

The Influence of Job Satisfaction and Organizational Commitment on Employee Performance

The Influence of Job Satisfaction

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Submitted:
FEBRUARY 2025

Accepted:
MAY 2025

ABSTRACT

In improving employee satisfaction, the company has tried to improve employee satisfaction through various programs such as improving incentives, creating the most comfortable working conditions or environment. The purpose of the study was to determine the extent to which job satisfaction and organizational commitment influence employee performance and the relationship between these variables. The research method used is a quantitative method with a survey approach using a Likert scale-based questionnaire. The research sample consisted of 110 State-Owned Banks employees who were domiciled in Jakarta and had worked for at least one year, with a purposive sampling technique. Data analysis was carried out using Structural Equation Modeling with the Partial Least Square (SEM-PLS) approach. The results of the study showed that job satisfaction had a positive and significant effect on organizational commitment, and organizational commitment had a positive and significant effect on employee performance. However, job satisfaction did not have a significant effect on employee performance directly.

Keywords: Employee Performance, Human Resources, Job Satisfaction, Organizational Commitment

ABSTRAK

Dalam meningkatkan kepuasan karyawan, perusahaan telah berupaya meningkatkan kepuasan karyawan melalui berbagai macam program seperti perbaikan insentif, menciptakan kondisi atau lingkungan kerja yang nyaman mungkin. Tujuan penelitian adalah untuk mengetahui sejauh mana pengaruh kepuasan kerja dan komitmen organisasional terhadap kinerja karyawan serta hubungan antar variabel tersebut. Metode penelitian yang digunakan adalah metode kuantitatif dengan pendekatan survey menggunakan kuesioner berbasis skala Likert. Sampel penelitian terdiri dari 110 karyawan Bank BUMN yang berdomisili di Jakarta dan telah bekerja minimal satu tahun, dengan teknik purposive sampling. Analisis data dilakukan menggunakan Structural Equation Modeling dengan pendekatan Partial Least Square (SEM-PLS). Hasil penelitian menunjukkan bahwa kepuasan kerja berpengaruh positif dan signifikan terhadap komitmen organisasional, serta komitmen organisasional berpengaruh positif dan signifikan terhadap kinerja karyawan. Namun, kepuasan kerja tidak berpengaruh signifikan terhadap kinerja karyawan secara langsung.

Kata kunci: Kinerja Karyawan, Sumber Daya Manusia, Kepuasan Kerja, Komitmen Organisasi

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 3, 2025
pp. 1411-1420
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i3.3342

INTRODUCTION

Human Resources (HR) play a strategic role in determining the success and achievement of a company's goals (Rustiawan et al., 2023). In the effort to realize these goals, the role of HR must continue to be optimized to improve performance for the sustainability of the organization or company. It can be said that human resources are a key factor that must be maintained by an organization in line with the demands that must be faced in responding to various challenges (Prasetyo & Marlina, 2019; Nicolás-Agustín et al., 2022). Job satisfaction is an interesting issue in corporate management due to its significant influence on both employees and the company. For employees, job satisfaction creates a pleasant feeling in the workplace. For companies, job satisfaction is beneficial in efforts to increase productivity, as well as improve employee attitudes and behavior (Wiliandari, 2015; Moro et al., 2021). Job satisfaction reflects the employees' feelings toward their work. This is shown in the positive attitude of workers toward the tasks they face and their environment. Conversely, employees who are dissatisfied will exhibit negative attitudes toward their work, which can manifest in various forms. Employee dissatisfaction should ideally be detected early by the company (Tarigan et al., 2022; Waworuntu et al., 2022).

Afshari et al. (2020), Qing et al. (2020) and Cesinger et al. (2023), organizational commitment is a form of individual attitude and behavior that reflects their identification with the organization, involvement in its activities, and loyalty to achieving the organization's goals. When employees lack commitment to the organization, they tend to work indifferently and are unlikely to deliver high performance, which may eventually lead them to leave the organization either voluntarily or through termination (Lin et al., 2022; Mustafa et al., 2024).

Performance does not occur on its own it must be managed by the company. Employee performance must be carefully measured; if employee performance increases, it will positively impact the achievement of company goals (Ali & Anwar, 2021; Rivaldo & Nabella, 2023). Employees who do not experience job satisfaction will not reach optimal performance levels and may develop negative attitudes or behaviors, such as slacking off when completing tasks. On the other hand, employees who feel satisfied with their work will strive to the best of their abilities to complete tasks, thereby improving their performance (Astuty & Udin, 2020; Lu et al., 2023). However, problems still exist in some companies, such as suboptimal levels of employee satisfaction and low organizational commitment, even though companies have made efforts to increase employee satisfaction through various programs, such as improving incentives and creating the most comfortable working conditions or environments possible (Virgiawan et al., 2021; Tarigan et al., 2022; Fadila et al., 2025).

A study conducted by Cherif (2020) on the role of human resource management practices and employee job satisfaction in predicting organizational commitment in the Saudi Arabian banking sector which serves as a reference for this study showed that employee job satisfaction is positively correlated with organizational commitment. Both independent variables significantly contributed to predicting organizational commitment. The difference between this study and previous studies lies in its focus, where this study examines employee performance in the state-owned banking sector and replaces the Human Resource Management variable with employee performance. Improving employee performance is assumed to lead to job promotions, which in turn will affect organizational commitment and job satisfaction.

The objective of this research is to re-examine previous studies due to the differing results among them and to investigate the influence of Job Satisfaction and Organizational Commitment on employee performance in the state-owned banking sector. This study specifically focuses on staff employees working in state-owned banking institutions. Therefore, the goal is to determine the effect of job satisfaction and organizational commitment on employee performance and to expand upon the scope of previous studies.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Job Satisfaction and Employee Performance

According to Rizal (2019) and da Cruz Carvalho et al. (2020), job satisfaction is not about how hard or how well someone works, but rather about how much a person enjoys a particular job. Job satisfaction refers to the pleasant feelings or positive emotions that arise from an individual's evaluation of their job or work experience. There are four main aspects of job satisfaction dimensions, namely salary, work environment, job stress, and leadership. Employees who experience high levels of satisfaction tend to be more motivated, have strong commitment to the organization, are less likely to be absent, and show better performance (Sidabutar et al., 2020; Latifah et al., 2024; Kalaj et al., 2025). Therefore, company management plays a crucial role in managing and meeting employee expectations with the aim of creating job satisfaction that contributes to increased productivity and employee retention (Safa'Atturizky & Ekhsan, 2024).

Khair (2019) emphasizes that through job satisfaction, an employee can assess whether their job is enjoyable or not. Job satisfaction reflects the level of enjoyment a person feels about their work within the organization. It is an emotional response to various factors related to the job, which affects their overall workplace experience. Nurwati (2021) and Hajiali et al. (2020) identifies several indicators of job satisfaction, including the work environment, relationships with coworkers, relationships with supervisors, and promotional opportunities. A positive and supportive work environment, good interpersonal relationships, fair and transparent promotion systems, and effective leadership all play key roles in fostering job satisfaction (Rodrigo et al., 2022; Hartika et al., 2023). When these factors are well-managed, employees are more likely to be engaged, productive, and loyal to the organization. Conversely, lack of satisfaction in these areas may lead to decreased motivation, performance issues, and higher turnover rates. Therefore, ensuring employee satisfaction is essential for achieving organizational success and long-term sustainability (Waworuntu et al., 2022).

H1: Job satisfaction has a positive effect on organizational commitment.

H2: Job satisfaction has a positive effect on employee performance.

Organizational Commitment and Employee Performance

Every organization requires commitment from all human resources within it. According to Tamtomo and Husna (2020), organizational commitment can be defined as a strong desire of employees to remain members of a particular organization, a willingness to strive in line with the organization's objectives, and to achieve its goals. As a result, members of the organization have the desire to remain part of it and to adhere to the rules or culture within the organization. Kristanto (2015) and Paramita et al. (2020) also describes organizational commitment as the employee's desire to be part of the organization. The indicators of organizational commitment include the employee's willingness to commit to the organization, their loyalty to the organization, and their pride in being part of the organization.

According to Kusumastuti et al. (2019) and Jufrizen et al. (2021), performance is a record of the level of results, efficiency, and effectiveness of individuals and work groups over a specific period, based on their authority and responsibilities. Li et al. (2021) define employee performance as actions and behaviors that produce measurable outcomes, where employees contribute to the achievement of company goals, thereby fostering organizational commitment. One way to improve employee performance is through the retention of high-potential employees across all fields and positions. In addition to high organizational commitment, employees must be actively involved in all tasks and responsibilities (Nguyen & Ngo, 2020; Suhardi et al., 2021; Syahpria et al., 2024). According to Safitri and Kasmari (2022), indicators that influence employee performance include work quality, responsibility, and teamwork.

H3: Organizational commitment has a positive effect on employee performance.

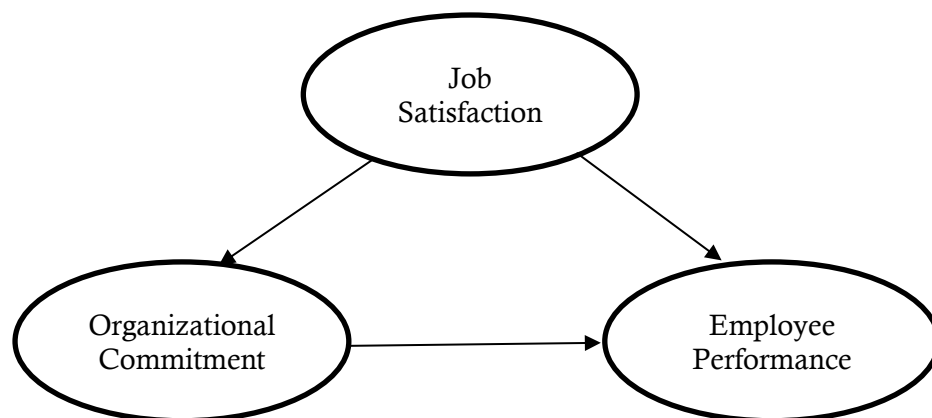


Figure 1. Research Framework

The research framework in Figure 1 explains the relationship between job satisfaction, organizational commitment, and employee performance. Job satisfaction is hypothesized to positively influence organizational commitment, meaning that when employees are satisfied with their jobs through aspects such as work environment, compensation, leadership, and relationships with coworkers they are more likely to develop strong emotional attachment and loyalty to the organization. Job satisfaction is also expected to have a direct positive effect on employee performance. Satisfied employees tend to be more motivated, productive, and willing to put in extra effort, which improves performance. Organizational commitment is believed to have a positive impact on employee performance. Employees who are committed to their organization tend to be more engaged, responsible, and aligned with the organization's goals, leading to better individual and collective performance outcomes.

RESEARCH METHOD

The research method used in this study is a quantitative approach. This study aims to understand the relationship between variables, which are categorized into independent variables (X) as the causes, and dependent variables (Y) as the effects of the observed phenomenon. The dependent variable in this study is employee performance, which is influenced by the independent variables, namely job satisfaction and organizational commitment. The quantitative research design is based on survey measurements, using an online data collection method through Google Forms as the primary tool. The survey will be distributed in two phases: the first for pre-testing, and the second for the full distribution to all research respondents. Therefore, the data collected through the questionnaire is considered primary data. The questionnaire uses a Likert scale with five response options. The job satisfaction variable is measured using eight adapted statements. The organizational commitment variable is measured using six items, and the employee performance variable is measured using eight items.

The population for this survey consists of employees working at state-owned banks in the Greater Jakarta area, with the exact number of employees unknown. Data collection was conducted by distributing the questionnaire, with the minimum sample size determined as five times the number of indicators. The sampling method used is non-probability sampling with a purposive sampling technique. The criteria for participants include employees of state-owned banking companies located in Jakarta area who have worked for at least one year. The sample size is determined based on the theory of Hair et al. (2010), where with 22 indicators, the minimum sample size required is $5 \times 22 = 110$ respondents. Therefore, the sample used in this study consists of 110 respondents. Data analysis is conducted using a variance-based approach, specifically component-based structural equation modeling, through Partial Least Squares Structural Equation Modeling (SEM-PLS), using SEM-PLS statistical software for further analysis.

RESULTS

In this study, outer model testing was conducted to ensure the validity and reliability of the latent constructs used, namely job satisfaction, organizational commitment, and employee performance. The outer model describes the extent to which each indicator is able to represent the construct it measures. One important test in the outer model is convergent validity, which can be seen through the outer loading and Average Variance Extracted (AVE) values. The results of the analysis show that all indicators have outer loading values above 0.5, which means that each indicator is valid in representing its construct. In addition, the AVE value for the job satisfaction variable is 0.598, organizational commitment is 0.539, and employee performance is 0.508. All of these AVE values exceed the minimum threshold of 0.5, so it can be concluded that the three constructs meet the convergent validity criteria.

In addition, to ensure that each construct actually measures a different concept, discriminant validity testing was carried out using the Fornell-Larcker Criterion method. In this method, the square root value of AVE for each construct must be greater than the correlation between other constructs. The test results show that the Fornell-Larcker Criterion value for job satisfaction is 0.773, organizational commitment 0.734, and employee performance 0.712. These three values are higher than the correlation of each construct to other constructs, thus indicating that each construct has a clear difference and does not overlap. Thus, it can be concluded that all constructs in this research model have met the discriminant validity criteria.

The results of the outer model testing through the outer loading value, AVE, and Fornell-Larcker Criterion indicate that this research instrument has a good level of validity. All constructs used are valid and suitable for further structural model testing (inner model), because they have been proven to be able to measure the intended variables accurately and do not overlap. This validity is an important basis for the reliability of research results and interpretation of the relationship between variables in the model.

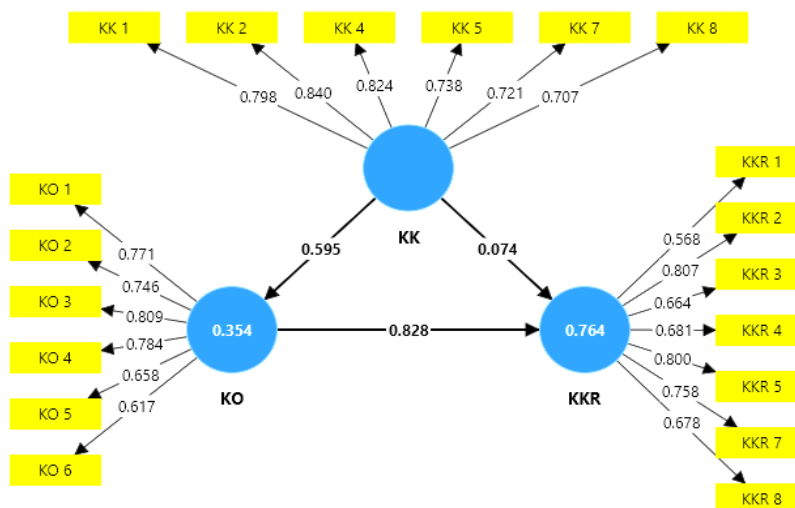


Figure 2. Inner Model Structure

The inner model or structural model in SEM-PLS analysis describes the relationship between latent variables (constructs) based on the theory underlying the research. The inner model is shown in Figure 2 depicting the direction and strength of the relationship between constructs, namely job satisfaction, organizational commitment, and employee performance. The evaluation of the inner model aims to determine how well this structural model explains the causal relationship between latent variables, which is done through the path coefficient test, goodness of fit test, and hypothesis test.

Table 1. Model Fit

Indicator	Saturated model	Estimated model
SRMR	0.173	0.173
d_ULS	5.706	5.706
d_G	3.927	3.927
Chi_square	1533.981	1533.981
NFI	0.369	0.369

Based on the results of the Goodness of Fit (GoF) test presented in Table 1, several structural model evaluation metrics show mixed results. The SRMR (Standardized Root Mean Residual) value was recorded at 0.173, indicating that the model has not met the fit criteria because the value is higher than the recommended maximum limit of 0.10. This indicates a fairly large residual error in the model. However, the Chi-square value obtained of 1533.981 indicates that the research data is in line with the theory used, considering that this Chi-square value is within the appropriate significance range (greater than 0.05). This means that the overall model is quite suitable for the existing data. In addition, the NFI (Normed Fit Index) value which reached 0.369 indicates that the structural model is still classified as good, although this value is smaller than the ideal limit above 0.90. Nevertheless, the NFI obtained still provides an indication that the model has adequate fit.

The results of the path coefficient test show that there are two positive relationships and one negative relationship between the constructs. The first positive relationship is between job satisfaction and organizational commitment, which shows that the higher the level of job satisfaction felt by employees, the higher their commitment to the organization. This is in line with the theory that individuals who are satisfied with their jobs will show greater loyalty and involvement in the goals and values of the organization. The second positive relationship is between organizational commitment and employee performance, which means that the stronger the employee's commitment to the organization, the higher the performance shown. This reflects that commitment can encourage work enthusiasm, responsibility, and the drive to contribute maximally to the success of the organization.

Table 2. Hypothesis testing

Hypothesis	T-value	Information
H1 Job Satisfaction -> Employee Performance	1.067	Rejected
H2 Job Satisfaction -> Organizational Commitment	9.378	Accepted
H3 Organizational Commitment -> Employee Performance	14.042	Accepted

Hypothesis testing based on Table 2 shows that of the three hypotheses tested in this study, two of them show significant results, while one hypothesis is rejected because its statistical value does not meet the significance threshold. The first hypothesis (H1) which tests the effect of job satisfaction on employee performance produces a t-value of 1.067, which is lower than the t-table value of 1.96 at a significance level of 5%. This shows that statistically, job satisfaction does not have a significant effect on employee performance in the context of this study. This finding is interesting because it contradicts the general assumption that the more satisfied an employee is with his/her job, the better his/her performance will be. This result can be interpreted that high job satisfaction does not necessarily encourage increased performance, perhaps because the satisfaction is more passive (for example, just feeling comfortable), not motivational.

Meanwhile, the second hypothesis (H2) which tests the effect of job satisfaction on organizational commitment produces a t-value of 9,378, far above the significance threshold. This shows that job satisfaction has a very significant and positive effect on organizational commitment. In other words, the higher the satisfaction felt by employees in their work, the more likely they are to have a sense of loyalty, emotional attachment, and desire to remain part of the organization.

Furthermore, the third hypothesis (H3) which tests the effect of organizational commitment on employee performance also shows very significant results with a t-value of 14,042, which is the highest value among the three hypotheses. This indicates that commitment to the organization is the main predictor in improving employee performance. When employees feel emotionally attached and have a sense of responsibility towards the organization, they will be more motivated to give their best contribution, complete work with high quality, and demonstrate productive and positive work behavior.

Table 3. R-Square Estimation Results

Variable	R square
Organizational Commitment	0.354
Employee Performance	0.764

Next, testing was conducted to assess the strength of the relationship between constructs and measure the significance of the research model through the R-Square (R^2) value. Based on Table 3, it is known that the employee performance variable has an R^2 value of 0.764, which means that 76.4% of the variability in employee performance can be explained by the variables of job satisfaction and organizational commitment. This value indicates that the model has high predictive power (strong model) in explaining the factors that influence employee performance. Meanwhile, the organizational commitment variable has an R^2 value of 0.354, which means that 35.4% of the variability in organizational commitment can be explained by job satisfaction. This value indicates that the relationship between the independent variables and organizational commitment is at a moderate level (moderate model). Thus, although there are still other factors outside the model that influence organizational commitment, job satisfaction has made a significant contribution in explaining changes in these variables.

DISCUSSION

The findings of this study reveal a negative influence of job satisfaction on employee performance, which contrasts with previous research conducted by Cahyana and Jati (2017). Their study found that job satisfaction positively affects employee performance. According to Cahyana and Jati, when employees receive appropriate salaries and are assigned tasks that align with their skills and expectations, their satisfaction levels increase. Additionally, positive relationships with colleagues and supervisors contribute significantly to enhancing job satisfaction. These factors collectively lead to improved employee performance. The discrepancy between the current study and previous findings could be due to various contextual or organizational factors that affect the relationship between job satisfaction and performance. For instance, even if employees report satisfaction with their job aspects such as salary and relationships, other factors like workplace stress, lack of motivation, or organizational culture might hinder their actual performance. It is also possible that employees feel satisfied on a personal level but face external constraints that limit their ability to perform optimally. Cahyana and Jati emphasize that job satisfaction fosters a conducive work environment where employees are motivated to excel, resulting in higher productivity and better outcomes. Their research supports the widely accepted notion that satisfied employees tend to be more engaged, committed, and willing to contribute positively to organizational goals. In contrast, the current study's negative result invites further investigation into the unique dynamics of the specific organizational setting or the sample group under study.

The results of the second hypothesis test indicate that job satisfaction has a positive effect on organizational commitment. This finding aligns with the research conducted by Wibowo et al. (2015), who stated that job satisfaction arises when there is a meeting point between employees' expectations regarding certain aspects and what the organization actually provides. Job satisfaction is seen as a key determinant of organizational commitment. When employees feel that their needs and expectations are fulfilled, they

tend to develop a stronger emotional attachment and loyalty to the organization. Similarly, Charmiati and Surya (2019) emphasized that employees with high levels of job satisfaction tend to exhibit higher organizational commitment. Satisfied employees are more motivated and have a stronger desire to remain with the organization, working towards shared goals. This commitment is essential for organizational stability and long-term success, as committed employees are more likely to put in extra effort, demonstrate loyalty, and contribute positively to organizational performance.

The results of the third hypothesis test reveal that organizational commitment has a positive effect on employee performance. This indicates that organizational commitment encourages employees to achieve optimal work results. Employees who feel committed to their organization are more motivated to put in greater effort, maintain their membership, and remain loyal to the company, which in turn enhances their performance. This finding is consistent with previous studies by Sutanto and Ratna (2015) and Parera et al. (2021), who also found that organizational commitment significantly influences employee performance. Employees with high organizational commitment tend to have a strong attachment to their workplace and are more likely to go beyond their basic job responsibilities to contribute positively to organizational goals. They are motivated to work harder, be more responsible, and show greater dedication, which ultimately leads to improved performance outcomes.

CONCLUSION

This study shows that organizational commitment has a significant effect on employee performance, and employee performance also positively impacts job satisfaction. The data analysis supports two main hypotheses with relatively high correlation values, indicating that the higher the organizational commitment, the better the employee performance, which in turn enhances their job satisfaction. However, there is one hypothesis that was not significant, suggesting that other factors influencing the relationships between variables have yet to be identified. Although this research provides important insights into the relationships among the studied variables, it is not without limitations. The limitations include a relatively narrow population focus, as the study was conducted only on employees of State-Owned Banks in Jakarta, meaning the findings cannot be generalized to all State-Owned Banks employees across Indonesia. Additionally, the research only included employees who have worked for at least one year, thus excluding the perspectives of employees with less than one year of service. For future research, it is recommended to expand the scope to include State-Owned Banks employees outside Jakarta. Furthermore, additional variables could be included to provide a broader analysis. Therefore, further studies are necessary to identify additional factors that may comprehensively influence employee performance and job satisfaction.

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