

THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE AT PT SAKALAGUNA SEMESTA AREA MAJALENGKA KUNINGAN

Ruli Saleh¹, Nandan Waluya², Dini Tiara Tajriani³, Ade Sobariah Hasanah⁴

¹ Faculty of Economics and Business, Postgraduate, Widyatama University

^{2,3,4} Manajemen, Institut Budi Utomo Nasional, Jalan Siliwangi No 121 Kabupaten Majalengka

E-mail: rulisaleh@gmail.com; nandanwaluya@gmail.com; dinitiara94@gmail.com; ade.sobariah.85@gmail.com

ABSTRACT

Employee performance constitutes a critical determinant of organizational effectiveness and sustainability. Prior studies consistently show that internal psychological factors play an important role in shaping employee work outcomes (Judge et al., 2001; Colquitt et al., 2021). This study examines the influence of job satisfaction and organizational commitment on employee performance at PT Sakalaguna Semesta Area Majalengka Kuningan. The research adopts a quantitative approach using a census method involving all 60 employees. Data analysis employs multiple linear regression supported by t-tests and F-tests. The findings indicate that job satisfaction and organizational commitment jointly exert a positive and statistically significant effect on employee performance. Job satisfaction demonstrates the strongest partial influence, followed by organizational commitment. Together, both variables explain 81.1 percent of the variation in employee performance, while the remaining 18.9 percent reflects other factors outside the research model. These results reinforce the importance of strengthening job satisfaction and organizational commitment to sustain employee performance.

Key words: Job Satisfaction; Organizational Commitment; Performance.

INTRODUCTION

Employee performance is a key indicator of organizational success, reflecting how effectively human resources are transformed into productive outcomes. Research shows that employee-related factors influence performance consistency more strongly than structural or technological resources alone (Armstrong & Taylor, 2020; Colquitt et al., 2021). In times of economic uncertainty and intense competition, organizations that sustain stable performance rely on employees who demonstrate strong motivation, discipline, and commitment. Human resources are strategic assets that support organizational growth and continuity. Employee performance serves as an important measure of HR quality, as employees contribute not only physical effort but also knowledge, creativity, and emotional engagement to achieve organizational goals. Technology and capital cannot replace competent and committed employees (Notoatmodjo, 2018; Steers et al., 1996).

Job satisfaction significantly influences employee attitudes and behavior. It is defined as a positive emotional state resulting from one's job appraisal, and employees who experience alignment between their roles, skills, and rewards tend to show higher satisfaction. Studies confirm a strong relationship between job satisfaction and performance, with satisfied employees more likely to perform effectively and consistently (Locke, 1976; Spector, 1997; Judge et al., 2001).

Organizational commitment further strengthens employees' attachment to their organization. It encompasses affective, continuance, and normative dimensions, reflecting emotional attachment, loyalty, and a desire to remain within the organization (Allen & Meyer, 1990; Moorhead & Griffin, 2020; Robbins & Coulter, 2018). PT Sakalaguna Semesta, a main distributor of Indosat products across several Indonesian regions, has experienced fluctuating sales performance in the Majalengka and Kuningan areas between 2020 and 2022, indicating the need to better understand factors influencing employee performance.

Table 1

Sales of Starter Cards at PT. Sakalaguna Semesta Majalengka Kuningan Area for the 2020-2022 Period

Year	Sales Target (units)	Sales Actual (units)	Average Value (%)	Target (%)
2020	336.000	254.302	76	100
2021	336.000	296.517	88	100
2022	336.000	263.178	78	100

Actual sales failed to consistently meet company targets, with employee performance reaching 76 percent in 2020, improving to 88 percent in 2021, and declining to 78 percent in 2022. These variations suggest instability in performance outcomes. Interviews with the area head conducted on July 21, 2023 revealed recurring issues related to employee discipline and seriousness at work, such as lateness and reduced focus. These conditions align with previous findings that insufficient job satisfaction and weak organizational commitment often contribute to performance decline (Amilin & Dewi, 2018; Podsakoff et al., 2000).

METHOD

This study uses a descriptive and verification research design. Data were collected through structured questionnaires measuring job satisfaction, organizational commitment, and employee performance. The population includes all 60 employees of PT Sakalaguna Semesta Area Majalengka-Kuningan, with a saturated

sampling (census) technique applied so that all employees became respondents (Riduwan, 2018), ensuring comprehensive representation and stronger statistical validity.

Data analysis combines descriptive statistics to assess respondent perceptions and inferential statistics to test hypotheses. Multiple linear regression is used to examine the effects of job satisfaction and organizational commitment on employee performance. Normality tests confirm data suitability, correlation analysis measures relationship strength, t-tests evaluate partial effects, and the F-test assesses simultaneous effects, following standard quantitative research procedures (Narimawati, 2012).

RESULTS AND DISCUSSION

Descriptive Analysis

Respondents' responses regarding overall job satisfaction can be seen in the following table:

Table 2
Recapitulation of Respondents' Response Scores Regarding Job Satisfaction

No	Indicator	Actual score	Ideal score	%actual score	criteria
1	Job Suitability	251	300	83,67	good
2	Level of Eligibility	229	300	76,33	good
3	Job Matches Skills	212	300	70,67	good
4	Job Matches Interests	223	300	74,33	good
5	Promotion Opportunities	258	300	86,00	very good
6	Fair Promotions	236	300	78,67	good
7	Satisfaction with Management	206	300	68,67	good
8	Enjoy Working as a Team	245	300	81,67	good
9	Pleasant Coworkers	211	300	70,33	good
	Job Satisfaction Score	2071	2700	76,70	good

Sumber : Primary Data 2024

Based on the calculation, the percentage score for job satisfaction is 76.70. According to Narimawati's (2012:84) guidelines for interpreting respondent response scores, 76.70 is considered good, as it lies between 68.01 and 84.00. These results show that workers at PT are happy with their jobs. Sakalaguna Semesta Area Majalengka Kuningan.

The table below shows a summary of the answers given by the participants about their level of commitment to the organization at PT. Sakalaguna Semesta Area Majalengka Kuningan:

Table 3
Recapitulation of Respondents' Response Scores Regarding Organizational Commitment

No	Indicator	Actual score	Ideal score	%actual score	criteria
1	Desire for a career in the organization	230	300	76,67	very good
2	Trust in the organization	221	300	73,67	good
3	Employee devotion to the organization	231	300	77,00	good
4	Employee love for the organization	227	300	75,67	good
5	Desire to stay with the job	229	300	76,33	good
6	Willingness to sacrifice personal interests	251	300	83,67	good
7	Employee interest in the job	229	300	76,33	good
8	Loyalty to the organization	212	300	70,67	good
9	Happiness at work	223	300	74,33	good
10	Pride of working in the organization	258	300	86,00	very good
11	Sense of belonging to the organization	236	300	78,67	good
	Organizational commitment score	2547	3300	77,18	good

Sumber : Primary Data 2024

From the calculation results above, the percentage score for responses regarding organizational commitment is 77.18%. Referring to the respondent response score interpretation guidelines according to Narimawati (2012:84), the percentage score of 77.18% falls within the good category, falling within the range of 68.01–84.00%. These results indicate that organizational commitment at PT. Sakalaguna Semesta Area Majalengka Kuningan is considered good.

To find out the respondents' responses regarding the overall employee performance of PT. Sakalaguna Semesta Area Majalengka Kuningan, see the following table:

Table 4
Recapitulation of Respondent Response Scores Regarding Employee Performance

No	Indicator	Actual score	Ideal score	%actual score	criteria
1	Work meets standards	258	300	86,00	very good
2	Work results meet quality standards	236	300	78,67	good
3	Better work results	206	300	68,67	good
4	Work results meet targets	245	300	81,67	good
5	Ability to increase work volume	211	300	70,33	good
6	Work results compared to previous periods	245	300	81,67	good
7	Responsibility for work	246	300	82,00	good
8	Cooperation with colleagues	230	300	76,67	good
	Performance Score	1877	2400	78,21	good

Sumber : Primary Data 2024

Based on the results from the calculation, we can see that 78.21% of the response score is related to how well the employee performed. According to Narimawati's guidelines from 2012, page 84, the percentage of 78.21% falls into the good category, which is between 68.01% and 84.00%. These results show that the employees at PT. The Sakalaguna Semesta Area in Majalengka, Kuningan has a fairly good performance.

Analisis Verifikatif

Table 5
Results of the Normality Test of Research Variable Instruments
One-Sample Kolmogorov-Smirnov Test

		Job satisfaction	Organizational commitment	Performance
N		60	60	60
Normal Parameters ^{a,b}	Mean	34.5167	42.4500	31.2833
	Std. Deviation	3.55343	4.65205	3.22118
Most Extreme Differences	Absolute	.211	.136	.136
	Positive	.211	.081	.129
	Negative	-.137	-.136	-.136
Test Statistic		.211	.136	.136
Asymp. Sig. (2-tailed)		.528 ^a	.462 ^a	.939 ^a

a. Test distribution is Normal.

b. Calculated from data.

Based on the results of the normality test presented in Table 4.39, it can be seen that the significance value of the research variables is greater than $\alpha = 0.05$, namely 0.528 for the job satisfaction variable, 0.462 for the organizational commitment variable, and 0.939 for the performance variable. Thus, it can be concluded that the three research variables are normally distributed and can be analyzed further.

Table 6
correlation coefficient
Correlations

		Job satisfaction	Organizational commitment	Performance
Job satisfaction	Pearson Correlation	1	.852**	.887**
	Sig. (2-tailed)		.000	.000
	N	60	60	60
Organizational commitment	Pearson Correlation	.852**	1	.837**
	Sig. (2-tailed)	.000		.000
	N	60	60	60
Performance	Pearson Correlation	.887**	.837**	1
	Sig. (2-tailed)	.000	.000	
	N	60	60	60

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 ^a	.811	.805	1.42306

a. Predictors: (Constant), organizational commitment, job satisfaction

The results of the Pearson correlation calculation above can be interpreted as follows:

1. The relationship between job satisfaction and performance is 0.887, categorized as very strong. The positive direction of the relationship between job satisfaction and performance indicates that increased job satisfaction tends to be followed by increased performance.
2. The relationship between organizational commitment and performance is 0.837, categorized as very strong. The positive direction of the relationship between organizational commitment and performance indicates that high organizational commitment to the company tends to be followed by increased performance.
3. The strong relationship between the independent and dependent variables is simultaneously indicated by an R value of 0.901. This figure indicates a very strong relationship between all independent variables X and the dependent variable Y.

The regression analysis used was multiple regression analysis, because there is more than one independent variable. This analysis aims to determine whether there is a relationship between variables X1 (job satisfaction) and X2 (organizational commitment) and Y (performance). Using SPSS software, the following results were obtained:

Tabel 7
Koefisien Regresi
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.709	1.834		1.477	.145
	Job satisfaction	.575	.100	.634	5.773	.000
	Organizational commitment	.206	.076	.297	2.702	.009

a. Dependent Variable: performance

Through the data processing results described above, a prediction model for the discipline and incentive variables on performance can be formed as follows:

$$Y = 2.709 + 0.575X_1 + 0.206X_2$$

Based on the prediction equation above, the regression coefficients for each independent variable can be interpreted as follows:

1. The constant of 2.709 means that if job satisfaction and organizational commitment are both zero, then performance will be 2.709.
2. The job satisfaction regression coefficient of 0.575 indicates that each increase in the job satisfaction score will increase employee performance by 0.575, assuming the independent variable of organizational commitment remains constant.
3. The organizational commitment regression coefficient of 0.206 indicates that each increase in the organizational commitment score will increase employee performance by 0.206, assuming the independent variable of job satisfaction remains constant.

Tabel 4. 42
Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 ^a	.811	.805	1.42306

a. Predictors: (Constant), Organizational Commitment, Job Satisfaction

Based on the calculations and output table above, it is known that the joint effect of job satisfaction and organizational commitment on employee performance is 0.811, or 81.1%. The remaining 0.189 (1-R²), or 18.9%, is the contribution of other factors not examined (epsilon). The coefficient of determination of 0.811 is categorized as very strong or very high.

To determine the partial effect of the independent variables on the dependent variable, the beta X value in the SPSS output is calculated as follows:

Table 7
Partial Determination Coefficient

Model		Coefficients ^a	
		Standardized Coefficients Beta	Correlation Zero-order
1	Jon satisfaction	.634	.887

Rganizational Commitment	.297	.837
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a. Dependent Variable: Performance

The following presents the partial influence results between the independent variables on the dependent variable using the zero-order beta X formula:

1. Job satisfaction variable = $0.634 \times 0.887 = 0.562$ or 56.2%
2. Organizational commitment variable = $0.297 \times 0.837 = 0.249$ or 24.9%

From the partial calculation results above, it can be seen that the variable with the most influence on the dependent variable is job satisfaction (X1) at 56.2%, followed by organizational commitment (X2) at 24.9%. The total influence is 81.1%, with the remaining 18.9% being other variables not studied.

Table 8
Simultaneous Hypothesis Testing
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	496.753	2	248.377	122.650	.000 ^b
	Residual	115.430	57	2.025		
	Total	612.183	59			

a. Dependent Variable: performance

b. Predictors: (Constant), Organizational Commitment, Job Satisfaction

Based on the output table above, the F-count value is 122.650. This value will be compared with the F-table value. With $\alpha = 0.05$, $db1 = 2$ and $db2 = 57$, the F-table value is 3.55. From the values above, it is known that the F-count value (122.650) > F-table (3.55), so H_0 is rejected and H_a is accepted, meaning that job satisfaction and organizational commitment together have a positive and significant effect on employee performance at PT. Sakalaguna Semesta Area Majalengka Kuningan.

CONCLUSION

The findings show that job satisfaction, organizational commitment, and employee performance at PT Sakalaguna Semesta Area Majalengka–Kuningan are in the good category and exceed minimum standards. Job satisfaction has a positive and significant effect on performance, confirming that satisfied employees produce better work outcomes. Organizational commitment also has a positive and significant influence, indicating that employees with strong attachment and loyalty contribute more effectively to organizational performance. Together, job satisfaction and organizational commitment explain a substantial portion of performance variation, showing their complementary role in shaping employee behavior. These results imply that improving work conditions, recognition, career development, and employee attachment can sustain performance improvement, while the remaining unexplained variance suggests opportunities for future research on additional influencing factors.

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