

THE INFLUENCE OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AT BPJS KETENAGAKERJAAN BRANCH OFFICES ALL MEDAN RAYA AREA

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Abstract

Human resources are an important factor in an organization or company. In order for management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases. The type of research used was associative quantitative. The population used was 130 employees and after being scaled down using the Slovin formula to become a sample of 98 employees. The data sources used were primary data sources and data collection was carried out by distributing questionnaires and surveys. The results of this study are job satisfaction has a positive and significant effect on organizational commitment. Job satisfaction has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Commitment can influence job satisfaction and employee performance indirectly.

Keywords: Job Satisfaction, Organizational Commitment, Employee Performance.

INTRODUCTION

Human resources are an important factor in an organization or company. In order for management activities to run well, the company must have employees who are knowledgeable and highly skilled and strive to manage the company as optimally as possible so that employee performance increases. Human resources have a very important position for an organization because humans play an important role in activities that occur in everyday life, especially in the work environment. Humans were created by God as the most perfect living creatures because they have reason among other living creatures. Without humans, a company cannot carry out its activities, meaning that humans are really needed. In this era of globalization, human resources are the foundation for companies to achieve success. Human resources are the main role in a company. The function of human resources (HR) is to take the initiative and to provide guidance, support and services on various matters relating to employees in the organization (Mukminin, et al, 2019).

Job satisfaction is a feeling of satisfaction experienced by employees at work. Job satisfaction has received attention from various groups because it is related to employee and organizational conditions. Satisfaction indicates the results of work experience and high levels of disappointment help indicate organizational problems that require attention. Work disappointment is closely related to absenteeism, (employee) turnover and physical and mental health problems. Moreover, when workers are dissatisfied with their jobs, work engagement is reduced, commitment to the organization is low, the atmosphere is very negative, and a series of negative consequences will emerge. Dissatisfied employees can engage in psychological decline, physical decline (unexplained absences, leaving early,

taking long breaks, or being late at work), or excessive acts of aggression and retaliation for mistakes that occur (Mangkunegara, 2019).

Job satisfaction at a certain level can prevent employees from looking for work in other companies. If employees in the company are satisfied, the employees will tend to stay with the company even though not all aspects that influence job satisfaction are met. Employees who are satisfied with their company will have a greater sense of attachment or commitment to the company than employees who are dissatisfied. Thus, experts provide several definitions of job satisfaction. Employees work because there is something they want to achieve and people hope that the work activities they carry out will bring them to a situation that is more satisfying than the previous situation. Through work you can gain thousands of sweet and bitter experiences. The drive to work that tomorrow must be better than today requires work to be creative and ready to face challenges. Organizational commitment is the nature of the relationship between an individual and the work organization, where the individual has self-confidence in the values and goals of the work organization, is willing to use his efforts seriously for the benefit of the work organization and has a strong desire to remain part of the work organization. . In this case, the individual identifies himself with a particular organization where the individual works and hopes to become a member of the work organization in order to help realize the goals of the work organization (Kuntjoro, 2019). According to Mathieu and Zajac (1990) in Supriyono (2015) stated that organizational commitment is a bond between an individual and an organization.

Managers who have a high level of organizational commitment will have a positive outlook and will try to do their best in the interests of the organization (Porter et al. 1974 in Latuheru, 2005). Meyer et al. (1990) in Supriyono (2015) differentiates organizational commitment into two, namely affective commitment and sustainable commitment. Affective commitment is characterized by a strong belief in and acceptance of the goals and values of the organization and the desire to carry out efforts well that are considered to be beneficial to the interests of the organization. Continuance commitment stems from perceptions related to the costs of leaving an organization that has usually been a long-standing employer (for example, loss of benefits and seniority).

Employee performance can be achieved if every element in the organization is well integrated and able to carry out its role. An employee's performance for a company can influence the achievements of the company itself. In achieving targets, companies usually have strategies that have been planned from the start, and one of them is human resources. Human resources who have good ability, activeness and innovation can have a good impact on the company in accordance with expectations. In managing human resources, management is needed, which will later be useful to make it easier for the company to coordinate each individual, motivate and provide direction about the importance of the role of human resources for the company. Each individual must have work achievements in the company which have different levels of qualifications and performance in carrying out their duties.

According to Mangkunegara (2019), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with

the responsibilities given to him. In measuring performance, it can be seen from the quality and quantity of employee work, responsibility for work, cooperation between colleagues and the initiative of each employee. By measuring this performance, it can be seen that work achievements have decreased or increased for the company. The phenomenon that occurs at the BPJS Employment Medan Raya Branch Office is that some employees feel dissatisfied with their work because they are often placed in undesirable positions so that employee performance is not optimal and employees have little commitment to the organization.

LITERATURE REVIEW

Job satisfaction

According to Yuniarsih (2017), job satisfaction is an employee's psychological reflection of the results of their work. The level of individual satisfaction is basically based on the value system that exists within him. Therefore, the measure of satisfaction level will be different for each individual. Everyone wants to get a job because by working he hopes to get rewards to support himself and his family. However, it often happens that just getting a reward is not enough. They want to get satisfaction from their work. The problem is how to determine the measure of job satisfaction. With the same job and rewards, people's satisfaction can be different, one person can feel satisfied, while another person does not get satisfaction. (Wibowo, 2015). Job satisfaction is a feeling that supports or does not support an employee who is related to his work or his condition. Feelings related to work involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, work placement, type of work, company organizational structure, quality of supervision. Meanwhile, feelings related to himself include age, health condition, ability and education. (Mangkunegara, 2019).

Job Satisfaction Indicators

According to Yuniarsih (2017), indicators of job satisfaction are as follows:

1. supervision,
2. Work environment,
3. Promotion,
4. Supportive coworkers,
5. Mentally challenging work, and
6. Rewards in the form of wages/salary.

Organizational Commitment

Organizational commitment can be defined as "the extend to which an individual identifies and is involved with his or her organization or is unwilling to leave it." (Greenberg and Baron, 2000). According to Allen and Meyer (2013), organizational commitment is a concept that has three dimensions, namely affective, normative, and continuation commitment. This means that organizational commitment is a situation where an employee is involved in an organization and has no desire to leave the organization, which is commitment. Organizations are divided into three categories, namely affective, sustainable

and normative. Organizational Commitment is a situation where an individual or employee sides with the organization that recruits that individual who has high involvement in their work (Robbins, 2016).

Indicators of Organizational Commitment

According to Allen and Meyer (2013), organizational commitment indicators group organizational commitment into three groups, namely

- a. *Affective commitment* or affective commitment is an emotional attachment that each employee has, identification and involvement in an organization.
- b. *Continued commitment* or continuing commitment is a commitment that considers the losses or sacrifices that employees receive if they leave the organization or company.
- c. *Normative commitment* or normative commitment is a feeling of obligation that employees have to remain in the organization because it has to be like that, which is the right action that must be taken.

Employee performance

Success or failure in an organization in carrying out its duties is closely related to employee performance. Performance achievement in the organization is a factor that must be considered in order for the company to achieve its stated goals. According to Mangkunegara (2019), employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. Robbin (2016) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

Performance Indicators

According to Robbins (2016) performance indicators are a tool for measuring the extent of employee performance achievements. The following are several indicators for measuring employee performance:

1. Work quality;
2. Quantity;
3. Punctuality;
4. Effectiveness;
5. Independence.

METHOD

This type of research can be classified as casual associative quantitative research. According to (Sugiyono 2017) quantitative research is used to examine populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing predetermined hypotheses. The location of the research was carried out at the BPJS Employment Office, Medan Raya Branch.

According to Sugiyono (2017), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn." Based on research, the target population was 130 employees by drawing samples using the Slovin Formula.as follows:

$$\begin{aligned}n &= N / (1 + \sqrt{N \times e^2}) \\n &= 130 / (1 + \sqrt{130 \times 0.052}) \\n &= 130 / (1 + \sqrt{130 \times 0.0025}) \\n &= 130 / (1 + 0.325) \\n &= 130 / 1,325 \\n &= 98\end{aligned}$$

According to Sugiyono (2017), in quantitative research, data is obtained from various sources using various data collection techniques, and is carried out continuously until the data is saturated. The data sources obtained by the author using one source include the following: Primary data source . According to Riduwan (2010), the meaning of data collection techniques is: "Data collection methods are techniques or methods that can be used by researchers to collect data." A questionnaire is a written question that is used as a form of obtaining information from several respondents with the aim of finding out the characteristics of the respondent and their personality as well as getting information that the respondent knows.

This analysis is used involving two or more independent variables, namely the dependent variable (Y) and independent variables (X, Z and Y). In this research, Path Analysis is used to prove the extent of the influence of Job Satisfaction on Employee Performance through Organizational Commitment. The regression equation is:

$$\begin{aligned}Z &= a + b_1X + e \\Y &= a + b_2X + b_3Z + e\end{aligned}$$

Where:

Y = Organizational Commitment

Z = Organizational Commitment

X = Job Satisfaction

b1 = Job Satisfaction coefficient

b2 = Organizational Commitment coefficient

a = constant

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q² value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) the t table value criteria is 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research scale development stage, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in the following figure:

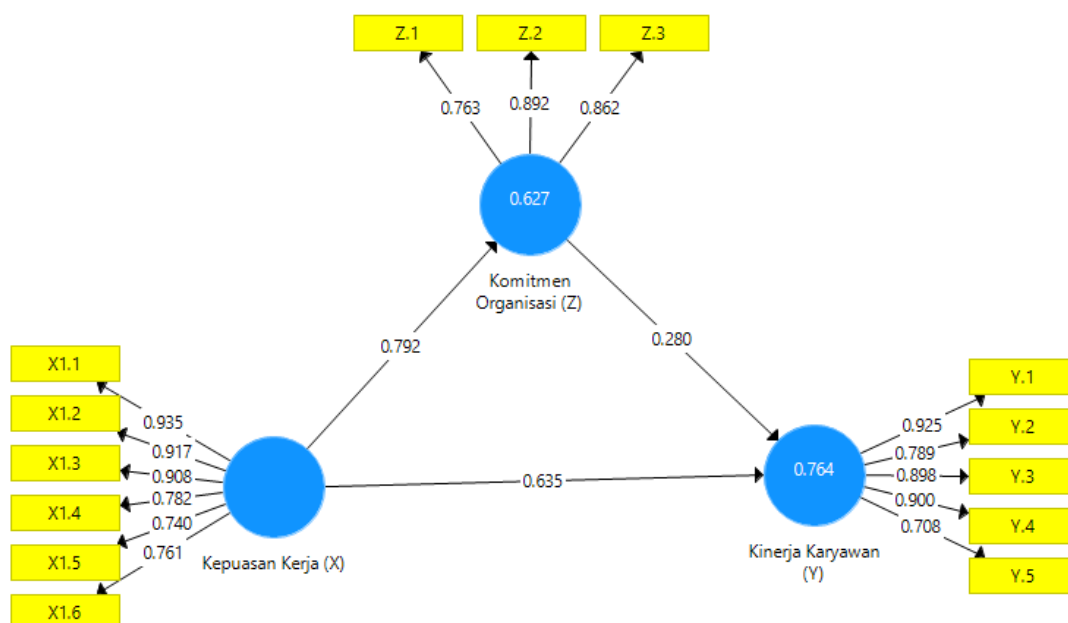


Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table:

Table 1. Outer Loadings stages

	Job Satisfaction (X)	Employee Performance (Y)	Organizational Commitment (Z)
X1.1	0.935		
X1.2	0.917		
X1.3	0.908		
X1.4	0.782		
X1.5	0.740		
X1.6	0.761		
Y.1		0.925	
Y.2		0.789	
Y.3		0.898	
Y.4		0.900	
Y.5		0.708	
Z.1			0.763
Z.2			0.892
Z.3			0.862

Source: Smart PLS 3.3.3

In the picture and table above, all loading factor indicators have a value > 0.7 , meaning the indicator is a valid indicator because it is greater than 700 or 0.7.

2. Discriminate Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following are the cross loading values for each indicator:

Table 2. Discriminant Validity

	Job Satisfaction (X)	Employee Performance (Y)	Organizational Commitment (Z)
X1.1	0.935	0.824	0.762
X1.2	0.917	0.819	0.729
X1.3	0.908	0.786	0.787
X1.4	0.782	0.691	0.532
X1.5	0.740	0.550	0.626
X1.6	0.761	0.629	0.531
Y.1	0.776	0.925	0.741
Y.2	0.680	0.789	0.596

Y.3	0.753	0.898	0.707
Y.4	0.818	0.900	0.701
Y.5	0.582	0.708	0.557
Z.1	0.598	0.544	0.763
Z.2	0.698	0.683	0.892
Z.3	0.696	0.733	0.862

Source: Smart PLS 3.3.3

It can be seen in table 2 above that the indicators for the research variables have a cross loading value that is greater than the cross loading value for the other variables. The cross loading value for the Job Satisfaction variable is greater than the other variables, for the cross loading value for the Organizational Commitment Results variable is greater. larger than the other variables, the cross loading value for the Employee Performance variable is greater than the other variables, which means the cross loading value is discriminantly valid.

3. Composite reliability

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at the reliability of the construct or latent variable which is measured by looking at the Cronbach's alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following describes the construct results for each variable, namely Work Motivation and Discipline, Student Learning Outcomes and Performance with each variable and indicator. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (X)	0.917	0.937	0.713
Employee Performance (Y)	0.900	0.927	0.719
Organizational Commitment (Z)	0.791	0.878	0.707

Source: Smart PLS 3.3.3

Based on table 3 above, it shows that the Average Variance Extracted (AVE) for each variable, namely Job Satisfaction and Organizational Commitment and Employee Performance, has a construct > 0.50, meaning all constructs are reliable. Thus it can be stated that each variable has high discriminant validity.

Meanwhile, it can be seen in the table above that the composite reliability value for each variable shows a construct value > 0.60 . These results show that each variable has met composite reliability so it can be concluded that all variables have a high level of reality.

Furthermore, in the table above, Cronbach's alpha for each variable shows a construct value of > 0.70 , thus this result shows that each research variable has met the requirements for Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So you can It was concluded that the indicators used in this research had high discriminant validity in compiling their respective variables.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

1. Coefficient of Determination (R²)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.764	0.759
Organizational Commitment (Z)	0.627	0.623

Source: Smart PLS 3.3.3

Based on table 4 above, it shows that the R Square value for the Employee Performance variable is 0.764. These results explain that the percentage of employee performance is 76.4%. This means that the Job Satisfaction and Organizational Commitment variables influence employee performance by 76.4% and the remaining 44.6% is influenced by other variables. Meanwhile, the R Square value for the Organizational Commitment variable is 0.627. These results explain that the percentage of performance is 62.7%. This means that the variable 0.627 Organizational Commitment Results influence performance by 62.7% and the remaining 37.3.2% is influenced by other variables.

Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Model
SRMR	0.065	0.065

d_ ULS	0.439	0.439
d_ G	0.372	0.372
Chi-Square	190,286	190,286
NFI	0.848	0.848

Source: Smart PLS 3.3.3

The goodness of fit test results of the PLS model in table 5 below show that the NFI value of 0.848 means FIT. Thus, from these results it can be concluded that the model in this study has a high goodness of fit and is suitable for use to test research hypotheses.

Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05 . The following are the direct influence Path Coefficients results:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Results
Job Satisfaction (X) -> Employee Performance (Y)	0.635	7,935	0,000	Accepted
Job Satisfaction (X) -> Organizational Commitment (Z)	0.792	25,807	0,000	Accepted
Organizational Commitment (Z) -> Employee Performance (Y)	0.280	3,306	0.001	Accepted

Source: Smart PLS 3.3.3

Based on table 6 above, it shows that of the three hypotheses that have a direct effect, all hypotheses are accepted, namely because the TStatistics value is > 1.96 and P-Values < 0.05 , therefore the hypothesis can be accepted.

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Hasi
Job Satisfaction (X) -> Organizational	0.222	3,275	0.001	Accepted

Commitment (Z) -> Employee Performance (Y)				
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Source: Smart PLS 3.3.3

Based on table 7 above, from the indirect hypothesis, H4 variable Z (Organizational Commitment) is able to become an intervening variable, which means that indirectly Organizational Commitment is an intervening variable in this research.

CLOSING

Conclusion

1. Job satisfaction has a positive and significant effect on employee performance at BPJS Employment Medan Raya Branch.
2. Job Satisfaction has a positive and significant effect on Organizational Commitment at BPJS Employment Medan Raya Branch.
3. Organizational Commitment has a positive and significant effect on employee performance at BPJS Employment Medan Raya Branch.
4. Organizational Commitment can have a positive and significant indirect effect on Job Satisfaction on Employee Performance at BPJS Employment Medan Raya Branch

Suggestion

1. Carrying out training for employees to build alert, responsive employee performance to make employees feel satisfied with their work.
2. Looking for employees who are truly committed to the organization and maintaining employees who are committed to balancing the organizational system.
3. Before hiring employees, they must carry out a trending period to prevent mistakes from occurring in the organization.

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