

## **Determinants of Job Performance of Universities Employees**

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**ABSTRACT:** The purpose of this study is to analyze the influence of organizational commitment components on job satisfaction and job performance. The relationship between variables in this study was analyzed structurally using SPSS and AMOS version 22. A total of 292 survey results were collected from University of Trunojoyo Madura employees. The study results show that the components of organizational commitment, namely affective commitment, and normative commitment affect job satisfaction, but continuance commitment does not influence job satisfaction. Then job satisfaction affects employee job performance, and job satisfaction mediates the relationship between normative commitment and affective commitment to employee job performance, but job satisfaction does not mediate the relationship between continuance commitment and employee job performance.

**KEYWORDS:** organizational commitment, job satisfaction, job performance, University of Trunojoyo Madura

### **I. INTRODUCTION**

On March 15, 2020, the Indonesian government declared the COVID-19 pandemic a national disaster. From this date, the Indonesian government issued a regulation for the Implementation of Restrictions on Community Activities (PPKM), so that people are no longer free to visit public places or open places (Vadakkepatt et al. 2021). This regulation also applies to the world of education, so all activities must be carried out from home or known as Work From Home (WFH). This condition is also experienced by the Trunojoyo Madura University campus, where all work is carried out or controlled from home (WFH), lecturers and students carry out lectures using online lecture facilities, using the Zoom application, Google Classroom, Google Meeting, and other applications.

After two years of Indonesia undergoing a pandemic and since the number of cases of sufferers and cases of death due to the COVID-19 virus in Indonesia has decreased, the government has begun to relax regulations for all activities in society, so since early 2022, various economic, business and educational activities have begun opened. For the world of education, especially at the University of Trunojoyo Madura, since August 2022, a policy has been adopted whereby all work related to academic administration can be carried out on campus, as well as lecture activities can be carried out directly on campus, namely lectures conducted face to face (Work From Office). With changes in the work environment from previously carried out online and then carried out offline, of course, this change can affect the job performance of non-academic staff (employees) and academic staff (lecturers) in the University of Trunojoyo Madura campus environment.

Job performance is a term that refers to the work quality of an employee (Caillier 2010). Employee job performance is directly related to academic and non-academic performance. In the transition from Work From Home to Work From Office, the most frequently cited factor is job satisfaction. Most employees emphasize the strong relationship between employee job satisfaction and job performance (Aftab 2012; Spector 1997). However, job satisfaction and organizational commitment are often explored together. Several studies have shown that job satisfaction has a major impact on organizational commitment (Fu and Deshpande 2014; Huang, You, and Tsai 2012). Although there have been many studies investigating the relationship between job satisfaction and employee organizational commitment, the literature focusing on the direct and indirect effects of the components of job satisfaction and organizational commitment on employee performance is very limited. Also lacking are empirical studies examining the relationship between job satisfaction, organizational commitment components, and job performance in developing countries such as Indonesia. This study tries to answer the remaining questions in the literature and investigate the factors that influence employee performance at the University of Trunojoyo Madura.

According to Wilkinson et al. (2010) suggests, organizational commitment plays an important role in the philosophy of Human Resource Management. The Human Resource Management Policy is designed to maximize employee commitment, flexibility, and quality of work. Committed employees have a strong desire to remain a member of the organization and accept its values as well as a readiness to exert considerable effort on behalf of the organization. There is now ample evidence showing the organizational benefits of having a highly committed workforce. According to Meyer and Maltin (2010) reviews of various

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studies show that employees who are committed and especially have an affective commitment to the organization, these employees tend not to want to leave their jobs and are more likely to be present regularly, work effectively, and be good organizational citizens.

According to Brown and Peterson (1993), every organization desperately needs high-performing employees to meet organizational goals, provide the best service, and achieve competitive advantage. Performance is also very important for every employee because it can be a source of satisfaction, and evokes feelings of joy and pride. In addition, job performance that is recognized as high will be rewarded with financial and/or other benefits such as being promoted more easily and having better career opportunities. On the other hand, low job performance can lead to job dissatisfaction or even personal failure. Overall, this study examines the extent to which the components of organizational commitment and job satisfaction affect employee performance at the University of Trunojoyo Madura. This research uses path analysis which is illustrated in the research model (Figure 1).

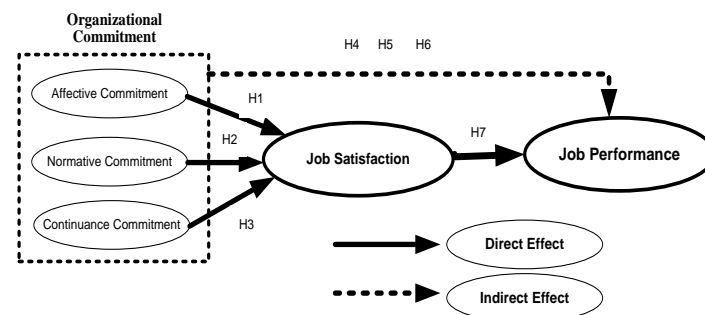


Figure 1: Organizational Commitment, Job Satisfaction, and Job Performance

## II. THEORETICAL BACKGROUND AND HYPOTHESES

### 1. Organizational commitment

Organizational commitment is the level at which an employee identifies himself and his organization by reflecting a belief that is, employees will provide loyalty, have the desire, are willing to work hard, make sacrifices, and care about the survival of the organization. One of the most widely used models in research on organizational commitment is the model developed by Allen and Meyer (1990). According to Meyer and Allen, there are 3 dimensions, namely: 1. Affective Commitment, concerning the emotional attachment of work to identification with and involvement in the organization. 2. Normative Commitment, concerning the employee's feelings of obligation to remain with the organization because that is the employee's feeling of obligation to do so. 3. Continuing Commitment, regarding commitment based on the costs associated with employees leaving the organization. This may be due to loss of seniority for promotions or benefits.

The concept of organizational commitment relates to the degree of involvement of people with the organizations in which they work and are interested in remaining in the organization. This view is confirmed by Colquitt, Lepine, and Wesson (2014) that organizational commitment is the desire of some staff members to remain members of the organization. Thus organizational commitment affects whether an employee remains as a member of the organization (retained) or leaves to pursue another job (Aghdasi, Kiamanesh, and Ebrahim 2011; Cho and Huang 2012; LeRouge, Nelson, and Blanton 2006). This means commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process through which staff members of the organization express their concern for the organization and its continued success and prosperity. In line with this, Kaswan (2012) stated that organizational commitment is defined as an attitude that reflects employee loyalty to the organization and an ongoing process in which members of the organization express their concern for the organization and its success and sustainable progress.

### 2. Job satisfaction

The concept of job satisfaction is considered a subjective term, so it is defined in various ways based on research interests (Cho and Huang 2012; Yucel and Bektas 2012). Schermerhorn Jr et al. (2011) defines job satisfaction as “a positive relationship characterized by a pleasant or positive state of mind resulting from work experiences”.

Some researchers agree that job satisfaction is considered a set of positive or negative evaluative feelings that staff members have towards their work (Alniacik et al. 2011; Wegge et al. 2007; Yamaguchi 2012; Yucel and Bektas 2012). Job satisfaction is so important for every organization, that it is considered an important indicator of how staff members feel about their job commitment to their organization and as a predictor of turnover (Spector 1997; Yucel and Bektas 2012).

### 3. Job performance

Job performance is defined as work-related outcomes referring to goals to achieve organizational goals as measured by performance evaluation on work-related tasks (Sharma, Borna, and Stearns 2009). Schermerhorn Jr et al. (2011) also defines job performance as the quality and quantity achieved by individuals or groups after completing a task. In today's competitive business

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world, organizations need high-performing employees to achieve their goals and to achieve competitive advantage. At this point, according to Cascio (2006), it is highly recommended for organizations that managers must describe employee performance specifically so that they can recognize organizational expectations to meet organizational goals. Especially in service companies such as UTM, where employee performance is directly related to company performance. Because of this, many manufacturing companies are looking for ways to improve the performance of their employees.

Campbell and Wiernik (2015) define job performance as what a staff member should do in a work situation. So it is generally accepted that organizations need and value well-performing staff members, and high-achieving employees are considered a valuable asset to the organization (Aghdasi, Kiamanesh, and Ebrahim 2011; Bhuian and Mengue 2002; Yucel and Bektas 2012). Organizations need high-performing staff members to achieve their goals, provide excellent service, and ultimately achieve competitive advantage. Performance is also important for staff members because it can be a source of satisfaction, with feelings of pleasure and pride. In addition, highly recognized job performance is often rewarded with financial and/or other benefits such as being promoted more easily and having better career opportunities. On the other hand, low job performance can lead to job dissatisfaction or even personal failure (Aghdasi, Kiamanesh, and Ebrahim 2011; Babin and Boles 1996; Bhuian and Mengue 2002; Brown and Peterson 1993; LeRouge, Nelson, and Blanton 2006; MacKenzie, Podsakoff, and Ahearne 1998; Yucel and Bektas 2012).

### **4. Relationship Organizational Commitment and Job Satisfaction**

Organizational commitment is a very important dimension for organizations that have the desire to retain employees who have good work abilities, this condition represents the extent to which employees relate to their organization (Fu and Deshpande 2014). Organizational commitment is an antecedent factor of job satisfaction, this statement illustrates that as soon as a staff member decides to join a company or college, feelings of commitment appear even before feelings of satisfaction (Chatman 1989; Coelho et al. 2005; Pierce and Dunham 1987; Shann 1998; Silva 2006; Vandenberg and Lance 1992; Vilela, González, and Ferrín 2008; Yucel and Bektas 2012).

While in some studies, job satisfaction is considered an antecedent factor to organizational commitment (Fu and Deshpande 2014), some studies show that organizational commitment leads to job satisfaction (Kacmar, Carlson, and Brymer 1999; Yucel and Bektas 2012). Several studies are exploring the relationship between job satisfaction and organizational commitment components developed by Allen and Meyer (1990). Meyer and Allen (1997) found a positive and significant relationship between "affective commitment" and job satisfaction, a positive and significant relationship between "normative commitment" and job satisfaction, and a significant negative relationship between "continuance commitment" and job satisfaction. Based on this, the hypothesis in testing the relationship between the components of organizational commitment and job satisfaction is structured as follows:

- H1: Affective Commitment has a positive and significant effect on job satisfaction
- H2: Normative commitment has a positive and significant effect on job satisfaction
- H3: Continuing commitment has a negative and significant effect on job satisfaction.

### **5. The relationship between organizational commitment, job satisfaction, and job performance**

Various studies show a strong relationship between job satisfaction, organizational commitment, and job performance. Studies conducted in the middle-level banking sector, (Aftab 2012; Edwards et al. 2008) found that there is a statistically positive relationship between job satisfaction and job performance. Chen and Liu (2012) also found a positive effect of job involvement, job satisfaction, and internal marketing on job performance in Taiwan. In addition, in Jamal's research (Jamal 2011), it was found that organizational commitment has an important influence on job performance. The findings of Jaramillo, Mulki, and Marshall (2005) also show that there is a positive and stronger relationship between sales employees and non-sales employees between organizational commitment and job performance. A three-dimensional comparative analysis of organizational commitment, (RIAZ 2010) shows that there is a positive relationship between organizational commitment and employee performance and, in particular, the "normative" component of organizational commitment has a positive and significant influence on employee performance. Meyer and Allen (1997) have argued that "normative commitment" and "affective commitment" are related to performance, while "continuance commitment" is unrelated, or even negatively related. Therefore, the influence of organizational commitment components and overall job satisfaction on job performance can be hypothesized as follows:

- H4: Job satisfaction mediates the relationship between "affective commitment" and job performance.
- H5: Job satisfaction mediates the relationship between "normative commitment" and job performance.
- H6: Job satisfaction does not mediate the relationship between "continuance commitment" and job performance.

### **6. Relationship Job satisfaction and job performance**

The relationship between job satisfaction and job performance has been much debated and illusory (Aghdasi, Kiamanesh, and Ebrahim 2011; Arnold et al. 2009; Babin and Boles 1996; Bhuian and Mengue 2002; Brown and Peterson 1993; LeRouge, Nelson, and Blanton 2006; MacKenzie, Podsakoff, and Ahearne 1998; Yang 2010; Yucel and Bektas 2012) Furthermore, Bowling

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(2007) finds evidence to support the view that the relationship between job satisfaction and job performance is spurious because the relationship is partially eliminated after controlling for another variable "general personality trait". Thus, we hypothesize that: H7: Job satisfaction has a positive and significant effect on job performance.

### III. RESEARCH METHOD

#### 1. Sample and Data Collection

In this study, 300 questionnaires were distributed to employees at the University of Trunojoyo Madura. The response rate is 97% or 292 respondents. Data collection was carried out using direct submission techniques from respondents and guiding respondents to fill out questionnaires. Score in determining the respondent's answer, using a Likert scale. After that, validity and reliability tests were carried out. The next step is to process the data to answer the formulation of the problem. The analysis model used is the structural equation model (SEM) with a theoretical and conceptual basis, with the AMOS package program because the number of respondents was 292 respondents.

The characteristics of the study sample can be summarized as follows: the majority of participants (73.2%) were male, and 52.8% of them were over 26 years old. Most of the employees (73.6%) have Bachelor's degrees. The majority of respondents (91.2%) are married and have more than 6 years of work experience.

#### 2. Instrumentation and measurement

Data was collected using a questionnaire consisting of four parts. The first part contains questions about job performance, the second part about job satisfaction, the third part contains questions about organizational commitment, and the last part contains demographic questions such as age group, gender, education, marital status, and service length in the University of Trunojoyo Madura. A pilot study was conducted on 15 employees at the Faculty of Economics and Business, University of Trunojoyo Madura. In this way, the validity of the survey is assessed and confounded items are re-evaluated and refined so that they can be used for further data collection.

Job performance is measured using three items as proposed by Fu and Deshpande (2014), then each item is measured using a Likert scale of 5 points (1 = very bad; 5 = very good). Job satisfaction was measured using a three-item scale adapted from the three-item version of Fu and Deshpande (2014) job satisfaction scale. These three items were measured using a 5-point Likert scale (5 = mostly correct; 1 = mostly wrong). Organizational commitment is measured using 18 items as presented by (Meyer and Allen 1997), where these 18 items are incorporated into three dimensions of organizational commitment: "affective", "continuance", and "normative commitment". Each component consists of 6 items. These items were measured using a 5-point Likert scale (5 = strongly agree; 1 = strongly disagree).

#### 3. Data analysis

SPSS (v. 22) and AMOS (v.22) were used to analyze the collected data. The initial factor structure was analyzed using exploratory factor analysis. The results of the analysis in this study show the reliability of the scale by utilizing Cronbach's alpha value. After the descriptive statistical analysis was carried out, the demographic information of the respondents was summarized. Pearson correlation analysis was used to show the relationship between job performance, job satisfaction, and organizational commitment components. Finally, to identify the direct effects of the components of organizational commitment and job satisfaction on job performance, and the indirect effects of the components of organizational commitment on job performance through overall job satisfaction, structural analysis was used.

### IV. RESULTS

#### 1. Initial Analysis

Exploratory factor analysis was used to examine the construct validity of job performance scales, job satisfaction, and organizational commitment. The scale of job performance and job satisfaction is analyzed first. As a factor extraction method, principal component analysis is used. In addition, the varimax method is used for component rotation. Job performance with three items and job satisfaction with three items appeared in the first round. Cronbach's alpha for job performance and job satisfaction is 0.74 and 0.59, respectively. Table 2 presents the factor loadings and Cronbach's alpha for job performance and overall job satisfaction.

#### 2. Measurement Model Assessment

All constructs are included in the measurement model: Affective Commitment (six items), Normative Commitment (six items), Continuance Commitment (six items), Job Satisfaction (three items), and Job Performance (three items). Normed chi-square = 2.58, index of fit (GFI) = 0.924, adjusted index of fit (AGFI) = 0.887, comparative fit index (CFI) = 0.916, and root mean square error of approximation (RMSEA) = 0.07 is the result of this model. All t values were statistically significant ( $p < 0.001$ ). All results are within acceptable ranges based on existing literature (Hair Jr et al. 2017).

Cronbach's alpha coefficient and composite reliability were used to measure construction reliability. The results show that all Cronbach's alpha and CR each have a value higher than the suggested value of 0.7 (Gefen, Straub, and Boudreau 2000;

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Nunnally 1978). Factor loading is used to test the reliability of indicators, where all measurements exceed the recommended value of 0.5 (Hair Jr et al. 2017). The average variance extract (AVE) is used to test convergent validity and this shows that all AVE values exceed the recommended value of 0.5 (Hair Jr et al. 2017) (see table 2).

**Table 2: Confirmatory factor analysis**

Constructs	Item	Loading	Cronbach	CR	AVE	MSV	ASV
<i>Affective Commitment (AC)</i>	AC1	0.674	0.721	0.819	0.508	0.32	0.14
	AC2	0.643					
	AC3	0.674					
	AC4	0.672					
<i>Normative Commitment (NC)</i>	NC1	0.617	0.739	0.805	0.516	0.086	0.04
	NC2	0.657					
	NC3	0.652					
	NC4	0.711					
	NC5	0.623					
	NC6	0.596					
<i>Continuance Commitment (CC)</i>	CC1	0.741	0.742	0.816	0.526	0.32	0.14
	CC2	0.593					
	CC3	0.653					
	CC4	0.637					
	CC5	0.659					
<i>Job Satisfaction (JS)</i>	JS1	0.735	0.719	0.836	0.617	0.125	0.09
	JS2	0.714					
	JS3	0.724					
<i>Job Performance (JP)</i>	JP1	0.751	0.714	0.828	0.631	0.143	0.09
	JP2	0.734					
	JP3	0.739					

Notes: Normed chi-square= 2.58, GFI = 0.924, AGFI = 0.887, CFI = 0.916, RMSEA = 0.07

**Table 3: Validity test**

	Affective Commitment	Normative Commitment	Continuance Commitment	Job Satisfaction	Job Performance
Affective Commitment	0.767				
Normative Commitment	0.354	0.821			
Continuance Commitment	0.294	0.130	0.731		
Job Satisfaction	0.287	0.566	0.011	0.707	
Job Performance	0.231	0.305	0.233	0.378	0.708

**Table 4: Summary of structure model**

Hypothesis	Relationship	Standardized $\beta$	S.E.	C.R.	p-value	Decision
H1	AC $\rightarrow$ JS	0.281	0.049	5.373	0.000	Accepted
H2	NC $\rightarrow$ JS	0.306	0.041	7.242	0.000	Accepted
H3	CC $\rightarrow$ JS	0.123	0.051	1.029	0.063	Not- Accepted
H4	AC $\rightarrow$ JS $\rightarrow$ JP	0.213	0.037	5.480	0.000	Accepted
H5	NC $\rightarrow$ JS $\rightarrow$ JP	0.109	0.029	3.086	0.002	Accepted
H6	CC $\rightarrow$ JS $\rightarrow$ JP	0.081	0.037	1.900	0.068	Not- Accepted
H7	JS $\rightarrow$ JP	0.655	0.051	12.220	0.000	Accepted



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Table 3 informs that this study has met the criteria of convergent validity and discriminant validity. Table 3 reports the square root of the AVE and the correlations between constructs. Thus, all scales show reliability, convergent validity, and discriminant validity because they meet the criteria mentioned by Hair Jr et al. (2017). The results from table 4 show that 3 of the 4 direct relationship hypotheses are accepted. AC, and NC significantly predict JS, so H1, and H2 are accepted with ( $\beta = 0.281, t = 5.373, p < 0.01$ ), and ( $\beta = 0.306, t = 7.242, p < 0.01$ ), but CC does not predict JS so that H3 is not accepted ( $\beta = 0.123, t = 1.029, p > 0.05$ ). In addition, JS predicts JP significantly, so H7 is accepted with ( $\beta = 0.655, t = 12.220, p < 0.01$ ). Furthermore, Table 5 also shows the mediation test, where JS significantly mediates the relationship between AC, NC, and JP, but does not mediate the relationship between CC and JP. Therefore, H4 and H5 were accepted with ( $\beta = 0.213, t = 5.480, p < 0.01$ ), and ( $\beta = 0.109, t = 3.086, p < 0.01$ ) respectively. On the other hand, H6 is not accepted by the results ( $\beta = 0.081, t = 1.900, p > 0.05$ ).

## V. DISCUSSIONS

This study explores the effect of the components of organizational commitment on job performance through job satisfaction at the UTM campus. The results showed that "affective" and "normative commitment" affect job satisfaction and job satisfaction has a significant effect on job performance. However, job satisfaction was found to mediate the relationship between "affective commitment" and "normative commitment" to job performance. This study found no accepted relationship between "continuance commitment" and job satisfaction.

This study shows that the components of organizational commitment namely "affective" and "normative" are predictors of job satisfaction, thus indicating that employees who are affectively and normatively committed to the UTM campus will be more satisfied with their jobs. This result is in line with previous studies (Namasivayam and Zhao 2007; Vandenberg and Lance 1992). This study also describes the impact of job satisfaction on work performance. Many studies have been conducted to examine the relationship between job satisfaction (Wegge et al. 2007), and turnover intention (Amah, 2009), but only a few studies have examined the effect of job satisfaction on job performance among employees.

This study attempts to fill this gap in the literature showing that employees who have high job satisfaction tend to perform at a higher level. A strong relationship between employee job satisfaction and performance was found in the current study, thus accepting previous research (Jones 2006). Employees who have a strong "affective commitment" and are emotionally attached to the organization show high performance. These results are consistent with previous studies (Meyer et al. 2002; Meyer and Allen 1997). The findings of this study regarding "affective commitment", the relationship between job satisfaction, and job performance are also in line with the reciprocity principle in social exchange theory (Andrews, Witt, and Kacmar 2003).

Finally, job satisfaction is a very important mediator in the relationship between the components of organizational commitment and job performance. Although there are many empirical studies examining the relationship between organizational commitment and job performance (RIAZ 2010; Tourigny et al. 2013), there is a gap in terms of investigating the mediating effect of overall job satisfaction in the components of organizational commitment and job performance relationships. This study shows that job satisfaction is a mediator. As the third theoretical contribution of this study, it was found that employees who have "affective commitment" and "normative commitment" to their company will feel satisfied with their jobs and have high performance. These results are consistent with previous studies (Fu and Deshpande 2014; Jha and Pandey 2015).

## VI. IMPLICATIONS

The results of this study show the importance of job satisfaction as a mediator of the relationship between the components of organizational commitment and job performance, the UTM campus must find ways to improve employee performance. This study shows that UTM can improve employee performance by influencing job satisfaction. The results of the study show that UTM can increase employee satisfaction by increasing their commitment to the organization. Employees who are highly committed and satisfied will tend to be able to improve their job performance so that in turn it has a positive impact on their organizational performance. Therefore, leaders at the UTM campus must focus more on increasing employee job satisfaction. Ways to satisfy employees include giving rewards to employees, in the form of promotions for highly competent employees. Another important way to satisfy employees is to appoint the right supervisors. Sommer and Kulkarni (2012) proposed that employees whose superiors use constructive feedback have higher job satisfaction. Leaders at UTM and especially supervisors in the technical section must be more tolerant, communicative, and fair to employees to increase their level of satisfaction (Williams 2005). UTM leadership should also pay more attention to the process of recruiting prospective employees and their training issues, to increase the satisfaction of their current employees with their co-workers.

There are some limitations in this research. The first limitation is that the results of this study come from a limited sample. Surveys that have a higher sample size may produce different results. Second, self-reported problems may be another limitation of this study. A final limitation of this study is the limited literature support. Future studies are expected to add aspects or effects of other factors.

### VII. CONCLUSION

Employee performance is very important for service companies such as the UTM campus. Companies in the service sector must succeed in improving the performance of their employees. The results of this study indicate that employee job satisfaction plays an important role as a mediator in the relationship between the components of organizational commitment to job performance in service industries such as UTM.

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