# THE INFLUENCE OF ORGANIZATIONAL COMMITMENT, ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE: A LITERATURE STUDY

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*Abstract*

*Performance as a company benchmark to increase its profitability. This study aims to determine the effect of organizational commitment, organizational culture and job satisfaction on employee performance. This research uses a literature study method with a qualitative approach. The research used secondary data, which totaled 20 journals with a period of 2018-2023. The results of the research show that a measure of employee commitment to the organization and vice versa will create a good organizational atmosphere. Organizational commitment can be viewed from a behavioral perspective, where commitment is characterized by consistent patterns of behavior. The higher an employee's level of organizational commitment to the organization, the more likely they are to demonstrate improved performance. Organizational culture plays a significant role in coordinating job-related matters and minimizing the occurrence of errors within the organization. For employees, a supportive organizational culture can contribute to the achievement of their individual goals, as it serves as an internal mechanism for aligning the company's operations with the employees. Consequently, a positive organizational culture fosters adaptation and enhances employee performance. Job satisfaction also holds considerable influence over various aspects of work, particularly in relation to improving job performance. An increase in job satisfaction tends to be accompanied by improved performance. These three variables namely, organizational commitment, organizational culture, and job satisfaction have been empirically proven to exert a significant impact on employee performance.*

*Keywords: Commitment, Culture, Employees, Performance, Satisfaction*

## 1. INTRODUCTION

The introduction briefly explains the research background, research gaps, and research objectives at the end of the introduction. The introduction should be written efficiently and supported by relevant references.

Companies require human resources that play a crucial role in achieving company goals. These individuals are directly involved in enhancing the organization's quality to fulfill the company's objectives. The workplace is characterized by uncertainty and frequent changes, resulting in a high level of complexity. Therefore, the organization needs adaptable human resources who can work under any conditions to attain company goals (Kharisma et al., 2019).

Employee performance significantly impacts the profitability and development of an organization, as employees are fundamental to all activities within the organization. Performance is a key factor in determining company productivity (Putra et al., 2019). Consequently, it is essential for organizations to achieve and maintain improved employee performance in order to fulfill their primary objectives, gain a competitive advantage, and ensure sustainable growth (Muardi et al., 2022). Evaluating declining employee performance is crucial for identifying areas for improvement, such as enhancing organizational commitment, fostering a positive work culture, prioritizing

employee job satisfaction, and promoting employee loyalty in carrying out core tasks and functions with optimal professionalism (Putriana et al., 2019).

Each employee in the organization must exhibit a strong commitment to achieving the organization's mission, vision, and goals. Organizational commitment, a relevant concept for analyzing improvements in employee performance (Kawiana, 2018), is defined as employees' psychological attachment to their organization (Cesário & Chambel, 2017). Committed individuals possess a sense of organizational identity, work diligently, exhibit loyalty, and maintain a positive attitude toward their organization (Soomro, 2019).

Apart from organizational commitment, establishing a strong organizational culture is crucial for maintaining a competitive position in the market. An effective organizational culture provides support and facilitates continuous improvement. The existing organizational culture should serve as the foundation for the organization's development, symbolizing its values, beliefs, symbols, and rules that bind all members in pursuit of organizational goals.

Furthermore, employee job satisfaction is a vital aspect of improving employee performance. Job satisfaction is closely related to an employee's ability to apply their knowledge and skills effectively in their role (Hamsal, 2021)It is influenced by personal interpretations, as individuals may experience satisfaction differently. Consequently, individuals with high job satisfaction are expected to utilize their abilities and energy optimally to achieve their tasks, thereby enhancing overall organizational performance.

Numerous studies have demonstrated a positive correlation between employee satisfaction and performance (Panagiotakopoulos, 2013; Tarigan et al., 2022). However, limited research has explored the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee performance (Obeng & Ugboro, 2003; Panagiotakopoulos, 2013). Based on the aforementioned points, this study aims to investigate the effects of organizational commitment, work culture, and job satisfaction on employee performance.

## 2. LITERATURE REVIEW
### 2.1. Organizational Commitment

Organizational commitment refers to the extent to which employees feel a strong sense of unity with their organization (Syabarrudin et al., 2020). It encompasses employees aligning themselves with the organization's objectives and having the intention to maintain their membership within the company. Essentially, organizational commitment involves employees demonstrating a strong willingness to contribute to the company and make sacrifices for its success (Kuswati, 2018). Having employees with high levels of organizational commitment is vital for a company's growth and prosperity. Such commitment enables employees to remain dedicated, enhance the quality of services and products they deliver, and ultimately benefit the organization (Briggs et al., 2022; Mahalingam & Suresh, 2018). It is worth noting that commitment between employees and the company, as well as the company's commitment to its employees, plays a significant role in fostering a professional work environment (Kawiana, 2018). Organizational commitment is approached from a behavioral perspective, viewing commitment as a consistent pattern of behavior.

## 2.2. Organizational culture

Culture serves as the foundation for carrying out organizational activities (Andi et al., 2019). Robin and Judge assert that culture should be embraced by all members of the organization, distinguishing one organization from another. In this context, culture encompasses how individuals behave within the organization. The beliefs, norms, and values within the culture provide fundamental guidelines for all members to guide their performance (Satisfaction, 2020).

## 2.3. Job satisfaction

Employee job satisfaction plays a critical role in unlocking employees' highest potential and fostering their optimal performance. Job satisfaction can be defined as a positive emotional response that arises when employees perceive that their work aligns with the core values of their job (Anggarwati & Eliyana, 2015). This perspective is supported by Pila-Ngarm & Siengthai (2017), who assert that job satisfaction is a measure of an individual's experience at work in terms of positive emotions and enjoyment (Locke, 1969), as well as their feelings and preferences in the workplace. Moreover, Inuwa (2016) suggests that job satisfaction reflects the degree of congruence between actual rewards and benefits and an individual's optimistic outlook. In summary, job satisfaction plays a pivotal role in motivating and empowering employees to perform their best. When employees experience job satisfaction, they are more likely to be engaged, productive, and committed to their work, ultimately benefiting both the individual and the organization.

## 2.4. Employee performance

Performance is influenced by various factors, particularly in the context of technological advancements and the evolving times. Employee performance is defined as the ability or measurement of employees in fulfilling their responsibilities to achieve organizational goals (Kharisma et al., 2019). It also refers to the organization's expectations of accomplishing objectives in accordance with established regulations. Thus, the success of an organization heavily relies on employee performance (Hajiali et al., 2022).
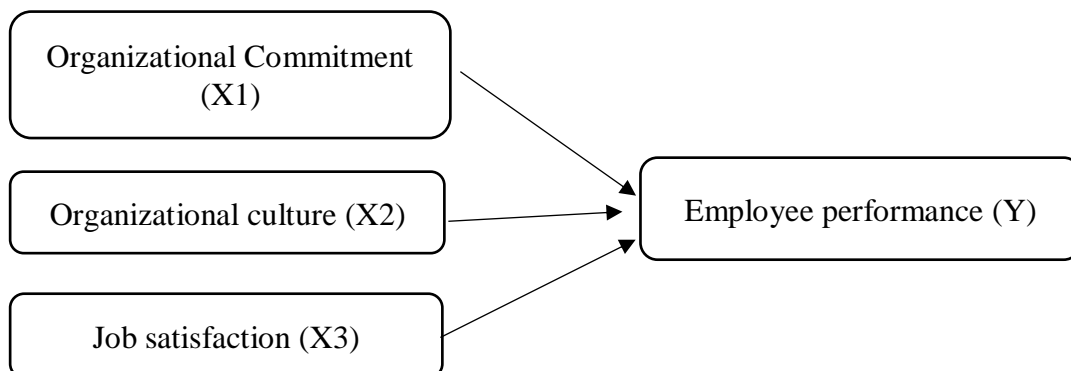
## 2.5. Theoretical Framework



**Figure 1. Research Model**

## 3. RESEARCH METHODS

The research conducted by the researchers follows a systematic review concept using a qualitative approach. The study involved summarizing and drawing conclusions from various relevant research results and conclusions aligned with the objectives of this study. The search was performed on March 15, 2023, using electronic databases including Science Direct, Emerald Insight, ProQuest, Elsevier, Scopus, ResearchGate, and Google Scholar. These databases contain a wide range of research findings, including studies in the field of psychology and research relevant to the study's topic.

Based on the search conducted by the researchers, a careful analysis was carried out by reviewing the title, abstract, and conclusion of each article to determine the extent to which the research aligns with the desired criteria. The criteria for selecting research articles were as follows: 1) articles discussing job satisfaction among employees, 2) articles examining the impact of organizational commitment, organizational culture, and job satisfaction on employee performance, and 3) articles presenting the findings of conducted research. Following these criteria, the researchers identified a total of 25 relevant research articles. Subsequently, a selection was made, resulting in 20 research articles that could be used as references for the review.

In this study, the researchers performed identification, comprehension, evaluation, and interpretation of the results presented in the previously selected research articles on work stress among employees (Wahdaniyah & Miftahuddin, 2019). The aim of this research implementation is to identify factors that can influence employee performance. The researchers conducted a review and summarized the selected research articles, including information such as publication year, researcher names, sample sizes, measurement instrument applications, and study results. Based on these findings, the researchers will draw conclusions related to theories and factors that can contribute to influencing employee performance.

## 4. RESULTS AND DISCUSSION

### 4.1. The Effect of Organizational Commitment on Employee Performance

Committed employees possess an organizational identity and demonstrate a serious work ethic, job loyalty, and a positive attitude towards their organization. These employees are known to exhibit behaviors that contribute to the organization's goal achievement and display a long-term commitment to the organization, confirming the relationship between organizational commitment and performance (Info et al., 2021). Additionally, organizational commitment may enhance knowledge sharing by improving individuals' perception of their organization (Hariyanto et al., 2021).

Organizational commitment signifies employees aligning themselves with a specific organization and its goals, as well as their intention to maintain their membership within the company. In other words, organizational commitment reflects employees' strong desire to contribute and make sacrifices for the company. Such employees demonstrate a higher level of commitment, engagement, and are more likely to deliver higher levels of performance (Cesário & Chambel, 2017). Furthermore, organizational commitment is considered a critical predictor of organizational effectiveness and a strong driver of individual work achievement and high performance, according to this study.

Kawiana (2018) emphasizes the importance of "commitment between the company and its employees, as well as between employees and the company, in creating a

professional work climate." Organizational commitment is viewed from a behavioral perspective, wherein commitment is defined as a consistent pattern of behavior. Therefore, higher employee commitment to the organization can improve employee performance (Kawiana, 2018). Consequently, higher commitment to one's duties leads to increased employee performance and higher performance evaluations (Gultom et al., 2018).

Numerous studies have established a positive and significant relationship between organizational commitment and performance. Higher levels of organizational commitment indicate a greater effort by employees and a willingness to fulfill agreed-upon goals. Taurisa and Ratnawati (2012) also acknowledge the link between organizational commitment and employee performance.

## 4.2. The Effect of Organizational Culture on Employee Performance

Organizational culture pertains to how employees perceive the cultural characteristics of their organization, regardless of personal preferences. It is a descriptive term that needs to be developed to provide support and foster continuous improvement within the organization. The existing organizational culture should serve as the foundation for the organization's development, symbolizing various aspects of the organization. This culture typically guides members' behavior in alignment with its principles. Culture is also associated with how work is accomplished, encompassing values, beliefs, symbols, and rules that bind all members of the organization in pursuit of organizational goals (Alvi, 2019). All members of the organization must embrace this culture, differentiating one organization from another. Culture encompasses everything related to behavior within an organization, with beliefs, norms, and values serving as fundamental guidelines for members' performance (Prasetiyo et al., 2020).

According to Aktas et al. (2011), "culture represents values, norms, beliefs, and attitudes that influence or determine an individual's organizational behavior." Many others have defined it as "ideologies, shared philosophies, values, beliefs, assumptions, expectations, behaviors, and norms that bind organizations together" (Nusari et al., 2018). Setiawan et al. (2018) states that different cultural backgrounds within a company can impact employee performance. A strong corporate culture indicates that employees share the same way of thinking and possess similar ethical beliefs and values as their colleagues in the company.

When these ethical beliefs and values align with business goals, they facilitate effective team building, fostering rapport and trust. This, in turn, leads to better job evaluation and ultimately improves employee performance. Rantesalu et al. (2016) emphasize that organizational culture serves as a tool to unite individuals engaged in collective activities, often described through habitual characteristics that influence the group's environment (Supriyadi, 2019). Therefore, organizational culture acts as a social glue for organizational members.

Additionally, Dhingra & Punia (2016) argue that "organizational culture can enhance employee performance when its supportive elements are well understood." Schneider et al. (1996) observed the role of culture in sustaining, maintaining, and improving employee performance within organizations. Their study revealed that organizational culture facilitates task coordination and minimizes inefficiencies in resource utilization.

Organizational culture provides employees with the necessary support to achieve their individual goals, as it serves as internal coordination and integration between the company's operations and its employees (Kenedi et al., 2018). A positive culture within an organization supports the adaptation and improvement of employee performance by shaping, motivating, and channeling their behavior towards achieving company goals (Suparta & Ardana, 2019).

### 4.3. The Effect of Job Satisfaction on Employee Performance

Individuals, groups, and organizations are composed of unique individuals who bring their own perspectives and experiences to the table. As a result, it is natural for different individuals to encounter diverse situations and hold varying perceptions based on their personal outlooks. In instances where some individuals express dissatisfaction, it serves as an indication of disruption or acceptance of their perceived sense of discontentment. Scholars have provided several definitions of job satisfaction, shedding light on its nature as an affective or emotional response to various aspects of work (Kreitner et al., 1989) or as a collection of employees' feelings regarding their level of enjoyment in their job (Davis & Newstrom, 1985). These definitions emphasize the subjective nature of job satisfaction, recognizing that individuals' feelings and experiences in their work environment can greatly influence their overall satisfaction.

According to Robbins & Judge (2013), job satisfaction is an attitude that individuals have towards work. It encompasses various elements such as job descriptions, coworkers, superiors, work culture, and the rewards associated with the job. Job satisfaction is also considered a pleasant feeling resulting from the perception that work fulfills important job values, and it represents an attitude or emotional response to various aspects of work.

Achieving employee performance is a challenge for both management and employees individually. In this case, motivation is needed to encourage employees to achieve higher work performance, which in turn leads to job satisfaction. This satisfaction significantly impacts not only employee performance but all aspects of the company. Therefore, employees should first achieve job satisfaction in order to attain higher levels of performance.

Setiawan et al. (2018) explain that "job satisfaction reflects the feelings of workers while working in a company, and it is highly dependent on individual employees' conditions because each individual has different aspects when assessing their level of job satisfaction." This is supported by research conducted by Bhatti et al. (2014), which reveals a positive relationship between job satisfaction and improved employee performance.

Job satisfaction indicates the level of optimism aligned with real rewards and benefits (Inuwa, 2016). Previous studies state that "employees with high levels of job dissatisfaction tend to exhibit undesirable attitudes in the workplace, which, in turn, reduces their performance capabilities and negatively impacts the work environment" (Ezeanyim & Ufoaroh, 2019; Shaikh et al., 2019). Therefore, it is crucial for employees to experience high job satisfaction in order to improve their performance, ultimately affecting the organization's main objectives ((Habib et al., 2018); (Paramita et al., 2020)).

## 5. CONCLUSION

Employee performance plays a crucial role in determining the profitability and development of an organization, as employees are the primary drivers of every activity within the organization. This performance is a key factor in the company's productivity. Therefore, it is essential for organizations to achieve and maintain improved employee performance in order to fulfill the organization's main objectives, gain a competitive advantage, and ensure sustainable growth. Understanding the factors that contribute to declining employee performance is important for identifying areas of improvement. This can be achieved by increasing organizational commitment, fostering a comfortable work culture, prioritizing employee job satisfaction, and promoting employee loyalty in carrying out their core duties and responsibilities with professionalism.

A high level of commitment, both from employees towards the organization and vice versa, creates a positive organizational atmosphere. Organizational commitment is reflected in consistent patterns of behavior, and the greater the employee's commitment to the organization, the better their performance tends to be. Organizational culture plays a vital role in coordinating job responsibilities and minimizing the likelihood of errors in all organizational activities. Employees who align with the organizational culture are better equipped to achieve their individual goals, as the culture serves as a means of internal coordination and integration between the company's operations and its employees. A positive organizational culture supports employee performance adaptation and improvement. Job satisfaction has a significant impact on various aspects of the workplace, particularly in enhancing work performance. When job satisfaction increases, it tends to be accompanied by improved performance. These three variables—organizational commitment, organizational culture, and job satisfaction—have been consistently shown to influence employee performance in previous relevant studies.

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