

**THE INFLUENCE OF JOB SATISFACTION AND
ORGANIZATIONAL COMMITMENT ON
EMPLOYEE PERFORMANCE**
(Study on Employees of PT. Pos Indonesia Jombang Branch)

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Abstract

The purpose of this study was to investigate and clarify the impact of job satisfaction and organizational commitment on the performance of employees at the PT Pos Indonesia Jombang Branch. Data was gathered through the distribution of surveys, interviews, observations, and documentation. A quantitative research method was employed, focusing on describing or providing an overview of the subject under investigation using collected data. A questionnaire was administered to 35 employees to collect data for this study. Explanatory research was the type of research utilized. The findings indicate that high job satisfaction can enhance the performance of employees at PT Pos Indonesia Jombang Branch. Similarly, good organizational commitment can improve the performance of PT Pos Indonesia Jombang Branch employees. The management of PT Pos Indonesia Jombang Branch is advised to continue to increase job satisfaction and strengthen employee organizational commitment through employee development programs, improving the work environment, and adequate recognition and rewards. These steps can contribute to improving employee performance and achieving organizational goals more effectively.

Keywords: Employee Performance, Organizational Commitment, Job Satisfaction

1. INTRODUCTION

Employee job satisfaction is the amount of contentment or happiness experienced by workers in relation to their job. On the other hand, organizational commitment pertains to the degree of dedication or loyalty employees have towards the company they are employed in. Consequently, the research carried out on PT Pos Indonesia Jombang Branch employees is intended to explore the impact of job satisfaction and organizational commitment on employee performance within the organization. According to Wirawan (2009) in Wijaya et al (2018) an essential element that impacts the success of an organization is the performance of its employees. Two key factors, job satisfaction and organizational commitment, are thought to play a major role in determining employee performance. Job satisfaction pertains to the level of contentment or happiness experienced by employees in relation to their job and workplace.

According to Nugraha & Suryadi (2022) job satisfaction is the level of satisfaction or happiness felt by employees towards their work and work environment. The study's findings are expected to offer useful information for management in creating plans to enhance employee performance and reach organizational objectives with greater efficiency. According to Hendra (2020) Job satisfaction and organizational commitment are believed to play a crucial role in impacting employee performance within this situation. A study was carried out on employees working at the PT Pos Indonesia Jombang Branch to investigate the connection between job satisfaction, organizational

commitment, and employee performance in this specific setting (Kristine, (2017); Rosdiana et al., (2022)).

According to Nugraha & Istiqomah (2020) the post office was first established in the 5th century BC by Emperor Darius of the Persian Empire under the name “Angarium,” serving as a center for sending official letters and messages. In Ancient Rome, the postal system “Cursus Publicus” was established by Emperor Augustus in the 1st century AD with an extensive relay network. PT Pos Indonesia Jombang Branch was established as part of the larger PT Pos Indonesia network, with the consideration of providing postal services closer to the people in Jombang and its surroundings, as well as supporting business growth in the area.

According to Schermerhorn (2013) in Wibowo (2010), organizational commitment is an important factor affecting employee performance. The main objective of this research is to examine the impact of job satisfaction and organizational commitment on the performance of employees at the Jombang Branch of PT Pos Indonesia. The study also seeks to analyze the correlation between job satisfaction, organizational commitment, and employee performance within the same branch. By gaining a deeper insight into these variables, management at PT Pos Indonesia can take necessary measures to enhance both employee satisfaction and performance, leading to a more efficient achievement of organizational objectives (Hendri & Kirana, 2021).

The purpose of this study is to determine and explain whether there is an effect of job satisfaction on employee performance and the effect of organizational commitment on employee performance at PT Pos Indonesia Jombang Branch. This research is expected to be useful in the development of HRM science related to the effect of job satisfaction on employee performance and the effect of organizational commitment on employee performance at PT. Pos Indonesia Jombang Branch.

2. LITERATURE REVIEW

2.1. Job Satisfaction

Job satisfaction is “the positive or negative feelings generated by an individual's appraisal of his or her job or work experience.” This definition highlights that job satisfaction is not just about positive feelings, but can also include negative feelings that may arise from one's work experience. According to Robbins & Judge (2017) it can be concluded simply from the income of experts that the level of job satisfaction of each individual is different from one another, it can be said that it is individual because job satisfaction is seen from the results of human interaction with the work environment (Mangkunegara & Prabu, 2013). The level of job satisfaction can be known through indicators of job satisfaction. Sowmya and Panchanatam in Mekta & Siswanto (2017) put forward 5 indicators of job satisfaction as follows: 1) Salary and promotion, 2) Organizational aspects, 3) Supervisor Behavior, 4) Work and Working Conditions, and 5) Coworker Behavior.

2.2. Organizational Commitment

In an organization, one of the things that affects employee behavior is organizational commitment. Employees will try to involve themselves in advancing the company if they have organizational commitment. According to Mulyana (2017),

organizational commitment is a mental attitude that indicates an employee's allegiance to their organization.

Employee commitment to the organization is not only passive loyalty to the organization but employees also try to contribute to the achievement of organizational goals formed by the work environment with the process of employee self-development. In line with what is defined by Mowday in Jufriadi & Kusuma (2020), Organizational commitment is the extent to which an individual feels a strong connection and engagement with a particular organization or company. As stated by Mowday, et al in Mekta & Siswanto (2017) to measure organizational commitment can use four indicators as follows: 1) Intense longing to stay as a part of the group, 2) Desire to work hard at work, 3) Acceptance of organizational values, and 4) Acceptance of organizational goals.

2.3. Employee Performance

Performance is derived from the phrase job performance, referring to the actual work accomplishments achieved by an individual (Sari, 2015). Meanwhile, according to Bangun in Nugraha & Istiqomah (2020) Performance is the outcome of tasks carried out by individuals or staff members in compliance with the job requirements.

From several opinions that have been described, it can be inferred that performance relates to how successful a policy, program, or action has been in meeting the organization's goals, objectives, vision, and mission as set out in its strategic plan. Robbins & Coulter (2016) in Mekta & Siswanto (2017) suggests that “there are 5 (five) indicators in assessing employee performance in a company, including quality, quantity, timeliness, effectiveness, and independence”

2.4. Relationship between Variables

a. Correlation between Job Satisfaction and Employee Performance

Cardy & Lengnick-Hall (2011), links job satisfaction with employee performance as interrelated factors in human resource management. According to Cardy & Lengnick-Hall (2011), job satisfaction is an employee's positive evaluation of the work environment, compensation, career development, and involvement in decision making (Hasibuan, 2008).

b. The correlation between an employee's commitment to the organization and their overall performance

Organizational commitment serves as a key indicator for recognizing employee engagement within a company or organization. According to Allen & Meyer (1990), Mowday et al (1979) Developed an early conceptual model of organizational commitment. They link organizational commitment to factors such as job satisfaction, motivation, and employee retention.

2.5. Conceptual Framework

According to Sugiyono (2019) A conceptual framework is a theoretical connection between the variables being studied in research, specifically the relationship between the independent variable and the dependent variable, which will be observed or measured through a study. To understand it more easily, it can be seen systematically in the model below:

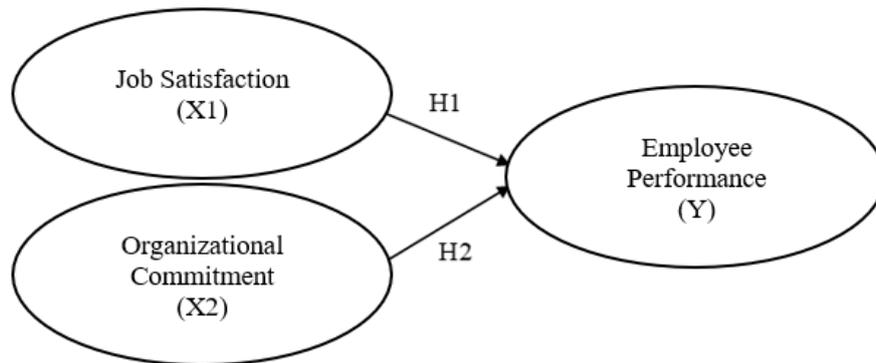


Figure 1. Conceptual Framework

H1: Employees' productivity could possibly be impacted by their level of job satisfaction.

H2: It is speculated that organisational commitment influences employee performance.

3. RESEARCH METHODS

The study utilized a quantitative methodology (Ghozali, 2016). In the opinion of Sugiyono (2019), the research is conducted using concrete data and focuses on numerical measurements which are analyzed using statistical tools. The data is collected and examined in relation to the research problem in order to draw conclusions. The research methodology used in this study is explanatory research, which aims to clarify the connection between research variables by testing hypotheses. Data analysis was conducted through multiple linear regression with the assistance of the SPSS software. The study population consisted of 35 employees from PT Pos Indonesia Jombang Branch.

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. Descriptive Characteristics of Respondents

The table presented below shows the demographics of the respondents including their age, highest level of education, and years of work experience as per the findings of the survey conducted using a questionnaire:

Table 1. Respondent Characteristics

No	Gender	Total	Percentage %
1	Male	20	57.1%
2	Female	15	42.9%
Total		35	100%
No	Age	Total	Percentage %
1	≤ 23 Year	24	68.8%
2	≥ 24 Year	11	31.4 %
Total		35	100%
No	Education	Total	Percentage %
1	High School	26	74.3%
2	Bachelor	9	25.7%

Total		35	100%
No	Length of Service	Total	Percentage %
1	≤ 2 Year	25	71.4 %
2	≥ 3 Year	10	28.6 %
Total		35	100%

Table 1 shows that the gender distribution was dominated by male respondents at 57.1% (20 people), while female respondents amounted to 42.9% (15 people). In terms of age, the majority of respondents were 23 years old and below, 68.8% (24 people), while those aged 24 years and above were 31.4% (11 people). Educational background shows that most respondents, 74.3% (26 people), have completed senior high school, while 25.7% (9 people) have a bachelor's degree. Finally, tenure shows that most respondents have been with the organization for 2 years or less, at 71.4% (25 people), and those who have worked for 3 years or more represent 28.6% (10 people).

4.1.2. Variable Frequency Answer Data

Table 2. Frequency of Variable Answers

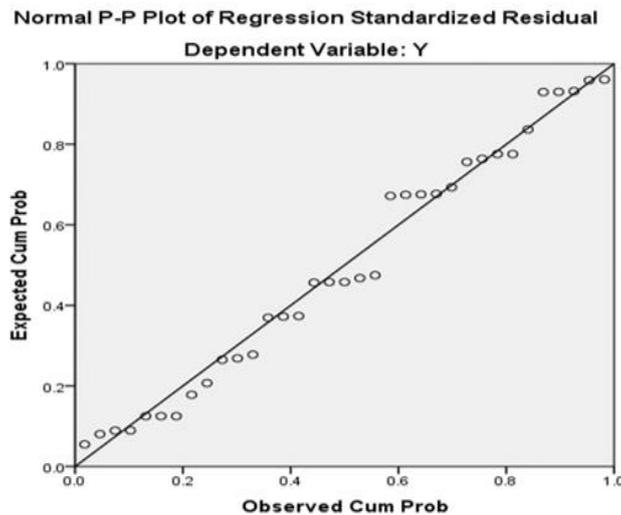
No	Variable	Mean	Category
1	Job Satisfaction	3,57	High
2	Organizational Commitment	3,73	High
3	Employee Performance	3,59	High

Table 2 shows that the mean score for job satisfaction was 3.57, which falls into the high category, indicating that the respondents were generally satisfied with their jobs. Organizational commitment had a slightly higher mean score of 3.73, also in the high category, indicating a strong level of dedication and loyalty among the employees towards the organization. Similarly, the mean score for employee performance was 3.59, categorized as high, reflecting high levels of performance among the employees. These results indicate that employees exhibit high levels of job satisfaction, organizational commitment, and performance, which are important factors for the overall success and productivity of the organization.

4.1.3. Classical Assumption Test

a. Normality Test

According to the diagram depicted above, it reveals that the data distribution is wide and aligns with the diagonal line. The normality of residuals can be determined by examining the significance value. Residuals are considered normally distributed if the significance value is greater than 0.05; conversely, if the significance value is less than 0.05, then the residuals are not normally distributed.

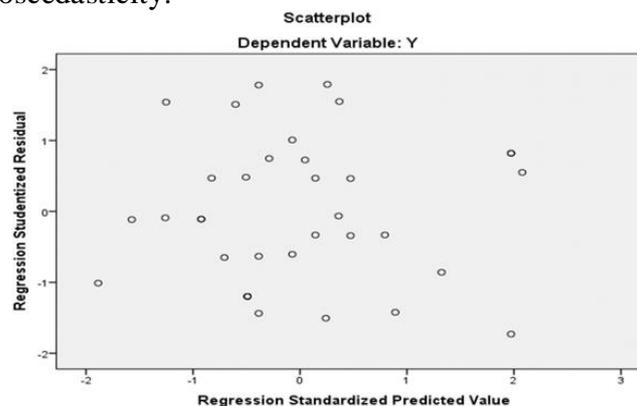


Source: Data processed by SPSS researcher 2024

Figure 2. Normality Test Kolmogorov-Smirnov Test

b. Heteroscedasticity Test

The image does not reveal a distinct pattern in the data distribution, with points spreading both above and below the number 0. This observation indicates the absence of any signs of Heteroscedasticity.



Source: Data processed by SPSS researcher 2024

Figure 3. Heteroscedasticity Test Results

c. Autocorrelation Test

Table 3. Autocorrelation Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.928 ^a	.761	.752	1.27303	1.710

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Data processed by SPSS researcher 2024

According to table 3, it is evident that the DW value is 2.168 with a significance level of 0.05. The sample size (n) is 35, there are 2 independent variables (k = 2), the Lower Limit (dL) value is 1.2553, and the Upper Limit (dU) value is 1.5838. Hence, the DW value falls within the range of $1.5838 < 1.710 < 2.4162$. Consequently, it can be inferred that the regression model under study lacks autocorrelation.

d. Multicollinearity Test

Table 4. Multicollinearity Test Results
Coefficients^a

	Model	Collinearity Statistics	
		Tolerance	VIF
1	Job Satisfaction	.484	2.067
	Organizational Commitment	.484	2.067

a. Dependent Variable: Y

Source: Data processed by SPSS researcher 2024

According to the information presented in Table 4, the tolerance value for both variables is 0.484, which is greater than 0.10, and the VIF for both variables is 2.067, which is less than 10. Therefore, we can infer that there is no multicollinearity present in the two independent variables in this research.

4.1.4. Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.301	1.258		1.034	.309
Job Satisfaction	.665	.088	.719	7.591	.000
Organizational Commitment	.321	.115	.265	2.792	.009

a. Dependent Variable: Y

Source: Data processed by SPSS researcher 2024

Based on the table above, the multiple linear regression equation can be the results of the analysis can be concluded as follows:

$$Y = 1,301 + 0,665 X1 + 0,321 X2$$

The analysis results can be summarized in this way: the constant value observed is 1.301. This value suggests that if there is no change in X1 (Job satisfaction) and X2 (Organizational Commitment), the Turnover Intention will be 1.301.

- a. Value of Job Satisfaction (X1) = 0.665
This demonstrates a one-way relationship where job satisfaction (X1) positively impacts employee performance (Y). This finding suggests that the better the job satisfaction of employees, the better their performance will be.
- b. Organizational Commitment (X2) = 0.321
This demonstrates a one-way connection where Organizational Commitment (X2) positively influences Employee Performance (Y). Specifically, if the Organizational Commitment offered by the company aligns with the employees' desires, then Employee Performance is likely to improve.

4.1.5. Hypothesis Test

a. T-test (Partial Test)

Tabl6 6. Partial Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.301	1.258		1.034	.309
	Job Satisfaction	.665	.088	.719	7.591	.000
	Organizational Commitment	.321	.115	.265	2.792	.009

a. Dependent Variable: Y

Source: Data processed by SPSS researcher 2024

The outcomes of hypothesis testing utilizing the t test to analyze the impact of independent variables (job satisfaction and organizational commitment) on the dependent variable (employee performance) at PT Pos Indonesia Jombang Branch are displayed in Table 6.

- a) Testing the initial hypothesis (H1): The satisfaction variables related to job have a positive and noteworthy impact on the performance of employees at PT Pos Indonesia Jombang Branch. The regression coefficient of 0.665 suggests that for every one-unit surge in job satisfaction, the employee performance is likely to increase by 0.665 units. With a t value of 7.591 and a significance level of 0.000 ($p < 0.05$), it shows that this impact is indeed positive and noteworthy. Consequently, the first hypothesis (H1) is supported.
- b) Second Hypothesis Testing (H2) pertains to the impact of Organizational Commitment Variable on Employee Performance at PT Pos Indonesia Jombang Branch. The regression coefficient of 0.321 suggests that for every additional unit of organizational commitment, there is a corresponding increase of 0.321 units in employee performance. With a t value of 2.792 and significance level of 0.009 ($p < 0.05$), it is evident that this relationship is both positive and significant. As a result, the second hypothesis (H2) is valid and accepted.

b. Test the coefficient of Determination (R^2)

**Table 7. Test Results of the Coefficient of Determination (R^2)
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928 ^a	.761	.752	1.27303

a. Predictors: (Constant), X2, X1

Source: Data processed by SPSS researcher 2024

Table 7 displays that the R Square (R^2) achieved is 0.752, equivalent to 75.2%. This indicates that the combined impact of job satisfaction and organizational commitment accounts for 75.2% of the variance in employee performance, with the remaining 24.8% being influenced by external factors such as workload, work stress, and organizational culture (Surya, 2022).

4.2. Discussion

4.2.1. The Effect of Job Satisfaction on Employee Performance at PT Pos Indonesia (Jombang Branch)

According to the findings of the study, having high job satisfaction has a notable influence on the performance of employees at PT Pos Indonesia (Jombang Branch). The analysis reveals that the average score for employee performance is 3.57, indicating a "high" categorization. This indicates that in general, employees at this branch have good performance. Furthermore, of the various performance indicators measured, the highest indicator was "Employees get a good organization at PT Pos Indonesia." Employees at PT Pos Indonesia have a positive perception of the organization. Those who view the organizational structure positively typically make a greater contribution to the company's overall performance. A good organization here includes various aspects, such as effective management, clear communication, and adequate support for employees in carrying out their tasks.

The research also shows that job satisfaction greatly impacts employee performance, as shown by a regression coefficient of 0.665 with a significance level of 0.000. This suggests that higher job satisfaction leads to better employee performance. Workers who are happy with their jobs are typically more driven, dedicated, and efficient. They are also more likely to stay with the company, reduce turnover rates, and increase organizational stability. In addition, high job satisfaction is often associated with feeling valued and recognized by management, a positive work environment, career development opportunities, and a good work-life balance. All these factors contribute to employee well-being, which in turn encourages them to work more efficiently and effectively (Arda, 2017).

4.1.2. The Effect of Organizational Commitment on Employee Performance at PT. Pos Indonesia (Jombang Branch)

At PT Pos Indonesia (Jombang Branch), a strong dedication to the organization leads to improved employee performance. Analysis findings reveal that employees in this branch have high levels of organizational commitment, with an average score of 3.73, classified as "high." The top-performing indicator is number 1, with a score of 3.89. This indicator illustrates that employees do their work wholeheartedly and consider the company a good place to work. This means that employees feel bound and dedicated, and work sincerely for the progress of PT Pos Indonesia. In other words, strong commitment makes employees more motivated and passionate in their work, which in turn improves their performance at the company.

Employee performance was positively impacted by organizational commitment, although the impact was not as strong as that of job satisfaction. The regression coefficient for organizational commitment was 0.321, which was statistically significant at the 0.009 level. This suggests that in addition to job satisfaction, employees' sense of commitment to the organization is also important in determining their performance. Workers who have a strong emotional connection to their company often exhibit higher levels of performance, driven by their desire to play a role in the organization's achievements.

5. CONCLUSION

The conclusions of this study are as follows. First, job satisfaction contributes in accordance with company expectations to the performance of PT Pos Indonesia Jombang Branch employees. Good job satisfaction will improve employee performance well at PT Pos Indonesia Jombang Branch. Second, organizational commitment also contributes in accordance with company expectations to the performance of PT Pos Indonesia Jombang Branch employees. Good organizational commitment will improve employee performance well at PT Pos Indonesia Jombang Branch.

Suggestions for improving employee performance are as follows. First, employees must be able to complete the specified amount of work at the beginning of time at PT Pos Indonesia Jombang Branch. Second, to increase job satisfaction, the company must match employees' salaries with their work and ensure good coworker behavior at PT Pos Indonesia Jombang Branch. Third, to increase organizational commitment, employees must be encouraged to work hard so that company goals are achieved at PT Pos Indonesia Jombang Branch. Finally, future research can develop other variables such as workload, work stress, work motivation, and work ability.

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