

# THE INFLUENCE OF JOB SATISFACTION, WORK MOTIVATION, AND EMPLOYEE COMMITMENT ON EMPLOYEE PERFORMANCE

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## ABSTRACT

*PT Salam Pacific Indonesia Lines (SPIL) is a container shipping company headquartered in Surabaya, Indonesia. The existence of many competitors often causes the company to experience a decline in interest, even to the point of bankruptcy or bankruptcy, which ends in employee layoffs. Not infrequently, there are demonstrations from employees, which are caused by a lack of employee satisfaction, decreased employee motivation, and a lack of employee commitment. In order to prevent this, this study sought to understand the impact of employee commitment, work motivation, and job satisfaction on performance. This study's contribution is anticipated to bring knowledge to the field of human resource management at the theoretical or scientific level and to have consequences for corporate human resource management. This research uses quantitative research methods with data collection techniques and questionnaires as instruments and distributed to respondents as many as 138 permanent employees at the head office, with a minimum working period of 1 year at PT SPIL. Multiple linear regression was employed as the data analysis approach, while SPSS version 25 was used as the data processing tool. The findings demonstrated that job satisfaction, work motivation, and employee commitment positively and significantly impacted employee performance and positively and considerably impacted worker performance. Because of this, PT Salam Pacific Indonesia Lines' management must focus on variables like job happiness, work motivation, and staff dedication to enhance employee performance.*

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## INTRODUCTION

Organizations may be considered locations or settings where individuals congregate and engage in activities to accomplish shared objectives. Organizations often ignore the management of human resources, even though they have often heard issues about the importance of managing human resources, but little is done in a planned and focused way, both by organizations and individuals. Lately, there has been widespread news that many companies are laying off employees by

asking employees to fill out a resignation form, as reported by [cnnindonesia.com](http://cnnindonesia.com). Likewise, the phenomenon occurred, and many employees held demonstrations to voice their rights ([bisnis.tempo.co](http://bisnis.tempo.co)). The impact was recognized by industry circles, which caused a decline in industry performance ([kemenperin.go.id](http://kemenperin.go.id)). Therefore, employees must be content or pleased to operate at their best. As a result, it is crucial for employers to encourage their workforce, and one way to do this is by offering

incentives that will boost workers' productivity (Randal, 2023).

Management of human resources properly will be able to improve organizational performance. Human resources in the organization are employees. Employees have a significant role in every organizational activity because even though adequate means and sources of funds support an organization, the company's activities will not run well without reliable and competent employees. Employee performance is essential for the organization to pay attention to because the quality of an employee can be seen from his performance.

Performance is based on behavior or activities associated with organizational goals (Lankeshwara, 2016). Low employee performance can be indicated by the lack of desire of employees to achieve work performance, lack of punctuality in completing work, and lack of compliance with regulations. Performance is based on behavior or activities associated with organizational goals. A good organization is reflected in the excellent performance of its employees. Employee productivity leads to improved organizational performance, greatly influenced by productive workplace environments and management practices. Job happiness is one element that affects employee performance (Eliyana et al., 2019).

Positive emotions and assessments resulting from a person's labor at a job are signs of job satisfaction. High work satisfaction among employees can boost productivity. This is because organizations that have employees with high levels of job satisfaction tend to be more productive and effective. Employee satisfaction has a direct influence on behavior at work. Satisfied employees do their job better, leading to increased performance (Abuhashesh et al., 2019). Smooth operational processes can result in high employee work satisfaction, promoting attaining business objectives. On the other hand, unhappiness at work might result in hostile conduct, a desire to leave the firm, missing courses, and other actions that often include avoiding organizational

activities. According to earlier research (Juniantara & Riana, 2015; Omar et al., 2020), work satisfaction significantly impacts employee performance.

Companies, in order to improve employee performance, also need to pay attention to employee motivation. Work motivation can encourage employees to do something. Factors that can increase employee motivation include needs, attitudes, and abilities, while organizational characteristics include payment of salaries, supervision, praise, and the work itself (Bakri, 2018). The importance of work motivation for companies is a motivating factor for employees. The driving factor that can motivate employees is the needs of employees (Eka, 2018). Providing motivation means providing opportunities for employees to work well and get what is expected so that employees can develop their abilities. Various studies that have been conducted previously have proven that work motivation has a significant effect on employee performance (Pangastuti et al., 2020; Hayati et al., 2022).

High commitment makes employees more loyal and works hard to achieve company goals and progress, which has implications for improving performance (Cahyani et al., 2020). A strong desire to stay a part of a specific organization is known as the organizational commitment; in other words, this is an attitude that reflects employee performance in the organization and a continuous process in which organizational members express concern for the organization, its success, and its continued advancement.

More substantial employee commitment will increase employee performance (Muis et al., 2018). Previous studies have proven that organizational commitment can affect employee performance (Anggapradja & Wijaya, 2017).

This research was conducted at PT Salam Pacific Indonesia Lines (SPIL), a container shipping company headquartered in Surabaya, Indonesia. SPIL is Indonesia's

largest container shipping company based on fleet size and cargo capacity, with 37 branches across Indonesia. Of course, every company must face this competition during increasingly fierce competition between companies in container shipping services. Because of this competition between companies, it is hoped that the company can manage existing assets. The most critical asset to pay attention to is human resource management.

Performance among employees may be raised with good human resource management. The objectives of this study were to ascertain the relationship between job satisfaction and performance, between work motivation and performance, and between employee commitment and performance. Figure 1 depicts the research framework concerning the study's goals.

## LITERATURE REVIEW

### Job satisfaction

Employees with a high level of job satisfaction will have a positive attitude toward work, whereas employees with a low level of job satisfaction will have a negative attitude toward work (Cahyani et al., 2020). Job satisfaction is a positive attitude toward work results and is an individual thing. According to Ghozali (2017), satisfaction is an assessment that indicates a person's sentiments of pleasure or annoyance and their level of satisfaction or discontent at work.

### Work motivation

Work motivation is a willingness to achieve organizational goals that are encouraged to meet several needs (Ghozali, 2017).

### Employee Commitment

Employee commitment is the condition of employees who favor a particular organization and their goals and desires to remain members (Anggapradja & Wijaya, 2017). Employee commitment is believing in and accepting organizational goals and will

stay or not leave the organization (Muis et al., 2018).

### Employee performance

Performance results from work or actual behavior that is displayed according to the employee's role in the organization (Cahyani et al., 2020). Employee performance is the behavior, actions, and results of employee work that contribute to achieving organizational goals (Juniantara & Riana, 2015).

## Conceptual Framework and Hypotheses

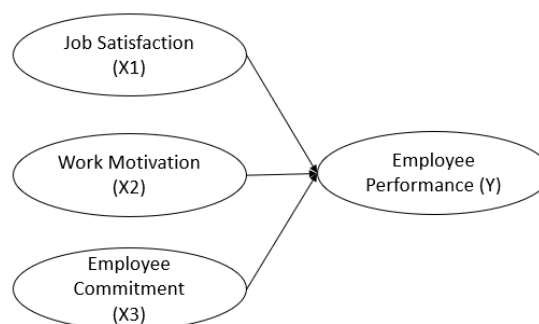


Figure 1. Conceptual framework

Based on the conceptual framework in Figure 1, the hypothesis in this study is:

- H1: Job satisfaction has an impact on employee performance
- H2: Work motivation has an impact on employee performance
- H3: Employee commitment has an impact on employee performance

## RESEARCH METHOD

The current research is included in a quantitative study conducted on the study population, namely employees of PT Salam Pacific Indonesia Lines, a total of 211 permanent head office employees who have worked for more than one year. After calculating the sample using the Slovin formula, a sample of 138 employees was obtained. The sample in this study was selected using the probability sampling technique using random sampling. Data collection in this study used a survey

method using a research instrument in the form of a questionnaire. The measurement scale used in the questionnaire is the Likert scale. The data analysis technique used in this study is multiple linear regression. The independent variables consist of job satisfaction (X1), work motivation (X2), and

employee commitment (X3), while the dependent variable in this study is employee performance (Y). The indicators used for each variable are shown in Table 1 below.

**Table 1. Variable Measurement Indicators**

No.	Variable	Indicators	Source
1.	Job Satisfaction (X1)	1. Salary 2. Colleagues 3. Work performance 4. The work itself 5. Promotional opportunities	Runa (2020)
2.	Work Motivation (X2)	1. The need for achievement 2. The need for power 3. The need for affiliation	Ghozali (2017)
3.	Employee Commitment (X3)	1. Pride of the organization 2. Loyalty to the organization 3. Accept the goals of the organization	Manery et al. (2018)
4.	Employee Performance (Y)	1. Quantity 2. Quality 3. Punctuality 4. Presence 5. Ability to cooperate	Tamba et al. (2018)

## RESULT AND DISCUSSION

### Validity and Reliability Test

The validity test in this study was carried out using the Pearson Product

Moment Correlation. The results of the validity test in this study are shown in Table 2 below.

**Tabel 2. Hasil Uji Validitas**

No.	Variable	Statement items	r <sub>count</sub>	r <sub>table</sub>
1.	Job satisfaction(X1)	X1.1	0,856	0,1672
		X1.2	0,865	
		X1.3	0,905	
		X1.4	0,880	
		X1.5	0,912	
2.	Work Motivation (X2)	X2.1	0,852	
		X2.2	0,924	
		X2.3	0,858	
3.	Employee Commitment(X3)	X3.1	0,941	
		X3.2	0,887	
		X3.3	0,863	
4.	Employee Performance (Y)	Y.1	0,873	
		Y.2	0,850	
		Y.3	0,841	
		Y.4	0,773	
		Y.5	0,854	

Table 2 shows that each statement contained in the variables of job satisfaction, work motivation, employee commitment,

and employee performance has an r-count > r-table value of 0.1672, so these statements are declared valid. Thus, the statements in

the questionnaire are appropriate for measuring research variables.

The results of the reliability test in this study are shown in Table 3.

**Table 3. The results of the Reliability test**

No.	Variabel	Cronbach Alpha
1.	Job Satisfaction (X1)	0,930
2.	Work Motivation (X2)	0,852
3.	Employee Commitment (X3)	0,879
4.	Employee Performance (Y)	0,891

The reliability test results showed that the variables of job satisfaction, work

motivation, employee commitment, and PT SPIL employee performance had a Cronbach Alpha value greater than 0.6, so they had acceptable reliability criteria; each research variable used has consistency when used repeatedly on the same subject and conditions.

Normality test

The normality test in this study was carried out using the Kolmogorov Smirnov with the provision that if the Kolmogorov Smirnov significance value was obtained  $> 0.05$ , the data used in the study were usually distributed. The results of the normality test in this study can be seen in Table 4 below.

**Table 4. Normality Test Results**

		Unstandardized Residual
N		138
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.59127363
Most Extreme Differences	Absolute	.070
	Positive	.070
	Negative	-.030
Test statistic		.070
Asymp. Sig. (2-tailed)		.092 <sup>c</sup>

Based on the Kolmogorov Smirnov normality test, the Kolmogorov Smirnov significance value was  $0.092 > 0.05$ . So it was concluded that the data used in the study were usually distributed.

Multicollinearity Test

A multicollinearity test can be done by looking at the tolerance and VIF values. The provisions used in the multicollinearity test are that multicollinearity does not occur if each independent variable produces a tolerance value  $> 0.10$  and  $VIF < 10$ . The results of the multicollinearity test in this study are shown in Table 5.

**Table 5. Multicollinearity Test Results**

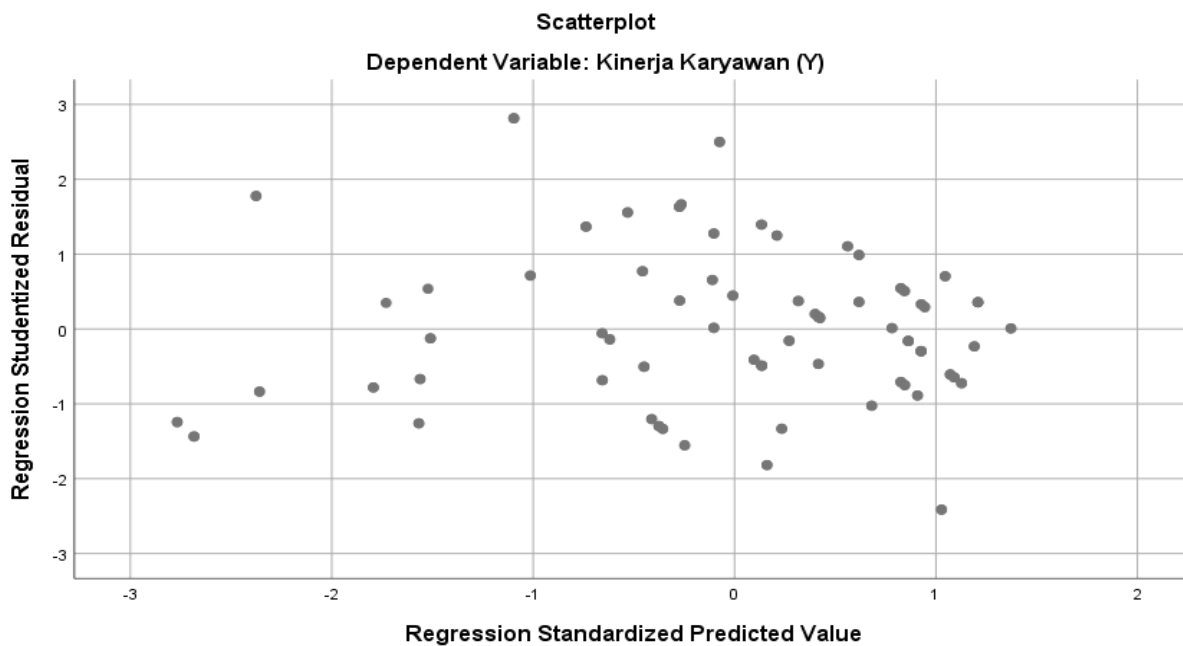
Model	Collinearity Statistics	
	Tolerance	VIF
Job Satisfaction (X1)	0,378	2,645
Work Motivation (X2)	0,416	2,403
Employee Commitment (X3)	0,420	2,379

Based on Table 5, it can be seen that each independent variable in this study has a tolerance value of > 0.10 and VIF < 10, so it can be concluded that multicollinearity does not occur. This condition means that the independent variables of job satisfaction, work

motivation, and employee commitment are not correlated.

Heteroscedasticity Test

Detection in the heteroscedasticity test can be done using a scatter plot graph. Based on the results of data processing, the results of the heteroscedasticity test in this study are shown in Figure 2.



**Figure 2. Scatter Plot chart**

The scatter plot graph shows no heteroscedasticity. The chart has no specific pattern, such as data grouping in the middle, narrowing then widening, or conversely widening then narrowing.

Multiple linear regression analysis is used to explain the influence between several independent variables, namely job satisfaction, work motivation, and employee commitment, to the dependent variable of employee performance.

Multiple Linear Regression Equation Analysis

**Table 6. Regression Coefficient Values**

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	3.971	.694
	Job Satisfaction (X1)	.341	.047
	Work Motivation (X2)	.276	.079
	Employee Commitment (X3)	.556	.085

According to the results shown in Table 6, the regression model equation in this study is  $Y = 3.971 + 0.341X1 + 0.276X2 + 0.556X3$ . Based on the equation obtained, it

can be explained that the constant value obtained is 3.971, which indicates that when the independent variables include job satisfaction, work motivation, and

employee commitment, the value is constant, then employee performance has a value of 3.971.

The regression coefficient value of job satisfaction is positive at 0.341, meaning that the influence between job satisfaction and employee performance is positive. If job satisfaction increases by one unit, assuming the variables of work motivation and employee commitment are zero, then the value of employee performance increases by 0.341 units.

The regression coefficient value of work motivation is positive at 0.276, meaning that the influence between work motivation and employee performance is positive. If work motivation increases by one unit, assuming the variables of job satisfaction and employee commitment are zero, then the

value of employee performance increases by 0.276 units.

The regression coefficient value of employee commitment is positive at 0.556, meaning that the influence between employee commitment and employee performance is positive. If employee commitment increases by one unit, assuming the variables of job satisfaction and work motivation are zero, then the value of employee performance increases by 0.556 units.

Analysis of the Coefficient of Determination

Based on the data processing results, the coefficient of determination in this study is shown in Table 7.

**Table 7. Determination Coefficient Value**

Model	R	R Square	Adjusted R Square
1	.906 <sup>a</sup>	.820	.816

The coefficient of determination is shown by the R Square value of 0.820 with the Adjusted R Square of 0.816, meaning that the variables of job satisfaction (X1), work motivation (X2), and employee commitment (X3) have a solid contribution to employee performance (Y) PT Salam Pacific Indonesia Lines. The Adjusted R Square is 0.816. The Adjusted R Square

value means that job satisfaction (X1), work motivation (X2), and employee commitment (X3) have a decisive contribution of 81.6%, while the remaining 18.4% is influenced by other variables not examined.

T-test

The results of the t-test are shown in Table 7.

**Table 8. Hasil Uji t**

Variable	T	Sig
Job Satisfaction (X1)	7.245	.000
Work Motivation (X2)	3.484	.001
Employee Commitment (X3)	6.564	.000

Based on the results of partial testing, it was obtained that the t value for the effect of job satisfaction (X1) on employee performance (Y) was 7.245, which was greater than the t table of 1.97783. The significant level obtained is 0.000 <0.05. These results

indicate that job satisfaction significantly affects the performance of PT Salam Pacific Indonesia Lines employees, so hypothesis one (H1) is accepted; employee performance will increase when employees feel satisfied with their work.

The calculated t value for the influence of work motivation (X2) on employee performance (Y) is 3.484, greater than the t table of 1.97783. The significant level obtained is  $0.001 < 0.05$ . These results indicate that work motivation significantly affects the performance of employees of PT Salam Pacific Indonesia Lines, so hypothesis two (H2) is accepted. In PT Salam Pacific Indonesia Lines, employee performance will increase when employees have to work.

The calculated t value for the effect of employee commitment (X3) on employee performance (Y) is 6.564, greater than the t table of 1.97783. The significant level obtained is  $0.000 < 0.05$ . These results indicate that employee commitment significantly affects PT Salam Pacific Indonesia Lines's employee performance, so hypothesis three (H3) is accepted. In PT Salam Pacific Indonesia Lines, employee performance will increase when employees commit to the organization.

## CONCLUSIONS

The results of testing the hypothesis prove that there is an influence between job satisfaction on the performance of employees of PT Salam Pacific Indonesia Lines. The findings obtained in this study support previous research by Juniantara & Riana (2015), which also proved that job satisfaction significantly affects employee performance. So it can be stated that an increase in employee job satisfaction can be done to improve employee performance. This study shows that employees with positive feelings about work resulting from evaluating their characteristics impact performance. Positive feelings are given to work-related aspects such as salary, promotion opportunities, supervision, co-workers, and the job itself. Job satisfaction involves positive feelings and evaluations derived from individual work in a job. High employee job satisfaction will improve employee performance. This is because organizations that have employees with high levels of job satisfaction tend to be

more productive and effective (Eliyana et al., 2019). One of the factors that influence employee performance is job satisfaction. Job satisfaction and performance have a very close relationship.

The results of testing the hypothesis prove that there is an influence between work motivation on the performance of employees of PT Salam Pacific Indonesia Lines. The findings obtained in this study support previous research that works motivation has a significant effect on employee performance (Pangastuti et al., 2020; Hayati et al., 2022). So, it can be stated that the greater the work motivation possessed by employees in the company, the better the performance of employees. These results mean that motivation is a supporting factor in an organization in improving performance.

Motivation is essential in the organization because it is a condition that drives employees to achieve their goals and motives. Employees work hoping to get a salary or wage to meet their needs. Without motivation, an employee cannot fulfill his work according to standards because what motivates him to work is not fulfilled. Even if an employee has high workability but is not motivated to complete his duties, his work will not be satisfactory, resulting in decreased performance.

The results of testing the hypothesis prove that there is an influence between employee commitment to PT Salam Pacific Indonesia Lines employee performance. The findings obtained in this study support previous research by Presupposesradja & Wijaya (2017) and Muis et al. (2018), which also proves that employee commitment significantly affects employee performance. It can be stated that the greater the commitment possessed by employees in the company, the better the performance of employees. Employee commitment is shown by the emotional involvement of employees in their organization, considering the costs and risks that will be received if they leave the organization, and feeling they have an obligation and



responsibility to succeed in the vision and mission of the organization.

High commitment makes employees more loyal and work hard to achieve the company's goals and progress, which has implications for improving performance. Employee commitment is a strong desire to remain a member of a particular organization. In other words, this is an attitude that reflects employee performance in the organization and an ongoing process in which organizational members express concern for the organization and its success and ongoing progress to remain in the organization. The stronger the employee's commitment, the higher the employee's performance.

It can be concluded that all research hypotheses built in this study have proven a significant effect of job satisfaction, work motivation, and employee commitment on employee performance at PT Salam Pacific Indonesia Lines. This result shows that job satisfaction, work motivation, and employee commitment can cause an increase or decrease in employee performance. For this reason, the importance of PT Salam Pacific Indonesia Lines company management, to improve employee performance, needs to pay attention to job satisfaction, work motivation, and employee commitment.

Efforts that the company can make are to provide clear career paths for employees, pay according to workload, and provide rewards to outstanding employees. Furthermore, suggestions for future research can be developed by adding other variables affecting employee performance.

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