

# Job Satisfaction and Employee's Commitment to the Performance: Case Study of Angkasa Pura I Juanda International Airport

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## Abstract

This study examined the effect of employee's job satisfaction, employee's commitment to the employee's performance at PT. (Persero) Angkasa Pura I Juanda International Airport. The population consisted of 78 employees as a respondent and using a survey research method with proportional cluster random sampling as a technique to choose the sample size, also simple random sampling to choose the respondent, and using the path analysis tests the hypothesis. The result showed that employee's job satisfaction has a direct significant and indirectly significant effect on performance through employee's commitment. Also, an employee's commitment has a significant direct effect on an employee's performance.

**Keywords:** Commitment, Employee Performance, Job Satisfaction

## Introduction

Every organization try to attempt their business run used for improving their income, included service organization (Ngoc Su et al., 2021). One of the megatrends of recent years has been the phenomenal growth of services. In Asia, the service sector makes up 33 percent (in China and Indonesia) to 85 percent (In Hongkong) of the various countries' GDPs (Kotler & Keller, 2012). Similar to PT. Angkasa Pura I Branch Office Juanda International Surabaya, is one of the public organizational services in Indonesia which must manage the airport service (Rezafajri & Suhermin, 2022). This organization supposes to be a sector that can accommodate the improvement of economy of Indonesia. Unconsciously, given these responsibilities, it is not surprising that organization must achieve effectiveness and optimal performance. Consequently the employee welfare will be realized and satisfaction of job employee might be accomplished. Also, the employee commitment to carry out high performance might be undertake too.

Job satisfaction is focused on all the feelings that an individual has about his/her job (Omar et al., 2020). Eliyana et al. (2012) found that employee satisfaction of their job, which is satisfy from ability utilization, compensation, co-worker relationship, working conditions, recognition and achievement, influence to the organizational commitment. Job satisfaction as how happy an employee is in a job, and employees who enjoy their jobs will work harder and stay longer with their employers than employees who do not (Chinomona & Dhurup, 2014). Job satisfaction is a complex and multifaceted concept and difficult to measure objectively. Because of the level of job satisfaction is affected by wide range of individual, social, cultural organization and environment factors (Dugguh & Ayaga, 2014). Indicators of employee's job satisfaction are consisted of: level of attendance, good and bad feeling about the job, fairness compensation, receiving the duty, motivation of the employee, positive or negative feeling about the organizational rules, complaint and another destructive behavior. Another research showed that the antecedent factors toward job satisfaction for instance: salary, physical condition of workplace, workplace facilities, bonuses and reward, regulation, work safety, direct superior, co-workers, communication, job itself, system, career path, performance appraisal, and organizational training and development (Luthans, 2011).

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Received: 1 December 2022, Revised: 13 December 2022, Accepted: 17 December 2022, Published: 29 December 2022

Cite this: Lestariningsih, M. (2022). Job Satisfaction and Employee's Commitment to the Performance: Case Study of Angkasa Pura I Juanda International Airport. *Innovation Business Management and Accounting Journal*, 1(4), 148-153. <https://doi.org/10.56070/ibmaj.v1i4.25>



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Employee's commitment is an attitude of the employee regarding: 1) a strong desire to remain a member of the particular organization; 2) willingness to exert high levels of effort on behalf of organization; 3) a definite belief in and acceptance, of the values and goals of the organization (Luthans, 2011). Meyer et al. (1989) develop an early model that has received considerable attention. The three model they advocated was based on their observation that reflected three distinct themes: an affective emotional attachment towards an organization (affective commitment); the recognition of cost associated with leaving an organization (continuance commitment); and a moral obligation to remain with an organization (normative commitment).

Dalkrani and Dimitriadis (2019) found that employee satisfaction as a determine's factor of employee commitment. Subsequently, according to Eliyana et al. (2019), employee commitment to organization have a significant positive relationship toward performance. Agu (2015) state that the reasons for studying organizational commitment are related to employee behavior and performance effectiveness.

A few studies have examined the relationship of job satisfaction, commitment and performance in organizational level. Pepple et al. (2021) showed that employee commitment was related to turnover intentions as the organizational level. The individual level, there was little correlation between psychological stress (perceived work pressure), satisfaction, and other job attitudes and physical symptoms; however, the relationships at the organizational level were much stronger (Ostroff, 1992). There has been a considerable amount of rhetoric about the relationships among employee's job satisfaction, employee's commitment and employee's performance; however, with the exception of the study by Chinomona and Dhurup (2014), little empirical work has been conducted to support the linkages of employee's job satisfaction, employee's commitment, and performance. A study of the linkages and influences of these variables are needed.

The purpose of this study focuses on the predictive direct and significant effects of employee's job satisfaction toward employee's performance, predictive indirect significant effects of employee's job satisfaction through employee's commitment toward employee's performance. And the last point, this study purpose to focused on predictive direct significant effects of employee's commitment in relation to employee's performance.

## Literature Review

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is result of employees' perception of how well their job provides those things that are viewed as important. Dimensions to job satisfaction; 1) job satisfaction is an emotional response to a job situation; 2) job satisfaction occurs when job's reality goes beyond the employee expectation; and 3) job satisfaction represent several related attitudes such as the work itself, pay, promotion opportunities, supervision, and coworkers (Luthans, 2011).

To the society as a whole and from employee viewpoint, job satisfaction is the desirable ending. In managerial perspective and organizational effectiveness, job satisfaction outcomes being the important matter. Therefore employee satisfaction has always been important issues for organizations (Bhatti & Qureshi, 2007). According to several studies, they found that satisfied employees in their job tend to be more productive, creative, and committed to their employee (Mwesigwa et al., 2020; Sulistyan, Ermawati, Hidayat, et al., 2019).

Sulistyan, Ermawati and Yunus (2019), in their research found that there are causality effect between job satisfaction and organizational commitment. Committed employees give a big contribution to organizations because they perform and behave on achieving the organization's goals. Furthermore, employees who are committed to their organization are happy to be member of it, believe in and feel good about the organization, intend to do what is good for the organization. Sulistyan, Ermawati and Ariyono (2019) discovered that employee commitment is a key factor of performance. Same as Meyer et al. (1993) found that commitment to supervisors was positively related to performance and was more strongly associated with performance than was commitment to the organizations.

Considering the previous research evidence, the hypothesis of this study are:

H1: Employee's job satisfaction will have a positive significant direct influence on performance.

H2: Employee's job satisfaction will have a positive significant indirect influence on performance through employee's commitment.

H3: Employee's commitment will have a positive significant direct influence on performance.

H4: Employee's job satisfaction will have a positive significant direct influence on performance toward commitment

## Methods

This research occupies a management science approach, focusing on human resource management and organizational behavior, as well as employees at PT. (Persero) Angkasa Pura I Juanda International Airport in Surabaya Indonesia. The studying aspects are influenced of employee's job satisfaction through employee's commitment and the effect to performance of organization due to employee's performance. Survey and grounded research is used. Unit of analysis of this study is individual employees of PT (Persero) Angkasa Pura I Juanda International Airport at three divisions. The divisions are commercial and business development, financial division, and human resource division.

Source of data collected is primary data taken from respondents using the questionnaire and secondary data from the organizational being studied. Model testing developed in this research is path analysis. Method of sampling is full sample, and the sample used 78 respondents. This research also used three variables, namely 1) employee's job satisfaction, 2) employee's commitment, and 3) employee's performance.

Employee's job satisfaction is employee's perceptions towards how their job gives something satisfactory feeling. There are ten questions of Job Satisfaction, with nature of work dimension that used the Brayfield and Rothe (1951) questionnaire. Employee's commitment is the conditions that employee feel trust, acceptance and desire to remain the member of particular organization. This variable using ten items question of Organizational Commitment Questionnaire (OCQ), developed by Mowday et al. (1979). Employee's performance is employee's perception towards their ability to finished their job, their knowledge, and quality according to their self-assessment (Sulistyan, 2017). It's consist of ten questions.

Before the instrument are used to gather the data, test of validity and reliability are conducted. The test of validity uses Pearson correlation. The value of the correlation is then compared to the critical value. And the instruments are valid when the value of the correlation from the research is bigger than critical value. Result of validity test of the instrument 30 items exceeds the lower limit of correlation coefficient 0.4140. Because the instruments has high validity, it proves that the data collected is valid. The test of reliability is done using Alpha Cronbach's with "one shot" technique. The conclusion is that all items explaining person job fit variable is valid because bigger than critical value 0.60 (Ghozali, 2018). The alpha value of employee's job satisfaction is as much as 0.687; the employee's commitment is as much as 0.815, and the alpha value of employee's performance is as much as 0.765.

## Results and Discussion

Employee's job satisfaction is classified as sufficient. It means that in nature of work, the employee really like and feel satisfy enough due to their job. And in this condition, the organization adequate in fulfilling the need of employee at their jobs. Employee's commitment is classified as high. It conveys that employee feel very committed to the organization. The commitment itself more oriented to desire of affective commitment. It means that employee have a high sense of belonging to the organization and supported by the condition that organization was a part of their life, and they feel very happy to conclude their duty without fastened control by the organization. The performance of employee in PT Angkasa Pura I Juanda International Airport is generally high. It's express that the rules and organizational standard performance has been received by the employee.

### Path Analysis

Ghozali (2018) illustrate that path analysis have a direct and indirect influence between independent variables and dependent variable through the coefficient  $\beta$ . The summary of direct influence and indirect influence of employee's job satisfaction, employee's commitment and employee's performance are shown in Tabel 1, below.

**Table 1. Summary of Direct Influence and Indirect Influence of Employee's Job Satisfaction, Employee's Commitment and Employee's Performance**

Model	t	Sig	$\beta$
Job Satisfaction → Employee's Performance	2.820	0.034	0.165
Commitment → Employee's Performance	4.919	0.000	0.527
Job Satisfaction →,s Commitment	3.549	0.000	0.436
Job Satisfaction → Commitment → Employee's Performance	0.265	0.000	

Source: Data Processed (2022)

Table 1. Showed that relationship between an employee's job satisfaction toward employee's performance is indirect relationship through employee's commitment. For a reason that coefficient of this indirect relationship through employee's commitment is bigger than direct relationship toward employee's performance. Furthermore, the result of the research shows that employee's job satisfaction and employee's commitment are the main factors of employee's performance of PT. (Persero) Angkasa Pura I Juanda International Airport. The partial testing proves that there is the positive significant influence of employee's job satisfaction, employee's commitment toward employee's performance.

This finding is similar to the study of Sulistyan, Ermawati and Yunus (2019) that employee's job satisfaction and employee's commitment are the predictors of employee's performance. Angle Pery (1981) said that social interaction between organizational employees would increase their satisfaction. Also, the employees feel their life are mean pleasure. The same opinion with Angle and Perry, McGregor said that feeling and job satisfaction would affect the development of routine interaction, and it will develop relationship in the workplace wich then become routine pattern. Those patterns will be as a control toll of expectation and behavior which finally result in positive attitude to produce the individual performance.

Employee's job satisfaction also founded by this research have a positif significant influence toward employee's performance. This finding relevant with the study that discovered by Sulistyan, Ermawati and Ariyono (2019), They said that employees with satisfy condition are the productive employees. Furthermore employee's commitment have a positive significant influence on employee's performance. Theorist such as Luthans (2011) said that there is so many research indicated so many result. More recent research summaries found that positive relationship between commitment toward high performance, turnover intentions and low absenteeism. Furthermore, another studies have identified commitment as a moderating effect on organizational performance, and job satisfaction have been found along ago as antecedent of organizational commitment.

## Conclusion

Form the previous analysis, the conclusion drawns are as follows: (1) Employee's job satisfaction have a positive significant direct influence toward performance. (2) Employee's job satisfaction have a positive significant indirect influence toward performance through employee's commitment. (3) Employee's commitment have a positive significant direct influence toward performance.

Recommendations for further research are (1) Since there is a direct significant influence of employee's job satisfaction on employee performance, it is necessary for the organization to pay attention to employee's job satisfaction, management organization still preserve the regulation that they made. Because of most of employee comfortable and accept all the regulation of nature of the job that they completed every day. (2) Since there is a positive significant indirect influence of employee's job satisfaction due to employee performance through employee commitment, an organization might give more attention to both of variables (employee's job satisfaction and employee's commitment). Both two aspects must be managed carefully and simultaneously. (3) Since there is a positive significant indirect influence of employee's commitment toward employee's satisfaction, it's necessary for an organization to pay attention to employee's commitment. So that, the writer proposed the following matters for management to do: (a) Optimizing the employee's commitment to stressing to the affective commitment. It means that management organization might give extra emotional attachment, involvement and identification with all aspect of activities of an organization. (b) The organization must also pay attention to manage well the employee's job satisfaction through increasing the job satisfaction that caused satisfaction to their employee



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