

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

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ABSTRACT

One of the main determinants that influences the level of success of an organization or company is employee performance. Efforts to improve employee performance include paying attention to job satisfaction and organizational commitment. This research aims to determine the influence of job satisfaction and organizational commitment both partially and simultaneously on the performance of employees of PT Sakalaguna Semesta Area Majalengka Kuningan. The sample in this study consisted of 60 employees using the census method. The data collection method used in the research is multiple linear regression analysis, F test, t test. The results of hypothesis testing show that simultaneously there is a significant influence between job satisfaction (X1) and organizational commitment (X2) on employee performance (Y) because $F_{count} (163.044) > F_{table} (3.16)$. This can be interpreted as meaning that job satisfaction (X1) and organizational commitment (X2) influence employee performance (Y). The variable that has the most influence on the dependent variable is the job satisfaction variable (X1) at 56.2% and followed by the organizational commitment variable (X2) at 24.9%, so the total influence overall is 81.1% and the remaining 18.9% is other variables not studied.

Key words: Job Satisfaction; Organizational Commitment; Performance.

INTRODUCTION

Economic development has become one of the main concerns of the government, especially after the economic crisis in Indonesia. Economic development is closely related to the growth of companies that contribute to employment and national economic stability. One of the indicators that determines company performance is employee performance.

According to Notoatmodjo (2018:124), "One of the main factors considered most relevant in measuring the quality of human resources is employee performance." Human resources play a crucial role in organizational success because employees contribute their skills, creativity, and motivation to achieve organizational goals. Without competent human resources, the achievement of organizational objectives will be difficult even with advanced technology and sufficient financial resources.

Employee performance is influenced by various factors, including job satisfaction and organizational commitment. Previous research by Amilin and Dewi (2018) explains that satisfied employees tend to show stronger commitment to their work and organization. Job satisfaction reflects employees' feelings toward their job, while organizational commitment shows the level of employee attachment and loyalty to the organization.

Moorhead and Griffin (2020:73) state that: "Organizational commitment is an attitude that reflects the extent to which an individual identifies with and is committed to their organization." Robbins & Coulter (2018:15) state that: "Organizational commitment is a state in which an employee identifies with a particular organization and its goals, and desires to maintain membership in that organization."

PT. Sakalaguna Semesta (Indosat's Main Distributor), as one of the main distributors of Indosat products in Indonesia, distributes telecommunications products such as starter packs, vouchers, and phone credits to various kiosks through canvassers. The company's performance is highly dependent on employee productivity. The data obtained by the author regarding starter pack sales are as follows:

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 |

Sales of starter packs at PT. Sakalaguna Semesta Area Majalengka Kuningan have fluctuated with a downward trend over the past three years. This decline was due to a decline in starter pack sales and phone credit voucher sales, which led to a decline in employee performance. It can be seen from the average value in 2020 that employee performance was still lacking, at 76%. While in 2021 the average value of employee performance improved to

88% and in 2022 the average value of employee performance decreased again to 78%. From the table above, it can be seen that employee performance at PT. Sakalaguna Semesta Area Majalengka Kuningan is still not as expected. PT. Sakalaguna Semesta Area Majalengka Kuningan expects each employee to achieve an average value in accordance with the targets set by the company.

Sales data for starter packs in the Majalengka and Kuningan areas during 2020–2022 show fluctuations and a downward trend. In 2020, sales reached 254,302 units or 76% of the target. In 2021 sales improved to 296,517 units or 88% of the target. However, in 2022 sales decreased again to 263,178 units or 78% of the target.

These conditions indicate that employee performance has not fully met company expectations. Based on interviews with the company manager, several issues related to employee commitment were identified, such as lateness and lack of seriousness in performing tasks. Therefore, improving job satisfaction and strengthening organizational commitment are considered important steps to enhance employee performance.

This study aims to analyze the effect of job satisfaction and organizational commitment on employee performance at PT Sakalaguna Semesta Area Majalengka Kuningan.

METHOD

This study uses a descriptive and verification research method. The research aims to analyze the relationship between job satisfaction, organizational commitment, and employee performance. The population in this study consists of all employees of PT Sakalaguna Semesta Area Majalengka Kuningan, totaling 60 employees. Because the population is relatively small, the sampling technique used is saturated sampling or census sampling, where all members of the population are used as research respondents. Data were collected using questionnaires distributed to employees. The data were analyzed using multiple linear regression analysis, correlation analysis, coefficient of determination, and hypothesis testing using the t-test and F-test with SPSS software (Riduwan, 2018: 164).

RESULTS AND DISCUSSION

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 |

Source : Primary Data 2024

The descriptive analysis shows that job satisfaction among employees of PT Sakalaguna Semesta Area Majalengka Kuningan is categorized as good (Narimawati, 2012), with a score of 76.70%. Organizational commitment also falls into the good category with a score of 77.18%. Meanwhile, employee performance obtained a score of 78.21%, indicating that employee performance is generally good.

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 |

Source : 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 |

Source : Primary Data 2024

From the calculation results above, it is known that the percentage value of the response score regarding employee performance is 78.21%. Referring to the guidelines for interpreting respondent response scores according to Narimawati (2012:84), the percentage value of 78.21% is included in the good category, in the interval 68.01-84.00%. These results indicate that the employees of PT. Sakalaguna Semesta Area Majalengka Kuningan have a relatively 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 |
| | Std. Deviation | 3.55343 | 4.65205 |
| Most Extreme Differences | Absolute | .211 | .136 |
| | Positive | .211 | .081 |
| | Negative | -.137 | -.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.

The normality test results show significance values 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

Correlation analysis indicates a very strong relationship between job satisfaction and employee performance (0.887) and between organizational commitment and employee performance (0.837). The overall relationship between the independent variables and the dependent variable is also very strong, with an R value of 0.901.

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
Regression Coefficients
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

The regression equation obtained is:

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

This equation indicates that job satisfaction and organizational commitment both have positive effects on employee performance.

**Tabel 4. 1
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
Coefficients^a**

| Model | | Standardized Coefficients | Correlation |
|-------|--------------------------|---------------------------|-------------|
| | | Beta | Zero-order |
| 1 | Jon satisfaction | .634 | .887 |
| | Rganizational Commitment | .297 | .837 |

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

After analyzing and testing the hypotheses regarding the influence of job satisfaction and organizational commitment on employee performance at PT. Sakalaguna Semesta, Majalengka Kuningan, the following conclusions can be drawn:

1. Job satisfaction at PT Sakalaguna Semesta, Majalengka Kuningan, has reached at least 65% of the expected criteria.
2. Organizational commitment at PT Sakalaguna Semesta, Majalengka Kuningan, has reached at least 65% of the expected criteria.
3. Employee performance at PT Sakalaguna Semesta, Majalengka Kuningan, has reached at least 65% of the expected criteria.
4. Job satisfaction has a positive and significant effect on employee performance at PT Sakalaguna Semesta, Majalengka Kuningan.
5. Organizational commitment has a positive and significant effect on employee performance at PT Sakalaguna Semesta, Majalengka Kuningan.
6. Job satisfaction and organizational commitment have a positive and significant effect on employee performance at PT Sakalaguna Semesta, Majalengka Kuningan.

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