

IMPROVING EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION AS A MEDIATING VARIABLE

¹Purnomo Agus Nugroho, ²Sutianingsih

Program Studi Manajemen, Sekolah Tinggi Ilmu Ekonomi Atma Bhakti^{1,2}

Email: sutianingsih@stie-atmabhakti.ac.id

Abstract: *This study aims to understand how job satisfaction plays a critical role in mediating the relationship between organizational commitment and employee performance. In this study, quantitative research methods were used. Data were collected with the help of questionnaires and a sample of 115 workers. Path analysis and descriptive analysis are the data analysis methods used. Research findings show that all variables have a positive effect from 1) organizational commitment impacts employee performance variables. 2) Organizational commitment has an impact on job satisfaction. 3) Employee performance is affected by job satisfaction. 4) The outcomes of this study state that indirect influence is more substantial than direct influence, so organizational commitment is used as an intermediary variable between job placement variables and employee performance.*

Keywords: *organizational commitment, job satisfaction, employee performance*

1. Introduction

The workforce of an organization is an urgent element in implementing its operations. The achievement of any company relies on the presence of individuals who can engage in critical thinking, effective decision-making, and professional management. Organizations must recognize that human resource factors significantly influence organizational success (Yulihadi & Sutianingsih, 2023). Organizations face difficulties increasing their resources to increase employee effectiveness and business productivity. An organization's success heavily relies on the quality of its human resources in navigating competition in the global era. The efficacy of human resources can be assessed from their performance, whether positive or negative. Dessler (2004). The success of an organization is significantly impacted by the performance of its employees. Therefore, every organization consistently strives to improve employee performance to achieve goals (Sutianingsih, 2022).

Memari et al. (2013) state that utilizing commitment as a powerful tool can enhance organizational performance significantly. Khan et al. (2010) have shown a strong correlation between an employee's level of commitment to their organization and their overall performance. Yiing dan Kamarul (2009) suggests a good correlation between performance and organizational commitment. Commitment in an organization is widely considered a motivating factor for employees to exert significant efforts to achieve predetermined work goals (Sugiarti, 2020). It is believed that employee satisfaction with homework completion impacts the results of their job

performance. Robbins (2002) posited that job satisfaction is an attitude that persists in one's job and depends on the perceived difference between the compensation received by employees and the compensation they believe they should receive.

Good organizational commitment will have an impact on high employee performance, as well as research conducted by Cahyani (2019), Fitri (2021), and Latief et al. (2019a). The findings showed a statistically significant positive correlation between organizational commitment and employee performance. An employee's propensity to remain a member of the organization can be assessed by examining organizational commitment, a significant dimension of behavior. Commitment refers to an individual's intense support and attachment to the organization. Individuals with high organizational commitment exhibit different attitudes compared to those with low commitment. A strong sense of commitment towards the organization is positively correlated with job performance, and negatively correlated with absenteeism and employee turnover. Individuals who are highly committed are more likely to be invested in the success of the organization and strive to improve it. Research conducted by Susanto (Susanto, 2019) have shown that organizational commitment and employee performance have a positive and significant influence on each other. Other research conducted by Muis et al. (2018) and Metria & Riana (2018) there is a notable correlation between the variables of organizational commitment and employee performance.

The achievement of an organization is strongly related to the formation of job satisfaction among its employees concerning the level of commitment of their organization. Experience job satisfaction is a constructive sentiment toward a person's work that arises from assessing his attributes (Hidayat, 2019). The significance of job satisfaction in employee performance and its consequent impact on the company requires extreme attention to employees. A reward system should be implemented to ensure employee satisfaction, which can improve the company's performance. Organizations must prioritize employee job satisfaction to retain valuable human resources.

Job satisfaction is positively correlated with met needs and negatively with unmet needs. Research by Rosmaini and Tanjung (2019) The research indicates that there is a strong correlation between job satisfaction and employee performance, with job satisfaction having a positive impact on employee performance. Further research has been conducted by Priyatna (2021) and Latief et al. (2019b) Also proves that employee performance is significantly and positively affected by job satisfaction. This is in contrast to the research conducted by Nabawi (2019), which states that job satisfaction does not affect employee performance.

Employee Performance

Employee behaviour determines performance, claims Mathis & Jackson (2011). According to Dessler (2004), Employee performance is the difference between actual and expected performance. Mangkunegara (2011) suggests that an employee's performance is determined by the quality and quantity of work they complete based on their assigned responsibilities. Kristine (2017) states that work manifests an individual's attitude to achieve personal satisfaction through cooperation with colleagues and superiors, adherence to organizational protocols and guidelines, and achievement of performance benchmarks.

According to Rivai (2014), employees produce tangible work achievements based on their roles. Employees' performance is their tangible output, reflecting their work achievements in accordance with their role in the company. Employee performance is evaluated based on the quality and quantity of work completed while fulfilling their responsibilities (Henry, 2003). Indicator performance is something that will be calculated and measured. As for performance indicators, Mangkunegara (2016) the evaluation of an employee's performance is based on several factors, including the quality and quantity of their work, their reliability, and their attitude.

H1 : Organizational commitment has a positive and significant effect on job satisfaction

Organizational Commitment

Mekta (2017), organizational commitment refers to an individual's loyalty and dedication towards their organization. This ongoing process is demonstrated through members' concern for the organization. According to Pamungkas (2014), an individual's attachment to an organization leads to the development of organizational commitment. Individuals are committed to maintaining organizational cohesion and willing to exert significant effort to achieve organizational goals. According to research by Susanti & Palupiningdyah (2016), employees' level of organizational commitment positively correlated with their trust and acceptance of organizational goals and values. Lincoln (1989) and Bashaw (1994), Sopiah (2008) suggest that "Organizational commitment has three indicators: employee will, employee loyalty, and employee pride in the organization".

H2: Organizational commitment has a positive and significant effect on employee performance

Job Satisfaction

Robbins (2008) defines job satisfaction as a pleasurable emotional state that arises from evaluating one's job attributes. As per Luthans (2011) findings, job satisfaction depends on employees' perceptions of how much their work meets their valuable needs. According to Kristine (2017), work manifests an individual's attitude to achieving personal fulfilment through engagement with colleagues and superiors, adherence to organizational protocols and guidelines, and achievement of performance benchmarks. Moreover, Mekta (Mekta, 2017) affirms that job satisfaction refers to affective states that are positive or negative about one's work. According to Luthans (2011), Indicators of job satisfaction include the job itself, salary, promotion opportunities, supervision, and co-workers.

H3 : Job satisfaction has a positive and significant effect on employee performance

H4 : Organizational commitment has a positive and significant effect on employee performance

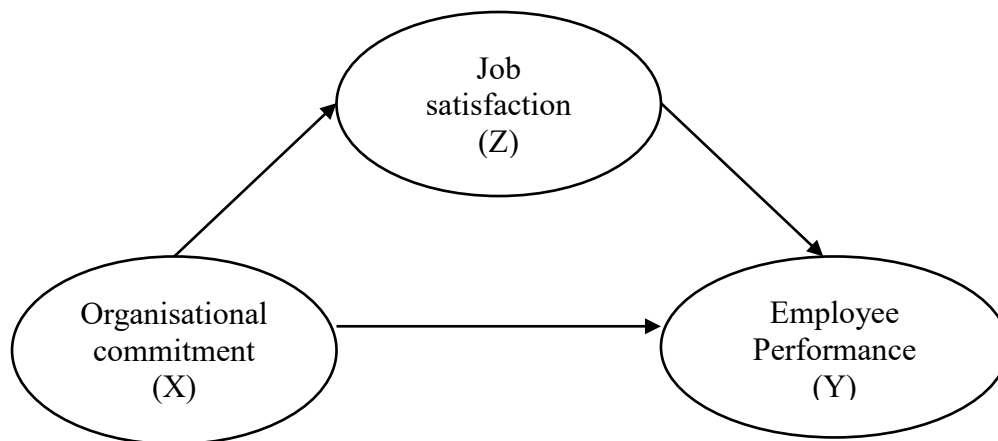


Figure 1. Frame of Mind

2. Research Method

The study sample consisted of 115 people who worked at PD BPR BKK Jaka Tingkir Sragen. This study used the census sampling technique, or saturated sampling, as Sugiyono (2012) described. This method involves the use of the entire population as a sample. Data Analysis, This study uses path analysis models, specifically using path analysis techniques within the framework of multiple linear regression models.

3. Results and Discussion

3.1. Results

Validity and Reliability Testing

According to Ghozali (2011), to conduct factor analysis and assess the level of intercorrelation between variables, it is necessary to ensure that the instrument used is valid. This can be determined by checking the KMO value, which should be greater than 0.5, and the loading factor, which should be greater than 0.4.

Table 1 Validity Test

Variabel	Nilai Validitas	Keterangan
Komitmen organisasi	0,782	Valid
	0,708	Valid
	0,565	Valid
	0,839	Valid
	0,773	Valid
Kepuasan kerja	0,788	Valid
	0,747	Valid
	0,821	Valid
	0,750	Valid
	0,817	Valid
Kinerja Karyawan	0,622	Valid
	0,844	Valid
	0,725	Valid
	0,740	Valid
	0,605	Valid

The findings presented in Table 1 show that all question items relating to the research variable have values exceeding 0.05, indicating their suitability as indicators of that variable.

Table 2 Reliability Test

Variable	Alpha Cronbach's	Information
Organizational commitment	0,784	Reliable
Job satisfaction	0,844	Reliable
Employee Performance	0,748	Reliable

Table 2 displays the reliability assessment results, which show that all Alpha values exceed 0.60, thus indicating the reliability of all variables. The responses given by participants to the statement indicators can be utilized in current investigations

Multicollinearity Test

Table 3 Multicollinearity Test

Model

1	Organization	0,441	2,270
	Commitment		
	Job Satisfaction	0,441	2,270

a. Dependent Variable: Employee Performance

Table 3 presents the multicollinearity assessment findings showing that the independent variable's tolerance value exceeds 0.10. The absence of an independent study variable with a tolerance value of less than 0.10 indicates a lack of correlation between the independent variable and symptoms exceeding 95%. The absence of multicollinearity between independent variables in the regression model can be inferred.

Heterokedasticity Test

Table 4 Uji Glejser

Model				Standardized Coefficients	t	Sig.
				Beta		
1	(Constant)	2,490	0,594		4,191	0,000
	Organization	-0,011	0,043	-0,036	-0,258	0,797
	Commitment					
	Job Satisfaction	-0,056	0,042	-0,187	-1,346	0,181

a. Dependent Variable: Employee Performance

The results of the Glejser significance test showed no evidence of heteroscedasticity in regression analysis. Specifically, the organizational commitment variable has a p-value of 0.797, while the job satisfaction variable has a p-value of 0.181. The findings of this study show that the value of the ABS_RES dependent variable is not significantly influenced by some independent variable, as evidenced by the statistical significance of probability values exceeding 0.05 or 5%.

Regression Analysis

Mediation Test I (Regression Analysis I)

This study aimed to test a mediation model that explores the relationship between organizational commitment variables (X) and job satisfaction (Y). Table 5 displays the results of the mediation analysis.

Table 5 Mediation Test I (Analisis Regresi I)

Variable Relationships	Beta	t	sig	Information
Organizational commitment to job satisfaction	0,748	11,980	0,000	Significant

It can be concluded from Table 5 as follows.

The coefficient of determination for job satisfaction is 0.748. Organizational commitment refers to the extent to which an individual identifies with and is dedicated to the goals and values of the organization that employs employees. This concept has been widely studied in organizational behaviour research and human resource management.

This agreement reveals that the organization's commitment coefficient shows a positive value.

1. Levels of organizational commitment correlated positively with job satisfaction, suggesting that more significant organizational commitment was associated with increased employee job satisfaction.

Mediation Test II (Regression Analysis II)

The purpose of this study was to test a mediation model that investigates the Effect of organizational commitment (X) and job satisfaction (Z) on employee performance (Y). Table 10 displays the results of mediation analysis 2. The following can be concluded according to the data presented in Table 6.

Table 6 Uji Mediasi II

Variable Relationships	Beta	t	sig	Information
Organizational commitment to job satisfaction	0,338	4,488	0,000	Significant
Job Satisfaction with Employee Performance	0,566	7,515	0,000	Significant

$$\text{Employee Performance} = 0.338 \text{ Organizational commitment} + 0.566 \text{ Job satisfaction}$$

The equation shows the value of a positive coefficient for the relationship between organizational commitment, job satisfaction, and employee performance. The impact of organizational configuration on performance is positive, suggesting that superior organizational communication leads to improved employees. The correlation between job satisfaction and employee performance was positive, suggesting that increased job satisfaction corresponded to improved employee performance.

Coefficient of Determination Test

Table 7 Uji Koefisien Determinasi

Variable Relationships	Adjusted R Square	Std. Error of the Estimate
Organizational commitment (X) to job satisfaction (Y)	0,556	1,993
Organizational commitment (X) and Job satisfaction (Z) to Employee Performance	0,715	1,472

Table 7 shows that the contribution of organizational commitment variables amounted to 55.6% in explaining the dependent variable of job satisfaction, while variables outside the model explained 44.4%. As for the contribution of organizational commitment variables, job satisfaction amounted to 71.5% in explaining the dependent variable of employee performance, while variables outside the model explained 28.5%.

Test F (Fit) Model

Table 8 Uji F (Fit) Model

Variable relationships	F-test	Sig
Organizational commitment (X1) to job satisfaction (Y)	143,510	0,000
Organizational commitment (X1), Job satisfaction (Z) to employee performance (Y)	144, 208	0,000

Table 8 shows that job satisfaction is influenced by organizational commitment, as evidenced by the ANOVA test results showing $F_{\text{calculate}} = 143.510$ with a significant level of 0.000, which is below the threshold of 0.05. Studies show that employee performance is influenced by organizational commitment and job satisfaction, as evidenced by statistical analysis showing a significant F test value of 144,208 with a corresponding Sig. of 0.000, which is below the threshold set at 0.05. The model used in this investigation has been deemed appropriate.

Hypothesis Test Results

Testing the hypothesis using the t-test involves comparing the t count and the t table at a significant 0.05 (5%) level. The hypothesis is acceptable if the calculated significance level (sig) is less than 0.05. Conversely, if the sig value exceeds 0.05, the hypothesis is considered unacceptable and rejected. This t-test aims to establish and assess the impact of each independent variable on the dependent variable separately.

Table 9 Test the Hypothesis

Variable Relationships	t Calculate	t Table	Sig
Organizational commitment (X1) to job satisfaction (Y)	11,980	1.658	0,000
Organizational commitment (X1) to employee performance (Y)	4,488	1.658	0,000
Job satisfaction (Z) to employee performance (Y)	7,515	1.658	0,000

Organizational commitment has a calculated t value of 1 1.980 and a significance value (sig) = 0.000 less than 0.05, which means that organizational commitment has a positive and significant effect on PD job satisfaction. This study's results align with Mahmudin & Komariyah's (2019) study that organizational commitment affects employee job satisfaction and other studies conducted (Hamsal, 2021), which express the organization's commitment to job satisfaction.

Organizational commitment has a calculated t value of 4.488 and a significance value (sig) = 0.000, more diminutive than 0.05 means that organizational commitment has a positive and significant effect on PD employee performance. Cahyani (Cahyani, 2019), Irma Kusuma Fitri (Irma Kusuma Fitri, 2021), and Latief et al. (Latief et al., 2019a) Prove that organizational commitment influences employee performance.

Job satisfaction has a calculated t value of 7.515 and a significance value (sig) = 0.000 smaller than 0.05 means that job satisfaction has a positive and significant effect on PD employee performance. The results of this study are in line with research conducted by Kharisma et al. (2019), Priyatna (2021) and Latief et al. (2019b), proving that job satisfaction influences employee performance.(Latief et al., 2019b)

Path Analysis (Direct and Indirect Influences)

The effect of organizational commitment on employee performance with mediation job satisfaction and mediation testing in this study is described in Figure 2.

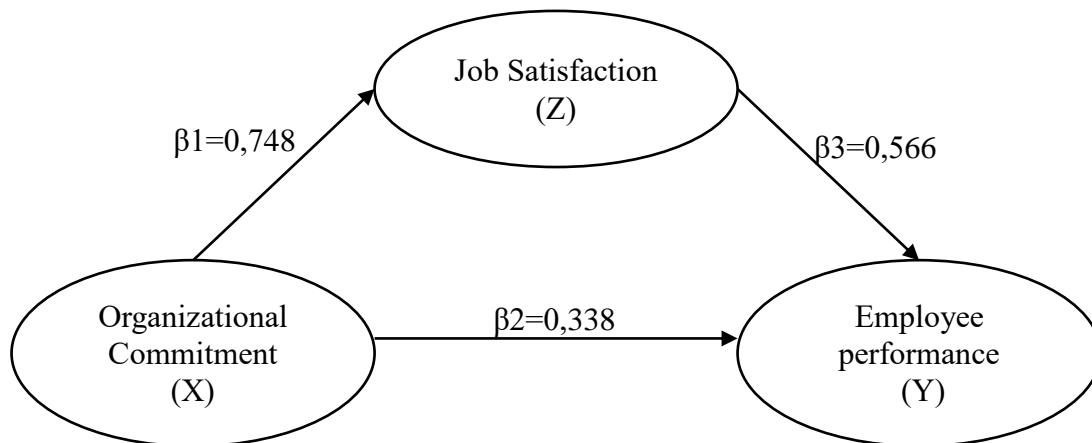


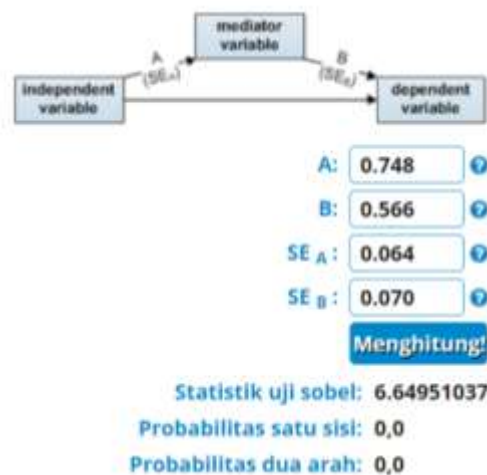
Figure 2 Path Analysis

The findings depicted in Figure 2 show that organizational trust significantly affects employee performance, with a coefficient of 0.338. In addition, the indirect influence of organizational thinking on job satisfaction and employee performance was calculated at 0.748 multiplied by 0.566, resulting in a value of 0.423. Therefore, the Effect of total organizational confidence on employee performance is determined as the sum of the direct and indirect effects, which results in a value of 0.761.

Based on the calculation above, the mediation analysis results showed a value of 0.423. The above statement suggests that the mediating Effect is more critical in determining employee performance than the direct impact of organizational trust. This implies that job satisfaction serves as a factor that enhances the relationship between organizational confidence variables and employee performance.

Sobel Test The Effect of Leadership Effectiveness on Employee Performance by Mediating Job Satisfaction

The Sobel Test is used to investigate the importance of the indirect influence of organizational commitment on employee performance through job satisfaction. The calculation results of the Sobel test are presented below



The analysis yielded a calculated t of 6.649, which exceeded the Table's t value of 1.658. This indicates that the calculated t value exceeds the table t value ($6.649 > 1.668$). The findings suggest that organizational alerts indirectly impact employee performance through job satisfaction, thus establishing job satisfaction as a mediating variable.

3.2. Discussion

This study reveals how organizational commitment and job satisfaction variables affect employee performance. The results described above can be seen as follows:

The Effect of organizational commitment on employee performance

Based on the research results on the organizational commitment variables affecting employee performance with a significant t-test value smaller than 0.05 or 0.000 of the significant value. This study shows that improving employee performance is related to organizational commitment. The results in the study are in line with Cahyani (2019), Fitri (2021), and Latief et al. (2019a), Which also show that the variable of organizational commitment to employee performance has a positive and significant effect because this research can be used to support the results of this study.

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The Effect of organizational commitment on job satisfaction

Based on the research results on the organizational commitment variables that affect job satisfaction with a significant t-test value smaller than 0.05 or 0.000 of the significant value. This study shows that job satisfaction is related to organizational commitment. The study's results align with those Setiawan (2020), which shows that the variable of organizational commitment to job satisfaction has a positive and significant effect because this research can be used to support the results of this study.

The Effect of job satisfaction on employee performance

Based on the research results, the job satisfaction variable affects employees' performance with a significant t-test value smaller than 0.05 or 0.000 of the significant value. This study shows that improving employee performance is associated with job satisfaction. The study's results align with those of Kharisma et al. (2019), showing a significantly positive and significant relationship between job satisfaction and employee performance. Other research conducted by Priyatna (2021) and Latief et al. (2019b) Also proves that job satisfaction has a positive and significant effect on employee performance

4. Conclusion

Based on data obtained in research on the Effect of Organizational Commitment on Employee Performance, Job Satisfaction is an Intervening Variable. Respondents in this study amounted to 115 employees, then analyzed, it can be concluded as follows: 1) organizational commitment impacts employee performance variables. 2) Organizational commitment has an impact on job satisfaction. 3) Employee performance is affected by job satisfaction. 4) The outcomes of this study state that indirect influence is more substantial than direct influence, so organizational commitment is used as an intermediary variable between job placement variables and employee performance.

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