

# Analysis of the Relationship between Organizational Commitment, Job Satisfaction, and Employee Job Performance at PT Star Capital Jakarta

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**Abstract:** This study aims to analyze the relationship between organizational commitment, job satisfaction and employee job performance. The variable relationship paradigm is the structure of the correlated path model. This research was conducted by taking the population of employees of PT. Star Capital Jakarta, with 173 members. The population size is relatively small so all members of the population are made respondents (saturation sampling). Primary data collection using a closed questionnaire with 5 options. The research method used is a quantitative method with descriptive and explanatory approaches. Descriptive analysis using table technique, simple averages, standard deviation. Explanatory analysis based on correlated path models is intended to test the research hypothesis formulation. With reference  $\alpha = 0.05$ , the results of hypothesis testing are obtained: organizational commitment and job satisfaction have no significant correlation, the effect of organizational commitment on employee job performance is not significant, and the effect of job satisfaction on employee job performance is significantly weak positive. The coefficient of determination  $R^2$  is 17,80%.

**Keywords:** organizational commitment, job satisfaction, employee job performance.

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## I. Introduction

Human resources, or often referred to as human capital, are important assets in a corporate organization. Unlike other resources, human capital is a human resource that lives and has a dynamic, creative, innovative, capable of creating superior quality in the company. Competence, expertise and high quality inherent in human capital will strengthen competitiveness and be able to improve the company's performance. The characteristics of high performance human capital combined with company growth, company size, capital leverage, company profitability (Endri&Fathony, 2020) can ultimately increase the values firm (such as company image, public trusted, stock price, etc). Also, high-performing employees will be able to increase the income, welfare and prosperity of employees themselves and their families. In this case the productivity and work quality of employees will be the best indicator and size of economic value.

Employee performance can be interpreted as what has been done and produced by employees during a certain period of time. Employee performance is also a work performance that reflects the collection of quality work results obtained by employees in the company. In the majority of manufacturing companies and consulting services will focus on placing human capital in the right place to maximize their work productivity. Employee work productivity is often associated with other organizational variables. In a number of human resource management studies, especially in the area of individual employee behavior, there are two factors most often related to employee work productivity, namely job satisfaction and organizational commitment. While there are many studies that have investigated the relationship between organizational commitment and job satisfaction, as well as literature understanding that focuses on the direct and indirect effects of all components of organizational commitment and job satisfaction on employee performance is very limited (Dinc, 2017). Organizational commitment is defined as a strong belief in the existence of employees in the organization, acceptance of the goals and values of the organization, efforts on behalf of the organization to achieve goals and a strong desire to maintain membership in the organization (Morgan & Hunt, 1994). Job satisfaction is defined as a positive attitude and positive value to the job indicating job satisfaction. Negative and unfavorable attitudes towards work indicate job dissatisfaction (N. Ismail, 2012).

In a number of studies that investigate the relationship of job satisfaction and organizational commitment with employee performance, shows inconsistent and varied results in the level of closeness of the relationship. For example, in terms of the relationship between organizational commitment and employee performance, there is a strong relationship (O.O et al, 2014; Ismail et al, 2015), moderate relations (Hidayah&Tobing, 2018; Putri&RahmatSyah, 2018); weak relationship (Kaplan & Kaplan, 2018; Yamali,

2018), positive not significant (Renyut et al, 2017; Setiawan&Gunawan, 2019). The significance of the level of a strong relationship between job satisfaction and employee performance is evidenced by research findings of Ismail et al (2015), moderate relationships (Chang, 2017; Dixit & Arrawatia, 2018), weak relationships (Renyut et al, 2017; Djastuti et al, 2019), weak and insignificant relationship (Khuzaeni, 2013; Hidayah&Tobing, 2018). Meanwhile, studying the significant positive relationship of organizational commitment and job satisfaction was found in the research of Mosadeghrad et al(2008), Salehi&Gholtash (2011), Bahar et al(2017).

Some of the results of this study have proven that organizational commitment and job satisfaction as an antecedent variable employee performance has a degree of strength in the causality relationship varies and is not consistent with a parameter trend. This shows the gaps in findings produced by the researchers. The discrepancies in the results of the study can be caused by cultural, economic, educational level, gender, and place in which the respondent resides. Therefore, the authors are interested in conducting a review by positioning organizational commitment and job satisfaction as antecedents of employee job performance. This study takes a population of employees of PT. Star Capital Jakarta. The research objectives to be achieved are: (a) testing the relationship of organizational commitment with job satisfaction, (b) testing the effect of organizational commitment on employee job performance, (c) testing the effect of job satisfaction on employee job performance.

## **II. Literature Review and Hypothesis**

### **Organizational Commitment and Job Satisfaction**

For company management, understanding the role of employee organizational commitment is very important. Organizational commitment is considered as one of the most important and important results of a human resource strategy. Organizational commitment is crucial for organizations which have a desire to retain talented employees (Dinc, 2017). Committed employees will increase employee productivity because employees feel one with the organization and work to achieve organizational goals (Renyut et al, 2017). Organizational commitment describes the level of attachment, self-existence, and moral responsibility of employees to the organization in the workplace. Employee commitment is defined as a mental contract that connects employee performance in their duties with identification and attribution with the organization (Wallace, 1995, quoted by Shaw et al, 2003). There are three dimensions of organizational commitment: affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1990). Employees with strong affective commitments explain the desire of employees to stay with the organization. Employees with a strong continuance commitment explain that they live with the organization because they have pragmatic needs of life. Those with strong normative commitments because they feel they have to do it. Affective, continuance and normative commitment are best seen as components of attitude commitment, and every employee can experience this psychological condition to various levels of intensity (Allen & Meyer, 1990).

Job satisfaction is a vital concept in organizational psychology (Dinc, 2017). Job satisfaction can be defined as a feeling of happy or displeased an employee on the job and the attributes that make up the quality of the work. In various industries, employee job Satisfaction has been the concern of business managers and depicts the positive emotions gained by employees when they get the job valuation. Employees ' job satisfaction assessment is often used as an indication of the level of comfort, welfare and productivity of work in its working environment. Hoppock (1935) in Chi et al (2018) identifies employee work satisfaction as a combination of psychological, physiological and environmental conditions that cause a person to be satisfied or dissatisfied with the work. Mabasa et al (2016) mentions that most approaches to job satisfaction are based on motivational theories, and among them is Herzberg's theory in 1959, known as the two-factor motivational theory. Frederick Herzberg explains, intrinsic factors relating to job satisfaction include such factors as the employee's opportunity for personal achievement, recognition of achievement from the supervisor, the nature of the work itself, and growth. In contrast, extrinsic factors such as corporate policy, administration, salary payments, supervision, and working conditions are related to job dissatisfaction. According to Stello (2011) quoted Mabasa et al (2016), the work-related factors regarded as motivators include achievement, recognition of the task (the work itself), responsibility for progress and personal growth. Factors related to the work considered hygienic include policies and administration, supervisory, salary, working conditions, security status and co-worker relationships.

Organizational commitment and job satisfaction are two variable attitudes in human capital. As an independent variable in various studies, a large number of findings suggest that organizational commitment and job satisfaction have a positive relationship (Tarigan&Ariani, 2015; SyafrilBahar et al., 2017). However, the level of relation of both relationships varies between strong, moderate, weak, and insignificant relationships. The magnitude level of strong positive relations was found in the research of Salehi&Gholtash (2011), Ismail et al (2015), Kumar & Kumar (2016), Anjani et al (2018); moderate positive relations (Mosadeghrad et al, 2008; Akhigbe, 2014; Kamaylar et al., 2018); weak positive relations (Hyz, 2010; Leite et al., 2014); Lizote et al, 2017). Another research findings of Ahmad et al (2010) showed a negative relationship, but not significant. Of

the majority of the studies proved that organizational commitment and job satisfaction had a positive relationship, despite the magnitude of difference. Thus it can be drawn the hypothesis synthesis as follows:

**Hypothesis H<sub>1</sub>:** Organizational commitment and job satisfaction has a significant positive correlation.

### **Organizational Commitment and Employee Job Performance**

Employee performance appraisal is very important to know work productivity. Performance appraisal is needed to see the extent to which job performance is expected to be met (Riyanto, 2017). From the results of performance measurement has a strategic value as a basis for evaluating individual strengths and weaknesses, competency development, work career development, promotion, awarding, compensation, and so forth. In simple terms employee job performance can be defined as what has been done and produced by employees during a certain work time period. Rotundo and Sackett (2002) describe employee job performance as employee actions and behavior that contribute to organizational goals (Chang, 2017). Koopmans et al (2014) define individual work performance into four dimensions: task performance, contextual performance, adaptive performance, and counterproductive performance. Task performance can be defined as the skills or competencies to perform the main task performance. Task performance indicators are work quantity, work quality, and job knowledge. Contextual performance can be interpreted as individual behavior that supports the organization, social and psychological environment in which the core technical capabilities must function. Adaptive performance is defined as the extent to which individuals are able to adapt to changes in work systems or work roles. This includes the ability to solve problems creatively, deal with uncertain or unexpected work situations, learn new tasks, technologies and procedures, and adapt to other individuals, cultures or the physical environment. Counterproductive performance is defined as employee work behavior that can reduce work productivity. This includes behaviors such as absenteeism, being late for work, engaging in negative task behavior, theft, and substance abuse (Koopmans et al., 2014).

From several researchers of human resource management (Shaw et al., 2003; Putri&RahmatSyah, 2018; Winarja et al., 2018) shows the results of a hypothesis test that organizational commitment have significant positive relationships with employee job performance. Magnitude relationships vary from strong levels (O. O et al., 2014; Judges, 2015; M. B. M. Ismail et al., 2015), moderate level (Leite et al., 2014; Putri&RahmatSyah, 2018; Hidayah&Tobing, 2018), weak level (Kaplan & Kaplan, 2018; Djuwita et al., 2018; Suharto et al., 2019; Djastuti et al., 2019), insignificant positivity relationship (Shaw et al., 2003; Harwiki, 2013; Renyut et al., 2017; Oyeniyi et al., 2017; Setiawan&Gunawan, 2019). From investigations on a number of studies, there was also a findings that showed negative relations, but had no significant magnitude (Ahmad et al., 2010; Widyaningrum, 2019). In the structure of causality relations, obtained evidence from a number of research findings indicating there is a positive influence organizational commitment towards employee job performance (Shaw et al., 2003; O. O et al., 2014; Judges, 2015; M. B. M. Ismail et al., 2015; Winarja et al., 2018; Putri&RahmatSyah, 2018). Magnitude influence coefficient also varies from strong, moderate and weak influences. Furthermore, referring to evidence of research findings, can be formulated hypotheses as follows:

**Hypothesis H<sub>2</sub> :**Organizational commitment have a positive influence on employee job performance.

### **Job Satisfaction and Employee Job Performance**

Research on job satisfaction is very popular by experts in organizational behavior and human resource researchers. As human capital, employees are a unique resource owned by the organization or company. There are two dimensions of uniqueness inherent to the employees, namely physical factors and psychic factors. The psychic factor is an abstract dimension and its characteristics can only be perceived by humans as living beings. Some human resource variables inherent in psychic factors include work motivation, self-efficacy, organizational citizenship behavior, employee engagement, organizational commitment, and job satisfaction. The point is that these factors constitute the value of attitudes and behaviors that are closely related to the dynamics of the mood and human feelings as organizational resources. The strong or weak intensity of life dynamics of these variables can affect human capital performance, particularly employee work performance.

As is the case with organizational commitment, in a number of studies proven job satisfaction has a positive relationship with employee job performance and has a magnitude relation of varied relationships. From a number of research findings most of the magnitude shows the relationship at moderate, weak and insignificant levels. For example, the findings indicating a strong level of relationship (Ismail et al., 2015), moderate (Lai & Chen, 2012; Vaishali&Jyotsna, 2015; Riyanto, 2017; Chang, 2017), weak (Yvonne et al., 2014; Inuwa, 2016; Günay, 2018), and no significant positive relationship (Khan et al., 2012; Khuzaeni, 2013; Akhigbe, 2014; Angeles et al., 2015). Meanwhile, some research results that show the structure of causality relations, the influence of job satisfaction on employee job performance is obtained from research findings Ismail et al (2015), Chang (2017), Günay (2018), Dixit &Arrawatia (2018) and has significant coefficient of positive influence. As from the empirical facts can be formulated such hypotheses statements:

**Hypothesis H<sub>3</sub>:** Job satisfaction has a positive influence on employee job performance

**Table 1**  
Summary of the findings of the relationship between Organizational Commitment, Job Satisfaction and Employee Job Performance

Researchers	Organizational Commitment and Job Satisfaction	Organizational Commitment and Employee Job Performance	Job Satisfaction and Employee Job Performance
(Tarigan & Ariani, 2015)	Significant moderate positive		
(Manap, 2017)	Significant moderate positive		
(Leite et al., 2014)	Significant weak positive		
(Winarja et al., 2018)	Significant moderate positive	Significant moderate positive	Significant moderate positive
(Salehi & Gholtash, 2011)	Significant strong positive		
(Syafri Bahar et al., 2017)	Significant moderate positive		
(Kamaylor et al., 2018)	Significant moderate positive		
(Chi et al., 2018)	Significant strong positive		
(Mabasa et al., 2016)	Significant moderate positive		
(Anjani et al., 2018)	Significant strong positive		
(Mosadeghrad et al., 2008)	Significant moderate positive		
(Lizote et al., 2017)	Significant weak positive		
(Kumar & Kumar, 2016)	Significant strong positive		
(Djastuti et al., 2019)		Significant weak positive	Significant weak positive
(Renyut et al., 2017)		Positive insignificant	Significant weak positive
(Putri & Rahmat Syah, 2018)		Significant moderate positive	Positive insignificant
(Harwiki, 2013)		Positive insignificant	
(Oyenyi et al., 2017)		Positive insignificant	
(Widyaningrum, 2019)		Negative is not significant	
(Kaplan & Kaplan, 2018)		Significant weak positive	
(O.O et al., 2014)		Significant strong positive	
(Setiawan & Gunawan, 2019)		Positive insignificant	Positive insignificant
(Hakim, 2015)		Significant strong positive	
(Suharto et al., 2019)		Significant weak positive	
(Shaw et al., 2003)		Positive insignificant	Positive insignificant
(Yamali, 2018)		Significant weak positive	
(Cahyadi Putra Aditya, 2019)		Significant weak positive	
(Djuwita et al., 2018)		Significant weak positive	
(Yvonne et al., 2014)			Significant weak positive
(Hidayah & Tobing, 2018)		Significant moderate positive	Positive insignificant
(Ismail et al., 2015)	Significant strong positive	Significant strong positive	Significant strong positive
(Chang, 2017)			Significant moderate positive
(Dixit & Arrawatia, 2018)			Significant moderate positive
(Inuwa, 2016)			Significant weak positive
(Khuzaeni, 2013)			Positive insignificant
(Ahmad et al., 2010)	Negative is not significant	Negative is not significant	Negative is not significant
(Günay, 2018)			Significant weak positive
(Hyz, 2010)	Significant weak positive		
(Lai & Chen, 2012)			Significant moderate positive
(De Silva, 2014)			Positive insignificant
(Angeles et al., 2015)			Positive insignificant
(Khan et al., 2012)			Positive insignificant
(Riyanto, 2017)			Significant moderate positive
(Akhigbe, 2014)	Significant moderate positive		Significant weak positive
(Khuzaeni, 2013)			Significant weak positive
(Vaishali & Jyotsna, 2015)			Significant moderate positive

Source: A summary of the literature review by author, 2020.

Furthermore, the paradigm of relationship structure organizational commitment, job satisfaction, employee job performance, can be described into the following conceptual model of research:

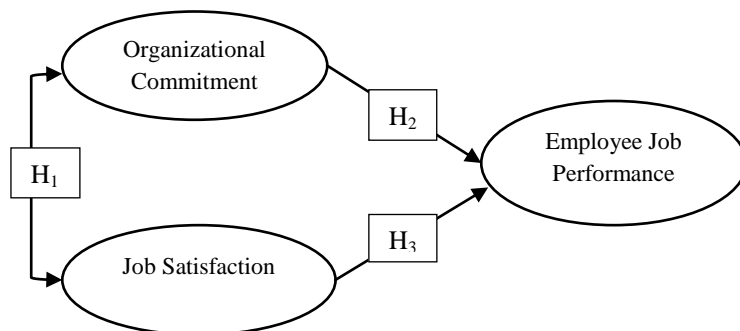


Figure 1: Conceptual Model of Research

### III. Research Methods

This study aims to examine the relationship between construct variables, namely organizational commitment, job satisfaction and employee job performance. The research was carried out in February 2020, and took the population of all employees of PT Star Capital. The company's office address is in the Sinarmas Land Plaza Tower 2 Building 11th Floor, Thamrin Road, Central Jakarta. The number of employee population memberships is 173 people. Because the population size is relatively small, all members of the population are made research respondents, and are also referred to as saturation sampling.

The primary data collection is done by spreading the questionnaire instrument online to all employees of the company. Organizational commitment consist of three dimensions: Commitment affective, continuance commitment, normative commitment, measured through 10 item questionnaires. Each questionnaire is designed using the Likert's 5 closed answer options, which are subsequently transformed into the score. The score category answers very much agree = 5, agree = 4, just agree = 3, less concur = 2, and very disagree = 1. The job satisfaction variable consists of 6 dimensions: leadership (supervisory), opportunity to grow (advancement), physical work environment, salary or payment, co-worker, characteristic of the work itself; and measured using 20 questionnaire items. The answer option consists of 5 closed options, namely: very satisfied = 5, satisfied = 4, quite satisfied = 3, not satisfied = 2, very dissatisfied = 1. Employee job performance variables are measured through 3 dimensions: task performance, contextual performance, adaptive performance. Measurement using 18 questionnaire items with 5 options closed, namely for task performance: very good = 5, good = 4, less good = 3, not good = 2, very not good = 1. While the answer options for contextual performance and adaptive performance are: always do = 5, very often = 4, sometimes = 3, rarely = 2, never = 1.

This type of research is quantitative research with a descriptive and confirmatory analysis approach. Descriptive data analysis using statistical techniques of simple average, standard deviation, correlation, and presentation of data with tables. Confirmatory analysis is aimed at testing the research hypothesis, i.e. using path analysis and coefficient of determination. Path analysis model aimed to detect direct and indirect influence organizational commitment and job satisfaction of employee job satisfaction. Based on the structure of research conceptual model (Fig. 1) then the path analysis applied is the structure of *correlated path model*.

### IV. Results and Discussion

#### Profile of Respondent Characteristics

Members of the study population are 173 people. All returned questionnaire entries online. However, there were 3 respondents returning the questionnaire with incomplete entries, and the researchers excluded them from the subsequent data analysis process. Thus, the effectiveness of data collection of 98.26% of the target population, or complete data entry was obtained from 170 respondents.

Profile of respondents according to gender are 116 men (68.23%) and 54 women (31.76%). Profile of respondents by age: ≤ 25 years 23 (13.52%), 26-30 years 57 people (33.52%), 31-35 years 42 people (24.70%), 36-40 years 27 (15.88%), 41-45 years 7 (4.11%), 46-50 years 12 (7.05%), 51 years ≤ 3 (1.76%). Distribution of respondents according to graduate education: graduated from high school / vocational school 6 (3.52%), diploma 3 (1.76%), undergraduate 115 (67.64%), post graduate 45 (26.47%). Respondents according to position of assignment: administrative staff 59 (34.70%), associate 53 (31.17%), managerial 40 (23.52%), executive 18 (10.58%). Respondents according to their tenure: less than one year 66 (38.82%), between one to 2 years 48 (28.23%), more than 2 years 53 (31.17%).

#### Descriptive Data Analysis

Data processing uses SPSS version 22. The results of data processing as shown in Table 2, is to present descriptive data of construct variables along with their dimensions. Organizational commitment has a mean score of 3.6424 (SD = 0.38657). The normative dimension of commitment has the highest mean score of 3.9356 (SD = 0.38589). Then followed by the average continuance commitment score of 3.5804 (SD = 0.48866) and affective commitment of 3.4691 (SD = 0.55882). Thus it can be concluded that the majority of employees at PT. Star Capital has a strong and good level of organizational commitment.

**Table 2**  
Descriptive Statistics Organizational Commitment, Job Satisfaction, Employee Job Performance

		N	Minimum	Maximum	Std. Mean	Error	Std. Deviation
1.	Affective commitment	170	2.250	5.000	3.4691	.04286	.55882
2.	Continuance commitment	170	2.330	5.000	3.5804	.03748	.48866
3.	Normative commitment	170	2.670	5.000	3.9356	.02960	.38589
<b>4.</b>	<b>Organizational commitment</b>	170	2.800	4.800	3.6424	.02965	.38657
5.	Leadership	170	2.000	5.000	3.8941	.04492	.58567
6.	Promotion	170	2.000	5.000	3.7609	.04016	.52357
7.	Physical environment	170	2.330	5.000	3.8725	.03754	.48946

*Analysis of the Relationship Between Organizational Commitment, Job Satisfaction, and ..*

8.	Payment	170	2.000	5.000	3.7411	.04542	.59219
9.	Co-worker	170	2.670	5.000	3.8826	.04045	.52738
10.	Work characteristics	170	2.750	5.000	3.7735	.03253	.42417
<b>11.</b>	<b>Job Satisfaction</b>	170	2.890	4.750	3.8211	.02982	.38886
12.	Task performance	170	2.860	4.290	3.6185	.02211	.28830
13.	Contextual performance	170	2.290	4.710	3.7136	.03344	.43604
14.	Adaptive performance	170	2.000	5.000	3.8044	.03579	.46670
<b>15.</b>	<b>Employee Job Performance</b>	170	2.610	4.560	3.7094	.02286	.29804

Source: Primary data processed, 2020.

Job satisfaction has a mean score of 3.8211 (SD = 0.38886). The highest mean score was obtained from the leadership of 3.8941 (SD = 0.58567). Co-work colleagues sequential mean score 3.8826 (SD = 0.52738), physical environment 3.8725 (SD = 0.48946), job characteristics 3.7735 (SD = 0.42417), promotion 3.7609 (SD = 0.52357), payment 3.7411 (SD = 0.48946) SD = 0.59219). From this job satisfaction score data it can be concluded that satisfied employees can work at PT. Star Capital.

In the construct of employee performance, a mean score of 3.7094 (SD = 0.29804) was obtained. The highest mean score of the dimensions of adaptive performance is 3.8044 (SD = 0.46670). Then contextual performance is 3.7136 (SD = 0.43604) and task performance is 3.6185 (SD = 0.28830). Of the three dimensions of work performance, the lowest value on the performance task. This relates to the work intentions associated with the skills and competencies possessed by employees to obtain achievement, quality, and work knowledge, it is important to be a particular concern of the management of PT. Star Capital in the development of human resources supported by the company. However, in general it can be concluded that the company has achieved good work performance.

Next we see Table 3, which presents the value of the correlation coefficient between construct variables and their dimensions. By implementing the Karl Person correlation formula the correlation coefficient obtained organizational commitment with affective commitment 0.863, continuance commitment 0.862, normative commitment 0.582. All correlation coefficient values are significantly positive and have a very strong degree of closeness. So it can be concluded that affective, continuance, and normative commitment are one-dimensional organizational commitment.

Job satisfaction correlation coefficient with leadership dimensions 0.606, promotion 0.706, physical environment 0.817, payment 0.819, co-worker 0.754, work characteristic 0.770. The value of the positive correlation coefficient is significant and has a strong and very strong relationship. It can be concluded that leadership, promotion, physical environment, payment, co-worker, and work characteristics are one-dimensional job satisfaction.

The correlation coefficient of employee job performance with task performance is 0.686, contextual performance 0.869, adaptive performance 0.765. The correlation coefficient values are significantly positive and have a strong and very close relationship level. Thus it can be concluded that task performance, contextual performance, adaptive performance are one-dimensional employee job performance.

By aiming for reinforcement and confirmation, the questionnaire item data reliability test was continued on each construct variable with the Chronbach's Alpha formula. The reliability test results on organizational commitment obtained a value of 0.791, job satisfaction 0.930, employee job performance 0.832. The calculated Chronbach's Alpha coefficient on all variables is above 0.7. It can be concluded that all the construct variables have fulfilled the reliability value requirements.

**Table 3**  
Organizational Commitment, Job Satisfaction and Employee Job Performance Correlation Coefficients

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
Affective commitment	1												
Continuance commitment	.601**	1											
Normative commitment	.192*	.451**	1										
<b>Organizational commitment</b>	.863**	.862**	.582**	1									
Leadership	-.007	.072	.129	.062	1								
Promotion	.020	.116	.232**	.125	.346**	1							
Physical environment	-.101	-.055	.224**	-.012	.357**	.527**	1						
Payment	.199**	-.178*	.098	.153*	.298**	.558**	.697**	1					
Co-worker	-.143	-.069	.356**	-.002	.330**	.319**	.528**	.510**	1				
Work characteristics	-.094	-.012	.265**	.021	.287**	.390**	.565**	.568**	.738**	1			
<b>Job</b>	-.119	-.031	.283**	.005	.606**	.706**	.817**	.819**	.754**	.770**	1		

Satisfaction														
Task performance	-.134	-.077	.104	-.075	.140	.362**	.322**	.412**	.221**	.255**	.384**	1		
Contextual performance	.204**	.038	.280**	-.020	.090	.267**	.285**	.173*	.244**	.203**	.279**	.410**	1	
Adaptive performance	.245**	.001	.291**	-.054	.180*	.255**	.292**	.178*	.419**	.315**	.360**	.293**	.626**	1
<b>Employee Job Performance</b>	.198**	.048	.339**	<b>.005</b>	.160*	.352**	.381**	.321**	.368**	.319**	.421**	.686**	.869**	.765**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Next we see a partial correlation on the construct of the research variable. Presented in Table 3, shows the correlation coefficient of organizational commitment and job satisfaction of 0.005, is positive and not significant. The correlation coefficient of organizational commitment and employee job performance of 0.005, is positive and not significant. The correlation coefficient of job satisfaction and employee job performance of 0.421, is positive and has a significant level of closeness in the weak category. Thus a temporary conclusion can be drawn that organizational commitment, job satisfaction and employee job performance, if each is positioned as an independent variable, the facts prove the correlational relationship between constructs is very weak.

### Hypothesis Testing Results

As mentioned above, the paradigm of relationships between constructs is the structure of correlated path model. The results of the path coefficient estimation are parameters that show the hypothesized variable relations. Analysis of primary data using SPSS version 22 will obtain the path coefficient and the P-value as a sign of the significance of the relationship. The magnitude of the path coefficient, P-value and the results of the hypothesis test can be seen in Table 4.

**Table 4**  
Path coefficient, P-value, and Hypothesis Test Results

Relationship structure	Path coefficient	P-value	Direct effect	Indirect effect	Total effect	Hypothesis
OC ← JS	0.005	0.475	0.000025	0.000000	0.000025	H <sub>1</sub> rejected
OC → EP	0.003	0.965	0.000009	0.002105	0.002114	H <sub>2</sub> rejected
JS → EP	0.421	0.000	0.177241	0.000015	0.177156	H <sub>3</sub> accepted

Source: Primary data processed, 2020.

From the data in Table 4 we can formulate the multiple linear regression equation:  $EP = \rho_2 OC + \rho_3 JS + \varepsilon$ . Residual value  $\varepsilon = \sqrt{1 - R^2}$ .  $EP = 0.003 OC + 0.421 JS$ . The coefficient terminated  $R^2 = 0.178$  or equal to 17.80%. Furthermore, from the table data and the regression model can be read the following hypothesis test results:

- Path coefficient  $\rho_1 = 0.005$  (P-value = 0.475). The conclusion of the H<sub>1</sub> hypothesis is rejected. That means, although between organizational commitment (OC) with job satisfaction (JS) has a positive correlation coefficient, but it has a very weak and insignificant relationship level.
- Path coefficient  $\rho_2 = 0.003$  (P-value = 0.965). The conclusion of the H<sub>2</sub> hypothesis is rejected. That is, although organizational commitment has a positive coefficient  $\rho_2$ , but it does not significantly influence employee job performance (EP).
- Path coefficient  $\rho_3 = 0.421$  (P-value = 0.000). The conclusion of the H<sub>3</sub> hypothesis is accepted. That is, there is a positive and significant influence on job satisfaction on employee job performance.

### V. Discussion

Based on the data output measurement of research objects by PTStar Capital employee respondents obtained the results of testing 3 hypotheses all of which have coefficients with a low level of significance quality. Hypothesis H<sub>1</sub>, the correlation coefficient of organizational commitment and job satisfaction is positive, very weak and insignificant. These results support the research findings of Hyz (2010), Leite et al (2014), Lizote et al (2017). These two organizational variables can be explained that what happens to most employees of PT Star Capital views differently between organizational commitment and job satisfaction. In the affective commitment dimension, which is the emotional area that reflects the degree of self-attachment and feelings of ownership in the organization, has the lowest mean score compared to the continuance and normative commitment. Likewise in job satisfaction, which is a construct of attitudes about feelings of pleasure or displeasure related to work that has been and is being experienced by employees. The mean score of the

measurement results on payment and promotion (2 hygiene factors) is lower than the mean score of improvement for growth and work characteristics (2 motivator factors).

The mean score of normative factors and continuance commitment is higher than affective commitment. The mean score of hygiene payment and promotion factors is lower than the mean score of motivator advancement and work characteristics factors. The synthesis concludes that the majority of PT Star Capital employees have a pragmatic attitude and work behavior and are concerned with meeting the short-term needs of their future.

Hypothesis H<sub>2</sub>, the research findings prove there is no significant effect of organizational commitment on employee job performance. As shown in Table 4, the total effect is very low at 0.21%. The results of this evidence support the research findings of Shaw et al (2003), Harwiki (2013), Renyut et al (2017), Oyeniyi et al (2017), Setiawan&Gunawan (2019). Hypothesis H<sub>3</sub>, the findings prove there is a positive and significant effect on job satisfaction on employee job performance. The degree of influence is weak. The total effect obtained is low is 17.71%. The results of this study support the research findings of Khuzaeni (2013), Akhigbe (2014), Yvonne et al (2014), Inuwa (2016), Renyut et al (2017), Günay (2018), Djastuti et al (2019).

From the results of testing the hypothesis H<sub>2</sub> and H<sub>3</sub> prove organizational commitment and job satisfaction are not antecedent variables either for employee job performance. The coefficient of determination R<sup>2</sup> of 17.80% is perceived to have a very low contribution to variations in changes in employee job performance. Of the three dimensions of employee job performance, the lowest average performance score is in the task performance dimension, which is 3.6185. This means that the work behavior of the majority of employees is related to the achievement of quantity, quality, effectiveness, and work efficiency which is only included in good criteria and meets the minimum standards set by the company's management. Employee work behavior appears to be pragmatic and normative in accordance with applicable regulations in the company. This is reflected in the highest mean score of normative commitment perceptions between affective and continuance commitment. Pragmatic work behavior of employees is also seen in the level of employee satisfaction with payment and promotion factors, which have a relatively low mean score among the four other dimensions of satisfaction. So it can be concluded that organizational commitment and job satisfaction now is not an appropriate predictor for developing employee performance at PT Star Capital. As for some research findings that explain other human resource variables, and have a strong positive influence on employee job performance, including quality of work life (Mafini, 2015), motivation (Sriekaningsih&Setyadi, 2015), compensation (Winda et al., 2017), ability (Kurniawan et al., 2018), competency (Winarno&Perdana, 2015), trust (Varshney& Arabia, 2017), discipline (Suyanto, 2018).

## **VI. Conclusion and Suggestions**

From the results of the hypothesis test, it is proven that as an organizational commitment and job satisfaction attitude variable has no significant correlation. Also, there is no multicollinearity relationship between the two variables, if positioned as antecedent of employee job performance. From testing the hypothesis obtained: organizational commitment has no effect on employee job satisfaction. Job satisfaction has a significantly weak positive effect. The coefficient of determination (R<sup>2</sup>) is 17,80%. The magnitude of this coefficient is relatively small and not significant enough to explain variations in changes in employee job satisfaction. Therefore it can be concluded that organizational and job satisfaction is not strong and good predictors for employee job performance in PTStar Capital employees. The majority of PT Star Capital employees tend to work pragmatically and view short-term benefits as more important as a measure of their work performance.

In order to complete the results of this study, it is suggested to PT Star Capital's management team to conduct further studies and identify other factors that are expected to have a strong influence on employee job performance. Referring to the findings of previous research, the factors of work motivation, compensation, competence and ability, can be the main priority of the study by the management of PT Star Capital. Furthermore, new research findings can be used as a basis for updating company policy in improving and developing employee work productivity.

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