

The Role of Job Satisfaction Mediating Organizational Commitment Against Employee Performance

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ABSTRACT

The performance of PT. BPR Gunung Rizki Semarang branch office in 2017-2018 has decreased. This phenomenon was found in the object of research when the preliminary survey was conducted. The results of theoretical studies of factors that can explain performance show results that are still different. Departing from these empirical and theoretical phenomena, this study is aimed at analyzing the effect of Organizational Commitment and Personality on Performance by Mediating Job Satisfaction on employees of PT. BPR Mount Rizki Semarang. The study aims to examine the role of job satisfaction mediating organizational commitment against employee performance. The empirical model developed in this study consists of three research variables, namely organizational commitment and job satisfaction which are thought to explain performance. Research data was obtained through interviews using questionnaires to 124 employee respondents at PT. BPR Mount Rizki Semarang. The collected data were analyzed using multiple regression tests. Statistical test results show that organizational commitment has no significant effect on job satisfaction. While on performance, organizational commitment has a positive effect while job satisfaction has a negative effect.

INTRODUCTION

Human resources are the company's most important asset because of their role as the subject of implementing the company's policies and operational activities (Kasenda, 2016). In order for a company to survive, it must be brave to face challenges and their implications, namely facing change and winning the competition (Daulay, 2015). Resources owned by companies such as capital, methods and machines cannot provide optimum results if they are not supported by human resources who have optimum performance (Pranata et al., 2020). Companies need employees who have high performance (job performance) (Isvandiari & Fuadah, 2017).

Basically, companies need not only capable and skilled employees. Companies really need employees who can work harder and have the desire to achieve optimal results in accordance with company goals (Avindiana, 2021). Company support for the capabilities possessed by employees is important considering that the company's environment, both internal and external, will always experience continuous change (Sya'rani, 2018).

Based on the observations made by the author in the field and the results of interviews with one of the supervisors regarding the performance of employees at PT BPR Gunung Rizki Semarang, there was a finding that there was an increase in the number of customer complaints (complaints) in 2017 up to 2018.

There are many things that support human resources to have good quality and performance, one of which is the commitment of the employee concerned to the company where he is (Hamid & Shaleha, 2021; Suhardi et al., 2021). On the basis of inconsistencies between the results of one study and another, this study used samples from banking service companies with the possibility of providing different results/findings from previous studies.

Performance is the result of work that can be achieved by a group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Prawirosentono, 2008). Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins & Judge, 2008).

The indicators used in this study use the indicators proposed by Robbin, namely effectiveness and efficiency, authority and responsibility, discipline, and initiative.

Commitment to organization as a psychological construct which is a characteristic of the relationship between members of the organization and their organization which has implications for individual decisions to continue their membership in organizations (Meyer & Allen, 1997).

Forms of organizational commitment according to Allen and Meyer(1997)states that there are three dimensions of organizational commitment, namely:

- (1) Affective Commitment; affective commitment occurs when employees want to be part of the organization because of emotional attachment.
- (2) Continuance Commitments; it arises when an employee stays in an organization because he considers economic value by needing a salary and other benefits or because the employee cannot find another job, because he needs it (need to).
- (3) Normative Commitments; the obligation to survive in an organization that is based on ethics and morals. Each individual has a different commitment depending on each individual. Employees who have an affective basic commitment will be different from employees who have an ongoing basic commitment. Employees who have their own desire to become organizational members will try their best to carry out company goals. Employees who are forced to enter their organization will avoid financial losses and other losses, so they tend to do business optimally. Meanwhile, those who have normative commitment tend to stay in the organization because they have obligations in their organization.

A person's positive or pleasurable emotional state resulting from the appraisal of a job or work experience (Luthans, 2011). There are 5 dimensions of job satisfaction include satisfaction with salary, satisfaction with the promotion, satisfaction with colleague, satisfaction with superiors, and satisfaction with the work itself (Mas'Ud, 2004).

It can be concluded that the understanding of job satisfaction has a broad aspect, job satisfaction can not only be understood from the physical aspect of the job itself, but from the non-physical side. Job satisfaction is related to physical performance in carrying out work tasks, the conditions of the work environment, it is also related to interactions with fellow co-workers, and the system of relationships between them. In addition, job satisfaction is also related to prospects with work whether it gives hope to develop or not.

Based on empirical studies and theoretical studies, the following hypotheses can be derived.

- H1: There is a positive influence between organizational commitment on job satisfaction.
H2: There is a positive influence between organizational commitment on employee performance.
H3: There is a positive influence between job satisfaction on employee performance.

METHOD

There are two types of research, namely qualitative and quantitative research that emphasizes testing theories and hypotheses through measuring research variables in numbers (quantitative) and conducting data analysis with statistical procedures and or mathematical modeling (Efferin et al., 2008). Based on the type and data analysis, this research is a quantitative research.

This research is included as survey research because it collects information from respondents using a questionnaire. The population of this study were all employees, totaling 124 people at PT BPR Gunung Rizki Semarang.

Data analysis technique using multiple linear regression analysis. The test used is the instrument test, namely the validity test and reliability test, the model test includes the F test and the coefficient of determination test, as well as the t test and the mediation test. In the first and second model tests, the following equations are shown.

Equation 1: $Y_1 = a + b_1X_1 + e$

Equation 2: $Y_2 = a + b_2X_1 + b_3Y_1 + e$

Y1: Job Satisfaction

Y2: Employee Performance

X1: Organizational Commitment

RESULTS AND DISCUSSION

Description of Respondents

Respondents in this study employees of PT. BPR Gunungrizki Pusakatama Semarang with a total of 124 employees. Employees participating in this study can then be broken down by age, gender, last education and years of service at PT. BPR Gunungrizki Pusakatama Semarang. These four demographic aspects have an important role in assessing the performance of employees of PT. BPR Gunungrizki Pusakatama Semarang. The identity of the respondents showed that the majority of the respondents were women, 64 people with a percentage of 51.6%, while there were 60 men with a percentage of 48.4%. Based on education, it was found that most of the respondents (72.4%) were S1-S3 graduates, while D1-D3 graduates were 23.4%, and high school/equivalent graduates were 2.4%. Based on the age range of the respondents, it was found that most of the respondents (70, 2%) are employees aged 21-30 years, the remaining 29.8% are aged 31-40 years. The working period of the respondents included 60.5% for 2-5 years, 20.2% for 6-10 years, 11-15 years for 18.5%, 0.8% for 16-20 years.

Validity test

The results of the organizational commitment validity test obtained a KMO value of 0.739 more than 0.5 with a significance value of 0.000 (KMO 0.739 > 0.5) so that the sample adequacy value was fulfilled and all the indicators above loading factor so that it is said to be valid.

Reliability Test

From the results of the reliability test, it was found that each indicator had a Cronbach alpha > 0.70 (organizational commitment = 0.903, job satisfaction = 0.963 and employee performance = 0.778). This shows that all indicators of the three variables are reliable, meaning that they are consistent or stable from time to time.

Test Models

F test

The results of the F test in the first equation, Organizational Commitment has no effect on Job Satisfaction seen from a significance value of 0.129. Whereas in the second equation F test, Organizational Commitment and Job Satisfaction affect performance seen from a significance value of 0.000, which is <0.05. Thus, the regression model is feasible to use.

Coefficient of Determination (R²)

In the first equation, it shows that the ability to explain the Organizational Commitment variable is 14.9% of the Job Satisfaction variable. While the remaining 85.1% is explained by other variables outside the model studied. The second equation shows that the ability to explain the variable Organizational Commitment and Job Satisfaction is 79.8 on the Employee Performance variable. While the remaining 20.2% is explained by other variables outside the model studied.

Hypothesis Test (t test)

Table 1. Results of Regression Equation Analysis I

Dependent Variable: Job Satisfaction			
Independent Variables	Standardized Coef	t arithmetic	Significance
Organizational commitment	0.098	1,529	0.129
F test	1,529		
Significance of the F Test	0.129		
Adjusted R Square	0.149		

Table 2. Results of Regression Equation Analysis II

Dependent Variable: Performance			
Independent Variables	Standardized Coef	t arithmetic	Significance
Organizational commitment	0.126	3,087	0.003
Job satisfaction	-0.544	-9,507	0.000
F test	163,044		
Significance of the F Test	0.000		
Adjusted R Square	0.798		

DISCUSSION

The effect of organizational commitment on job satisfaction

Testing of hypothesis 1 in this study which stated that there was a positive effect of organizational commitment on job satisfaction was not proven, this can be seen from the SPSS output results with regression analysis of each variable which showed insignificant results.

The results above show that there is no influence between organizational commitment on job satisfaction of employees of PT. BPR Gunungrizki with a significance level above 0.05 (p = 0.129).

This shows that hypothesis 1 is rejected, meaning that there is no influence between organizational commitment on job satisfaction. This is consistent with Cahyasumirat (2006) which states that organizational commitment has no effect on job satisfaction.

The effect of organizational commitment on performance

Testing of hypothesis 2 in this study which states that there is a positive influence of organizational commitment on performance is proven, this can be seen from the results of the SPSS output with regression analysis of each variable which shows significant positive results.

The results above indicate that there is a positive influence of organizational commitment on the performance of employees of PT. BPR Gununggrizki with a significance level below 0.05 ($p = 0.003$).

This shows that hypothesis 2 is accepted, meaning that there is a positive influence between organizational commitment on performance. This is consistent with research by Sapitri (2016) which states that organizational commitment has a positive effect on performance.

The effect of job satisfaction on performance

Testing of hypothesis 3 in this study which stated that there was a positive effect of satisfaction on performance was not proven, this can be seen from the SPSS output results with regression analysis of each variable which shows significant results but leads in the opposite direction, namely negative.

The results above indicate that there is a negative influence between job satisfaction on the performance of employees of PT. BPR Gununggrizki with a significance level below 0.05 ($p = 0.000$) with a beta value of -0.544.

This shows that hypothesis 3 is rejected, meaning that job satisfaction has no positive effect on performance; but on the contrary job satisfaction has a negative effect. This is in accordance with Abidin (2010) which states job satisfaction has no positive effect on performance.

Test results on H1 (rejected) because it is not significant; whereas in H2 and H3 (both significant), it can be stated that job satisfaction does not mediate the effect of organizational commitment on employee performance. The direct influence of variableskorganizational commitment is more effective influentialon employee performancerather than through job satisfaction.

CONCLUSION

The conclusion based on the results if study are; (1) organizational commitment has no effect on job satisfaction, (2) organizational commitment has a positive effect on performance, (3) job satisfaction has a negative effect on performance, and (4) job satisfaction cannot act as a mediation between organizational commitment to performance. Moreover, The results of this study are expected to encourage and trigger management to further increase organizational commitment through continuous education and training programs so that employees' insights can continue to grow and develop which in the end is expected to improve their work performance. Furthermore, the results of this study can at least encourage and trigger subsequent studies using other variables that have not been included in this study, such as work culture and work ethics. With the limitations in this study, it is better for further research to use the interview method to obtain valid data and describe the real conditions. Recommendation for future research is to expand the sample studied, not only in one banking institution but also involving employee participation in other companies.

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