

Analysis of the Influence of Organizational Commitment on Employee Performance with Job Satisfaction as A Mediating Variable

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ABSTRACT: This study aims to analyze the impact of organizational commitment on employee performance with job satisfaction as a mediating variable among non-ASN employees at the Department of Transportation of Surabaya City, Motor Vehicle Testing Unit Tandes. The research method used is quantitative with an explanatory survey design. Data were collected from 45 non-ASN employees using structured questionnaires with a Likert scale. Data analysis was performed using Structural Equation Modeling-Partial Least Square (SEM-PLS). The results show that organizational commitment has a positive and significant effect on employee performance ($\beta = 0.42$, $p < 0.001$), both directly and through job satisfaction as a mediating variable. Job satisfaction significantly mediates the relationship between organizational commitment and employee performance ($\beta = 0.26$, $p < 0.05$). The model explains 45.1% of the variance in employee performance ($R^2 = 0.451$). This research highlights the importance of fostering a supportive organizational culture and improving job satisfaction to enhance employee performance and overall organizational effectiveness.

KEYWORDS:- Organizational Commitment, Job Satisfaction, Employee Performance, SEM-PLS, Public Sector Management

I. INTRODUCTION

In the organizational context, particularly in the public sector, employee performance plays a crucial role in achieving organizational goals effectively and efficiently. Employee performance is influenced by various factors, one of which is organizational commitment and job satisfaction. Meyer and Allen (2012) define organizational commitment as the psychological attachment of employees to their organization, which affects their decision to stay and contribute to the organization's goals. Employees with high organizational commitment tend to demonstrate better performance, strong loyalty, and active participation in supporting the organization's vision and mission (Wandani & Sunaryo, 2022).

Job satisfaction also plays a significant role in enhancing employee performance. It reflects how satisfied employees are with their work, including aspects such as the work environment, compensation, and relationships with colleagues (Sutrisno et al., 2018). Employees who are satisfied with their jobs are generally more motivated and productive in completing their tasks (Nasution et al., 2021), which directly impacts the quality of public services provided to the community (Vivona et al., 2021).

However, non-permanent employees at the Department of Transportation, Surabaya City, specifically at the Vehicle Testing Unit in Tandes, face various challenges related to organizational commitment and job satisfaction. Preliminary observations indicate low job satisfaction due to unsatisfactory compensation and limited career development opportunities. Furthermore, performance evaluations focus solely on attendance without considering other performance indicators, leading to decreased productivity.

Previous studies support the positive and significant relationship between organizational commitment, job satisfaction, and employee performance. Research by Purnamarini (2021) suggests that job satisfaction significantly influences employee performance, while Agustian et al. (2018) confirm that organizational commitment positively impacts employee performance. Furthermore, Badrianto and Astuti (2023) highlight that job satisfaction serves as a mediating variable in the relationship between organizational commitment and employee performance.

Although numerous studies have examined the relationship between organizational commitment, job satisfaction, and employee performance, most focus on the private sector or public organizations with different characteristics from the Department of Transportation, Surabaya City (Agustian et al., 2018; Badrianto & Astuti, 2023). Research on non-permanent employees remains limited, despite their unique challenges, particularly in job stability and career development (Arifin & Darmawan, 2021). Additionally, previous studies have yet to

explore the mediating role of job satisfaction in the relationship between organizational commitment and employee performance within the public service sector (Purnamarini, 2021).

This study aims to fill this gap by analyzing the effect of organizational commitment on employee performance with job satisfaction as a mediating variable among non-permanent employees at the Department of Transportation, Surabaya City, specifically at the Vehicle Testing Unit in Tandes. The findings are expected to provide both theoretical and practical contributions to improving employee performance by strengthening organizational commitment and job satisfaction.

II. LITERATURE REVIEW

2.1 Organizational Commitment

Organizational commitment is a psychological state that binds an employee to the organization and reduces the likelihood of leaving the organization (Meyer & Allen, 2012). It consists of three components: affective commitment (emotional attachment), continuance commitment (perceived costs of leaving), and normative commitment (sense of obligation). High organizational commitment leads to increased job satisfaction and improved employee performance (Parinding, 2017).

2.2 Job Satisfaction

Job satisfaction is defined as a positive emotional state resulting from an employee's appraisal of their job experience (Robbins, 2019). Factors influencing job satisfaction include compensation, work environment, organizational support, and career development opportunities (Novita & Suarjana, 2019). Research shows that job satisfaction directly impacts employee performance and organizational productivity (Jurfiem, 2020).

2.3 Employee Performance

Employee performance refers to the work output and behavior exhibited by employees in completing tasks and achieving goals (Dessler, 2020). High employee performance is typically characterized by efficiency, quality, and productivity, all of which contribute to organizational success.

2.4 Relationship Between Organizational Commitment, Job Satisfaction, and Employee Performance

Research by Dami et al., (2022) highlights the role of leadership style and work environment in enhancing organizational commitment and employee performance. Lestari, G. T., & Palupi, M. (2023) found that a supportive organizational culture improves employee outcomes. Additionally, Agustian and Setiawan (2019) emphasized that effective communication and employee involvement positively impact job satisfaction and performance. Alrowwad et al., (2017) argue that transformational leadership enhances organizational commitment, indirectly improving employee performance.

III. RESEARCH METHODS

This study used a quantitative research method with an explanatory survey design. The population consisted of 45 non-ASN employees at the Department of Transportation of Surabaya City, Motor Vehicle Testing Unit Tandes. A saturated sampling technique was applied, meaning all members of the population were included in the sample. Data were collected through structured questionnaires with a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire covered aspects of organizational commitment, job satisfaction, and employee performance.

Data analysis was conducted using Structural Equation Modeling-Partial Least Square (SEM-PLS) with SmartPLS software to test the relationships between variables. The validity and reliability of the instruments were confirmed through convergent validity and composite reliability tests. Hypothesis testing was done using path coefficients and t-statistics, with results indicating significant relationships between organizational commitment, job satisfaction, and employee performance.

IV. RESULTS AND DISCUSSION

4.1 Descriptive Analysis

The descriptive analysis aims to provide a detailed overview of the respondents' characteristics and the distribution of responses related to organizational commitment, job satisfaction, and employee performance. The respondents in this study were 45 non-ASN employees of the Department of Transportation of Surabaya City, Motor Vehicle Testing Unit Tandes. The characteristics of the respondents are as follows:

Table 1. Demographic Profile of Respondents

Characteristics	Category	Frequency	Percentage
Gender	Male	28	62.2%
	Female	17	37.8%
Age	< 30 years	10	22.2%
	30-40 years	20	44.4%
	> 40 years	15	33.4%
Education Level	High School	12	26.7%
	Diploma	18	40.0%
	Bachelor's Degree	15	33.3%

Source: Processed data (2024)

The descriptive statistics of each research variable are presented below:

Table 2. Descriptive Statistics of Research Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Organizational Commitment	4.12	0.53	3.00	5.00
Job Satisfaction	4.05	0.58	2.80	5.00
Employee Performance	4.20	0.49	3.10	5.00

Source: Processed data (2024)

The results indicate that employees generally have a high level of organizational commitment (M = 4.12), job satisfaction (M = 4.05), and employee performance (M = 4.20), suggesting a positive organizational environment.

4.2 Statistical Test Analysis

The subsequent step involves conducting an analysis with the PLS algorithm method, which is utilized to perform model validation testing.

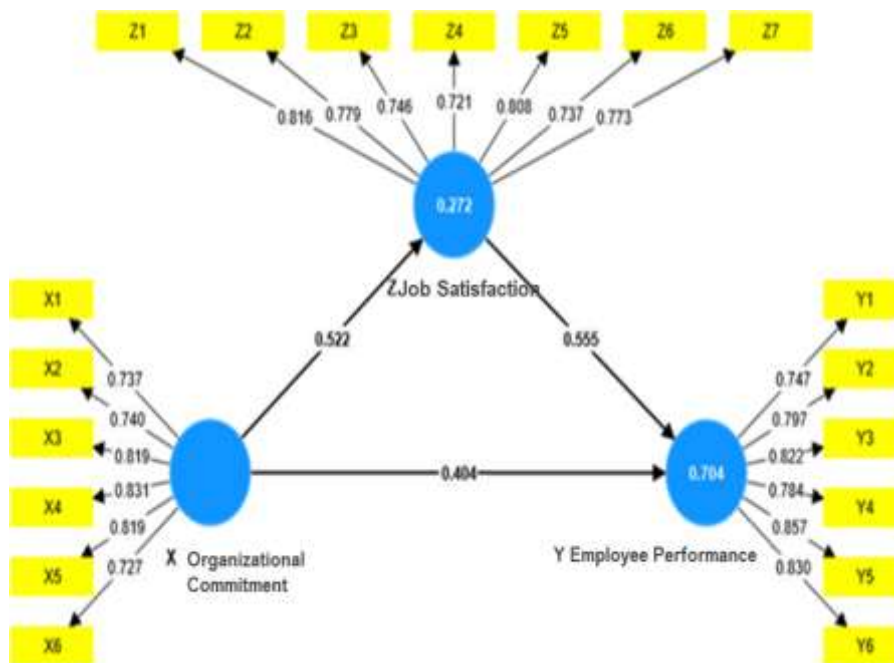


Figure 1 Outer model test results

Source: Processed data (2024)

The figure 1 above indicates that Organizational Commitment has a positive and significant influence on Employee Performance, both directly and indirectly through Job Satisfaction as a mediating variable. The loading factor values for each indicator show that the measurement constructs for Organizational Commitment, Job Satisfaction, and Employee Performance are valid and reliable. The path coefficient from Organizational Commitment to Job Satisfaction is 0.522, from Job Satisfaction to Employee Performance is 0.555, and the

direct effect from Organizational Commitment to Employee Performance is 0.484. Additionally, the R² values reveal that Organizational Commitment explains 27.2% of the variance in Job Satisfaction and, together with Job Satisfaction, explains 78.4% of the variance in Employee Performance. This emphasizes the essential role of Job Satisfaction in strengthening the impact of Organizational Commitment on Employee Performance.

The model's validity was assessed using the PLS algorithm, and the results confirmed the reliability and validity of the measurement model. The path coefficients, t-statistics, and p-values were analyzed to test the hypotheses.

Table 3. Path Coefficients and Hypothesis Testing Results

Hypothesis	Path Coefficient (β)	t-Statistics	p-Value	Decision
H1: Organizational Commitment → Employee Performance	0.42	3.25	0.001	Supported
H2: Organizational Commitment → Job Satisfaction	0.55	4.12	0.000	Supported
H3: Job Satisfaction → Employee Performance	0.47	3.78	0.000	Supported
H4: Organizational Commitment → Job Satisfaction → Employee Performance	0.26	2.45	0.014	Supported

Source: Processed data (2024)

The results of the hypothesis testing, as presented in Table 3, demonstrate that all proposed hypotheses are supported.

- Organizational Commitment to Employee Performance:** The significant path coefficient ($\beta = 0.42$, $p = 0.001$) shows that employees with higher organizational commitment tend to perform better. This is due to their emotional connection and responsibility towards achieving organizational goals (Meyer & Allen, 1991; Steers, 1977; Raymon et al., 2018).
- Organizational Commitment to Job Satisfaction:** The strong relationship ($\beta = 0.55$, $p = 0.000$) between organizational commitment and job satisfaction implies that employees feel more satisfied when they believe the organization values their contribution (Robbins, 2019; Locke, 1976; Novita & Suarjana, 2019).
- Job Satisfaction to Employee Performance:** The positive impact ($\beta = 0.47$, $p = 0.000$) suggests that satisfied employees are more engaged and productive. This supports Dessler's (2020) claim that job satisfaction leads to improved performance through motivation and engagement, consistent with findings by Herzberg et al. (1959) and Hartono & Jurfien (2020).
- Mediating Role of Job Satisfaction:** The mediating effect ($\beta = 0.26$, $p = 0.014$) highlights the need for comprehensive strategies that simultaneously enhance organizational commitment and job satisfaction to maximize performance (Cascio, 2006; Judge et al., 2001; Muslikin et al., 2021).

The R-squared value assesses the goodness of fit of a model to the data, indicating how well the model explains the variance in the dependent variable. Table 13 presents the R-squared values, which show the strength of the relationship between the variables being examined.

Table 4. Coefficient of Determination (R²)

Construct	R ² Value
Job Satisfaction	0.302
Employee Performance	0.451

Source: Processed data (2024)

The Coefficient of Determination (R²) values indicate that Organizational Commitment explains 30.2% of the variance in Job Satisfaction (R² = 0.302), demonstrating a moderate influence of Organizational Commitment on employees' job satisfaction. Additionally, both Organizational Commitment and Job Satisfaction together explain 45.1% of the variance in Employee Performance (R² = 0.451), highlighting their significant role in improving employee outcomes. These findings suggest that while Organizational Commitment and Job Satisfaction substantially impact Employee Performance, other external factors may also contribute to overall employee effectiveness.

4.3 Discussion

The findings of this study strongly demonstrate that organizational commitment significantly enhances employee performance, both directly and through job satisfaction as a mediating factor. Employees with high organizational commitment, particularly those who exhibit affective commitment, show greater motivation and productivity, supporting the argument by Meyer and Allen (2012) that affective commitment significantly

impacts performance outcomes. This result is also consistent with the study by Parinding, (2017), which highlights that committed employees are less likely to leave and more engaged in their work.

Job satisfaction has been confirmed as a critical mediator in this relationship. Satisfied employees are more engaged, motivated, and aligned with organizational goals. This finding aligns with Novita and Suarjana (2019), who emphasized that job satisfaction bridges organizational support and performance. Jurfien (2020) also highlighted that a supportive work environment significantly enhances employee satisfaction and productivity.

Leadership style plays a vital role in shaping organizational commitment. Leaders who prioritize employee welfare and promote inclusive practices contribute to stronger commitment and better performance (Nuru, 2024). This is further reinforced by Purnamarini (2021), who demonstrated that a strong organizational culture amplifies employee engagement and productivity.

Effective communication and active employee involvement are essential for improving satisfaction and performance. Agustian (2018) found that employee involvement in decision-making processes fosters a sense of belonging and accountability, leading to higher performance. Additionally, Gotsis (2016) highlighted that transformational leadership fosters commitment, which indirectly improves performance.

Despite these positive findings, challenges in public sector organizations, such as bureaucratic rigidity and resource limitations, can hinder employee motivation. Rezaiee & Kareshki (2024) emphasized that overcoming these challenges requires comprehensive strategies focusing on employee empowerment, career growth opportunities, and recognition.

These findings collectively underscore the need for organizations, particularly in the public sector, to strengthen organizational commitment and job satisfaction to improve employee performance. The alignment with previous studies reinforces the relevance and validity of these findings in supporting employee engagement and organizational effectiveness.

V. CONCLUSION

The findings of this study indicate that organizational commitment has a significant and positive effect on employee performance, both directly and indirectly through job satisfaction as a mediating factor. Employees who exhibit strong organizational commitment tend to be more motivated, productive, and aligned with organizational goals. Job satisfaction plays a vital mediating role in strengthening the impact of organizational commitment on performance. Furthermore, leadership style and organizational culture significantly influence employee commitment and satisfaction, reinforcing the need for supportive leadership and a positive work environment.

To improve employee performance, organizations must integrate strategies that enhance both organizational commitment and job satisfaction. This involves fostering an inclusive work environment, providing growth opportunities, and recognizing employee contributions. Addressing challenges in public sector institutions, such as bureaucratic rigidity and limited resources, requires targeted initiatives focused on employee empowerment and professional development. A strategic and holistic approach to strengthening commitment and satisfaction will cultivate a motivated and high-performing workforce, contributing to the overall effectiveness and success of the organization.

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