

# Improve employee performance with job satisfaction and organizational commitment

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**ABSTRACT**

Effective management, thinking about the importance of human resources. Employee performance is an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used an associative descriptive quantitative method with a population of 50 respondents drawn into samples using non-probability sampling using saturated sampling / total sampling methods. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that job satisfaction significantly influences employee performance. The second hypothesis states that organizational commitment significantly affects employee performance. The third hypothesis is that employee performance is influenced by job satisfaction and corporate loyalty, which can simultaneously improve employee performance. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

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**1. Introduction**

Human resources is the design of various formal systems in an organization to ensure the effective and efficient use of human expertise to achieve organizational / company goals under the intended determination. Human resources are employed in organizations that become activists, theorists, and planners to achieve the organization's purposes. Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

In a company, there are often fluctuations in the performance of its employees. Several factors cause a decrease and increase in an employee's performance in the company, one of which is motivation. To improve employee performance, encouragement, and motivation triggers are needed for company employees by specific actions from the company. Company resources are precious capital for a company because

humans carry out all operational activities/activities of the company. Even though companies have many machines to support their operational activities, the role of HR is not underestimated because to run all existing devices, companies need human resources (Ahlstedt et al., 2023; Collie, 2023). The rapid development of science and technology today greatly influences business progress. Advancing the business venture requires proper management. The company takes various ways to survive and develop its operations. Intense competition requires companies to increase competitiveness to maintain survival (Haryadi et al., 2021; Mulyadi et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that a person or group of people can achieve in a company under their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

Apart from job satisfaction, the determinant that can improve employee performance is job satisfaction. The higher the job satisfaction employees feel, the higher the employee performance (Haryadi et al., 2021). Job satisfaction is a statement of positive feelings workers express about their work based on the results of evaluating its characteristics (Pudjiastuti & Sijabat, 2022). Everyone has a different level of satisfaction according to the value system that applies to him; in other words, satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work (Mansyur et al., 2022). Job satisfaction must be created because it can increase employee morale, dedication, and love for their work and strengthen employee discipline in the workplace (Haryadi & Wahyudi, 2020). The results of research conducted by (Azhari et al., 2021) stated that in the results of his research, job satisfaction did not have a significant impact on employee performance. Job satisfaction does not have a significant effect on employee performance. It is possibly due to the high value of the constant (value of A) and the low value of the coefficient of job satisfaction.

To get optimal company goals is to build high employee organizational commitment. Organizational commitment can be defined as part of the relationship that individuals feel with employees in their careers in groups/organizations (Gunawan et al., 2022). Organizational commitment is significant because organizations need highly administrative commitment employees to survive and improve the excellent service they produce (Putri et al., 2023). Organizational commitment can be interpreted as employee discipline and achieving goals with long-term efforts (Kurniasari, Thoyib, & Rofiaty, 2018; Rahmatullah et al., 2022).

PT Malindo Feedmill Tbk ("Malindo" or the "Company") was established in 1997 and engaged in the animal feed business, chicken breeding, broiler farming, and processed food. Malindo has several subsidiaries, namely PT Bibit Indonesia, PT Prima Fajar, PT Leong Ayamsatu Primadona, PT Quality Indonesia, and PT Malindo Food Delight Malindo first listed its shares on the Indonesia Stock Exchange in 2006; now it has become a Public company. PT Malindo Feedmill Tbk continues to grow in all its business sectors. This is shown by the establishment of breeding farms and new feed mills in several regions of Indonesia, such as Sumatra, Java, Kalimantan, and Sulawesi. On November 25, 2013, Malindo completed its business by launching processed food products under the Sunny Gold and Ciki Wiki brands. This processed food product is produced by PT Malindo Food Delight, one of the subsidiaries of Malindo Group. From 2011 to 2014, PT Malindo Feedmill Tbk received the Best of the Best award from Forbes Indonesia Business and Finance magazine for four consecutive years. Malindo also received the Bisnis Indonesia Award 2014 for Best Issuer in the Basic Industry and Chemical Sector category from Bisnis Indonesia newspaper. This study aims to determine the factors that can improve employee performance. This research is expected to contribute theoretically to the literature in the context of human resources.

## 2. Research Method

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationship, influence, impact, and causal effect of various concepts or factors that, in some ways, are designed in management science (Ferdinand, 2014). The population in this study was employees of PT Malindo Feedmill Tbk, which amounted to 50 respondents. The sample in this study consisted of employees of PT Malindo Feedmill Tbk, totaling 50 respondents. The sampling technique was saturated/total sampling, meaning that the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 50 questionnaires were obtained from respondents. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including H1: There is a significant effect of job satisfaction on employee performance, H2: There is a considerable influence of organizational commitment to employee performance, H3: There is a substantial effect of job satisfaction and corporate loyalty simultaneously on employee performance.

## 3. Results And Discussions

Before testing assumptions, it is necessary to test validity to show how positive an instrument is or how to measure something designed. Job satisfaction is estimated using seven statements, organizational commitment uses seven accounts, and employee performance uses seven ideas. This study tried to test validity by looking at the validity number of the correlation value of the correction. Furthermore, the results of the validity test calculation and the results of reliability calculations for each variable can be seen in Table 1, validity and reliability below.

**Table 1.** Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Job Satisfaction				
JS_1	.776	0.279	Valid	0.928
JS_2	.858	0.279	Valid	
JS_3	.728	0.279	Valid	
JS_4	.873	0.279	Valid	
JS_5	.721	0.279	Valid	
JS_6	.717	0.279	Valid	
JS_7	.733	0.279	Valid	
Organizational Commitment				
OC_1	.820	0.279	Valid	0.921
OC_2	.841	0.279	Valid	
OC_3	.860	0.279	Valid	
OC_4	.782	0.279	Valid	
OC_5	.721	0.279	Valid	
OC_6	.544	0.279	Valid	
OC_7	.713	0.279	Valid	
Employee Performance				
EP_1	.804	0.279	Valid	0.940
EP_2	.768	0.279	Valid	
EP_3	.795	0.279	Valid	
EP_4	.819	0.279	Valid	
EP_5	.830	0.279	Valid	
EP_6	.854	0.279	Valid	
EP_7	.745	0.279	Valid	

Figure 1 shows that all statement indicator variables for each variable on each indicator have r-count values  $> 0.263$ , which automatically meet the data validity standard. The needle is considered accurate if each r-calculate point of validity value  $r$  is  $> 0.263$ . Not only look at the validity of the reliability value as

well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

**Table 2.** One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.37719151
Most Extreme Differences	Absolute	.135
	Positive	.135
	Negative	-.124
Test Statistic		.135
Asymp. Sig. (2-tailed)		.063 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of the Kolmogorov-Smirnov normality and obtained Asymp values. Sig. (2-tailed) A value of 0.063 indicates residual data that has a significance value greater than 0.05. The following results of the multicollinearity examination can be seen in Table 3 below.

**Table 3.** Multiklonieritas test

Tableicients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Job Satisfaction	.456	2.193
	Organizational Commitment	.456	2.193

a. Dependent Variable: Employee Performance

Based on the results of the multicollinearity test in Table 3. It is known that the Variance Inflation Factor (VIF) value is 2.193, and the Tolerance value is 0.456. The result of the multicollinearity test decision is that if the tolerance value (0.456) > 0.10 and VIF (2.193) <10, it can be concluded that there is no multicollinearity between independent variables in this research model. The following multiple linear regression analysis can be seen in Table 4 below.

**Table 4.** Regresregressionr test

Model	Coefficients a					
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	3.858	2.299		1.678	.100
1	Job Satisfaction	.536	.125	.513	4.282	.000
	Organizational Commitment	.338	.107	.379	3.167	.003

a. Dependent Variable: Employee Performance

A positive constant of 3,858 means that if the value of job satisfaction and organizational commitment equals zero, then the level or magnitude of employee performance is 3,858. The regression coefficient of the job satisfaction variable has a positive value of 0.536, meaning that if the job satisfaction value increases one hundred %, employee performance increases 0.536 times. The value of the regression coefficient of the organizational commitment variable is positive at 0.338, and This explains that if the value of corporate commitment increases by one hundred %, then the employee performance variable increases by 0.338 times. The following analysis results in hypothesis testing are presented in Table 5 below.

**Table 5.** Hipotesis test

Variable	T-value	P-values	Result
WM → EP	4.282	0.000	Accepted
WD → EP	3.167	0.003	Accepted
WM & WD → EP	53.030	0.000	Accepted

Source: Results of research data processing 2023

Table 5. Menunjukkan temuan pertama sebagai hipotesis yang diajukan penulis variabel kepuasan kerja secara statistik menunjukkan adanya pengaruh signifikan terhadap kinerja karyawan. Kinerja karyawan dipengaruhi secara signifikan oleh kepuasan kerja. The higher the job satisfaction employees feel, the higher the employee performance (Haryadi et al., 2021). Job satisfaction is a statement of positive feelings workers express about their work based on the results of evaluating its characteristics (Pudjiastuti & Sijabat, 2022). Everyone has a different level of satisfaction according to the value system that applies to him; in other words, satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work (Mansyur et al., 2022). Job satisfaction must be created because it can.

The second finding as a hypothesis that the author proposes is a significant influence of organizational commitment on employee performance. Improved employee performance is significantly influenced by organizational commitment. To achieve optimal company goals, high employee organizational commitment is needed. Organizational commitment can be defined as part of the relationship that individuals feel with their employees in their careers in groups/organizations (Gunawan et al., 2022).

The third finding as a hypothesis that the author proposes is that job satisfaction and organizational commitment significantly influence employee performance. Improved employee performance is influenced by job satisfaction and corporate culture. Job satisfaction must be created because it can increase employee morale, dedication, and love for their work and strengthen employee discipline in the workplace (Haryadi & Wahyudi, 2020). Organizational commitment is significant because organizations need employees who have high organizational commitment, which allows the organization to survive and improve the excellent service it produces (Putri et al., 2023). Organizational commitment can be interpreted as employee discipline and achieving goals with long-term efforts (Kurniasari et al., 2018; Rahmatullah et al., 2022).

#### 4. Conclusion

From the results of research and discussion, the author formulates a hypothesis namely the first hypothesis states that employee performance is influenced by job satisfaction, meaning that the higher the job satisfaction an employee has, the higher the employee's performance. The second hypothesis states that organizational commitment influences employee performance; the higher the organizational commitment an employee has, the higher the employee's performance. The third hypothesis is that employee performance is influenced by job satisfaction and organizational commitment. Job satisfaction and organizational commitment are included in the excellent category because the results of descriptive analysis often show qualified as an indicator analysis of cooperative attitudes in the company used for performance appraisal, and it is necessary to maintain a harmonious relationship between employees have a sense of togetherness between employees increasing to improve human resources. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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