maximize profits (Usman & Sidik, 2023). A series of energy-intensive steps that change the physical or chemical characteristics of the material are used to transform raw materials into finished products in the ceramic production process. Additional resources such as labor and machinery are required to transform raw materials into finished goods (Ismi Rosyidatul Ummah *et al.*, 2023). Each management line can provide the best performance according to expectations and with all available resources, making the growth of the ceramic manufacturing industry in Sidoarjo City grow rapidly (Riyanto, 2023). In addition, businesses require employee competence to complete tasks more efficiently, effectively, and with higher quality (Firdaus *et al.*, 2022). CV. Lifestone employees who have skills, knowledge and drive have an influence in the industry in achieving its goals (Wulandari, 2022). However, in the case that occurred at CV. Lifestone, many employees resigned due to dissatisfaction in several aspects they received. Naturally, CV. Lifestone must focus on the capabilities of its human resources and factors that support employee needs to meet its goals, namely producing high-quality ceramics (Putri & Prasetyo, 2016). Work commitment has a positive impact when employees are able to work hard, be devoted, responsible, disciplined, and fulfill their rights to the tasks and work they have been given to ultimately achieve optimal performance and have a positive impact on the company (Hidayati *et al.*, 2024). Regardless of the current state of information and technology development, a company cannot succeed if its human resources are inadequate (Nugroho *et al.*, 2025). Task complexity, work environment, and compensation are used as independent variables in this study to measure how committed CV. Lifestone employees are to their work.

CV. Lifestone presents the environmental dynamics between employee work commitment and the factors that influence it. Employees who have great dedication and commitment to the industry are the main thing that is needed (Sulaiman & Radiansah, 2022). With the existence of compensation that is given fairly and appropriately for the workload they have done, it will make employees feel appreciated and needed, this will certainly make employees work optimally and support all activities undertaken by the company (Putri & Prasetyo, 2016). Conversely, employee dissatisfaction with the compensation provided by an industry can lead to the emergence of negative employee attitudes and reduced commitment which will ultimately lower the work performance of each employee (Sumiatik *et al.*, 2021). Compensation is all forms of reward for employee work provided by the industry. These rewards or compensation are expected to increase employee love for the industry where they work (Sandy, 2019). Not only that, the work environment at CV. Lifestone also plays a significant role in shaping employee perceptions and behavior. A satisfactory work environment for employees can increase employee work commitment. Conversely, an inadequate work environment can lower performance and ultimately reduce employee work commitment (Setiawan *et al.*, 2023). The work environment refers to the conditions, atmosphere, and elements around the place where an individual or group works (Oktavia & Firdaus, 2023). The work environment is divided into two, namely physical and psychological (Ramadhani, 2022). The physical work environment includes all elements related to the workplace such as buildings, room design, equipment, lighting, temperature, noise, ventilation, and security (Sulaiman & Radiansah, 2022). Conversely, the psychological work environment includes psychological conditions and factors in the workplace that influence employee well-being, productivity, motivation, and satisfaction (Wagiyono *et al.*, 2020).

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Another important element that influences work commitment is task complexity. Employees at CV. Lifestone, when given complex tasks with varying levels of difficulty, respond differently but remain committed. Task complexity is determined by an individual's assessment of the level of task difficulty based on general and task-specific characteristics (Indriastuti *et al.*, 2020). Task complexity is understood as the variety and level of difficulty of a job, particularly in relation to the pressure faced by the mental and psychological state of the person carrying it out. An employee will exert more effort to complete a task if it is assigned to them and is not too complex. On the other hand, employees with a high level of complexity will exert less effort when completing their tasks, which will affect the performance that will follow (Fauziyyah & Alimuddin, 2023). This research stems from a previous study (Nanang Indradi & Sugianto, 2019) that linked employee work commitment as the main variable with compensation. In this study, development will be carried out by adding new indicators because they are related to compensation, task complexity, and work atmosphere. The difference that is also an element of development in this study is that the study (Amir, 2019) used an explanatory research method, while this study applies a quantitative descriptive research method. Further development lies in the compensation indicators used in the study (Prabowo *et al.*, 2016), namely for contract workers, while this study focuses on employees. In addition, in (Ramadhani, 2022) there are eight indicators regarding the work environment, but in this study, the number is simplified to four indicators by removing the indicators of lighting, air circulation, noise, and color. Furthermore, this study is based on the work (Yuliana *et al.*, 2021) that links change management variables with performance, while in this study, change management is linked to work commitment. Also, there is a gap in the study (Hidayati *et al.*, 2024) which emphasizes the perspective of analyzing the relationship between variables. The previous study emphasized more on complex mediation models, while this study attempts to simplify the understanding of the direct relationship between the work environment and work commitment.

## 2. Literatur Review

### 2.1 Compensation

Compensation refers to everything received by employees in return for their contributions to an organization or company, which includes various types of payments or awards that can be direct or indirect (Putri & Prasetyo, 2016). Compensation is a structured way of rewarding employees based on their contributions, performance, and commitment in achieving company goals, including compensation in both monetary and non-monetary forms (Sumiatik *et al.*, 2021). In certain studies (Sulaiman & Radiansah, 2022) compensation is considered as a reward or remuneration given by companies to employees in recognition of their contributions, abilities, time, effort, and thoughts in order to achieve organizational goals. Based on the explanation (Hanifah, 2017), it can be concluded that the compensation indicators used refer to certain sources:

- 1) Salary: fixed compensation periodically according to position
- 2) Wages: financial rewards given to workers as compensation for work done.
- 3) Incentive: additional compensation outside of salary
- 4) Allowances: additional allowances given outside of the basic salary (food, transportation and health allowances)
- 5) Facilities: non-financial support provided by the company (operational vehicles, health insurance, and training)

Compensation that is given fairly and in accordance with job responsibilities will make employees feel appreciated and needed. This will certainly encourage them to work optimally and support every activity carried out by the company (Sandy, 2019). Previous research (Putri & Prasetyo, 2016); (Risyani & Rino, 2023); (Saputra *et al.*, 2022); (Sulaiman & Radiansah, 2022) shows that compensation has an impact on the level of work commitment. However, other research (Arifuddin *et al.*, 2021) shows that compensation has no effect on the level of work commitment.

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### 2.2 Work Environment

The work environment refers to all the elements surrounding an individual that can influence how they carry out their tasks and responsibilities, including physical conditions, the atmosphere of the workplace, interactions with colleagues, and supporting facilities available at the work location (Subakti, 2021). According to a study (Hidayati *et al.*, 2024), the work environment is a complex system that includes social interactions, physical and mental conditions in the workplace that have a significant influence on workers' views, attitudes, and performance in achieving company goals. On the other hand (Herjany & Bernarto, 2018), the work environment is considered the entire context in which employees collaborate, work, and develop their abilities, which includes physical factors (spatial arrangement, lighting, temperature), social factors (relationships between colleagues, organizational culture), and psychological factors (workload, stress levels, opportunities for development) that influence employee experience and performance. Various elements in the work environment can impact an individual's health, efficiency, and job satisfaction (Isni Alvina & Djastuti, 2018). The indicators used in this study are supported by other research (Supriadi *et al.*, 2022) which explains the use of work environment indicators as follows:

- 1) Cleanliness: working conditions that are free from dirt and neat.
- 2) Harmonious relationships: positive interactions and mutual respect between employees
- 3) Opportunity for advancement: opportunities for career advancement.
- 4) Safety at work: elements that support the creation of a safe working environment, both materially and non-materially.

A supportive work environment can improve performance and strengthen maximum work commitment, so that the company can achieve excellence in performance and high competitiveness (Gerry J.Jr *et al.*, 2016). Previous research has shown that the work atmosphere has an impact on the level of employee commitment, as seen in studies (Sumiatik *et al.*, 2021); (Risyani & Rino, 2023); (Amir, 2019); (Wagiyono *et al.*, 2020). However, this study revealed that the work environment has no effect on employee work commitment (Subakti, 2021).

### 2.3 Task Complexity

The complexity of a task refers to how difficult and diverse the job is, requiring a variety of skills, thinking abilities, and problem-solving methods to complete a series of interrelated work activities (Fauziyyah & Alimuddin, 2023). Research (Sososutiksno *et al.*, 2022) shows that task complexity is related to the extent to which a job involves a variety of dissimilar activities, requires diverse skills, and requires workers to combine information from many sources, make complex decisions, and cope with uncertainty in the workplace. Meanwhile, according to (Widya Krisna Dewi & Suputra, 2019) task complexity includes the level of variety and challenge in a job, including aspects of activity diversity, the level of freedom provided, and the need for various skills and knowledge to complete the task well. Indicators in study (Gusniwati, 2022) support this research by establishing the following work environment indicators:

- 1) Intensity of task relatedness with other tasks: the task requires coordination with other tasks.
- 2) Intensity of understanding task structure: understanding the workflow and responsibilities for the task
- 3) Intensity of patience in completing tasks: able to be calm and focused when doing tasks

The more complex a job is, the greater the energy, focus, perseverance, and time required by an individual to complete the job, so this will have an impact on the level of employee work dedication. Previous research has shown that the level of job complexity can affect the level of employee commitment, as explained in studies (Fauziyyah & Alimuddin, 2023); (Series, 2021); (Lestari & Srimindarti, 2022). However, in this study, it was found that task complexity had no effect on employee work commitment (Im, 2016).

### 2.4 Work Commitment

Based on a study (Series, 2021), commitment to work is defined as the level of mental involvement of a worker in his/her task, which includes emotional (feelings of connection), cognitive (belief in the task), and

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behavioral (tendency to persist and make the best contribution in the workplace) aspects. Commitment to work reflects the extent to which a person sees himself/herself as connected to his/her job and his/her reluctance to leave the company (Im, 2016). Meanwhile, another definition (Dinsar *et al.*, 2023) states that work commitment is the level at which a person feels psychologically bound to his/her job, which includes involvement, drive, and the individual's view of the importance of work for his/her life and identity. Some indicators that show work commitment (Ramadhani, 2022) include:

- 1) Emotional commitment: the employee's desire to be part of the company
- 2) Loyalty to the company: the employee's desire to support or contribute to the company's success.
- 3) Normative commitment: the ability of employees to understand, support, and align themselves with the company's vision, mission, and culture in their work.
- 4) Attendance frequency: the number of attendances recorded in the company and attendances as scheduled.

### 3. Research Methodology

This type of research is descriptive quantitative research that aims to describe the numerical data obtained as a result of the research (Jayusman & Shavab, 2020). The sample taken was all employees at CV. Lifestone, totaling 90 individuals. Data collection was carried out using the total sampling method so that the results obtained could include more general conclusions. The location of this research is at the Permata Gedangan Warehouse Complex, Block AF No. 1, Bohar, Gedangan District, Sidoarjo Regency, East Java with postal code 61254. This study uses one type of data, namely primary data. Primary data is obtained based on the completion of a questionnaire by respondents or samples (Nasidi *et al.*, 2021) using a Likert scale. In this study, the independent variables are Compensation as (X1), Work Environment as (X2), Task Complexity as (X3) while the dependent variable is Employee Commitment (Y). The questionnaire is composed of several statement items consisting of 8 statements on the compensation variable, 8 statements on the work environment variable, and 6 statements on the task complexity variable, and 8 statements on the work commitment variable. From the data obtained, it will then be processed using *PLS (Partial Least Square) 3.0*. The data analysis techniques used are validity testing and reliability testing. In addition, to test the hypothesis, multiple linear regression analysis tests, t-tests, and f-tests are used (Science, 2022).

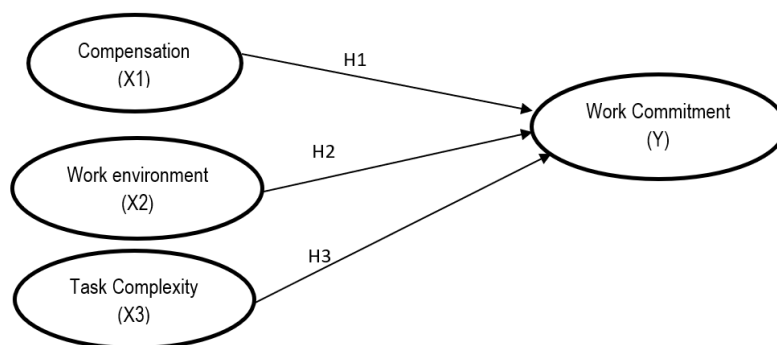


Figure 1. Conceptual Model of the Study

- H1: Compensation has a positive and significant effect on employee work commitment at CV. Lifestone.  
 H2: The work environment has a positive and significant influence on employee work commitment at CV. Lifestone.  
 H3: Task complexity has a positive and significant effect on employee work commitment at CV. Lifestone.

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## 4. Result and Discussion

### 4.1 Result

In this study, the authors sampled employees of CV. Lifestone, Sidoarjo, using a Google Form questionnaire distributed via WhatsApp. A review of the characteristics of 90 respondents will provide a presentation of the data to provide a snapshot of their personal circumstances.

Table 1. Respondent Characteristic

Variable	Category	Frequeny	Persentation (%)
Gender	Male	43	47.4
	Female	47	52.6
Age	20-30 year	55	57.2
	31-40 year	30	33.7
	>41 year	5	9.1
Last Education	High School/Vocational School/Senior High School	31	46.6
	S1	59	53.4
Length of Service	1-5 year	30	33.8
	> 5 year	60	66.2

Based on the data in table 1, it can be concluded that the characteristics of respondents for men are 47.4% or 43 respondents, while women accounted for 52.6% or 47 respondents. In addition, the age category with the largest number of respondents was 21-30 years old, namely 57.2% or 55 respondents, while the smallest number of respondents was 41-50 years old, only 9.1%. This means that the majority of respondents were in their productive age, namely 21 to 30 years. Based on the data on the characteristics of the length of service above, it can be seen that employees with a period of > 5 years of service are more numerous with a percentage of 66.2% compared to those with a length of service of 1-5 years, namely 33.8%. Table 1 also shows that the last education of the employees is more likely to be a bachelor's degree graduate. For employees with a bachelor's degree, the percentage is 53.4%, while for employees with a high school degree, the percentage is 46.6%. This condition shows that employees at CV. Lifestone - Sidoarjo are dominated by employees with a bachelor's degree.

#### 4.1.1 Hypothesis Testing and Analysis

This study used validity, reliability, and hypothesis testing to analyze the data. The test was measured using SmartPLS (Partial Least Squares) with 90 employees at CV. Lifestone Sidoarjo as respondents. This allowed for a valid assessment of the research.

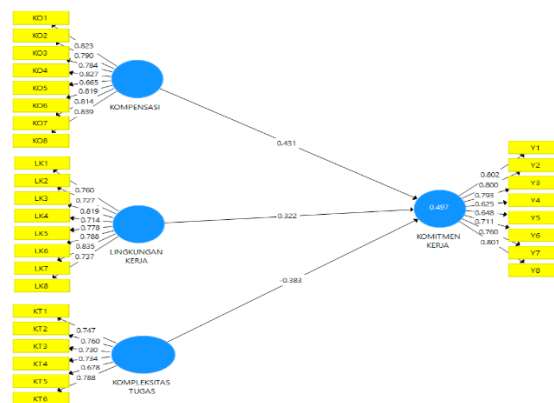


Figure 2. Outer Model Result

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Based on Figure 2, it shows that all indicators have a loading factor value > 0.7, which means that the construct has met the convergent validity requirements. Measurement model testing (outer model) is used to determine how latent variables and manifest variables interact. This test includes convergent validity, discriminant validity, and convergent validity reliability.

Table 2. Outer Loading

	Compensation	Work Environment	Task Complexity	Work Commitment
K1	0.823			
K2	0.790			
K3	0.784			
K4	0.827			
K5	0.665			
K6	0.819			
K7	0.814			
K8	0.839			
LK1		0.760		
LK2		0.727		
LK3		0.819		
LK4		0.714		
LK5		0.778		
LK6		0.788		
LK7		0.835		
LK8		0.737		
KT1			0.747	
KT2			0.760	
KT3			0.730	
KT4			0.734	
KT5			0.678	
KT6			0.788	
KK1				0.802
KK2				0.800
KK3				0.793
KK4				0.625
KK5				0.648
KK6				0.711
KK7				0.760
KK8				0.801

The outer model or loading factor value can be used to test *convergent validity*. The outer loading value of each indicator in the research variables shows that each indicator of the compensation variable (X1), work environment (X2), task complexity (X3), and work commitment (Y) has an average outer loading of >0.7. Therefore, it can be stated that the indicators for each variable meet the requirements for *convergent validity*.

4.1.2 Reliability Test

Composite Reliability was conducted to evaluate the reliability of indicators for each variable. In this study, the composite reliability value of a variable is considered acceptable if its value is >0.7. The composite reliability values are shown in table 3:

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Table 3. Composite Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Compensation	0.918	0.933	0.635
Work Environment	0.904	0.921	0.594
Task Complexity	0.836	0.879	0.548
Work Commitment	0.884	0.909	0.556

Based on the test results in Table 3, the *composite reliability value* for the compensation variable is 0.933, the *composite reliability value* for the work environment is 0.921, the composite reliability value for task complexity is 0.879, and the *composite reliability value* for work commitment is 0.909, indicating that the values of all these variables are greater than 0.7, which means that all variables are declared reliable.

4.1.3 Average Variance Extracted (AVE) Test

A model construct can be said to have high reliability if the AVE exceeds 0.5, in which case the model structure is considered to have high reliability. If AVE >0.5, the data is considered reliable. The AVE values for all variables are shown as follows:

Table 4. Average variance extracted

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Compensation	0.918	0.933	0.635
Work Environment	0.904	0.921	0.594
Task Complexity	0.836	0.879	0.548
Work Commitment	0.884	0.909	0.556

Table 4 shows that the AVE values of all variables are greater than 0.5. Therefore, all variables can be considered reliable. This means that each variable has good discriminant validity.

4.1.4 Structural Model Analysis (Inner Model)

Inner model or structural model testing is conducted by examining the relationship or influence between constructs, significant values, and R-Square (R2) of the research model. Measurement analysis using SmartPLS 5.0 shows the following image:

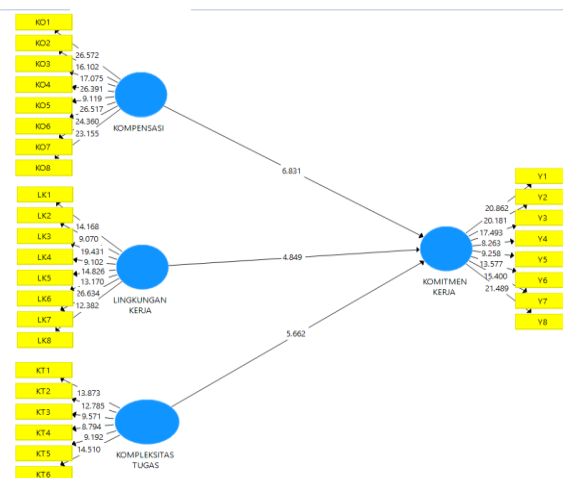


Figure 3. Inner Model Result

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4.1.5 R-Square Value

In this process, to explain the strength of the relationship or influence of independent latent variables on other dependent variables, a measurement standard of 0.75 is considered strong, 0.50 is considered moderate, and 0.25 is considered weak. The table below shows the estimated R-Square results using SmartPLS:

Table 5. R-Square value

Variabel	R-square	R-square adjusted
Work Commitment	0.497	0.497

Table 5 shows that the productivity variable (Y) has an R-Square value of 0.497 or 50%. This value indicates that the structural model of this study is categorized as moderate because it has an R-Square value <0.67. This can be concluded that the Compensation (X1), Work Environment (X2), and Task Complexity (X3) variables can measure and have a good relationship with the Work Commitment variable with a good R-Square value of 50%.

4.1.6 Hypothesis Testing

The results of data processing can be used to answer research hypotheses. Coefficient values are used to test these research hypotheses. If the coefficient value is positive, then the hypothesis is considered to have a positive relationship. This study can be said to be significantly accepted if the P-Values are <0.05 and the t-statistic values are >1.96. The following are the results of hypothesis testing:

Table 6. Bootstrapping

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Compensation -> Work Commitment	0.431	0.434	0.063	6.831	0.000
Work Environment -> Work Commitment	0.322	0.332	0.067	4.849	0.000
Task Complexity -> Work Commitment	0.383	0.382	0.068	5.662	0.000

Based on table 5, it can be explained that:

- 1) Based on the SmartPLS measurement results of the Compensation variable, the value of the variable is  $t_{count} > t_{table}$  with a value of  $6.831 > 1.979$  while the p-value measurement is  $0.000 < 0.05$ . This can be concluded that from the measurement results, it is explained that Compensation has a positive and significant effect on Work Commitment in 90 employees working at CV. Lifestone – Sidoarjo.
- 2) Based on the SmartPLS measurement results of the Work Environment variable, the value of the variable is  $t_{count} > t_{table}$  with a value of  $4.849 > 1.979$  while the p-value measurement is  $0.000 < 0.05$ . This can be concluded that from the measurement results, it is explained that the Work Environment has a positive and significant effect on Work Commitment in 90 employees working at CV. Lifestone - Sidoarjo.
- 3) Based on the SmartPLS measurement results of the Task Complexity variable, the value of the variable is  $t_{count} > t_{table}$  with a value of  $5.662 > 1.979$  while the p-value measurement is  $0.000 < 0.05$ . This can be concluded that from the measurement results, it is explained that Task Complexity has a positive and significant effect on Work Commitment in 90 employees working at CV. Lifestone - Sidoarjo.

4.2 Discussion

The results of this study demonstrate that compensation has a significant positive effect on employee work commitment. This finding demonstrates that rewards, as a contribution to employee work results, can

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increase employee work commitment. This means that employee commitment is influenced by the appropriateness and fairness of the compensation provided by the company. Therefore, the better the compensation received, the higher the employee's commitment to the company. The results of this study align with previous research conducted by (Putri & Prasetyo, 2016), (Risyan & Rino, 2023), (Saputra *et al.*, 2022), and (Sulaiman & Radiansah, 2022). Compensation in this study is built by several indicators, namely salary, incentives, allowances, and facilities, where the facility indicator provides the largest contribution. This is reflected in the ease of infrastructure and facilities provided by the company, such as parking and mosques, which are considered capable of supporting employee activities and work comfort. The majority of respondents strongly agree that the mosque facilities provided by CV. Lifestone–Sidoarjo play an important role in facilitating employees to worship and get closer to God Almighty. This condition is in line with the characteristics of respondents, most of whom have a work period of 5–10 years and a good level of maturity, so that the provision of adequate work facilities can create a comfortable work environment, encourage employees to work optimally, and strengthen work commitment to the company. Compensation variables, especially mosque facilities that are considered very complete, such as air conditioning and adequate ablution areas, received support from the majority of respondents and are often used by employees to get closer to God, thereby strengthening work commitment. Compensation felt tangibly through these facilities increases feelings of appreciation, job satisfaction, and has a major impact on forming employee commitment to the company (Hanifah, 2017).

Based on the results of this study, it is proven that the work environment has a significant positive effect on employee work commitment. This finding proves that activities around employees that influence the tasks assigned by the company can increase employee work commitment. In this case, it shows that the better the work environment perceived by employees, the higher their commitment to the company, because a supportive work environment can increase motivation and a sense of comfort in working. The results of this study are supported by research (Sumiatik *et al.*, 2021), (Arifuddin *et al.*, 2021), (Amir, 2019), (Risyan & Rino, 2023) and (Isni Alvina & Djastuti, 2018). The work environment in this study was built by several indicators, namely cleanliness, harmonious relationships, opportunities for advancement, and safety at work, where the safety indicator at work provided the largest contribution. The availability and use of safety equipment provided by CV. Lifestone–Sidoarjo was considered capable of providing a sense of security and comfort for employees. Referring to the characteristics of the respondents, many female employees felt safe carrying out their job descriptions without a companion because of the safety facilities provided by the company. This safe and comfortable work environment encouraged employees to work more optimally so that they had a high work commitment. Work environment variables, especially the availability of safety equipment such as safety hats and safety ladders, received approval from the majority of respondents because it helped the smoothness and safety of work. The sense of security and comfort felt by employees encouraged responsibility, engagement, and increased work commitment to the company (Candana *et al.*, 2020). Based on the results of this study, it is proven that task complexity has a significant positive effect on employee work commitment. This finding proves that employees' intellectual ability and expertise in completing tasks assigned by the company can increase employee work commitment. This means that employee work commitment is influenced by the individual's ability to carry out their duties well. The more employees feel capable and comfortable in completing the tasks given, the stronger their commitment to the company. The results of this study are supported by research (Fauziyyah & Alimuddin, 2023), (Widya Krisna Dewi & Suputra, 2019), (Gusniwati, 2022), (Yulianti *et al.*, 2022) and (Lestari & Srimindarti, 2022). Task complexity in this study is built by several indicators, namely the interrelationships between tasks, understanding of task structure, and patience in completing tasks, with the interrelationship indicator being the largest contributor. This is supported by the majority of respondents who stated that understanding the interrelationships between tasks facilitates the completion of work effectively and on time. This condition increases satisfaction and work enthusiasm, especially in the characteristics of respondents where many employees are bachelor's graduates, who have better understanding abilities, thus encouraging optimal performance and strengthening employee commitment to the company. The variable of task complexity, especially the task completion indicator, is supported by the majority of respondents because it can provide inner satisfaction and a sense of pride for employees.

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Completing tasks with a level of challenge that is appropriate to individual abilities will form a positive perception of the company, increase self-confidence and loyalty, thereby ultimately strengthening employee commitment in carrying out their work (Kristanti *et al.*, 2023).

## 5. Conclusion

Based on the results of the research that has been conducted, it can be concluded that compensation, work environment, and task complexity influence employee work commitment at CV. Lifestone - Sidoarjo. Compensation received by employees directly increases the sense of appreciation and job satisfaction, thereby strengthening commitment to the company. A safe, comfortable, and conducive work environment also plays an important role in building employee emotional attachment, which ultimately increases work commitment. In addition, task complexity that is in accordance with employee abilities provides positive challenges and a sense of satisfaction in work, thus encouraging the formation of positive perceptions of the organization. The limitation of this study lies in the characteristics of respondents who are dominated by employees with a tenure of less than one year, so the long-term influence of these three variables on work commitment has not been optimally described.

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