

***ANALYSIS OF THE EFFECT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLE***

**ANALISIS PENGARUH KEPUASAN KERJA TERHADAP KINERJA KARYAWAN DENGAN KOMITMEN ORGANISASI SEBAGAI VARIABEL MEDIASI**

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**ABSTRACT**

*Through the lens of organizational commitment, the purpose of this study was to evaluate the relationship between employee satisfaction and employee performance in the workplace. We use research methodologies that are quantitative, descriptive, and causal in nature. The sample consisted of a total of seventy-nine different employees of the company. Prior to doing path analysis, we utilize SPSS Version 22 and the Sobel Test Calculator to conduct validity, reliability, and standard assumption tests. This is done in order to establish that Organizational Commitment acts as a mediator. A positive and statistically significant association was shown to exist between job satisfaction and employee performance, as well as between job satisfaction and organizational commitment, which in turn influenced employee performance. The findings also revealed that job satisfaction led to increased organizational commitment. Furthermore, the association between job satisfaction and employee performance was further strengthened by the fact that organizational commitment served as a mediator between the two dimensions.*

**Keywords:** Job Satisfaction, Organisational Commitment, Employee Performance.

**ABSTRAK**

Melalui kaca mata komitmen organisasional, tujuan dari penelitian ini adalah untuk mengevaluasi hubungan antara kepuasan kerja dan kinerja karyawan. Kami menggunakan metodologi penelitian yang bersifat kuantitatif, deskriptif, dan kausal. Sampel terdiri dari total tujuh puluh sembilan karyawan yang berbeda dari perusahaan. Sebelum melakukan analisis jalur, kami menggunakan SPSS Versi 22 dan Kalkulator Uji Sobel untuk melakukan uji validitas, reliabilitas, dan uji asumsi standar. Hal ini dilakukan untuk menetapkan bahwa Komitmen Organisasi bertindak sebagai mediator. Hubungan yang positif dan signifikan secara statistik terbukti ada antara kepuasan kerja dan kinerja karyawan, serta antara kepuasan kerja dan komitmen organisasi, yang pada gilirannya mempengaruhi kinerja karyawan. Temuan ini juga mengungkapkan bahwa kepuasan kerja menyebabkan peningkatan komitmen organisasi. Lebih lanjut, hubungan antara kepuasan kerja dan kinerja karyawan semakin diperkuat oleh fakta bahwa komitmen organisasi berperan sebagai mediator antara kedua dimensi tersebut.

**Kata Kunci:** Kepuasan Kerja, Komitmen Organisasional, Kinerja Karyawan.

**INTRODUCTION**

Within the realm of human resource management, employee performance has consistently been a topic of discussion that has been of great interest. Performance is the result achieved by a person in accordance with their job standards (Julindrastuti & Karyadi, 2023). How well an employee performs the duties, obligations, and responsibilities given by the company is called employee performance. The existence and sustainability of the

company does not depend on how well the employees contribute which is shown through their performance. The company can be measured by how well its employees work, which is followed by the achievement of company goals (Zuliani et al., 2023). A strong organization has the ability to create employee job satisfaction (Akbar et al., 2016) and maintain the organizational commitment of its employees (Susanti, 2023) reasons for satisfied and committed employees, for example,

reduce absenteeism, withdrawal behavior, and employee turnover rates. In addition, they work better (Novita et al., 2016).

Companies talk a lot about employee satisfaction (Ismail, 2016). Job satisfaction is defined as a pleasant or unpleasant emotional state felt by an employee related to their work (Kadek et al., 2021). Employees who are unsatisfied with their jobs tend to have negative feelings about their jobs, whereas staff members who are very satisfied with their jobs tend to have positive feelings about their jobs. As a result, employees who feel satisfied with their jobs tend to do more work than employees who are dissatisfied (Robbins & Judge, 2017). Employees are required to have a high level of job satisfaction in order for them to perform their jobs in accordance with the expectations of the organization, which in turn has an effect on their overall performance. As a result, the more positive attitude a worker shows towards their job, the better their performance.

Organizational commitment allows employees to continue working and strive to increase value for the company (Imamoglu et al., 2019). Employees who have organizational commitment show emotional bonds, loyalty, and responsibility to maintain the sustainability of the company. This is a bond that employees build with the company because of trust, a desire to achieve goals, and a desire to stay with the company no matter what happens (Akbar et al., 2017) so that it ultimately leads to improved performance.

At Keling Kumang Credit Union, the purpose of this study is to investigate the relationship between job satisfaction and performance as well as organizational commitment. Many studies have shown that job satisfaction has an impact on employee performance

(Hendrayana et al., 2021; Indrayani et al., 2024; Lie & Vincenthius, 2017; Susanti & Palupiningdyah, 2019; Widyastuti & Palupiningdyah, 2015); job satisfaction has no effect on employee performance (Basri & Rauf, 2021; Rohimah et al., 2023; Yanuar, 2021); Organizational commitment affects employee performance (A. Akbar et al., 2017; Atmaja, 2023; Suharto et al., 2019; Timoti, 2020); organizational commitment has no effect on employee performance (Aslami Syayidah, 2021; Julindrastuti & Karyadi, 2023; Susanti & Palupiningdyah, 2019). The results of the research shown are so clear inconsistencies which means that some researches indicate positive and significant effect between independent variables and dependent variables whereas others do not. So the author considers this research necessary to be carried out.

## **2. Literature review, empirical and conceptual**

### **2.1 Job Satisfaction**

In the Merriam Webster dictionary, satisfaction is defined as the experience felt when one's desires are fulfilled. On the other hand, according to Collin's dictionary, satisfaction is the pleasure that one experiences when they accomplish or obtain something that they have desired or required. Job satisfaction is an individual's emotional condition that arises towards their work (Ningsih Asma Nadia, Aldi Muhammad Gusmi, Sugiantara Rico, 2024). Satisfaction is defined as a feeling of being happy or unhappy, satisfied or dissatisfied with the job, or both (Rachman, 2021). Workers' wants, needs, expectations, and life experiences affect their expectations of the workplace, which in turn cause them to be happy or dissatisfied. Workers will be happier in their jobs if their expectations are met

(Kadek et al., 2021). Bintoro & Daryanto (2017) stated that issues such as mental, social, physical, and financial aspects can affect how satisfied someone is with their job. Widyanti (2019) proposed measures and indications of job satisfaction, such as the nature of the work itself (labor It Self), with specific skills required for different jobs. Employees will use their skills when working, and they will feel satisfied after completing the task; In terms of supervision, a competent manager is one who recognizes and appreciates the contributions of his or her employees; The relationship of employees with colleagues, whether doing the same or different jobs, is an important consideration. There are two types of compensation: the first is promotion, which refers to the opportunity to advance one's career within the company; the second is salary or earnings, which refers to the ability to satisfy the requirements of one's life that are associated with one's employment. In this study, job satisfaction is measured using 14 items based on the dimensions created by Henderson (2000).

## 2.2. Organizational Commitment

According to Meyer et al. (1993), when it comes to the topic of organizational commitment, we are confronted with two different approaches: behavioral commitment and attitudinal commitment. A series of ideas that exist in individuals pay attention to the values and aims that they have in line with the firm. This is what is meant by the term "attitudinal commitment," which focuses on the process of individuals thinking about their relationship with the company. Conversely, behavioral commitment is related to the process of individuals' existence in the company and how they deal with these problems. Organizational

commitment is a form of loyalty to the company and strives to produce achievements in the vision, mission, goals and expectations and values of the company (Luthans, 2011). Organizational commitment is also defined as how employees identify themselves with the company, its goals and expectations to prioritize their existence as company employees (Robbins & Judge, 2019). High organizational commitment will foster strong emotional feelings, loyalty and a sense of full responsibility to the company so that it will have an impact on innovation, creativity and company sustainability. In this study, the measurement of organizational commitment refers to the dimensions proposed by Meyer et al (1993), namely affective commitment, continuance commitment and normative commitment which are then described in 9 measurement items.

## 2.3 Employee Performance

The overall action taken to improve organizational performance, including the performance of each employee and work team, is called performance management (Rachman, 2021). Companies will more easily achieve goals with good employee performance; however, if employee performance decreases, the company will face challenges in achieving these goals (Evalina et al., 2022). Performance is defined as the level of performance achieved by an employee in carrying out his duties under conditions determined by the company (Qustolani, 2017). Sinambela (2016) Employee performance is measured as an evaluation of each employee's performance compared to predetermined standards. According to Edison, Anwar, and Komariyah (2018), there are two dimensions and indicators used to

measure employee performance. The quantity of work is the first dimension, and it relates to the amount of work that has been successfully performed by an individual, department, or firm in line with the standards that are standard or the specific job objectives that have been defined. The second factor is the quality of the work, which represents the degree to which the work that is produced by an individual, department, or firm is of a high standard. Furthermore, these dimensions are categorized into eight measurement items.

#### 2.4 The Effect of Job Satisfaction on Employee Performance

Employees who are content with their jobs will give their full contribution to the organization. Since this is the case, a high level of organizational commitment will have an effect on the performance of the personnel themselves. It has been demonstrated through research carried out by Gede et al. (2018); Janah et al. (2023); and Timoti (2020) that job happiness has an effect on the performance of workforce members. Given the evidence presented above, one can formulate the following hypothesis:  
*H1: Job satisfaction has a positive and significant effect on employee performance*

#### 2.5 Effect of Job Satisfaction on Organizational Commitment

The satisfaction of employees' result in the development of emotional bonds, a desire to continue working for the firm, and a sense of obligation to help the firm's sustainability. As demonstrated by the findings of studies conducted by A. Akbar et al. (2017); Hidayat (2018) job satisfaction has a positive and significant influence on the degree to which an individual is committed to the organization. On the

basis of this empirical evidence, hypotheses are developed:

*H2: Job Satisfaction has a positive and significant effect on Organizational Commitment.*

#### 2.6 Effect of Organizational Commitment on Performance

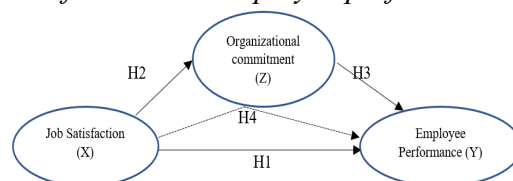
Employees' high commitment indicates their emotional connection to the company, the desire to stay there, and a sense of responsibility to continuously improve company performance. Results from research by Panigrahi (2024); Suharto et al. (2019); Timoti (2020) show that performance is positively and significantly influenced by organizational commitment. The following hypothesis is able to be constructed on the basis of the empirical evidence shown above:

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

#### 2.7 The effect of job satisfaction on employee performance with organizational commitment mediation

When Employees are satisfied in their jobs they will tend to have a high commitment to the organization and this surely will affect their performance (F. H. Akbar et al., 2016; Atmaja, 2023; Hendrayana et al., 2021). Thus, the hypothesis that can be put forward through this relationship is:

*H4: Organizational commitment mediates the relationship between job satisfaction and employee performance*



**Figure 1. Relationship Model Between Research Variables**

## RESEARCH METHOD

Within the framework of the quantitative descriptive causal research approach, questionnaires were made available to the participants. A highly representative sample of seventy-nine individuals was utilized. In the poll, respondents were asked to score their level of agreement with a series of statements using a Likert scale, which included the following options: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) severely disagree. An instrument for the processing of data was the Statistical Package for the Social Sciences (SPSS) version 22, which was utilized. Testing hypotheses that have passed the validity, reliability, and classical assumption tests using Path Analysis.

#### 4. Testing and Analysis

When broken down by gender, 42% of those who took the survey were women and 58% were men. Out of the total number of participants, 41% were in the age group of 21-30 years old, 57% were in the age group of 31-40 years old, 2% were in the age group of 41-50 years old, and 0% were in the age group of beyond 50 years old. A bachelor's degree or higher was held by seventy percent of the staff. The remaining 28% and 2% were from postgraduate and high school programs, respectively.

**Table 1. Respondent Characteristics**

|               | Total | %   |
|---------------|-------|-----|
| <b>Gender</b> |       |     |
| Female        | 33    | 42  |
| Male          | 46    | 58  |
| Total         | 79    | 100 |
| <b>Age</b>    |       |     |
| 21 - 30 years | 32    | 41  |
| 31 - 40 years | 45    | 57  |
| 41 - 50 years | 2     | 2   |
| >51 years     | 0     | 0   |
| Total         | 57    | 100 |
| <b>Tenure</b> |       |     |
| 1 - 5 years   | 26    | 33  |
| 6 - 10 years  | 35    | 44  |
| 11 - 15 years | 15    | 19  |
| > 15 years    | 3     | 4   |
| Total         | 79    | 100 |

|                   |    |     |
|-------------------|----|-----|
| <b>Education</b>  |    |     |
| SMA/SMK           | 22 | 28  |
| Diploma/ Bachelor | 55 | 70  |
| Postgraduate      | 2  | 2   |
| Total             | 79 | 100 |

#### Validity Test

**Table 2. Validity Test Results**

| Variable                      | Item Statement | R Table | Pearson Correlation | Sig (2-tailed) | Description |
|-------------------------------|----------------|---------|---------------------|----------------|-------------|
| Job Satisfaction (X)          | 1              | 0,184   | 0,672               | 0,000          | Valid       |
|                               | 2              |         | 0,511               | 0,000          | Valid       |
|                               | 3              |         | 0,574               | 0,000          | Valid       |
|                               | 4              |         | 0,579               | 0,000          | Valid       |
|                               | 5              |         | 0,328               | 0,000          | Valid       |
|                               | 6              |         | 0,501               | 0,000          | Valid       |
|                               | 7              |         | 0,573               | 0,000          | Valid       |
|                               | 8              |         | 0,393               | 0,000          | Valid       |
|                               | 9              |         | 0,677               | 0,000          | Valid       |
|                               | 10             |         | 0,573               | 0,000          | Valid       |
|                               | 11             |         | 0,501               | 0,000          | Valid       |
|                               | 12             |         | 0,638               | 0,000          | Valid       |
|                               | 13             |         | 0,677               | 0,000          | Valid       |
|                               | 14             |         | 0,468               | 0,000          | Valid       |
| Organizational Commitment (Z) | 1              | 0,184   | 0,596               | 0,000          | Valid       |
|                               | 2              |         | 0,320               | 0,000          | Valid       |
|                               | 3              |         | 0,645               | 0,000          | Valid       |
|                               | 4              |         | 0,493               | 0,000          | Valid       |
|                               | 5              |         | 0,592               | 0,000          | Valid       |
|                               | 6              |         | 0,477               | 0,000          | Valid       |
|                               | 7              |         | 0,374               | 0,000          | Valid       |
|                               | 8              |         | 0,537               | 0,000          | Valid       |
|                               | 9              |         | 0,374               | 0,000          | Valid       |

| Variable                 | Item Statement | R Table | Pearson Correlation | Sig (2-tailed) | Description |
|--------------------------|----------------|---------|---------------------|----------------|-------------|
| Employee Performance (Y) | 1              | 0,184   | 0,904               | 0,000          | Valid       |
|                          | 2              |         | 0,636               | 0,000          | Valid       |
|                          | 3              |         | 0,837               | 0,000          | Valid       |
|                          | 4              |         | 0,904               | 0,000          | Valid       |
|                          | 5              |         | 0,887               | 0,000          | Valid       |
|                          | 6              |         | 0,606               | 0,000          | Valid       |
|                          | 7              |         | 0,811               | 0,000          | Valid       |
|                          | 8              |         | 0,892               | 0,000          | Valid       |

The findings shown in Table 2 indicate that each of the factors that were examined can be considered valid. In particular, the Pearson correlation is determined to be positive, and the r-count is higher than the r-table value of 0.184, with a significance level that is lower than 0.05.

#### Reliability Test

Using Cronbach's Alpha, a statistical test, and the one-shot measurement technique, reliability was determined. According to Parish & Guilford (2006), in terms of reliability, the following ranges are considered: 0.00-0.20, very low; 0.20-0.40, low; 0.40-0.70, moderate; 0.70-0.90, high;

and 0.90-1.00, very high. Following is a list of the results of the reliability tests conducted on each variable:

**Table 3. Reliability Test Results**

| Variable                      | Cronbach's Alpha | category  |
|-------------------------------|------------------|-----------|
| Job Satisfaction (X)          | 0,821            | High      |
| Organizational Commitment (Z) | 0,706            | High      |
| Employee performance (Y)      | 0,926            | Very High |

The findings of the reliability test that was performed on the items that were variable are presented in Table 3. With values that are in the high range for work satisfaction and organizational commitment, as well as a very high value for employee performance, it is possible to assert that all variables contain things that are dependable or highly reliable.

### Classical Assumption Test

In order to guarantee that the regression model that is created is the most accurate, objective, and consistent in terms of estimate, a classical assumption test is carried out prior to the execution of multiple linear regression analysis. A number of traditional presumptions serve as the foundation for this investigation:

### Normality Test

A normal or nearly normal distribution is the most desirable feature of the optimal regression model. In order to determine whether or not the data follows a normal distribution by paying attention to Asymp, we examine the results of the Kolmogorov-Smirnov test with a significance level (two-sided test) that is more than 0.05.

**Table 4. Normality Test Results  
Job Satisfaction (X) on  
Organizational Commitment (Z)**

| One-Sample Kolmogorov-Smirnov Test |                |                         |
|------------------------------------|----------------|-------------------------|
|                                    |                | Unstandardized Residual |
| N                                  |                | 79                      |
| Normal Parameters <sup>a,b</sup>   | Mean           | .0000000                |
|                                    | Std. Deviation | .74219260               |
| Most Extreme Differences           | Absolute       | .075                    |
|                                    | Positive       | .075                    |
|                                    | Negative       | -.053                   |
| Test Statistic                     |                | .075                    |
| Asymp. Sig. (2-tailed)             |                | .200 <sup>c,d</sup>     |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

In accordance with the information presented in Table 4, the value of the asymptotic significance of the two-tailed residual data is 0.200, which indicates that the value is more than .05. The data are distributed according to a normal distribution hence it is possible to say that.

**Table 5. Normality Test Results  
Job Satisfaction (X) and  
Organizational Commitment (Z) on  
Performance (Y)**

| One-Sample Kolmogorov-Smirnov Test |                |                         |
|------------------------------------|----------------|-------------------------|
|                                    |                | Unstandardized Residual |
| N                                  |                | 79                      |
| Normal Parameters <sup>a,b</sup>   | Mean           | .0000000                |
|                                    | Std. Deviation | 3.42903449              |
| Most Extreme Differences           | Absolute       | .070                    |
|                                    | Positive       | .070                    |
|                                    | Negative       | -.051                   |
| Test Statistic                     |                | .070                    |
| Asymp. Sig. (2-tailed)             |                | .200 <sup>c,d</sup>     |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

The value of the asymptotic significance of the two-tail residual data is shown to be 0 in Table 5, which is greater than 0.05. This leads us to the conclusion that the data follows a normal distribution.

### Heteroscedasticity Test

In the process of regression, the heteroscedasticity test is utilized in order to determine whether or not the residuals

from a particular observation do not have variances that are not equal to those of other observations. During the process of decision-making, you can use the Glejser test to determine whether or not heteroscedasticity is present. When the significance value (Sig.) is larger than 0.05, it indicates that the regression model does not contain any heteroscedasticity. The findings of the Glejser test for heteroscedasticity are presented in the following order:

**Table 6. Heteroscedasticity Test**  
**Variable Job Satisfaction (X) on**  
**Organizational Commitment (Z)**

| Coefficients <sup>a</sup> |                             |            |                           |       |      |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)              | .906                        | .471       |                           | 1.923 | .058 |
| Job Satisfaction (X)      | -.006                       | .009       | -.082                     | -.726 | .470 |

a. Dependent Variable: Abs\_Res

It is possible to draw the conclusion that there is no heteroscedasticity because the significance value in the link between work satisfaction (X) and organizational commitment (Z) is more than 0.05, as seen in Table 6.

**Table 7. Heteroscedasticity Test**  
**Results Variable Job Satisfaction (X)**  
**and Organizational Commitment (Z)**  
**to Performance (Y)**

| Coefficients <sup>a</sup>    |                             |            |                           |       |      |
|------------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                              | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)                 | 4.111                       | 1.930      |                           | 2.130 | .036 |
| Job Satisfaction(X)          | -.009                       | .056       | -.031                     | -.158 | .875 |
| Organizational Commitment(Z) | -.011                       | .093       | -.024                     | -.121 | .904 |

a. Dependent Variable: Abs\_RES1

Due to the fact that the significant value of the test findings of organizational commitment (Z) and work satisfaction (X) on performance (Y) is greater than 0.05, it is possible to draw the conclusion that there is no heteroscedasticity. This is demonstrated in Table 7.

### Multicollinearity Test

Multicollinearity is a factor that has the potential to undermine the

dependability of a regression model. It is possible to determine whether or not there is multicollinearity by utilizing the tolerance value and the Variance Inflation Factor (VIF) of the linear regression. On the basis of the tolerance value being larger than 0.10 and the VIF (Variance Inflation Factor) value being less than 10.00, it is concluded that multicollinearity does not exist.

**Table 8. Multicollinearity Test**  
**Results**

| Coefficients <sup>a</sup> |                             |            |                           |        |      |                         |       |
|---------------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| Model                     | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Collinearity Statistics |       |
|                           | B                           | Std. Error | Beta                      |        |      | Tolerance               | VIF   |
| 1 (Constant)              | 7.010                       | 4.078      |                           | 1.719  | .090 |                         |       |
| X1TOTAL                   | .872                        | .118       | 1.035                     | 7.385  | .000 | .340                    | 2.938 |
| ZTOTAL                    | -.677                       | .196       | -.485                     | -3.458 | .001 | .340                    | 2.938 |

a. Dependent Variable: YTOTAL

As can be seen in Table 8 of the test results, the value of the tolerance coefficient is higher than 0.10, and the value of the variance inflation factor is lower than 10.00. Therefore, there is no evidence of multicollinearity symptoms.

### Linearity Test

When conducting the linearity test, the significance of linearity is compared to the decision-making limit of 0.05 by comparison. If the magnitude of the Linearity Sig. value is less than 0.05, then the relationship between the variables is regarded to be statistically linear.

**Table 9. Linearity Test**

| Variable  | Sig.<br>Linirity |
|---|------------------|
| Job satisfaction (X) -<br>Organizational commitment (Z) | 0,000            |
| Organizational Commitment<br>(Z) - Performance (Y)      | 0,000            |
| Job Satisfaction (X) -<br>Performance (Y)               | 0,001            |

According to the findings of the linearity test, which are presented in Table 9, the level of significance achieved by linearity between variables is lower than 0.05. It is therefore possible to assert that the variables that were examined are linearly connected.

**Table 10. Simple Linear Regression Analysis Effect of Job Satisfaction (X) on Organizational Commitment (Z)**

| Model        | Unstandardized Coefficients |            | Standardized Coefficients |  | t      |      | Sig. |  | Tolerance |  | VIF   |  |
|--------------|-----------------------------|------------|---------------------------|--|--------|------|------|--|-----------|--|-------|--|
|              | B                           | Std. Error | Beta                      |  |        |      |      |  |           |  |       |  |
| 1 (Constant) | 8.589                       | 2.164      |                           |  | 3.970  | .000 |      |  |           |  |       |  |
| X1TOTAL      | .490                        | .040       | .812                      |  | 12.216 | .000 |      |  | 1.000     |  | 1.000 |  |

a. Dependent Variable: ZTOTAL

Table 10 shows the results of the coefficient test with a value of Sig. 0.000 < 0.05, and the formula for calculating the T table is  $df = n - 2$  or  $79 - 2 = 77 = 1.668$ . The calculated T value is 12.216, indicating a positive value. According to his decision, job satisfaction (X) has a positive and significant impact on organizational commitment (Z).

**Table 11. Simple Linear Regression Analysis Effect of Organizational Commitment (Z) on Performance (Y)**

| Model        | Unstandardized Coefficients |            | Standardized Coefficients |  | t     |      | Sig. |  | Tolerance |  | VIF   |  |
|--------------|-----------------------------|------------|---------------------------|--|-------|------|------|--|-----------|--|-------|--|
|              | B                           | Std. Error | Beta                      |  |       |      |      |  |           |  |       |  |
| 1 (Constant) | 12.833                      | 5.209      |                           |  | 2.463 | .016 |      |  |           |  |       |  |
| ZTOTAL       | .497                        | .149       | .356                      |  | 3.344 | .001 |      |  | 1.000     |  | 1.000 |  |

a. Dependent Variable: YTOTAL

The sig. value of 0.001 is equal to 0.05, according to the coefficient test results shown in Table 11. Table 11 finds a T value of 3.344, which shows a positive value, with the formula  $df = n - 2$  or  $79 - 2 = 77 = 1.668$ . In short, Organizational Commitment (Z) affects Performance (Y) positively and significantly.

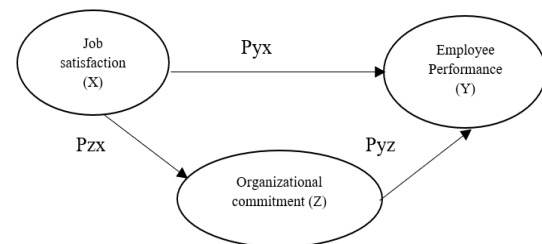
### Path Analysis

Path analysis, a method for evaluating causal relationships, is used in situations where endogenous variables affect exogenous variables directly or indirectly. Multiple linear regression methods are used to do this.

**Table 12. Correlation Coefficient Matrix variable Job Satisfaction (X), Organizational Commitment (Z) and Performance (Y)**

|         |                     | Correlations |        |        |  |
|---------|---------------------|--------------|--------|--------|--|
|         |                     | X1TOTAL      | ZTOTAL | YTOTAL |  |
| X1TOTAL | Pearson Correlation | 1            | .812** | .642** |  |
|         | Sig. (2-tailed)     |              | .000   | .000   |  |
|         | N                   | 79           | 79     | 79     |  |
| ZTOTAL  | Pearson Correlation | .812**       | 1      | .356** |  |
|         | Sig. (2-tailed)     | .000         |        | .001   |  |
|         | N                   | 79           | 79     | 79     |  |
| YTOTAL  | Pearson Correlation | .642**       | .356** | 1      |  |
|         | Sig. (2-tailed)     | .000         | .001   |        |  |
|         | N                   | 79           | 79     | 79     |  |

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Structure Model of the Effect of Job Satisfaction Variables (X), Organizational Commitment (Z) on Employee Performance (Y)****Figure 2. Regression Model Sub Structure I Job Satisfaction (X) on Job Satisfaction (Z)****Table 13****Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .812 <sup>a</sup> | .660     | .655              | 2.191                      |

a. Predictors: (Constant), X1TOTAL

**Table 14****ANOVA<sup>a</sup>**

| Model        | Sum of Squares | df | Mean Square | F       | Sig.              |
|--------------|----------------|----|-------------|---------|-------------------|
| 1 Regression | 716.478        | 1  | 716.478     | 149.226 | .000 <sup>b</sup> |
| Residual     | 369.700        | 77 | 4.801       |         |                   |
| Total        | 1086.177       | 78 |             |         |                   |

a. Dependent Variable: ZTOTAL

b. Predictors: (Constant), X1TOTAL

**Table 15****Coefficients<sup>a</sup>**

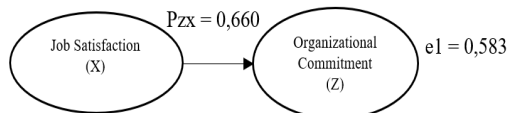
| Model                | Unstandardized Coefficients |            | Standardized Coefficients |  | t     | Sig. |
|----------------------|-----------------------------|------------|---------------------------|--|-------|------|
|                      | B                           | Std. Error | Beta                      |  |       |      |
| 1 (Constant)         | 10.937                      | 5.706      |                           |  | 1.917 | .060 |
| Job Satisfaction (X) | .626                        | .138       | .523                      |  | 4.547 | .000 |

a. Dependent Variable: Organizational Commitment (Z)



### Calculating the Path Coefficient Path Coefficient of Sub Structure Model I Effect of Job Satisfaction (X) on Organizational Commitment (Z)

The regression findings of Structure Model I, displayed in Table 15, indicate that the Sig.0.000 value is not more than 0.05. The conclusion is that Organizational Commitment (Z) is positively and significantly impacted by Job Satisfaction (X). The variable Job Satisfaction (X) contributes 66% to the variable Organizational Commitment (Z), according to the R2 value in Table 13 Summary Model, which is 0.660. Other variables not covered in this study account for 34% of the total.  $e1 = \sqrt{(1 - Pzx)} = \sqrt{1 - 0.660} = 0.530$  is the formula.



**Figure 3. Sub-Structure Model 1**

Sub-Structure-1 Model Equation:

$$Z = Px + e1$$

$$Z = 0,523X + 0,583e1$$

### Regression Model Sub Structure II Organizational Commitment (Z) to Employee Performance (Y)

**Table 16**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .356 <sup>a</sup> | .127     | .115              | 4.899                      |

a. Predictors: (Constant), ZTOTAL

**Table 17**

| ANOVA <sup>a</sup> |                |    |             |        |                   |
|--------------------|----------------|----|-------------|--------|-------------------|
| Model              | Sum of Squares | df | Mean Square | F      | Sig.              |
| 1 Regression       | 268.288        | 1  | 268.288     | 11.179 | .001 <sup>b</sup> |
| Residual           | 1847.889       | 77 | 23.999      |        |                   |
| Total              | 2116.177       | 78 |             |        |                   |

a. Dependent Variable: YTOTAL

b. Predictors: (Constant), ZTOTAL

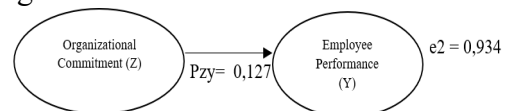
**Table 18**

| Coefficients <sup>a</sup> |                             |                           |       |      |           |       |
|---------------------------|-----------------------------|---------------------------|-------|------|-----------|-------|
| Model                     | Unstandardized Coefficients | Standardized Coefficients | t     | Sig. | Tolerance | VIF   |
| 1 (Constant)              | 12.833                      |                           | 2.463 | .016 |           |       |
| ZTOTAL                    | .497                        | .356                      | 3.344 | .001 | 1.000     | 1.000 |

a. Dependent Variable: YTOTAL

### Path Coefficient of Sub Structure II Model

According to the coefficient of Sub Structure II Model Path in Table 18, the R2 value in Table 16 Model Summary is 0.127, which suggests that the impact of the Organizational Commitment (Z) variable to Employee Performance (Y) is positive and significant. This is indicated by the fact that the R2 value is 0.127. 0.05 is the significance value for the Organizational Commitment (Z) and Performance (Y) variables.  $e2 = \sqrt{(1 - Pzy)} = \sqrt{1 - 0.127} = 0.934$  is the value of the significance coefficient.



**Figure 4. Model Sub Structure II**

Sub-Structure Model Equation-II:

$$Y = Pz + e2$$

$$Y = 0,356Z + 0,934e2$$

### Mediation Test of Organizational Commitment (Z) effect of Job Satisfaction (X) on Employee Performance (Y) with Sobel Test

**Table 19. Output of Sobel Test  
Results Between X Against Y and Z  
as Mediation**

| Input:   | Test statistic:           | Std. Error: | p-value: |
|----------|---------------------------|-------------|----------|
| a 4.547  | Sobel test: 18.54886499   | 0.81973576  | 0        |
| b 3.344  | Aroian test: 18.54303234  | 0.81999361  | 0        |
| sa 0.138 | Goodman test: 18.55470314 | 0.81947784  | 0        |
| sb 0.149 | Reset all                 | Calculate   |          |

| Input:   | Test statistic:          | p-value:   |
|----------|--------------------------|------------|
| ta 4.547 | Sobel test: 2.69392233   | 0.00706166 |
| tb 3.344 | Aroian test: 2.65261162  | 0.00798717 |
|          | Goodman test: 2.73722525 | 0.00619599 |
|          | Reset all                | Calculate  |

With a value of 18.548, which is 2.694 higher than the t table value of 1.668, and a p-value of 0.000, which is smaller than 0.05, the mediation test that was performed with the help of the Sobel Calculator (Preacher, 2010-2024) yields a statistical test that is presented in Table 19. What this demonstrates is that there is a considerable relationship between organizational commitment (Z) and job satisfaction (X) as well as employee performance (Y). This research lends support to the studies carried out by (F. H. Akbar et al., 2016; Hendrayana et al., 2021)

## 5. Hypothesis Testing

*H1. Job satisfaction (X) has a positive and significant effect on employee performance (Y).*

With a significant value of 0.000, which is less than the threshold of 0.05, the findings indicate that job satisfaction (X) has an impact on employee performance (Y). Employee performance (Y) is impacted by job satisfaction (X), which is the conclusion that may be drawn. Specifically, if the capabilities of the employees are improved, then their performance will also improve.

*H2: Job satisfaction has a positive and significant effect on organizational commitment.*

The findings from the study that investigated the impact of Job Satisfaction (X) on Organizational Commitment (Z) revealed a positive value and a significance level of  $0.000 < 0.05$ . This suggests that Job Satisfaction (X) has a positive and significant impact on Organizational Commitment (Z).

*H3. Organizational commitment (Z) has a positive and significant effect on employee performance (Y).*

Based on the outcome of this effect test analysis, it is possible to draw the conclusion that organizational commitment (Z) has an impact on employee performance (Y). This conclusion is supported by the positive value and significant level of  $0.000 < 0.05$ .

*H4. Organizational commitment (Z) significantly mediates the effect of job satisfaction (X) on employee performance (Y).*

The findings of the Sobel Test indicate that there is a correlation that is both positive and statistically significant between organizational commitment (Z) and the impact of work satisfaction (X) on employee performance (Y).

## CONCLUSION

On the basis of the testing and discussion of the analysis presented above, it is possible to draw the conclusion that Job Satisfaction has a positive and significant effect on Organizational Commitment, that Job Satisfaction has a positive and significant effect on Employee Performance, and that Organizational Commitment mediates the effect of Job Satisfaction on Employee Performance in a way that is both positive and significant. This research supported the researches conducted by (A. Akbar et al., 2017; Indrayani et al., 2024; Lie & Vincentius, 2017; Suharto et al., 2019; Susanti & Palupiningdyah, 2019; Timoti, 2020; Widyastuti & Palupiningdyah, 2015)

In order to broaden its applicability in terms of enhancing the performance of both employees and companies, for further research, it is possible to conduct additional research that makes use of characteristics other than those that were included in the study. The restricted number of variables and the fact that this

study was conducted only at one company are the limitations of this study.

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