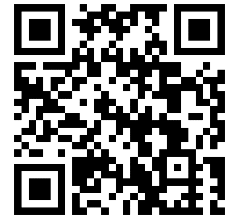


Organizational Commitment, Work Motivation, and Job Satisfaction: Understanding Its Impact of Employee Performance (Case Study at Bank Mandiri (Persero))



Rudi Prianto¹, Rini Handayani²

^{1,2} STIE Atma Bhakti, Surakarta, Indonesia

ABSTRACT: The objective of this study is to examine the impact of organizational commitment, motivation, and job satisfaction on employee performance. The sample population for this study consists of a total of 35 people employed by the company. The sampling technique employed in this study is non-probability sampling. This study employs validity and reliability tests to assess the questionnaires, as well as traditional assumption tests. Additionally, multiple linear regression analysis is conducted. The results of this study show that at Bank Mandiri (Persero), employee performance is positively and significantly impacted by organizational commitment, work motivation, and job satisfaction.

KEYWORDS: Organizational Commitment, Work Motivation, Job Satisfaction, Employee Performance

INTRODUCTION

Human resources are an important factor in a company. Whatever the form and purpose of the company, it cannot be separated from employees because employee performance has an impact on improving company performance. Successful companies need employees who are capable and willing to do the tasks that have been set. The role of human resource management in a company is not small, even as a central manager and provider of human resources (Weny et al., 2019). In order for the company's goals to be achieved, it is necessary to improve employee performance (Irawati & Carrollina, 2017). Performance refers to the degree of achievement or success of an individual over a specific time period in completing tasks, in comparison to predetermined standards, targets, objectives, or criteria that have been mutually agreed upon (Rahmawati & Juwita, 2019). Employee performance is a crucial aspect in achieving company goals. One of the important goals that companies want to achieve in order to develop human resources is to create organizational commitment, motivation, and job satisfaction. These three variables are interrelated and play an important role in shaping employee productivity and performance in a company (Putro, 2020).

Employees that possess a strong dedication to the organization have the capacity to enhance performance at the individual, group, and organizational levels (Hariyanto et al., 2021). Employees with a strong organizational commitment will willingly exert their utmost effort for the advancement of the organization. They will exert effort to attain organizational objectives and uphold organizational principles. Furthermore, they will actively engage and contribute to the progress of the organization. Highly committed employees demonstrate a strong sense of responsibility by willingly utilizing their full range of abilities, driven by a deep sense of belonging to the firm. Employees that have a strong sense of belonging will experience a feeling of usefulness and comfort within the firm (Robbins et al., 2014). Organizational commitment is the psychological state that determines the relationship between employees and the company and influences their decision to stay. It has three parts: affective, continuous, and normative. Positive work attitudes benefit the organization and are called organizational commitment.

Without a strong foundation of self-motivation and a strong drive to advance and develop in accordance with one's ability, improving the quality of human resources will be pointless (Hariyanto et al., 2021). To work in an institution or organization and help employees reach their full potential, they must be motivated by their work (Simanjuntak, 2020). According to Hariyanto et al. (2021) A person will not produce optimal performance if he does not have a high motivation in him to do so. Employee performance will not always improve, sometimes employee performance also decreases. Therefore, improving employee

Organizational Commitment, Work Motivation, and Job Satisfaction: Understanding Its Impact of Employee Performance (Case Study at Bank Mandiri (Persero))

performance is very important in an effort to achieve the company's goals, so it needs to be pursued continuously and continuously. Without work motivation, companies will have difficulty in realizing their goals to the maximum, motivation causes everyone to work hard and diligently (Tarjo, 2020) According to Arianto & Kurniawan (2020) Motivation can originate from both internal and external sources. Extrinsic and intrinsic variables, such as necessity and rewards, such as money, are what drive people to work hard.

Job satisfaction is a positive emotional disposition towards one's job, characterized by feelings of pleasure and affection. This attitude is seen in one's work ethic, adherence to rules, and level of performance. Facilitating the maintenance and growth of an organization can be simplified by fostering a comprehensive comprehension of its employees (Pally & Septyarini, 2021). Job satisfaction is a key factor that can influence an employee's behavior and their ability to organize effectively. Reskantika et al. (2019) define job satisfaction as the emotional state experienced by employees in relation to their work, which can be either positive or negative. Employment satisfaction refers to an employee's emotional response to their employment, which can range from contentment to discontentment, based on their experiences within the work environment. Job satisfaction is a measure of an employee's emotional response to their responsibilities and tasks. Employees with high job satisfaction typically perform their jobs and obligations effectively, resulting in high levels of performance. Therefore, this will result in a beneficial influence on the company, leading to the successful attainment of the organization's objectives (Citrawati & Khuzaini, 2021).

Based on an interview with the Compliance and HR team of PT. Bank Mandiri (Persero) branch is a factor that causes employee performance to decline. First, the organization's commitment is lacking, this is based on interviews with several employees, lately the company has very rarely carried out activities that have an impact on improving employee performance. According to Sanusi et al. (2019), organizational commitment is a person's psychological attachment to an organization that is characterized by the existence, strong trust and acceptance of goals and principles, and the motivation to achieve them. Employees lack motivation. Due to employee dissatisfaction at work, there is a sense of unmotivation and unenthusiasm at work. This is marked by the number of employees who are seen chatting with fellow colleagues and often found employees playing mobile phones during working hours. In addition, employees were also seen going in and out of the toilet alternately during working hours. Third, employees who experience dissatisfaction at work. Through observations and interviews, it was discovered that a number of employees did not observe fasting while at work. This dissatisfaction can occur over his work which is routine and without improvement. Employee dissatisfaction also comes from the salary factor obtained and also the lack of clarity in the promotion process implemented by the company. Due to employee dissatisfaction, employees look lazy at work and result in discipline which also decreases.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Organizational Commitment

Yusuf & Syarif (2017) define organizational commitment as a firm belief in and active support for the principles and objectives that an organization aims to accomplish. In their study, Yahaya & Ebrahim (2016) contend that commitment plays a crucial role in establishing a strong connection between employees and the firm. Yusuf & Syarif (2017) define organizational commitment as a profound and intimate sentiment that an individual holds for an organization's objectives and principles, specifically in regard to their role in striving to accomplish these objectives and uphold these principles. Yusuf & Syarif (2017) identified three markers of organizational commitment: affective commitment, continuous commitment, and normative commitment.

B. Work motivation

As stated by Samsudin (2006), motivation is the external stimulus or encouragement that motivates an individual or work group to deliberately pursue a predetermined purpose. Daft (2011) defines motivation as a dynamic force that can arise from within or outside an individual, and it serves to ignite enthusiasm and perseverance in the pursuit of a desired goal. Motivation is influencing and motivating people to use their abilities and potential to meet their needs. This motivates them to work hard and responsibly to achieve a goal (Arianto & Kurniawan, 2020). The motivating markers utilized in this study, as stated by Priansa (2018), encompass salary, successes, leadership, promotions, risks, and friendships/relationships.

C. Job satisfaction

Khotimah et al. (2019) state that human life encompasses a wide range of activities, and labor is one of these activities. Working refers to the act of performing a task that results in the tangible benefits that can be experienced by the individual involved. This is motivated by the human inclination to fulfill essential requirements. Wardani et al. (2017) define job satisfaction as the psychological state that encompasses positive or negative emotions towards one's employment. Khotimah et al. (2019) describe job satisfaction as an employee's attitude toward work, work environments, and cooperation with leaders and coworkers.

Organizational Commitment, Work Motivation, and Job Satisfaction: Understanding Its Impact of Employee Performance (Case Study at Bank Mandiri (Persero))

According to Sekartini (2016), job satisfaction is determined by employees' sense of how effectively their work fulfills what is deemed significant. According to Sekartini (2016), the factors that indicate job satisfaction include the nature of the job, the level of income or wage, opportunities for promotion, the quality of supervision, and the relationships with co-workers.

D. Employee performance

Mangkunegara (2011) defines performance as the outcome of an employee's job, measured in terms of both quality and quantity, in fulfilling their responsibilities. Performance, as defined by Roziqin & Zainur (2010), encompasses the entirety of an individual's work process and serves as a basis for evaluating the quality of their work. According to Priansa (2018), performance refers to the actions or lack thereof exhibited by employees in the execution of their job responsibilities. Priansa (2018) defines performance as the actual conduct exhibited by individuals in the workplace, which encompasses the accomplishments and outcomes generated by employees in alignment with their organizational responsibilities. The performance of Mangkunegara (2011) can be measured using indicators such as work quality, work quantity, productivity, initiative, cooperation, and responsibility.

E. Hypothesis Development

1. The Effect of Organizational Commitment on Employee Performance

Organizational commitment is the most important component to improve organizational performance (Khan et al., 2010). In most organizations with high stress levels, it will result in low satisfaction and low work productivity as well as low organizational commitment. On the other hand, in an organization with a high level of interpersonal communication, it will improve the organization which will ultimately improve the performance of the organization. This means that commitment can improve organizational performance and vice versa, the lower the commitment of organizational members, the lower the performance of the organizational members. Catur et al. (2020), Marimin & Santoso (2020), and Meutia & Husada (2019) found that organizational commitment affects employee performance. This explanation yields the research hypothesis:

H1: Organizational commitment has a significant effect on employee performance

2. The Effect of Work Motivation on Employee Performance

Robbins (2009) defines motivation as a process that influences the level, direction, and length of an individual's activities in pursuit of goals. In a corporate setting, work motivation refers to the psychological force that influences an employee's behavior and their ability to overcome challenges and barriers at both the organizational and individual levels. On the other hand, work motivation can increase employee satisfaction in doing work, therefore employee performance will increase, the results of the work obtained can be maximum and quality (Efendi et al., 2019). Putro (2020), Setiawan et al. (2022), Rahayu & Dahlia (2023), and Dame et al. (2021) found that work motivation improves employee performance. This explanation yields the research hypothesis:

H2: Work motivation has a significant effect on employee performance

3. The Effect of Job Satisfaction on Employee Performance

According to Wicaksono & Gazali (2021), job satisfaction is a feeling of happiness from individuals in order to complete responsibilities and fulfill their needs to obtain work results that are important to them. Job satisfaction for an employee also needs to be considered because it will have an impact on the performance achieved by an employee. Mardiyana et al. (2019), Leilani & Kusnanto (2024), and Sidik et al. (2021) found that work motivation improves employee performance. This explanation yields the research hypothesis:

H3: Job satisfaction has a significant effect on employee performance

F. Research Framework

The Research framework in this study is as follows:

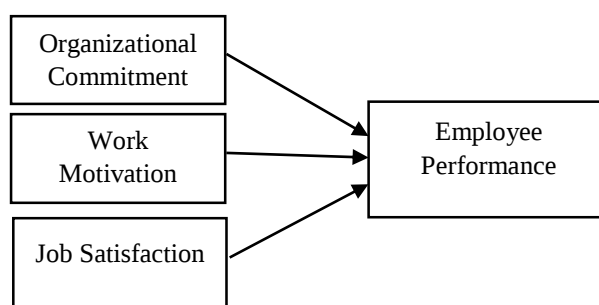


Figure 1. Research Framework

Organizational Commitment, Work Motivation, and Job Satisfaction: Understanding Its Impact of Employee Performance (Case Study at Bank Mandiri (Persero))

III. RESEARCH METHODS

This study employs an associative methodology. The population under investigation consists of 35 employees at Bank Mandiri (Persero) Purwosari Surakarta Branch. The sample population for this study consists of 35 employees from Bank Mandiri (Persero) Purwosari Surakarta Branch. This study used saturated non-probability sampling. The sample includes all 35 workers. This study analyzes questionnaire accuracy using validity and reliability tests. Model feasibility is determined by F test and determinant coefficient. Hypothesis testing uses multiple linear regression analysis, notably the t-test.

IV. RESULTS AND DISCUSSION

A. Data Quality Testing

Table 1 shows the validity of the indicator-total construct score relationship for each variable. The predicted r value in the table above may exceed 0.334. Thus, all statement elements are legitimate. The reliability test showed that all variables had Cronbach's alpha values over 0.60, indicating reliability.

Table 1. Validation and Reliable Test

Variable	R - Calculate	Reliabel
Organizational Commitment	0,670	0,701
	0,693	
	0,651	
	0,766	
	0,675	
Work Motivation	0,713	0,719
	0,631	
	0,655	
	0,775	
	0,686	
Job Satisfaction	0,795	0,722
	0,758	
	0,635	
	0,668	
	0,593	
Employee performance	0,736	0,786
	0,773	
	0,747	
	0,642	
	0,740	

Source: Data Processed, 2024

B. Model Feasibility Testing

1. Test F

Table 2 provides an overview of the F test for testing the feasibility of the proposed research model. the three independent variables yield a 0.000 p-value. A p-value < 0.05 indicates a simultaneous impact of organizational commitment, work motivation, and job satisfaction on employee performance.

Table 2. F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	265,092	3	88,364	91,678	0.000 ^b
	Residual	29,880	31	0,964		
	Total	294,971	34			

Source: Data Processed, 2024

Organizational Commitment, Work Motivation, and Job Satisfaction: Understanding Its Impact of Employee Performance (Case Study at Bank Mandiri (Persero))

2. Koefisien Detereminasi (R²)

Table 3 shows an adjusted R square column of 0.889, or 88.9%. Which suggests that organizational commitment, work drive, and job satisfaction explain 88.9% of employee performance at Bank Mandiri (Persero), whereas other variables explain 11.1%.

Table 3. Determination Coefficient Test Results

R	R Square	Adjusted R Square	Std. Error of the Estimate
0,948	0,899	0,889	0,981

Source: Data Processed, 2024

3. Multiple Linear Regression Analysis

The multiple linear regression model for this investigation, $Y = -5.334 + 0.218X_1 + 0.492X_2 + 0.310X_3 + e$, is displayed in the table above. This equation allows it to be explained as follows: If the factors of organizational commitment, work motivation, and job satisfaction remain constant, performance will decline, as indicated by the constant value, which indicates that these variables have a negative influence. Performance will improve if organizational commitment is higher, as indicated by the variable coefficient of organizational commitment's positive value of 0.218. Performance will improve if work motivation is high, as indicated by the positive sign and coefficient value of 0.492 for the work motivation variable. The variable coefficient of job happiness has a positive sign and a value of 0.310, indicating that better job satisfaction is correlated with higher performance.

Table 4. Multiple Linear Regression Test Results

Variable	Regression Coefficient	Standard Error
Constant	-5,334	1,527
Organizational commitment	0,218	0,091
Work motivation	0,492	0,145
Job satisfaction	0,310	0,137

Source: Data Processed, 2024

4. Hypothesis Testing

The organizational commitment variable's t-value is 2.573, above the required 1.689. While its significance value is 0.015, below 0.05. The results refute the null hypothesis (H₀) for organizational commitment. Therefore, corporate commitment somewhat improves and significantly impacts employee performance. The work incentive variable's t-value is 4.187, over the critical t-value (1.689), while its significance value is 0.000, below 0.05. The data show that work motivation partially positively and significantly affects employee performance, rejecting the null hypothesis (H₀). Work satisfaction had a t-value of 2.671, exceeding the essential 1.689. The significance value of 0.012 is below the 0.05 threshold. The results refute the null hypothesis (H₀) for job satisfaction. Employee performance is partially positively and significantly affected by job satisfaction.

Tabel 5. T Test Result

Variable	t - Calculate	Sig	t - Table
Organizational Commitment	2,573	0,015	1.689
Work Motivation	4,187	0,000	1.689
Job Satisfaction	2,671	0,012	1.689

Source: Data Processed, 2024

V. DISCUSSION

A. The Effect of Organizational Commitment on Employee Performance

The statistical computations indicate $t = 2.573 > t \text{ table } 1.689$, with a significance value of $0.015 < 0.05$. The premise that corporate dedication boosts Bank Mandiri (Persero) employees' productivity is supported. The key to improving organizational performance is dedication. Company loyalty boosts employee performance. Earlier studies by Catur et al. (2020), Marimin & Santoso (2020), and Meutia & Husada (2019) found that organizational commitment improves Bank Mandiri (Persero) employees' performance.

Organizational Commitment, Work Motivation, and Job Satisfaction: Understanding Its Impact of Employee Performance (Case Study at Bank Mandiri (Persero))

B. The Effect of Work Motivation on Employee Performance

Statistics yield these results: The significance value is $0.000 < 0.05$, with $t = 4.187 > t \text{ table } 1.689$. The premise that work motivation greatly affects Bank Mandiri (Persero) employees' performance is accepted. Work motivation is a psychological strain that affects employees' business behavior and resilience in the face of obstacles. High employee motivation boosts productivity. Previous research by Putro (2020), Setiawan et al. (2022), Rahayu & Dahlia (2023), and Dame et al. (2021) indicated that work motivation positively and significantly affects Bank Mandiri (Persero) employee performance.

C. The Effect of Job Satisfaction on Employee Performance

Results from statistical computations: The significant value is $0.012 < 0.05$, with $t = 2.671 > t \text{ table } 1.689$. This supports the idea that job satisfaction greatly impacts Bank Mandiri (Persero) employees' performance. A person is satisfied with their employment when they can meet their demands and commitments to achieve essential results. Since job satisfaction affects performance, it's equally vital for employees. Job happiness increases employee performance. Mardiyana et al. (2019), Leilani & Kusnanto (2024), and Sidik et al. (2021) found that work motivation improves Bank Mandiri (Persero) personnel' performance.

VI. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

The findings of the study on variables related to organizational commitment provide evidence that organizational commitment exerts a substantial impact on employee performance. This demonstrates that the staff organization's dedication to Bank Mandiri (Persero) is strong, resulting in improved performance. The findings of the study on work motivation variables demonstrate that job motivation has a substantial impact on employee performance. This demonstrates that strong work motivation has the capacity to enhance staff performance at Bank Mandiri (Persero). The test findings of work satisfaction factors demonstrate that job satisfaction has a substantial impact on employee performance. This demonstrates that when employees are content with their remuneration, surroundings, and workplace at Bank Mandiri (Persero), it will lead to an enhancement in their performance.

B. Suggestion

Suggestions for researchers are further recommended to conduct research outside of the independent variables used in this study, for example organizational culture or leadership style that can be used to improve employee performance at Bank Mandiri (Persero).

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