

Job Satisfaction Mediates Improved Employee Performance: Contribution of Organizational Commitment and Organizational Culture

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Abstract: *This research was conducted at PT. Tasma Puja Sei Kuamang Kampa. The purpose of this research is to determine the influence of organizational commitment and organizational culture on employee performance which is mediated by job satisfaction at PT. Tasma Puja Sei Kuamang Kampa. The sampling method in this research is based on Gpower. The number of samples used was 99 employees. The data used is primary data and secondary data, the quantitative data analysis method uses the Smart PLS4 analysis technique. The research results show that organizational culture has a significant effect on job satisfaction and employee performance. However, organizational commitment has no effect on employee job satisfaction and employee performance. Interestingly, organizational commitment and organizational culture have a significant effect on employee performance and are mediated by employee job satisfaction at PT. Tasma Puja Sei Kuamang Kampa was 68.6%. The remaining 31.4% are variables not examined in this study.*

Keywords: Organizational Commitment; Organizational Culture; Employee Performance; Job Satisfaction

JEL: A1, E1, A2

1. INTRODUCTION

Management of human resources and resources is something that the industry really needs to achieve its goals. Industry has realized that human resource development is the most critical aspect in the industrial balancing process. For this reason, human resources must be increased as intended, this is designed so that the industry can manage its resource resources efficiently and efficiently. Human resource resources are also an essential factor in predicting the decline of a company's life, because employees are one of the production factors that play an essential role in a company's business (Priyono & Marnis, 2008). Good resources will undoubtedly contribute to employee and company performance.

Performance is as an organization's effectiveness in a uniquely intuitive way, which is determined by the quality of each group that is consistent with systematic goals and increases the ability of the organization in a systematic way (Fahmi, 2014). And in this case, performance is the result of the work achieved by a person in carrying out the assigned tasks. Basically, leaders expect good performance from employees so that employees can reach a level of satisfaction in the organization or company. Employee performance depends on intuitive job satisfaction increasing employee performance, so one of the factors that influence employee performance is increasing organizational culture. For this reason, performance as a result of employee work is seen from the aspects of quality, quantity, time of work and intuitive cooperation in achieving the goals that have been set (Qorfianalda & Wulandari, 2021).

Many factors influence to achieve good performance. An employee's organizational commitment is a very important thing in a company. According to Badrianto & Astuti (2023), organizational commitment has a significant effect on employee performance. Organizational commitment as a feeling of identification, loyalty and involvement expressed by employees towards the organization or unit

within the organization. In essence, commitment is a condition felt by employees that can produce assertive positive behavior towards their organizational commitment. However, on the other hand, Bagis et al., (2021) stated that the organizational commitment variable has a negative effect on employee performance. There were inconsistencies in the results of Badrianto and Bagis' research. Based on this, it is necessary to find out whether there are other mediating variables to improve employee performance.

Factors that can influence performance other than organizational commitment are organizational culture. Organizational culture is a set of habits that have been around for a long time and are used and implemented in the life of work activities as one of the driving forces for improving the work quality of employees and industrial managers. Organizational culture has an impact on employee performance because organizational culture can encourage people in the organization to carry out work activities (Sutrisno, 2017). A strong organizational culture will influence the goals of the organization, whereas a weak organizational culture will hinder the purposes of the organization. Organizational culture dimensions have a significant positive relationship with performance management (Ahmad, 2012). Organizational culture and job satisfaction influence employee performance both partially and simultaneously (Lahamid et al., 2022). It appears from previous research that a strong organizational culture will affect employee performance.

According to Wibowo (Didit Haryadi et al., 2020) job satisfaction is defined as the level of feelings a person has as a positive assessment of their work and the environment in which their work occurs. In this way, satisfaction imbues employees with a positive attitude towards their work and all issues encountered in their work environment, such as the success of carrying out work quickly and liking what is done. If employees feel very satisfied with their work, the employees will be able to achieve the targets and performance that have been set and will avoid problems related to organizational commitment and organizational culture.

Badrianto & Astuti, (2023), job satisfaction is able to mediate the influence of organizational commitment on employee performance. Organizational commitment has a positive and significant effect on job satisfaction (Mardhani & Dewi, 2022). Job satisfaction significantly mediates the effect of organizational change and organizational culture on staff performance (Rozanna et al., 2019). The relationship between job satisfaction and company performance is complementary through knowledge exchange. To optimize company performance, it is important to create a company culture that can increase job satisfaction and increase knowledge exchange (Kucharska & Bedford, 2019). Other research shows that organizational culture can partially predict the level of employee job satisfaction (Belias et al., 2015) and job satisfaction has a positive and significant effect on employee performance (Hanafi & Yohana, 2017).

Organizational commitment has a significant positive effect on employee performance. Meanwhile, job satisfaction can mediate between perceptions of organizational support and organizational commitment to employee performance because it has a significant positive value (Kurniawan et al., 2022). All subscales of organizational commitment (affective, normative, and continuity) have a significant influence on task performance (Al Zefeiti & Mohamad, 2017).

It's the same as PT. Tasma Puja Sei Kuamang Kampa, which this company hopes for good performance. PT. Tasma Puja Sei Kuamang Kampa is one of the private oil palm plantation companies in Riau but not in Kampar district. PT. Tasma Puja Sei Kuamang is a company that is moving in the field of palm oil plantation management, maintenance and nursery management. Prospects for balancing palm oil plantations at PT. Tasma Puja Sei Kuamang has a high economic value so that it requires the right level of performance. In this company, the leadership wants good performance in order to get maximum results. However, in this case the employees at PT. Tasma Puja Sei Kuamang Kampa still needs to improve its performance. The improved level of performance will have an impact on the resulting production, this can be seen from the results of the realization targets at PT. Tasma Puja Sei Kuamang.

2. LITERATURE REVIEW

Performance according to (Fahmi, 2014) is the effectiveness of the organization as a whole to meet the stated needs of each group regarding systematic efforts and continuously improving organizational capabilities. Mangkunegara, 2016 explains that the factors that influence performance

achievement are ability factors, motivation factors. The factors that influence performance, both results and behavior, are ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, work discipline (Kasmir, 2016). To measure performance, you can use the following indicators: Quality of work, quantity, timeliness, effectiveness, independence (Robbins & Judge, 2016)

One way to define job satisfaction is people's attitudes and sentiments about their jobs. Good and positive attitudes regarding one's work are a sign of job satisfaction. Unfavorable and negative views regarding one's employment are a sign of work discontent. It is distinct from morale, which is a group variable rather than an individual one and pertains to how much a group member feels drawn to and desires to stay a part of their group. (Armstrong & Taylor, 2020). Several indicators of job satisfaction are salary, coworkers, superiors, promotions, work environment. (Gibson et. al: 2016) commitment is the feeling of identification, loyalty and involvement expressed by workers towards an organization or unit within an organization. Several indicators of organizational commitment are affective commitment, commitment, sustainability, commitment, normative. According to Robbins & Judge, 2016, organizational culture is all the beliefs, feelings, behavior and symbols that characterize an organization. Organizational culture indicators consist of innovation and risk taking, attention to detail, results orientation, individual orientation, team orientation, and aggressiveness. Akkoça, 2023 in his research explains that between perceptions of organizational support and organizational commitment there is a mediating variable of job satisfaction. Job satisfaction directly mediates the relationship between green organizational culture and organizational commitment (Shahriari et al., 2023).

3. METHOD

The location of this research was carried out at PT. Tasma Puja Sei Kuamang Kampa. This research period starts in January 2023 until the end of the year. The purpose of collecting information data in this research is the method of administering questionnaires and direct interviews with employees in the research related to the variables studied. Population of this research was 381 people at PT. Tasma Puja Sei Kuamang Kampa. In this study the author narrowed down the population using G-Power so that the population became 99 people. This type of research uses a quantitative method with analysis using Smart PLS4. The data used are primer and Sekunder data using a Likert scale. The data analysis methods used are SEM PLS, outer model analysis, inner model and coefficient of determination.

4. RESULTS AND DISCUSSION

The analysis used is data quality testing through the PLS model with employee performance influence (Y) as a dependent variable and job satisfaction (Z) as mediation variable and organizational commitment (X1) as an independent variable. The following image explains the research model that was built.

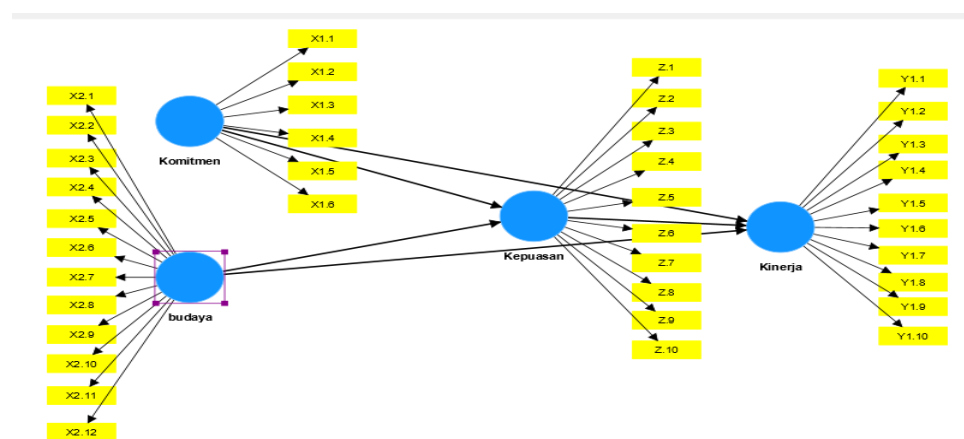


Figure 1. Model of partial least square

Source: SmartPLS 4.0 (2023)

In testing the validity of the resulting factor loading must be above 0.70. Then the AVE is more than or equal to 0.50. As for Cronbach's alpha and composite reliability, the value must be more than 0.70.

Table 1. Outer Loading

Variable	Indicator	Loading Value	Information
Organizational Commitment	X1.1	0.792	Valid
	X1.2	0.742	Valid
	X1.3	0.758	Valid
	X1.4	0.745	Valid
	X1.5	0.719	Valid
	X1.6	0.745	Valid
Organizational Culture	X2.1	0.710	Valid
	X2.2	0.824	Valid
	X2.3	0.760	Valid
	X2.4	0.857	Valid
	X2.5	0.785	Valid
	X2.6	0.763	Valid
	X2.7	0.747	Valid
	X2.8	0.663	Invalid
	X2.9	0.726	Valid
	X2.10	0.866	Valid
	X2.11	0.892	Valid
	X2.12	0.732	Valid
Job Satisfaction	Z.1	0.833	Valid
	Z.2	0.790	Valid
	Z.3	0.731	Valid
	Z.4	0.712	Valid
	Z.5	0.822	Valid
	Z.6	0.82	Valid
	Z.7	0.737	Valid
	Z.8	0.743	Valid
	Z.9	0.792	Valid
	Z.10	0.702	Valid
Employee Performance	Y1.1	0.835	Valid
	Y1.2	0.706	Valid
	Y1.3	0.832	Valid
	Y1.4	0.779	Valid
	Y1.5	0.773	Valid
	Y1.6	0.829	Valid
	Y1.7	0.728	Valid
	Y1.8	0.718	Valid
	Y1.9	0.826	Valid
	Y1.10	0.727	Valid

Source: Output SmartPLS 4.0 (2023)

From table 1, it can be seen that all the indicators used in this research on the variables of

organizational commitment, employee performance and work satisfaction, have achieved the criteria for a good output loading value, namely >0.70 . However, in the organizational culture, there was one questionnaire statement (X2.8) which did not provide confirmed validity.

Discriminant Validity

The second criterion used in the assessment of the model output is discriminant validity. The discriminant validity test requires cross loading values. An indicator that is declared to have discriminant validity is if the cross loading on a variable is greater than that of other variables.

Table 2. Cross Loading

Variable	Organizational Commitment	Organizational Culture	Job Satisfaction	Employee Performance
X1.1	0.792	0.180	0.086	0.187
X1.2	0.742	0.226	-0.003	0.220
X1.3	0.758	0.263	-0.009	0.158
X1.4	0.745	0.356	0.086	0.245
X1.5	0.719	0.210	0.116	0.199
X1.6	0.745	0.201	-0.048	0.188
X2.1	0.208	0.710	0.044	0.132
X2.2	0.207	0.824	0.241	0.231
X2.3	0.176	0.760	0.366	0.229
X2.4	0.293	0.857	0.318	0.364
X2.5	0.332	0.785	0.253	0.145
X2.6	0.284	0.763	0.396	0.476
X2.7	0.183	0.747	0.216	0.274
X2.8	0.218	0.663	0.110	0.136
X2.9	0.365	0.726	0.136	0.162
X2.10	0.349	0.866	0.312	0.330
X2.11	0.143	0.892	0.267	0.236
X2.12	0.291	0.732	0.266	0.270
Z.1	0.089	0.335	0.833	0.475
Z.2	-0.056	0.273	0.790	0.354
Z.3	-0.079	0.165	0.731	0.356
Z.4	0.032	0.256	0.712	0.288
Z.5	-0.015	0.296	0.822	0.526
Z.6	-0.026	0.340	0.820	0.501
Z.7	0.253	0.373	0.737	0.475
Z.8	0.188	0.172	0.743	0.411
Z.9	0.059	0.228	0.792	0.379
Z.10	0.022	0.199	0.702	0.251
Y.1	0.183	0.260	0.404	0.835
Y.2	0.205	0.310	0.378	0.706
Y.3	0.180	0.229	0.405	0.832
Y.4	0.234	0.300	0.320	0.779
Y.5	0.126	0.216	0.509	0.773

Variable	Organizational Commitment	Organizational Culture	Job Satisfaction	Employee Performance
Y.6	0.231	0.307	0.502	0.829
Y.7	0.259	0.346	0.368	0.728
Y.8	0.209	0.302	0.459	0.718
Y.9	0.229	0.228	0.368	0.826
Y.10	0.251	0.278	0.422	0.727

Source: Output SmartPLS 4.0 (2023)

Based on the Table 2, it can be seen that each indicator in the research variable has a cross loading value that is greater than the other variables. It can be stated that the indicators used in this research have achieved good discriminant validity. Apart from looking at the cross loading value, discriminant validity can also be known through another method, namely by looking at the Average Variant Extracted (AVE) value. The intuition for each variable is required to have a value of >0.50 for a good model intuition. The AVEi value can be seen in the following table:

Table 3: Average Variance Extracted (AVE) Value

Variable	Average variance extracted (AVE)
Organizational Commitment	0.563
Organizational Culture	0.608
Job Satisfaction	0.592
Employee Performance	0.604

Source: Output SmartPLS 4.0 (2023)

The results of the AVE above indicate that the AVEi value of Organizational Commitment (X1), Organizational culture (X2), Employee Performance (Y) and Performance Confidence (Z) is more significant than 0.50, so it can be stated that each variable has a good discriminant.

Reliability Test

Reliability tests are carried out to indicate accuracy and consistency. A construct is declared reliable if the composite reliability value, including Cronbach's alpha, is above 0.70. The results of the composite reliability and Cronbach's alpha tests can be seen in the following table:

Table 4. Composite Reliability dan Cronbach's Alpha Value

Variable	Cronbach's alpha	Composite reliability
Organizational Commitment	0.846	0.885
Organizational Culture	0.942	0.949
Job Satisfaction	0.924	0.935
Employee Performance	0.926	0.938

Source: Output SmartPLS 4.0 (2023)

Hypothesis testing

Based on the data processing carried out, the results can be used to answer the hypothesis of this research by looking at the R statistic and P Value. The hypothesis is declared accepted if the P Value is <0.05 . In this research, to see direct or indirect relationships, it can be seen using Smart PLS with the bootstrapping method. The following is a statistical hypothesis testing table.

Table 5. Hypothesis testing

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P value
Organizational Commitment -> Job Satisfaction	-0.148	-0.154	0.137	0.985	0.078
Organizational Commitment -> Employee Performance	0.173	0.192	0.097	0.890	0.074
Organizational Culture -> Job Satisfaction	0.222	0.233	0.083	2.690	0.007
Organizational Culture -> Employee Performance	0.304	0.316	0.081	3.730	0.00
Employee Performance -> Job Satisfaction	0.500	0.508	0.105	4.764	0.00

Source: Output SmartPLS 4.0 (2023)

Based on the table 5, it can be seen as several things, the influence of organizational commitment on job satisfaction at PT. Tasma Puja Sei Kuamang Kampa increased the t value (0.985) < t table (1.650) with P value > 0.05. This indicates that organizational commitment does not have a significant impact on employee performance at PT. Tasma Puja Si Kuamang Kampa. The influence of organizational commitment on employee performance at PT. Tasma Puja Sei Kuamang Kampa improved t value (0.890) < t table (1.650) with P Value > 0.05. This indicates that organizational commitment does not have a significant impact on employee satisfaction at PT. Tasma Puja Sei Kuamang Kampa". This is line with Bagis et al. (2021) that explain the organizational commitment variable has a negative effect on employee performance. High organizational commitment can be triggered due to the need for current work. However, commitment will fade if you get a more interesting job.

The influence of organizational culture on job satisfaction at PT. Tasma Puja Sii Kuamang Kampa has a higher t value (2.690) > t tabel (1.650) with a P value < 0.05. This indicates that organizational commitment has a significant impact on employee performance at PT. Tasma Puja Sei Kuamang Kampa. The Influence of organizational culture on employee performance at PT. Tasma Puja Sei Kuamang Kampa showed t value (3.730) > t tabel (1.650) with P value < 0.05. This indicates that organizational culture has a significant impact on employee job satisfaction at PT. Tasma Puija Seii Kuamang Kampa. Through information exchange, job satisfaction and business performance have a positive relationship. Establishing a corporate culture that fosters information sharing and job happiness is crucial for optimizing business success (Kucharska & Bedford, 2019).

The influence of organizational commitment and organizational culture on employee performance is mediated by job satisfaction at PT. Tasma Puja Sei Kuamang Kampa increased the t value (4.764) > t tabel (1.650) with P Value < 0.05. This indicates that organizational commitment and organizational culture have a significant impact on employee performance and are mediated by job satisfaction at PT. Tasma Puja Sei Kuamang Kampa. in line with Rozanna et al., (2019) which states that Job satisfaction significantly mediates the effect of organizational change and organizational culture on staff performance. High performance can be obtained by implementing good organizational commitment and organizational culture by paying attention to the level of employee job satisfaction. positive feelings towards the environment, a protective supervisor will influence employee performance achievement.

Coefficient of Determination

The magnitude of the determination coefficient (R-square) is used to determine how much the

dependent variable is influenced by other variables. Chin reported an R square result of around 0.67 on the basis of the independent variable in the structural mode (which is expected) compared to the final variable (which is expected) in the good category. Meanwhile, if the result is between 0.33-0.67 then it is in the middle category, and if the result is 0.19-0.33 then it is in the weak category. Based on the data processing that has been carried out by using Smart PLS 4.0, the R-Square values are obtained as follows:

Table 6. Coefficient of Determination

	R-square	R-square adjusted
Job Satisfaction	0.397	0.378
Employee Performance	0.686	0.679

Source: Output SmartPLS 4.0 (2023)

The R-Square table is used to see the magnitude of the influence of the organizational commitment variable on job satisfaction with a value of 0.397 and is stated to be moderate. Then the influence of job satisfaction on performance of 0.686 is declared strong. The influence of organizational commitment and organizational culture on job satisfaction is 39.7%. while the influence of job satisfaction on employee performance reached 68.6%. This shows that employee job satisfaction is very important to improve good performance. then there are 31.4% of variables that influence performance that are not included in this research. So future researchers need to conduct further research on variables that influence employee performance in a company.

5. CONCLUSION AND SUGGESTION

Organizational commitment has no influence on employee performance at PT. Tasma Puja Sei Kuamang Kampa. This is because commitment is a situation where employees must have confidence in what they are doing, in this case the employee already has commitment and awareness within himself of what he will do. The company has provided motivation and encouragement to employees so that employees have gradually developed commitment within themselves.

Organizational culture has an impact on employee performance at PT. Tasma Puja Sei Kuamang Kampa. The culture implemented in the company has a positive impact on the company, because the existence of culture will create and provide motivation in employees. Job satisfaction has an influence on employee performance at PT. Tasma Puja Sei Kuamang Kampa. If employees have a sense of satisfaction with their work, then this will increase employee performance. Job satisfaction mediates organizational commitment and organizational culture on performance. This means that the existence of satisfaction in employees will increase the level of commitment and culture so that it will increase the performance of existing employees. The R value of 0.686 or 68.8% means that there is a relationship between organizational commitment and organizational culture on employee performance, mediated by job satisfaction at PT. Tasma Puja Sei Kuamang Kampa. The obtained R-square value of around 0.811 or 81%, this indicates that the diversity of the research data that can be estimated by the research model is approximately 81%, while the remaining 19% is explained by other factors that are outside this research.

SUGGESTION

Based on the above conclusions, several suggestions can be given by researchers as material for consideration regarding future developments. It is hoped that PT. Tasma Puja Sei Kuamang Kampa company is more strict and encourages employees to take part or participate in creating organizational culture and event activities carried out at the company in accordance with the existing culture of the company. The next research is expected to be able to balance study with organizational commitment and organizational culture by wanting to use different methods or data calculations as well as adding other variables in order to produce better research.

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