

Research.

## The Influence of Job Satisfaction on Employee Performance Through Organizational Commitment (Empirical Study in PT Tirta Investama)

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**Abstract.** Increasingly tight business competition forces business organizations to continue to improve the effectiveness of their employee performance. This research aims to find efforts to increase employee performance through analyzing the relationship between variables, namely job satisfaction and organizational commitment. This research was conducted at PT Tirta Investama, a manufacturing company engaged in the production of bottled water. This research uses a quantitative approach with a survey method with a sample size of 96 production employees.

The research results show that job satisfaction has a positive and significant effect on employee performance through organizational commitment. The findings in this study show that organizational commitment can be an intervening variable between job satisfaction and employee performance, in other words, companies can increase employee performance by strengthening job satisfaction through organizational commitment.

**Keywords:** *job satisfaction, organizational commitment, employees' performance.*

### INTRODUCTION

Employee performance is an important aspect in efforts to achieve company or agency goals. With good employee performance in a company or agency, the company or agency will be able to achieve its desired goals.

Employee performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals. Employee performance is declared good and successful if the desired goals can be achieved well.

Drawing from the organizational behavior theory, many factors influence employee performance, including the job satisfaction factor. Often an employee's job satisfaction is measured by their assessment of the attributes of the job itself, pay, promotion, supervisor, co-worker. Many studies show that employee satisfaction with work has a strong relationship with their commitment to the organization where they work (organizational commitment), namely the employee's desire to be part of their organization, to be emotionally involved in the problems faced by their organization and their reluctance to leave the organization where they work.

Problems that arise in companies where employees have low commitment can have a negative impact on the company such as decreased productivity, work quality and absenteeism. On the other hand, if there is high organizational commitment, it will

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have a positive impact, namely increasing work morale, work performance and the desire to play an extra role for the organization.

PT. Tirta Investama is a company engaged in the production of bottled drinking water in Indonesia and Brunei Darussalam. PT Tirta Investama was founded in 1994 and is a subsidiary of Danone-Aqua. Danone-Aqua is a bottled drinking water (AMDK) and bottled soft drinks company in Indonesia which was founded in 1973. Danone-Aqua is one of the Danone business groups in Indonesia. Danone itself is the largest food and beverage producer brand in the world which is headquartered in France. Danone-Aqua develops 4 main categories within its company, namely fresh milk products, early life nutrition, water and medical nutrition. With good employee performance in a company or agency, the company or agency will be able to achieve its desired goals. This is because employee performance determines the success and survival of the company. Along the way, companies often experience unexpected conditions, namely not achieving employee performance targets. Below is a table showing employee performance assessments for the 2019-2022 period.

**Table 1**  
**Employees' performance PT Tirta Investama**  
**Year of 2020 -2022**

No	Indicator	2020	2021	2022
		Achievement (%)	Achievement (%)	Achievement (%)
1	<i>safety</i>	87	76	87
2	<i>quality</i>	88	75	87
3	<i>cost</i>	87	72	85
4	<i>Delivery</i>	88	72	75
5	<i>Motivation</i>	77	75	88
6	Environment	85	72	86
7	<i>Commitment</i>	76	72	75
8	<i>Openness</i>	77	72	85
9	<i>Doer</i>	85	73	85
10	<i>Empowerment</i>	87	76	75
11	skill kompetensi	87	73	87
Jumlah		924	808	915
Rata-rata		84	73,4	83,1

Source: PT. Tirta Investama, 2023

The table above shows that the employee performance target set by the company has not been achieved, namely 90%.

Based on the problem background and theoretical studies described above, the author is interested in conducting research on the influence of job satisfaction and organizational commitment on employee performance at PT Tirta Investama.

## **Research Question**

1. Is there a direct influence on job satisfaction on the performance of PT Tirta Investama employees?
2. Is there a direct influence of organizational commitment on the performance of PT Tirta Investama employees?
3. Is there a direct influence of job satisfaction on PT Tirta Investama's organizational commitment?
4. Is there an indirect effect of job satisfaction on performance through PT Tirta Investama's organizational commitment?

## **LITERATURE REVIEW**

### **Employees' Performance**

Eko (2020) Employee performance is the level of performance of activities/programs/policies that legally achieve the goals, objectives, vision and mission of the organization without violating any laws and in accordance with the morals contained in the established rules.

According to Yosandi (2022), employee performance is the performance of individuals or groups in an organization, in accordance with their respective authority and responsibilities, to achieve the goals of the organization concerned legally and without breaking the law, obeying the law and adhering to morals and ethics.

According to Khaeruman (2021), employee performance is understood as the achievement of work results and goals that employees must achieve within a certain period of time in accordance with their respective duties and tasks.

Fitriadi, Smarjo & Jubaeda (2020), employee performance refers to achieving goals, strategic planning, and achieving good, effective and efficient management through measuring and evaluating employee performance.

McShane & Von Glinow (2018), employee performance is the result of individual or group efforts to achieve organizational goals which are determined by productivity, namely the ability to achieve desired results with available resources, Quality, namely the ability to meet established quality standards, efficiency, namely the ability to complete the task within the specified time. Innovation, namely the ability to generate new ideas to improve work performance. Based on the definition above, the author believes that employee performance is the result of the work carried out by employees in carrying out their duties in accordance with the company's responsibilities and authority. In business, organizational resources work hard to achieve the company's vision, mission and goals.

### **Job satisfaction**

According to Joharis & Indra (2019), job satisfaction is the general attitude of an individual towards his work. Work requires communication with colleagues and supervisors, following organizational rules and practices, meeting performance standards, often living under ideal conditions and other such things. According to Lin Yan (2019), job satisfaction is an affective or emotional response to various factors. aspects or aspects of a person's job, so job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of work and dissatisfied with one or more other aspects According to Putu (2020), satisfaction is an assessment that describes the feelings of a person to be happy to be satisfied with work.

### Organizational Commitment

Colquitt (2019), Organizational commitment is an individual's desire to remain a member of an organization. Commitment to the organization is one of the determining factors whether one wants to remain a member of the organization or tries to leave it by applying for a job in another organization. Affective commitment: the desire to remain a member of the organization due to a person's emotional attachment to the organization (emotional reasons). Continuance commitment: The desire to remain a member of an organization with the understanding that there are many "costs" (cost-based reasons) to leaving the organization. Normative commitment: the desire to remain a member of an organization because you feel obligated (bond reasons). Sahrah & Iman (2018) Organizational commitment is the belief and acceptance of goals to which a person can remain loyal. in accordance with the interests of the organization, so that loyalty is developed so that the individual can survive to maintain his membership. Affective commitment: Psychological attraction to work in an organization. Continuing liability: liability that results in the calculation of benefits and losses associated with the retention or departure of members of the organization. Standard commitment: commitment to stay in the organization. Busro (2018), organizational commitment shows the willingness, awareness and sincerity of a person to be involved and always be in the organization, described by the amount of effort, determination. and trust to be able to achieve a shared vision, mission and goals. Yosandi (2022) organizational commitment is the psychological connection of an individual with the organization, including participation in work, loyalty and belief in the values of the organization. Rahma et al (2021)), organizational commitment is the feelings, attitudes and behavior of individuals who identify themselves as part of the organization, participate in organizational processes and are loyal to the organization to achieve the goals of the organization. Based on the statements of several experts above, it can be synthesized that organizational commitment is the psychological relationship of the employee with the organization and the beliefs that bind employees to the company, which is characterized by loyalty and participation, acceptance of the goals of the organization that they want to stay and be part of the organization.

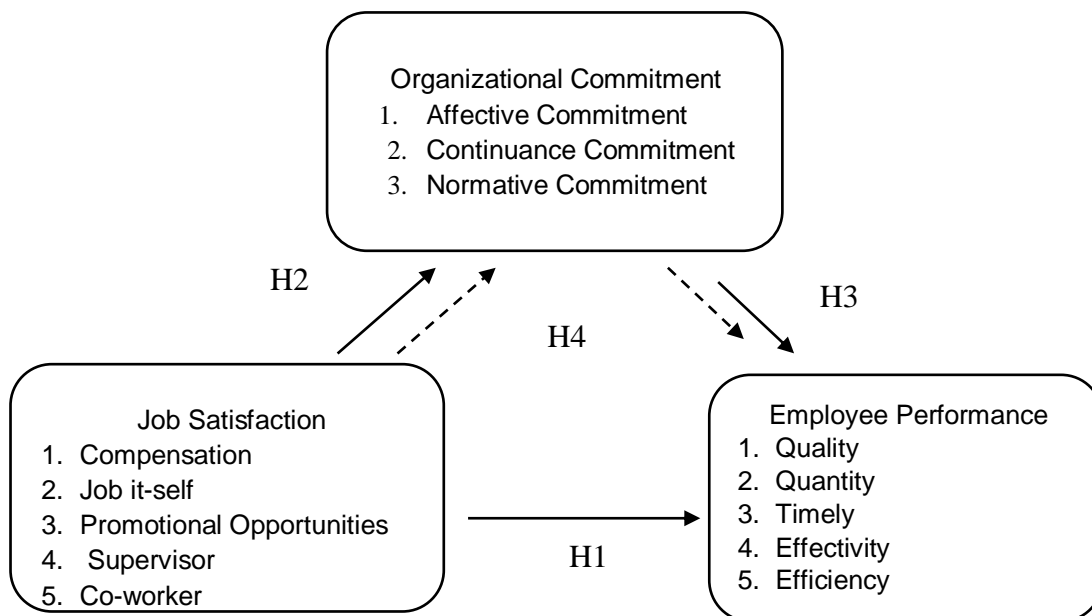


Figure 1

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## Research Model

Based on the description in Figure 1, several hypotheses can be developed as follows:

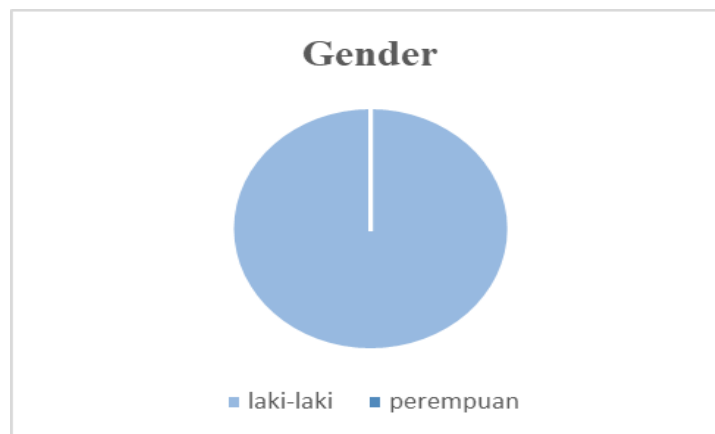
- H1: There is a direct positive influence of job satisfaction on PT Tirta Investama's employee performance
- H2: There is a positive direct influence of job satisfaction on organizational commitment
- H3: There is a direct positive influence of organizational commitment on PT Tirta Investama's employee performance
- H4: There is a direct influence of job satisfaction on employee performance through PT Tirta Investama's organizational commitment.

## RESEARCH METHODS

This research uses a survey method with path analysis techniques using questionnaire as the research instrument. This technique is used to analyze the relationship between one independent variable, one dependent variable and one intervening variables, they are: employee performance, organizational commitment and job satisfaction. The unit of analysis in this research is production employees of PT Tirta Investama located in Sentul, Bogor Regency, West Java, totalling 96 employees.

## RESULTS AND DISCUSSION

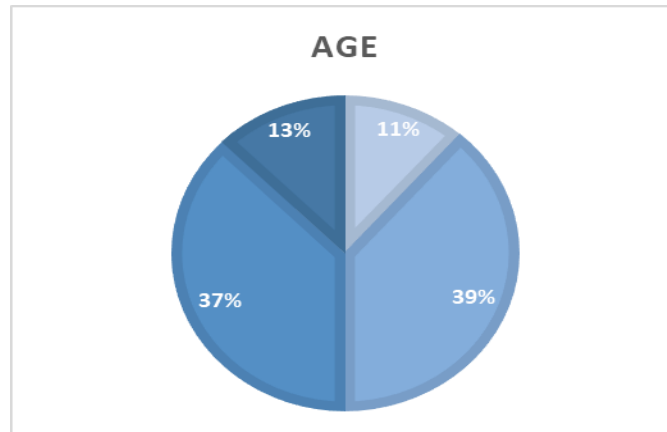
### Respondent Profile



Source: *Processed Data, 2023*

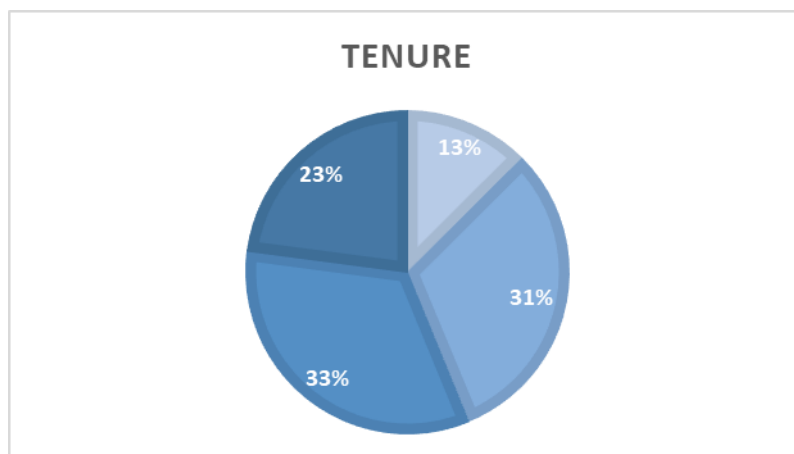
Figure 2 Respondents as Gender Criteria

Based on figure 2 above, it shows that the number of PT Tirta Investama employees based on gender is 96 men and 0 women. Thus, it can be concluded that the majority of employees are male.



Source: *Processed Data, 2023*  
Figure 3 Respondent as Age Criteria

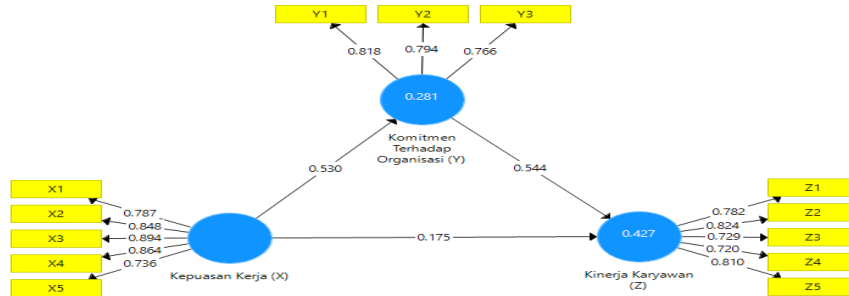
Based on Figure 3 above, it shows that the average respondent age range <27 years is 11%, the age range 28-37 is 39%, the age range 34-47 is 37% and the age range > 47 is 13%.



Source: *Processed Data, 2023*  
Figure 4 Respondent as Tenure Criteria

Based on Figure 4 above, it shows that the range of length of work for < 1 year is 13%, the 1-5 years range is 31%, the 6-10 years range is 33% and the > 10 years range is 23%.

**Evaluation of Measurement Models (Outer Model).**



Source: *Output SmartPLS, 2023*

Figure 5  
Outer model

Based on the image above, it can be seen that all indicators have an outer loading value of >0.70. The value is declared to have met the validity test.

**Validity test and reliability test**

Validity Test

The following are the results of validity and reliability tests on the variables Job satisfaction (X), Organizational commitment (Y) and Employee performance (Z).

a. Convergent validity

To test convergent validity, the loading factor value is used. According to Ghazali (2021), the rule of thumb for convergent validity is outer loading 0.60-0.70 and AVE >0.5. The following is the loading factor value of each indicator on the research variable:

Table 2  
Loading Factor

Variable	Indicator	Code	Loading factor	Conclusion
Job Satisfaction (X)	1. Compensation	X1	0.707	Valid
	2. Job It-self	X2	0.848	Valid
	3. Promotional opportunities	X3	0.894	Valid
	4. Supervisor	X4	0.864	Valid
	5. Coworkers	X5	0.736	Valid
Organizational Commitment (Y)	1. Affective Commitment	Y1	0.818	Valid
	2. Continuance Commitment	Y2	0.794	Valid

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Variable	Indicator	Code	Loading factor	Conclusion
	3. Normative Commitment	Y3	0.766	Valid
Employee Performance (Z)	1. Quality	Z1	0.782	Valid
	2. Quantity	Z2	0.824	Valid
	3. Timeliness	Z3	0.729	Valid
	4. Effectiveness	Z4	0.720	Valid
	5. Efficiency	Z5	0.810	Valid

Source: *Output SmartPLS, 2023*

Based on table 2 above, it shows that the variables used in this research are Job satisfaction (X), Organizational commitment (Y) and Employee performance (Z) and each statement representing each variable has a loading factor value, namely  
 Apart from looking at the loading factor value, it can be seen using the Average Variance Extracted (AVE) method for each construct or latent variable. If the AVE value is >0.50, it can be stated that each variable has a good model.

Table 3  
*Average Variance Extracted (AVE)*

Variable	Average Variance Extracted (AVE)
Job satisfaction (X)	0,761
Organizational commitment (Y)	0,628
Employee performance (Z)	0,652

Source: *Processed Data, 2023*

Based on table 3 above, it can be seen that the AVE value for the job satisfaction variable (X) is 0.761, the employee performance variable (Y) is 0. 628 and the organizational commitment variable (Z) is 0.652. In this research, each construct was above 0.50 and had good convergent validity values.

**Discriminant validity (discriminant validity)**

The discriminant test in this research uses cross loading values. An indicator is declared to meet discriminant validity if the cross-loading value of the indicator on the variable is the largest compared to other variables. The following are the cross-loading values for each indicator, namely:



Table 4  
 Cross Loading

	Job satisfaction (X)	Organizational commitment (Y)	Employee performance (Z)
X1	0.787		
X2	0.848		
X3	0.894		
X4	0.864		
X5	0.736		
Y1		0.818	
Y2		0.794	
Y3		0.766	
Z1			0.782
Z2			0.824
Z3			0.729
Z4			0.720
Z5			0.810

Source: *Processed Data, 2023*

Based on table 4 above, it shows that each indicator in the research variable has the largest cross loading value on the variable it forms compared to the cross-loading value on the other variables. It can be concluded that all the indicators used in this research have good discriminant validity in compiling their respective variables.

#### Reliability Test

Reliability testing is carried out to prove accuracy and precision in measuring all constructs. In this research there are two methods used, namely:

##### a. Cronbach's Alpha

A variable can be declared valid or meets Cronbach's alpha if it has a value >0.70 then it is declared reliable. The following is the Cronbach's alpha value for each variable:

Table 5  
 Cronbach's Alpha

Variable	Cronbach's Alpha
Job satisfaction (X)	0,885
Organizational commitment (Y)	0,832
Employee performance (Z)	0,707

Source: *Processed Data, 2023*

Based on table 4.4 above, it can be seen that all variables have a Cronbach's alpha value of >0.70, namely job satisfaction (X) has a value of 0.885, organizational commitment (Y) has a value of 0.832 and employee performance has a value of 0.707. Thus, these results indicate that each of the research variables has met the requirements of the Cronbach's alpha value, namely >0.70, so it can be concluded that all research variables have a high level of reliability.

b. Composite reliability

Composite reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value of >0.70. The following are the composite reliability values of each variable used in this research, namely:

Table 6  
*Composite Reliability*

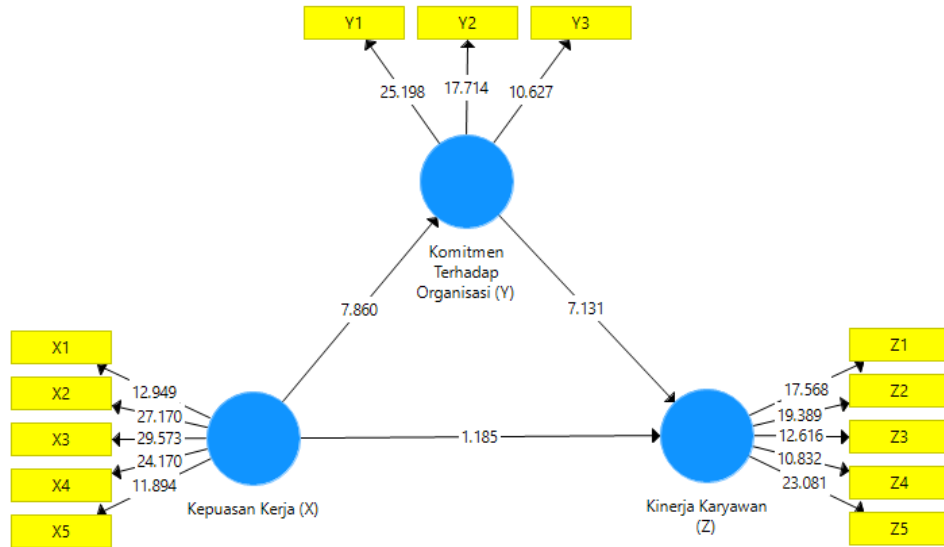
Variable	<i>Composite reliability</i>
Job satisfaction (X)	0.915
Organizational commitment (Y)	0.836
Employee performance (Z)	0.882

Source: *Processed Data, 2023*

Based on table 6 above, it can be seen that the composite reliability value for each variable of job satisfaction, employee performance and organizational commitment has a composite reliability value of > 0.70. namely, the job satisfaction variable has a value of 0.915, employee performance has a value of 0.882 and organizational commitment has a value of 0.836. These results indicate that each variable has met composite reliability, namely >0.70, so it can be concluded that all variables consisting of job satisfaction, employee performance and organizational commitment in this study have a good level of reliability.

In testing the structural model (Inner Model) it will explain the results of the path coefficients, Effect Size (f<sup>2</sup>)/F Square, Predictive Relevance (Q<sup>2</sup>) and hypothesis testing.

**Structural Model (Inner Model)**



Source: *Output SmartPLS, 2023*

Figure 6 *Inner model*

**Path Coefficients**

Path coefficient is a measuring tool used to see how much influence one variable has on other variables. Path coefficients aim to see the significance and strength of relationships and also to test hypotheses. Based on the hypothesis testing carried out, the following are the results tested of empirical data:

Table 7  
*Path Coefficients*

Variable	Job satisfaction (X)	Employees' performance (Z)	Organizational commitment (Y)
Job satisfaction (X)		0.175	0.530
Employee performance (Z)			
Organizational commitment (Y)		0.544	

Source: *Processed Data, 2023*

Based on table 7 above, it can be seen from the path coefficients value, namely that for the variable job satisfaction towards employee performance it has a value of 0.175 which means the hypothesis has a positive direction, job satisfaction towards organizational commitment has a value of 0.530 which means the hypothesis has a positive direction and organizational commitment towards employees' performance has a value of 0.544, which means the hypothesis has a positive direction.

**Effect Size (F2) or F Square**

Effect size (F2) or F Square is a measure of the practical significance of research results in the form of a measure of the magnitude of a correlation or difference or effect of one variable on another variable. According to Chin (in Ghozali 2021) if the effect size or F2 value is 0.02 it is categorized as weak influence, 0.15 is categorized as sufficient influence and 0.35 is categorized as strong influence.

**Predictive Relevance (Q2)**

Predictive Relevance (Q2) shows the model's predictions. A value of predictive relevance (Q2) >0 indicates that the model has predictive relevance, whereas a value <0 indicates that the model lacks predictive relevance. The following are the results of predictive relevance:

Table 8  
*Predictive Relevance (Q2)*

Variable	Q2
Employee performance (Z)	0.240
Organizational commitment (Y)	0.170

Source: *Processed Data, 2023*

Based on table 8 above, it explains that the value of the employee performance variable is 0.240, indicating that the model has predictive relevance or the value obtained is good and the organizational commitment value is 0.170, indicating that the model has predictive relevance or good value.

**Hyphotesis Test**

Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this research. In research to analyze models of direct and indirect influence on each variable, namely independent, dependent and through variables. Testing hypotheses can be seen through t-statistic values and P values. To test the hypothesis in this study, a t-statistic value of 1.96 and a P value <0.05 were used.

The following are the criteria for accepting or rejecting the hypothesis, namely as follows:

- a. If the P Values <0.05 and the t-statistic >1.96, then Ha is accepted, Ho is rejected, which means that the variable has a significant effect
- b. If the P Values are > 0.05 and the t-statistic < 1.96 then Ha is rejected, Ho is accepted, which means the variables have no significant effect.

**Direct Effect**

In testing the hypothesis regarding this direct influence, the results will show a significant direct influence. The following are the results of the direct influence analysis:

Table 9  
 Path Coefficients

Variable	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Job satisfaction (X)-> Employee performance (Z)	0.175	1.200	0.231
Job satisfaction (X) -> Organizational	0.530	8.012	0.000

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commitment (Y)				Source: Processed
organizational commitment (Y) -> Employee performance (Z)	0.544	6.977	0.000	

Data, 2023

Based on table 9, it can be explained that to determine whether the table above is significant or not, you can look at the t-statistics and P values, the following results obtained are:

- The path coefficient of job satisfaction on employee performance is 0.175, t-statistics 1.200 and P Values 0.231, with this it can be explained that there is positive effect, t-statistics 1.200 > 1.96 and P Values 0.231 > 0.05 then Ha is rejected, Ho is accepted, which means that the job satisfaction does not have a significant effect on employee performance.
- The path coefficient of job satisfaction on organizational commitment is 0.530, t-statistics 8.012 and P Values 0.000. This can be explained that there is positive effect, t-statistics 8.012 > 1.96 and P Values 0.000 < 0.05 then Ha is accepted, Ho is rejected, which means that the job satisfaction has a significant effect on organizational commitment.
- The path coefficient of the organizational commitment on employees' performance is 0.544, t-statistics 6.977 and P Values 0.000 can hereby be explained that there is positive effect, t-statistics 6.977 > 1.96 and P Values 0.000 < 0.5 then Ha is accepted, Ho is rejected, which means that the organizational commitment has a significant effect on employee performance.

Indirect influence

In this hypothesis test, it is more appropriate to show the results of a significant influence indirectly or using intervening variables. The following are the results of the indirect influence test, namely:

Table 10  
 Result of The Analisis Specific Indirect Effect

Variable	Original Sample (O)	T-Statistic ( O/STDEV )	P Values
Job satisfaction (X) -> Organizational commitment (Y) -> Employee performance (Z)	0.288	4.875	0.000

Source: Processed Data, 2023

Based on table 10 above, it shows that the original sample value is 0.288, t-statistic 4.872 and P Values 0.000. It can be explained that there is positive effect, t-statistic 4.875 > 1.96 and P Values 0.000 < 0.05, so Ha is accepted, Ho is rejected, which means that the organizational commitment is able to mediate the influence of job satisfaction on employee performance positively and significantly.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

1. Increasing employee performance can be done by strengthening job satisfaction
2. Increasing organizational commitment can be done by strengthening job satisfaction
3. Increasing employee performance can be done by strengthening organizational commitment.
4. Organizational commitment plays an effective role in mediating job satisfaction with employee performance, meaning to increase employee employees' performance, organizations can strengthen the organizational commitment of their organization members.

### Suggestion

We recommend to expand the scope of research by involving production employees in similar industries located in a wider area, for example in one region.

We also recommend to involve other variables that theoretically influence employee performance such as organizational culture, leadership and training

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