

The Influence of Job Satisfaction on Job Performance is Mediated by Organizational Commitment

Ajeng Purnama Sari¹, Janah Sojanah²

^{1,2}Universitas Pendidikan Indonesia

Jl. Setiabudhi No 229 Bandung

ajengpurnamasari@upi.edu

Abstract– Human resources are one of the important factors in an organization or company, in addition to other factors such as assets and capital. Every organization and company will always try to improve the performance of its employees to achieve company goals. Performance is often a problem that arises among employees. The design used in this research is a cross sectional method. This type of research uses a verification method with an explanatory survey. The sampling technique used is a probability sampling technique using sampling of 100 respondents by distributing questionnaires. The data analysis technique used is Partial Least Squares (PLS) with the computer software tool SmartPLS version 4.0. Based on the research results, it can be seen that there is an influence of job satisfaction on employee performance mediated by organizational commitment.

Keywords: job satisfaction, job performance; organizational commitment.

I. INTRODUCTION

Human resources are one of the important factors in an organization or company, in addition to other factors such as assets and capital. Human resources must be managed well to increase organizational effectiveness and efficiency, as one of the functions in a company known as human resource management. Therefore, employees are the key to determining the company's success. Every organization and company will always try to improve the performance of its employees to achieve company goals. Performance is often a problem that arises among employees. Getting high employee performance for an organization is not easy because it requires many factors that the employee must contribute to the organization. Apart from being required to have knowledge, skills and abilities, every employee must also have experience, motivation, discipline and high work enthusiasm. So if the performance of the company's employees is good, the company's performance will also increase, which will lead to achieving the company's goals. The company's success is assessed by the company's success in achieving company goals. The success of a company is influenced by employee performance. The performance of an employee in an organization has an important role in carrying out company activities so that it can develop and maintain the company's survival [1]. Performance is the result of work that has a strong relationship with the organization's strategic goals [2]. Organizational goals will not be achieved when

employees do not do their work optimally, which will cause problems with employee performance. The employee's performance will have an impact on organizational performance which can ultimately hinder the realization of organizational goals. Good performance in employees is needed in an effort to realize organizational goals optimally [3].

The problem of achieving suboptimal performance was experienced by one of the companies in Jakarta which shows fluctuating performance with the average category needing to be improved but the condition is still categorized as not optimal and needs to be improved because the target is still low or does not reach the target as expected by the company. The company really hopes for a good performance achievement from each of its employees, so that it can create satisfaction both from the company, employees, and satisfaction from consumers. The company will always strive to improve the performance of its employees in the hope that the company's goals can be achieved. Without work performance or a high level of employee performance, it results in work being completed poorly by employees. Likewise, companies expect their employees' performance to be at a high level.

This performance issue is important because it is one of the factors that influences the success of a company. Good performance will result in high productivity, customer satisfaction and increased profits. On the other hand, poor performance can cause



various problems, such as reduced productivity, increased costs, and lost customers. Organizational goals will not be achieved when employees do not do their work optimally, which will cause problems with employee performance. The employee's performance will have an impact on organizational performance which can ultimately hinder the realization of organizational goals. Good performance in employees is needed in an effort to realize organizational goals optimally [3].

There are several factors that influence the formation of performance including individual factors, organizational factors, and psychological factors consisting of perception, attitude, personality, learning and motivation [4]. According to partner model-lawyer, performance can be influenced by factors regarding expectations regarding rewards, encouragement, abilities, needs and characteristics, perceptions of tasks, internal and external rewards, as well as perceptions of the level of rewards and job satisfaction [5]. Job satisfaction is one of the factors that influences performance. Employee Those who feel satisfied will perform better. Apart from that, [6] added that job satisfaction has a direct impact on important aspects of employees in the form of commitment, productivity and performance. Job satisfaction and organizational commitment are important things in organizations, especially in the service sector that works to serve customers.

Commitment is an important instrument for improving organizational performance. Through their research, [6] proved that organizational commitment has a positive effect on employee performance. Apart from that, [7] also found a positive influence between organizational commitment and performance. High levels of employee commitment and performance can be encouraged through employee engagement [8]. Then job satisfaction will lead to productivity, high quality and high commitment in the organization. The more an individual feels satisfied with their work as a reflection of their workplace, the more committed the individual will be to their work, more motivated to be present in the organization, and try to work as well as possible, be loyal, more stable and productive so that it is more profitable for the organization[9].

In this research, the author uses two factors that influence employee performance, namely job satisfaction and organizational commitment. The purpose of this research is to obtain findings regarding the influence of job satisfaction on employee performance mediated by organizational commitment.

II. LITERATURE REVIEW

Job Satisfaction

Job satisfaction is the result of employees' perceptions of how well the work they do [10]. Job satisfaction can describe the feelings of employees, whether in the form of positive or negative feelings. Someone with a high level of job satisfaction has positive feelings about their job, while someone who is dissatisfied has negative feelings about their job. When individuals talk about employee attitudes, what they often mean is job satisfaction [11]. In fact, the two are often used in reverse [12]. Job satisfaction is considered as something that precedes an individual's intention to leave [13]. Job satisfaction is a general attitude towards one's work, which shows the difference between the amount of reward workers receive and the amount they believe they should receive[14]. Job satisfaction reflects the extent to which people find satisfaction or satisfaction in their work [14]. A collection of various aspects of job attitudes and represents a general attitude called job satisfaction [15]about work resulting from an evaluation of its characteristics [16].

Five dimensions have been identified to measure job satisfaction, namely:

1. The Work Itself. The extent to which the job provides interesting work, opportunities to learn, and opportunities to assume responsibility.
2. Pay. Providing acceptable financial remuneration and levels deemed fair within the organization.
3. Promotion Opportunities. Possibilities for advancement within the organization.
4. Supervision. Supervisor's ability to provide technical support and assistance.
5. Co-workers. Fellow workers who are at the same level in terms of technical ability and social support [8].

Organizational Commitment

Organizational commitment is a situation where an employee supports a particular organization and its goals and desires to maintain membership in that organization [11]. Commitment can be defined as an explicit or implicit guarantee and promise of the continuity of the relationship between partners in an exchange. Furthermore, membership commitment can generally be defined as the level of psychological involvement of members in a particular organization [17]. Work commitment can be defined as the degree of relationship an individual views himself with his work in a particular organization [17]. Various definitions explain organizational commitment,



organizational commitment is a person's strong recognition and involvement in a particular organization [18].

The three dimensions of organizational commitment are:

1. Affective Commitment is represents emotional feelings for the organization and belief in its values. For example, a Pecto employee may have an active commitment to his company because of his involvement with animals.
2. Continuance Commitment is the perceived economic value of remaining in an organization when compared to leaving that organization. An employee may be committed to an employer because he is well paid and feels that leaving the company would destroy his family.
3. Normative Commitment is an obligation to remain in an organization for moral or ethical reasons. For example, an employee who spearheads a new initiative may stay with an employer because he feels he is "leaving someone in a tough spot" if he leaves.

Job Performance

Performance is the result obtained from work that has a strong relationship with the organization's strategic goals, customer satisfaction, and provides economic contributions [19], [20]. The results or overall level of success of a person when carrying out a task is compared with various possibilities in a job that have been determined and agreed upon previously, which can be in the form of standard work results, targets or goals, or Job criteria during a certain period can be defined as performance [21]. Employee performance can measure how much or how much employees contribute to the organization [21].

Indicators of the job performance variable have been extensively conceptualized in the literature as multidimensional constructs that encompass both task-related outputs and extra-role behaviors. Performance can be broadly divided into task performance—the successful execution of core job duties—and contextual performance, which includes discretionary behaviors that contribute to organizational effectiveness [22]; . Job knowledge, quality and quantity of work, initiative, creativity, and personal development are common task performance indicators [23]. These indicators provide quantitative assessments (e.g., work output measures) as well as qualitative insights into how employees fulfill role expectations [22];

Performance is often interpreted as the result of work or work performance, but actually performance has a broader meaning, not only in the form of results but including how the process of a job takes place. As the following definition explains, performance is a management or organizational process as a whole achieved by an employee or the results of an employee's work that can be measured and shown concrete evidence can also be defined as performance [24]. Based on this, work performance or achievement is the result achieved by a person according to applicable standards, within a certain period of time, regarding work as well as behavior and actions [25]. Employee performance can be measured through the 6 categories:

1. Quality. It is the level at which the results of the activities that have been carried out are close to perfection or meet previously expected goals
2. Quantity. In the form of The amount produced from an activity can be expressed in various terms, for example in a number of units and in the number of activity cycles completed
3. Timeless. It is the level of time an activity is completed or the extent to which an activity is carried out at the desired initial time, which can be seen from coordination with output as well as the time available to carry out other activities
4. Cost Effectiveness. It is the level of use of organizational resources in the form of human, financial, technological or material that can be maximized with the aim of increasing profits or reducing losses from each unit of resource use.
5. Need for Supervision. This is the level at which an employee can carry out his work functions without asking for help, supervision, guidance from a supervisor or asking for the supervisor's intervention to avoid undesirable actions that result in losses.
6. Interpersonal Impact. In the form of the level at which employees have a work commitment to employees and employee responsibilities towards the company, characterized by the employee's willingness to maintain self-esteem, good name, and cooperation between colleagues, superiors and subordinates [26].

III. RESEARCH METHODS

This research analyzes the influence of job satisfaction on employee performance mediated by organizational commitment. The research object as an independent variable is job satisfaction (X) with dimensions the work itself, pay, promotion



opportunities, supervisory, and co-workers and organizational commitment (M) which consists of the dimensions of affective commitment, continuance commitment and normative commitment. The research problem which is the dependent variable is performance (Y) as the dependent variable (dependent) with dimensions consisting of quality, quantity, timelessness, cost effectiveness, need for supervision, and interpersonal impact.

This research was conducted at a company in Jakarta on 100 employees. The research method used is a cross sectional method with descriptive and verification research types. Based on this type of research, the method used in this research is an explanatory survey which aims to test the hypothesis between one variable and another variable. The data collection techniques used were literature study, questionnaires, observation and interviews. The data analysis technique used is Partial Least Squares (PLS) to explain whether or not there is a relationship between latent variables, using the SmartPLS version 4.0 computer software program.

IV. RESULT AND DISCUSSION

This test was carried out to see the effect of job satisfaction on employee performance mediated by organizational commitment. To test the truth regarding the influence of job satisfaction on employee performance mediated by organizational commitment, calculations will be carried out using PLS analysis (Partial Least Squares) with the help of software SmartPLS 4.0.

Measurement Model Evaluation (Outer Model)

Measurement model (Outer Model) is a model that connects latent variables with manifest variables. Outer model analysis was carried out to test the construct validity and reliability of the research instrument. This research contains 3 latent variables with 14 manifest variables. The latent variable influencing job satisfaction consists of 5 manifest variables, organizational commitment consists of 3 manifest variables, and employee performance consists of 6 manifest variables.

Three criteria for assessing the outer model, namely Convergent Validity, Discriminant Validity, And Composite Reliability. Construct validity shows how well the results obtained from a measure match the theories used to define a construct [27]. A strong correlation between the construct and the question items and a weak correlation with other variables is one way to test construct validity. Construct validity

consists of convergent validity and discriminant validity. Meanwhile, reliability testing of a construct is carried out to prove the consistency and accuracy of the instrument in measuring the construct.

Convergent Validity Test

Convergent validity used to measure how much the existing indicators can explain the latent variable, meaning the bigger it is convergent validity the greater the indicator's ability to apply the latent variable.

Table 1. Markouter Loading

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)
JS1 <- JS (X)	0.756	0.752	0.069	10.980
JS2 <- JS (X)	0.782	0.784	0.050	15.714
JS3 <- JS (X)	0.802	0.798	0.055	14.542
JS4 <- JS (X)	0.721	0.717	0.060	11.969
JS5 <- JS (X)	0.805	0.802	0.048	16.742
OC1 <- OC (M)	0.887	0.889	0.022	40.016
OC2 <- OC (M)	0.707	0.703	0.058	12.103
OC3 <- OC (M)	0.923	0.921	0.021	43.478
JP1 <- JP (Y)	0.694	0.692	0.092	7.566
JP2 <- JP (Y)	0.823	0.820	0.050	16.339
JP3 <- JP (Y)	0.739	0.731	0.072	10.215
JP4 <- JP (Y)	0.886	0.886	0.025	36.081
JP5 <- JP (Y)	0.927	0.927	0.017	55.613
JP6 <- JP (Y)	0.939	0.938	0.019	50.601

Based on Table 1, all indicators of each variable are job satisfaction, organizational commitment and job performance Loading Factor above 0.5 so it is known that all indicators of job satisfaction, organizational commitment and job performance are valid as indicators for measuring their respective constructs/variables.



Discriminant Validity Test

Evaluation discriminant validity starts with seeing cross loading. The cross loading value shows the magnitude of the correlation between each latent variable and its indicators and the indicators and other latent variables.

Table 2. Cross Loading

	Job Satisfaction (X)	Organizational Commitment (M)	Job Performance (Y)
JS1	0.756	0.444	0.521
JS2	0.782	0.521	0.694
JS3	0.802	0.513	0.465
JS4	0.721	0.418	0.442
JS5	0.805	0.576	0.544
OC1	0.606	0.887	0.886
OC2	0.396	0.707	0.437
OC3	0.592	0.923	0.755
JP1	0.782	0.521	0.694
JP2	0.545	0.676	0.823
JP3	0.405	0.575	0.739
JP4	0.606	0.887	0.886
JP5	0.618	0.786	0.927
JP6	0.578	0.803	0.939

Based on Table 2, it is known that the JS1-JS5 indicators are more highly correlated with the job satisfaction variable (X) compared to the variables of organizational commitment and employee performance. The OC1-OC 3 indicators are more highly correlated with the organizational commitment (M) variable than the job satisfaction and employee performance variables. The JP1-JP6 indicators are more highly correlated with the employee performance variable (Y) than the job satisfaction and organizational commitment variables. Mark cross loading a higher indicator for the variable compared to other variables shows that discriminant validity in this research is appropriate.

Composite Reliability

Construct reliability testing is carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. Use cronbach harp to test reliability it will give a lower value so it is recommended to use composite reliability in testing the reliability of a construct. Mark composite reliability must be greater than 0.70 for research confirmatory and a value of 0.60 – 0.70 is still acceptable for research of this nature exploratory [28]. Here are the values composite reliability.

Table 3. Mark Composite Reliability and Cronbach's Alpha

	Composite Reliability	Cronbarh's Alpha
Job Satisfaction (X)	0.841	0.833
Organizational Commitment (M)	0.862	0.801
Job Performance (Y)	0.930	0.914

Based on Table 3 results composite reliability for each variable above 0.7. This shows that all indicators of each variable of job satisfaction, organizational commitment and jobperformance can be said to have good reliability or reliability as measuring tools.

Structural Model Evaluation (Inner Model)

R-Square

After evaluating the outer model, the structural model or inner model is then tested by looking at the R-square of the endogenous construct, which is a goodness-fit model test. The endogenous construct in this research is organizational commitment (Y). The following is the R-square value.

Table 4. Output R Square (R^2)

	R Square
Organizational Commitment (M)	0.415
Job Performance (Y)	0.773

Based on Table 4 R Square (R^2) the endogenous construct of organizational commitment (M) in the research model is included in the moderate category, namely 0.415. This value means that organizational commitment is explained by the job satisfaction construct of 41.5% and the rest is explained by other variables outside the model. Then the R value2 The endogenous construct of Performance (Y) in the research model is included in the strong category, namely 0.773. This value means that performance is explained by the job satisfaction construct of 77.3% and the rest is explained by other variables outside the model.

Relevance of Predictions (Q^2)

Stone Geisser's Q^2 used to see the relative influence of the structural model on observational measurements for endogenous latent variables. The Stene-Geiser criteria propose that a model should be able to predict endogenous latent variable indicators. This technique can represent synthesis from cross validation and function fitting with predictions from observed variables and estimates from construct parameters. This approach was adapted to PLS using a blindfolding procedure. The following is the predicted relevance value (Q^2).



Table 5. Prediction Relevance Results (Q^2)

	Q^2	
Organizational Commitment (M)	0.396	>0
Job Performance (Y)	0.469	>0

Based on Table 5 the blindfolding construct value shows the Q value $2 > 0$, this means that the values of the endogenous variables of organizational commitment (M) and performance (Y) have been reconstructed well, thus the research model has predictive relevance.

Effect Size (f^2)

Change in R value can be used to see whether measuring exogenous latent variables on endogenous latent variables has a substantive influence. This can be measured by effect size f^2 . The researcher's criteria for effect size f^2 are 0.02 (small), 0.15 (medium), and 0.35 (large). Here is the value of effect size f^2 .

Table 6. Effect Size (f^2)

	Effect Size			
	OC (M)	Criteria	JP (Y)	Criteria
Job Satisfaction (X)	0.644	Large	0.700	Large
Organizational Commitment (M)			0.695	Large

Based on Table 6, the influence of job satisfaction (X) has a large effect (0.644) on organizational commitment (M) and the influence of job satisfaction (X) has a large effect (0.700) on job performance (Y). Then the influence of organizational commitment (M) has a large effect (0.695) on job performance (Y).

Goodness of Fit (GoF)

To validate the overall model, it is used Goodness of Fit (GoF) as the GoF Index. As a single measure to validate the combined performance between the measurement model and the structural model, it is obtained from the average communalities index multiplied by the average R^2 . From the GoF calculations in this research are:

$$GoF = \sqrt{\overline{Com}} \times \overline{R^2}$$

$$GoF = \sqrt{0.681 \times 0.594}$$

$$GoF = \sqrt{0.404}$$

$$GoF = 0.636$$

With a GoF result of 0.636, it can be interpreted that the model air in this study is included in the large GoF value because the value exceeds 0.36. This provides an understanding that the overall validation of

the prediction model measurements in this study is quite large.

Hypothesis test

Outer Model Testing

The calculated t -value of the latent variable for all indicators is obtained through bootstrapping, so that the outer loading output value is obtained. In the outer loading table, the t -statistic value is greater than the t table (1.96). From the results of the outer loading it can be concluded that all construct indicators in the model are valid because the resulting t -statistic is greater than 1.96.

Inner Model Testing

Inner model hypothesis testing is testing between constructs which is shown from the results of the inner model or the relationship between constructs. This test is carried out using a two tail method $\alpha=0.05$ $t_{tab}=1.96$ then compared with the t -statistic at path coefficient results bootstrapping.

Table 7. Output Inner Weight

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	Sig
X->Y	0.253	0.261	0.076	3.307	
X->M	0.644	0.652	0.063	10.280	
M->Y	0.695	0.689	0.072	9.679	
X->M->Y	0.448	0.447	0.046	9.765	

Based on the results of the inner model in Table 7, the results of hypothesis testing in the research can be described as follows:

Hypothesis test

H1: there is a positive influence from job satisfaction employees (X) on job performance (Y)

From the results of data processing in Table 7, the research hypothesis states that job satisfaction (X1) has a positive effect on performance (Y). Test results on parameter coefficients between job satisfaction (X) and performance (Y) show a positive influence of 25.3% with a t -statistic value of 3,307 and significant at $\alpha=0.05$, it can be concluded that job satisfaction has a positive effect on performance (3.307 > 1.96), thus H1 is accepted.

H2: there is a positive influence from job satisfaction employees (X) towards organizational commitment (M)

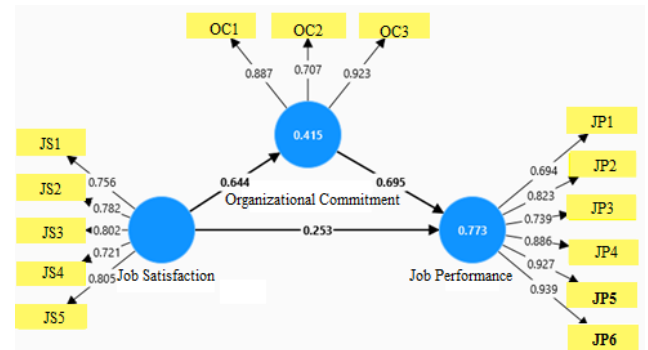
From the results of data processing in Table 7, the research hypothesis states that job satisfaction (X1) has a positive effect on organizational commitment (M). Test results on parameter coefficients between job

satisfaction (X) and organizational commitment (M) show a positive influence of 64.4% with a t-statistic value of 10,208 and significant at $\alpha=0.05$, it can be concluded that job satisfaction has a positive effect on organizational commitment ($10.208 > 1.96$), thus H2 is accepted.

H3: There is a positive influence of employee organizational commitment (X) on performance (Y). From the results of data processing in Table 7, the research hypothesis states that organizational commitment (M) has a positive effect on performance (Y). Test results on parameter coefficients between job satisfaction (X) and performance (Y) show a positive influence of 69.5% with a t-statistic value of 9,679 and significant at $\alpha=0.05$, it can be concluded that organizational commitment has a positive effect on performance ($9,679 > 1.96$), thus H3 accepted.

H4 : There is an influence of job satisfaction (X) on employee performance (Y) which is positively mediated by organizational commitment (M). From the results of data processing in Table 4.7, the research hypothesis states that job satisfaction (X2) influences employee performance (Y) and is positively mediated by organizational commitment (M). The test results on the parameter coefficient between job satisfaction (X2), organizational commitment (M) and employee performance (Y) show an influence of 44.8% with a t-statistic value of 9,765 and significant at $\alpha=0.05$. Meanwhile, the test results on the parameter coefficient between job satisfaction (X) and employee performance (Y) show a positive influence of 25.3% with a t-statistic value of 3,307 and significant at $\alpha=0.05$. This means that the coefficient value of the influence of job satisfaction on employee performance through organizational commitment is greater than the direct influence of job satisfaction on employee performance. It can be concluded that job satisfaction's influence on employee performance is mediated by organizational commitment ($9.765 > 1.96$), thus H4 is accepted.

The final research model testing output can be seen in Figure 1 below.



These results are in line with research by [29] also found that there is a positive relationship between job satisfaction and performance. Next from the research. [30] found that job satisfaction has a positive effect on affective, normative and continuance commitment. [31] who found that there is a positive relationship between organizational commitment and performance.

Organizational commitment can be achieved because of employee satisfaction obtained from the company itself. Commitment will arise because they feel happy and comfortable with what they get in the company, such as leadership factors, good communication and cooperation within the company, clarity of mission and ideology, fairness, and support for employee development. Increasing organizational commitment for each employee will have a good impact on employees which will later influence employee performance [32]

Job satisfaction will lead to productivity, high quality and high commitment in the organization. The more an individual feels satisfied with their work as a reflection of their workplace, the more committed the individual will be to their work, more motivated to be present in the organization, and try to work as well as possible, be loyal, more stable, and productive so that it will be more profitable for the organization [33]

Commitment is an identification related to employees who remain in their organization. When employees have a great commitment to the company, they have a significant difference compared to employees with low commitment. High category organizational commitment can make company performance good. Because basically their organizational commitment is in the high category, they will show good performance for the company, they care about the fate of the company and they consider that this company is very meaningful to them [34].

V. CONCLUSION AND SUGGESTION

Based on the results of research conducted using verification analysis, it can be concluded that the influence of job satisfaction on employee performance is mediated by organizational commitment. This shows that the higher the job satisfaction, the higher the employee performance which is mediated by organizational commitment. It is hoped that this research can help future researchers in conducting research on job satisfaction, organizational commitment, and employee performance by using different indicators from more diverse theoretical sources, and on different objects, because there are still many limitations in this research, especially those related to with research methods and data collection techniques.

VI. REFERENCE

- [1] M. Arifin, *Kepemimpinan dan Motivasi Kerja*. Yogyakarta: Teras, 2010.
- [2] M. Amstrong, *Amastrong's Handbook of Human Resource Management Practice*, 11th ed. United Kingdom: Kogan Page Limited, 2010.
- [3] Wibowo, *Manajemen Kinerja*. Jakarta: Rajawali Pers, 2016.
- [4] H. Simamora, *Riset Sumber Daya Manusia*, 2nd ed. Yogyakarta: STIE YKPN, 2004.
- [5] Moeheriono, *Pengukuran Kinerja Berbasis Kompetensi (Edisi Revisi)*. Jakarta: Rajawali Pers, 2012.
- [6] Suharto, Suyanto, and N. Hendri, "The Impact of Organizational Commitment on Job Performance," *Int. J. Econ. Bus. Adm.*, vol. VII, no. 2, pp. 189–206, 2019.
- [7] L. H. Yiing, K. Zaman, and B. Ahmad, "The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance," *Leadersh. Organ. Dev. J.*, vol. 30, no. 1, pp. 53–86, 2009, doi: 10.1108/01437730910927106.
- [8] M. Armstrong, *Handbook of Human Resource Management Practice*, Thirteenth. United Kingdom: Kogan Page, 2014. doi: 10.4135/9780857021496.
- [9] R. T. Mowday, L. W. Porter, and R. M. Steers, *Employee-organization linkages: the psychology of commitment, absenteeism, and turnover*. New York: Academic Press, 1982.
- [10] F. Luthans, *Organizational Behavior*. New York: McGraw-Hill, 2011.
- [11] T. A. Robbins, S. P., & Judge, *Organizational Behavior*, 12th ed. Boston: Pearson, 2012.
- [12] S. P. Robbins and T. A. Judge, *Perilaku Organisasi*. Jakarta: Salemba Empat, 2012.
- [13] S. Y. Kim and S. Fernandez, "Employee Empowerment and Turnover Intention in the U.S. Federal Bureaucracy," *Am. Rev. Public Adm.*, pp. 1–19, 2015, doi: 10.1177/0275074015583712.
- [14] R. W. Griffin and G. Moorhead, *Organizational Behavior: Managing People and Organizations*. South western: Cengage Learning, 2013.
- [15] D. Hellriegel and J. W. Slocum, *Organizational Behavior*, 13th ed. Canada: Cengage Learning, 2011.
- [16] S. P. Robbins and T. A. Judge, *Organizational Behavior*, 16th ed. Boston: Pearson, 2015.
- [17] E. Sutrisno, *Budaya Organisasi*. Jakarta: Prenadamedia Group, 2010.
- [18] K. N. Gangai and R. Agrawal, "Job Satisfaction and Organizational Commitment : Is It important for Employee Performance," vol. 5, no. 4, pp. 269–278, 2015.
- [19] I. Fahmi, *Pengantar Manajemen Sumber Daya Manusia Konsep dan Kinerja*. Jakarta: Mitra Wacana Media, 2016.
- [20] G. A. F. Maulani and N. A. Hamdani, "The Influence of Information Technology and Organizational Climate on the Competitiveness of Private Universities in Indonesia," *Int. J. Recent Technol. Eng.*, vol. 8, no. 1S, pp. 142–145, 2019, [Online]. Available: <https://www.ijrte.org/download/volume-8-issue-1s/>
- [21] Kaswan, *Manajemen Sumber Daya Manusia untuk Keunggulan Bersaing Organisasi*. Yogyakarta: Graha Ilmu, 2012.
- [22] P. D. N. I. Jabbouri and M. S. Abdullah, "Diagnosing the Level of Job Performance for a Sample of the Directorates of the Iraqi Ministry of Interior: An Exploratory Study," *Int. J. Res. Soc. Sci. Humanit.*, vol. 11, no. 2, 2021, doi: 10.37648/ijrssh.v11i02.024.
- [23] M. A. I. Gazi, M. A. Islam, J. Shaturaev, and B. K. Dhar, "Effects of Job Satisfaction on Job Performance of Sugar Industrial Workers: Empirical Evidence from Bangladesh," *Sustain.*, vol. 14, no. 21, p. 14156, 2022, doi: 10.3390/su142114156.



- [24] Sedarmayanti, *Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Bandung: PT Refika Aditama, 2010.
- [25] Suwatno and D. J. Priansa, *Manajemen SDM dalam Organisasi Publik dan Bisnis*. Bandung: Alfabeta, 2014.
- [26] J. Bernadin and J. Russel, *Human Resource Management 6th*. United States: McGraw-Hill Education, 2012.
- [27] W. Abdillah and Jogiyanto, *Partial Least Square (PLS)*. Yogyakarta: Andi, 2015.
- [28] I. Ghozali, *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)*, Edisi 4. Semarang: Badan Penerbit Universitas Diponegoro, 2014.
- [29] M. A. Uddin, M. Mahmood, and L. Fan, "Why individual employee engagement matters for team performance?: Mediating effects of employee commitment and organizational citizenship behaviour," *Team Perform. Manag.*, vol. 25, no. 1–2, pp. 47–68, 2019, doi: 10.1108/TPM-12-2017-0078.
- [30] Colakoglu, Ulker, Culha, Osman and H. Atay, "The Effects Of Perceived Organizational Support On Employees' Affective," *Tour. Hosp. Manag.*, vol. 16, no. 2, p. 2010, 2010.
- [31] M. R. Khan, Ziauddin, and F. A. Jam, "The Impacts of Organizational Commitment on Employee Job Performance," *Eur. J. Soc. Sci.*, vol. 15, no. 3, pp. 292–298, 2010.
- [32] F. H. Akbar, D. Hamid, and M. Djudi, "Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional Dan Kinerja Karyawan," *J. Adm. Bisnis*, vol. 38, no. 2, pp. 79–88, 2016.
- [33] M. F. Ansel and S. Wijono, "Pengaruh Keterlibatan Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasi Polisi," *Magister Sains Psikol. Progr. Pascasarj. UKSW*, vol. 05, no. 02, pp. 125–142, 2012.
- [34] M. A. Hali, "Pengaruh Employee Engagement Terhadap Kinerja Karyawan Melalui Komitmen Organisasi (Studi Pada Divisi Produksi PT. Indo Putra Harapan Sukses Makmur)," *J. Ilmu Manaj.*, vol. 7, no. 1, pp. 228–234, 2019.