



# RESEARCH MAPPING STRATEGIES FOR IMPROVING PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AND EMPLOYEE JOB SATISFACTION

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## Abstract

*The research design used in this research is the literature study method. This literature study is a series of activities related to library data collection methods, reading and taking notes, and processing research materials related to the influence of job satisfaction on organizational commitment, to determine the influence of job satisfaction on employee performance, to determine the influence of organizational commitment on employee performance. Literature study is research carried out by researchers by collecting a number of articles or journals related to research problems and objectives. This type of literature study is a process that collects and critically analyzes various studies or research papers through a systematic process. This literature study will carry out a review on articles or journals related to performance, organizational commitment and job satisfaction that have been carried out by several previous researchers from articles contained in indexed journalsgoogle scholar, and sinta.ristekbrin.go.id (especially sinta 3 and sinta 4) in articles or journals from 2015-2023.*

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

## 1. Introduction.

Every organization, large or small scale, international, national and regional, is the key to success for the organization, especially focusing on the quality of human resources. Human resources that are managed properly and professionally will be able to achieve organizational goals more quickly. The role of humans in organizations is so important, as a result, forming an organization can be involved and achieve the goals that have been set. Through superior, reliable and good quality human resources, both physically and mentally, it will have a positive impact on organizational members and success in achieving achievements.

In competition, it is necessary to improve the quality of human resources (Murniasih & Sudarma, 2016). However, many companies focus too much on technology and systems rather than people and ignore the news that human resources are what drive technology and systems (Beloor et al., 2017).

The macro perspective of organizational performance is the key factor in selecting, while from the micro perspective, organizational performance includes the operational quality of the organization which not only involves the interests of the owner, but also the interests of employees. Many studies have been carried out to find more effective ways to improve organizational performance. Organizational performance means a problem that must receive immediate attention and a solution must immediately be found, how to increase employee performance in the organization. This article aims to explain a number of upcoming studies on

performance improvement strategies through organizational commitment and job satisfaction so that it is necessary to provide useful clues for further research in the field of performance.

Organizations need human resources who can adapt and are able to work in any conditions to achieve company goals (Kharisma et al., 2019). The competitive ability of an organization depends on how specific individuals can perform, which reflects the overall performance of the organization (Rubel & Kee, 2014). According to Cummings, employee performance is something that does not exist by itself, but needs to be formed (Razzaq, 2019). Performance formation can be done if employees feel they are an inseparable part of being a member of the organization (Chiu, 2020).

Employee performance has a significant impact on the probability and development of an organization, because employees are fundamental in all activities in the organization. Performance is a key factor in choosing company productivity (Putra et al., 2019). Therefore, it is important for organizations to achieve and maintain employee performance improvements in order to meet their main goals, gain competitive advantage, and ensure sustainable growth (Muardi et al., 2022). Evaluating the decline in employee performance is very crucial to identify areas that need to be improved, such as increasing organizational commitment, fostering a positive work culture, prioritizing employee job satisfaction, and increasing employee loyalty in carrying out primary tasks and functions using optimal professionalism (Putriana et al., 2019).

The human resource factor in the organization must receive attention and increase employee commitment to the organization so that the results are more optimal in accordance with the competencies they possess. Employee commitment to the organization is a high sacrifice and has confidence in accepting the values of the organization.

Employee commitment to their organization can be a crucial instrument for improving performance and a fundamental problem for organizational owners and management (Rahmawaty, 2016; Hafiz, 2017). Organizational commitment has a big influence on employee performance. The higher the commitment, the greater the responsibility assumed/mandated, as a result the higher level of responsibility will have an impact on employee/employee performance. Commitment has an impact on work performance on human resources and ultimately greatly influences organizational performance.

Commitment between employees using the organization, and the organization's commitment to its employees, has a crucial role in fostering a professional work environment (Habib, et al., 2018). Organizational commitment is approached from an attitudinal perspective, viewing commitment as a consistent pattern of attitudes. Briggs, et al (2016) found that there is an impact of organizational commitment on the relationship between employee performance. Performance is the work result that a person in an organization can achieve in order to achieve organizational goals. Every employee in the organization must show strong commitment to achieving the mission, vision and goals of the organization (Almutairi, 2016). Organizational commitment, a concept that is relevant for analyzing employee performance improvement, can consequently be interpreted as the psychological attachment of employees to their organization (Cesário, & Chambel 2017). Committed individuals have a sense of organizational identity, work diligently, provide loyalty, and maintain a positive attitude towards their organization (Soomro, 2019). This commitment allows employees to remain dedicated, improve the quality of the services and products they provide, and ultimately provide benefits to the organization (Briggs et al., 2022; Mahalingam & Suresh, 2018). Based on Hackett & Guinon in Utaminingsih (2014: 170-171), employees who have high commitment will have an impact on the employee, namely that he is more satisfied with his work, and the level of absenteeism decreases.

Job satisfaction means a pleasant emotional state in which employees view the work at hand. Job satisfaction also reflects a person's feelings towards work and everything encountered in the work environment. Employees who have an adequate level of job satisfaction will be able to work well and produce good work as well. This ensures that what will happen or the employee's work performance will be achieved according to what is expected to be influenced by the employee's mental condition, namely in the form of job satisfaction.

According to Titisari (2014), job satisfaction means an expression of feelings of happiness or dissatisfaction with one's job, the salary received, co-workers and the company environment. Employees who are happy with their work will participate in realizing the company's vision and mission. Robbins & Judge (2012:99) that a person with a high level of job satisfaction has positive feelings about the job, while a person who is dissatisfied has negative feelings about the job. Robbins & Judge (2012:113) revealed that there is a fairly strong relationship between job satisfaction and performance.

Robbins (2012) believes that someone with a high level of job satisfaction has positive feelings about the job, while someone who is dissatisfied has negative feelings about the job. So it can be said that employees who have a sense of satisfaction with their work tend to perform better.

One important aspect of increasing employee performance is job satisfaction. Job satisfaction is closely related to employees' ability to apply their knowledge and skills effectively to their work (Hamsal, 2021). Job satisfaction is a positive and optimistic emotional state regarding the assessment of the work experience that will occur (Padmanabhan, 2021), the higher the job satisfaction, the more the employee/employee will like working, and will have an impact on employee/employee performance. Job satisfaction is a positive attitude of employees towards their work, which is in accordance with the evaluation of the work situation. Assessment is carried out as a sense of appreciation for achieving crucial values at work.

Based on research by Sukmawati and Gani (2014), the relationship between job satisfaction variables and organizational commitment can have a direct effect on employee performance. Several studies measuring job satisfaction and performance show a positive correlation (Panagiotakopoulos, 2013; Tarigan et al., 2022). The same results from research conducted by Darmaja at El (2015) found that job satisfaction had an effect on employee performance. differently using the results of research conducted by Ardiansyah (2020) that job satisfaction has a negative and insignificant impact on performance. Abdulkhaliq and Mohammadali (2019), Torlak & Kuzey (2019), Yuen et al. (2018), Kotter (2017), Bakotik (2016), and Platis et al (2015) say that there is a positive and significant correlation between job satisfaction and employee performance, and can even make donations in terms of performance as a result of increasing employee job satisfaction. . Another study conducted by Adigun et al. (2017) said that job satisfaction has a significant impact on employee performance.

## 2. Research methods

The research design used in this research is the literature study method. Literature study is a series of activities related to library data collection methods, reading and taking notes, and processing research materials (Zed, 2008). Literature study is research carried out by researchers by collecting a number of articles or journals related to research problems and objectives. This type of literature study is a process that collects and critically analyzes various studies or research papers through a systematic process (Neiva, et al., 2016).

This research design uses a literature study method carried out by researchers by collecting a number of articles or journals related to the problem and research objectives. This technique is carried out with the aim of revealing various theories that are relevant to the problems being faced/researched as reference material in discussing research results (Snyder, 2019). The data analysis used is by using thematic analysis. Thematic analysis is one way to get results by conducting data analysis which aims to identify patterns or determine themes through data that has been collected by research (Braun & Clarke, 2016). This literature study will carry out a review of articles or journals related to performance, organizational commitment and job satisfaction that have been carried out by several previous researchers from articles contained in journals indexed by Google Scholar, and [sinta.ristekbrin.go.id](http://sinta.ristekbrin.go.id) (especially *sinta 3* and *sinta 4*) in articles or journals from 2015-2023.

Literature study over a certain time span, the aim is to determine the dynamics of research and provide a comprehensive picture of the research topics discussed. This literature study can also classify the concepts and theories that receive the most attention from researchers. A search for themed articles was carried out on the link or website address of each journal. The results were 25 journals that published related articles according to the theme using the three keywords performance, organizational commitment and job satisfaction in the search column. Next, sorting is carried out to determine its relevance to the theme to be studied based on theme and year. The results were 16 journals that were relevant to the performance theme, and 9 articles that were not relevant to the theme studied.

These relevant articles are then used as a basis for analyzing research related to performance from 2015-2023. Data analysis stages include (1) Compare, finding similarities between several literatures; (2) Contrast, find differences between several pieces of literature and draw conclusions and (3) Criticize, give your own opinion based on the sources you read.

### 3. Results and Discussion

Organizational commitment is a variable that has a significant effect on performance. Sundi (2015) in his research examined organizational commitment between administrative staff and academic staff at selected universities. what will happen is that research shows that commitment is related to using academic energy performance effectively and significantly, and the same results were also found by Ahmad, Ahmad, and Syah (2010); Hettiarachchi and Jayaeathua (2014).

research shows that job satisfaction has a positive and significant effect on employee performance, which means that the job satisfaction felt by each employee will influence the outcome of the employee's future work. Indications of decreasing job satisfaction are discipline, work morale and large turnover. Conversely, if discipline, work morale and employee turnover are small then employee job satisfaction is high (Hasibuan 2009: 202). If signs of decreasing employee job satisfaction surface, they should be addressed immediately so as not to harm the company. The research results show that job satisfaction has a positive and significant effect on organizational commitment, which means that employees who like and are satisfied with their work will have higher commitment than people who are dissatisfied with their work.

No	Author & Year	Title	Method	Study Results	Critical Review
1.	Titik Rosita and Tri Yuniati (2016)	The Effect of Job Satisfaction on Employee Performance with Organizational Commitment as an Intervening Variable	The sample in the study consisted of 125 respondents, the study was selected using a simple random sampling technique. Research data was collected from respondents and analyzed using linear regression, model feasibility test, coefficient of determination, t test and path analysis test ( <i>Path Analysis</i> ).	Shows that the influence of job satisfaction and organizational commitment each has a significant effect on employee performance at PT employees. Pharos Indonesia Surabaya, also shows a significant and positive influence on employee performance.	Increasing organizational commitment can be done by means of deeper socialization about the hospital; maximize employee engagement
2.	Emmanuel Silvestre, Ferdinand Banteng, Alejandro Sanin, (2018)	The Impact of Work Stress and the Work Environment in the Organization: How Job Satisfaction Affects Employee Performance?	This research was carried out in 4 countries in the Latin American region. The questionnaire was administered via the Internet. Moderation analysis was carried out using a regression procedure with important differences in the three types of commitment to performance	Confirmed by ANOVAS There are significant differences, across countries. in each country must take into account the fact that staff commitment there is a difference in performance for each country in the productive sector	There needs to be attention and support that can always interact and provide things that can satisfy employees' work in improving the performance of the work they do

3.	Amirul Akbar, Mohammad Al Musadiq, Mohammad Djudi Mukzam (2017)	The Effect of Organizational Commitment on Performance (Study on Employees of PT. PELINDO Surabaya)	The sample for this research consisted of 80 respondents with data collected using a questionnaire which was analyzed using multiple linear regression analysis.	The result of t count> t table is 2.393> 1.991 or sig. t (0.004)<a = 0.05, then the influence of normative commitment (X) on employee performance (Y) is significant at alpha 5%. This means that it can be concluded that employee performance (Y) can be significantly influenced by normative commitment (X) or by increasing normative commitment (X), employee performance (Y) will experience a real increase.	It is necessary to build a conducive working atmosphere for employees and provide bonuses or more contributions to employees according to their performance.
4.	Mochammad Munir Rachman (2021)	The Impact of Work Stress and the Work Environment in the Organization: How Job Satisfaction Affects Employee Performance?	The sample consisted of 43 Civil Servants in the Field of Employee Appointments and Retirement at the BKN Region II Surabaya Office. Apart from testing the instrument, we also analyzed the data using a path analysis model to prove the phenomenon of the influence of the independent variable on the dependent variable directly or indirectly	The result was found to be phas a positive and significant impact on job satisfaction faced by government employees in carrying out their work activities which has a significant impact on employees when carrying out their work even though the workload they face is quite high but they are able to complete it well.	There needs to be attention and support that can always interact and provide things that can satisfy employees' work in improving the performance of the work they do
5.	Yessica Nathania (2018)	The Influence of Organizational Culture and Organizational Commitment on Employee Performance at Warunk Upnormal Surabaya	The research subjects were 50 employees of Warunk Upnormal Surabaya. This research uses method amultiple linear regression analysis to determine the influence between variables	The results of descriptive analysis testing of organizational commitment have the highest value in the dimension of affective commitment. The results of hypothesis testing show that organizational commitment has an influence on employee performance	Companies need to maintain conditions that are considered good enough, and continue to make coordination and collaboration between employees easier and more effective

6.	Windrawati Finaltri, Arief Purwanto, Nasharuddin Mas (2020)	Analysis of Organizational Culture and Job Satisfaction on Employee Performance with Organizational Commitment as an Intervening Variable (Study in PT POMI's Maintenance Department)	Sample calculations are carried out randomly ( <i>simple random sampling</i> ) from members of the population and obtained a sample of 51 employees. The data analysis method uses SEM Smart PLS	The results of data analysis showed that Job Satisfaction with Organizational Commitment showed Original Sample (O) 0.432; t Statistics 2.349; and p-value 0.044; the results of calculating Job Satisfaction on Original Sample Performance (O) 0.3979; t Statistics 0.3496; and p-value 0.022, while the calculation of Organizational Commitment to Performance shows Original Sample (O) 0.4335; t Statistics 2.3637; and p-value 0.026, this shows that the results of the path coefficient analysis have a positive sign indicating that the influence of the two is in the same direction	It is necessary to increase the importance of job satisfaction so that there is an increase in commitment, especially the point of affective involvement, a sense of belonging ( <i>sense of belonging</i> ) which leads to better employee performance.
7.	Firmananda Hutama Akbar, Djamhur Hamid, and Mochammad Djudi (2016)	The Influence of Job Satisfaction on Organizational Commitment and Employee Performance (Study on Permanent Employees of PG Kebon Agung Malang)	This research was conducted at PG Kebon Agung Malang. Inferential analysis is used to test the parameters of the existing data population, using data originating from the respondents studied and analyzed with the SPSS 19 for Windows program.	There is a positive and significant influence of Job Satisfaction on Organizational Commitment. Shows that good job satisfaction will significantly increase employee organizational commitment. There is a positive and significant influence between Job Satisfaction on Employee Performance, this shows that good Job Satisfaction will significantly and improve employee performance. There is a positive and significant influence of Organizational Commitment on Employee Performance, this shows that good Organizational Commitment will	More qualitative techniques such as case studies are needed to gain more accurate insight into the proposed relationships

				significantly improve Employee Performance,	
8.	Abdul Latief, Syardiansah and Muhammad Safwan (2019)	The Influence of Organizational Commitment and Job Satisfaction on the Performance of Employees of the Health and Social Security Administering Agency	The population in this study were permanent employees at BPJS Health Langsa Branch, totaling 31 respondents. The sampling technique used in this research is non-probability sampling using saturated sampling	The results of the data processing then carried out show that organizational commitment and job satisfaction simultaneously have a significant effect on the performance of Langsa City BPJS Health employees and also partially that organizational commitment and job satisfaction have a significant effect on the performance of Langsa City Health BPJS employees. The results of the coefficient of determination test (R <sup>2</sup> ) show that organizational commitment and job satisfaction influence the performance of Langsa City BPJS health employees by 33.4% and the remaining 66.6% is influenced by other variables	Organizations should try to develop a committed workforce by building employee resilience
9.	Handry Sudiarhta Athar (2020)	The Impact of Leadership Style, Organizational Commitment, and Job Satisfaction on Employee Performance at the East Lombok Regency Social Service	The population in the study was relatively small, namely 40 people. Sampling uses a census because the population is the same size as the number sampled. Analysis of this research data uses multiple linear regression analysis.	The results of multiple regression analysis show that organizational commitment has a partial effect, this means that commitment significantly affects the performance of East Lombok Regency Social Service employees.	Learn to understand your boss's style of leading, especially by increasing organizational commitment and job satisfaction on an ongoing basis
10.	Putu Arik Danayasa, I Gede Putu Kawiana, and Luh Nik Oktarini (2021)	The Influence of Organizational Climate, Job Satisfaction, and Organizational Commitment on the Performance of KSP Bayu Merta Sari Employees in Gianyar	The population in this study were all employees of KSP Bayu Merta Sari in Gianyar and the sample used was 40 respondents. The sampling method used in this research is a saturated sample. Data analysis in the research uses	The results of this research show that job satisfaction has a positive and significant effect on employee performance at KSP, this is proven by the regression coefficient of 0.355 (positive), the t-count value (2.825) > t-table (2.028) with a	Research on employee performance should be carried out using organizational learning variables as exogenous variables and using job satisfaction and organizational commitment variables as intervening variables.

			multiple linear regression analysis.	significance of 0.008 < ? (0.05). Other results from this research show that organizational commitment has a positive and significant effect on employee performance at KSP Bayu Merta Sari in Gianyar. This is evident from the regression coefficient of 0.528 (positive), the t-count value (2.748) > t-table (2.028) with a significance of 0.009 < ? (0.05).	
11.	Agusthina Risambessy, Conchita Valenina Latupapua, Felix Chandra, dan Kevin Chandra (2022)	Mediation of Organizational Commitment and Employee Job Satisfaction, Organizational Climate and Employee Performance	This research consists of 30 permanent employees who work at the Robinson Department Store Maluku City Mall, and the number of samples required in this research uses a saturated sampling technique. Testing in this research uses <i>Path Coefficients</i> .	The results of multiple regression analysis partially show that organizational commitment has an effect on performance, this means that organizational commitment has a positive and significant effect on employee performance. H <sub>1</sub> This is proven by the t statistic of 1.734 and p-value of 0.042, and also the influence of job satisfaction on employee performance. The same results were also obtained in measuring job satisfaction on performance, namely that job satisfaction had a positive and significant effect on performance, as evidenced by a t statistic of 3.467 and a p-value of 0.000	It is hoped that the use of mixed methods in the future will provide a more complete and contextual picture of organizational commitment and identification processes through qualitative interpretive strategies
12.	Danar Kridharta, and Endang Rusdianti (2018)	Analysis of the Influence of Individual Characteristics, Organizational Commitment, and Job Satisfaction on Employee Performance with	The population in this research is all employees <i>account officer</i> micro business PT Bank Rakyat Indonesia (Tbk) Brebes branch with 195 employees. The	The results of data analysis show that the regression coefficient value for the organizational commitment variable is 0.105, meaning that organizational commitment has a	The future of a closer relationship to performance training, taking into account antecedents and the internal and external context of the organization.

		Motivation as an Intervening Variable	sampling technique in this research was to use a purposive sampling method. Quantitative analysis of the data was tested using multiple linear regression analysis methods, validity tests, reliability tests, classical assumption tests, coefficient of determination tests, hypothesis tests (t tests), and Sobel tests.	positive and significant effect on performance. Based on the calculation results, a significance value of $0.036 < 0.05$ was obtained. This explains that organizational commitment has a significant effect on employee performance. The results of other research showed that the regression coefficient value for the job satisfaction variable was 0.113, indicating that job satisfaction has a positive and significant effect on performance. Based on the calculation results, the value obtained is $0.032 < 0.05$ , meaning that job satisfaction has a significant effect on employee performance	
13.	Didit Darmawan, Ella Anastasya Sinambela, Mila Hariani, and Mochamad Irfan (2020)	Analysis of Organizational Commitment, Work Climate, Job Satisfaction and Work Ethic that Influence Employee Performance	The sampling technique in this research used a simple random sampling method. The population in this study were all employees of KUD Minatani, Brondong District, so a sample of 50 respondents was used. Data analysis in this study uses multiple linear regression and then the accuracy of the regression coefficient model will be tested. With F-test and t-test	Based on the results of these calculations, the R coefficient of 0.991 indicates that there is a fairly strong influence between the independent variable and the dependent variable. The Adjust R Square value is 0.981 or 98.1%, meaning the contribution of all independent variables to the formation of the dependent variable. amounted to 98.1% and the remaining 1.9% was influenced by other variables. Based on these results, it shows that organizational commitment has a significant effect on employee performance. Likewise, other results show that job satisfaction has a	Employee turnover must be managed and monitored so that appropriate levels are found and the consequences are minimized through effective solutions

				significant effect on employee performance	
14.	Hidayatul Khusnah (2019)	Spiritual Influence in the Workplace, Organizational Commitment, and Job Satisfaction on Employee Performance	The sample in this research was employees of Nahdlatul Ulama University Surabaya who had worked for at least three months, totaling 93 respondents. This research uses <i>Structural Equation Modeling (SEM)</i> with alternative methods <i>Partial Least Square (PLS)</i> using WarpPLS 3.0 software	The results of data analysis showed that the path coefficient of organizational commitment to job satisfaction was 0.98 with a p-value <0.0001***, meaning that it could be concluded that organizational commitment had a positive effect on job satisfaction. Another result obtained was that the path coefficient of organizational commitment to performance was 0.37 with a p-value of 0.13. This can be concluded that organizational commitment has no effect on performance, while the path coefficient of job satisfaction to performance was 0.64, p-value 0.005 (smaller than 0.01) this shows that job satisfaction has a positive and significant effect on performance.	Experience in workplace spirituality is important for every employee to understand, especially millennial employees, so that they can provide a better experience at work.
15.	Ni Komang Sri Wahyudi and I Gede Adnyana Sudibya (2016)	Analysis of the Effect of Job Satisfaction and Organizational Commitment on Employee Performance at Natya Hotel Kuta Bali	Sampling used a non-probability sampling method, namely saturated sampling with 45 respondents. In this research, data analysis techniques were used in the form of path analysis techniques or what are known as <i>Path Analysis</i> .	The results of this research were obtained standardized coefficients Beta = 0,785 dan sig t = 0,000 shows that job satisfaction has a positive and significant effect on commitment. Next, other results were obtained standardized coefficients beta = 0.533 and sig t = 0.000, it can be concluded that job satisfaction has a positive and significant effect on employee performance. Based on path analysis	Research can be carried out at hotels with certain work standards, so that employee performance can be measured with certainty according to service standards.

				calculations, standardized coefficients $\beta = 0.399$ and $\text{sig } t = 0.000$ are obtained, it can be concluded that organizational commitment has a positive and significant effect on employee performance	
16.	Agus Marimin, and Harun Santoso (2020)	Analysis of the Influence of Job Satisfaction, Organizational Commitment, and Work Involvement on Bank Muamalat Surakarta Employee Performance	The population of this research is all 60 employees of Bank Muamalat Surakarta as well as the research sample. The sampling technique uses a total sampling technique. The data analysis technique uses multiple regression analysis, t test, F test, and $R^2$	At the 0.05 significance level, $t$ is obtained <sub>count</sub> amounting to $2.819 > t_{\text{table}} 1.67$ , meaning it can be concluded that there is a significant influence between job satisfaction on the performance of Bank Muamalat Surakarta employees. At the 0.05 significance level, $t$ is obtained <sub>count</sub> amounting to $2,309 > t_{\text{table}} 1.67$ , meaning that it can be concluded that there is a significant influence between the organizational commitment factor (X2) on the performance of Bank Muamalat Surakarta employees.	It would be better if future research could be developed at a wider organizational leadership level, so that the research produced is better, more concrete and comprehensive.

#### 4. The knot

The conclusion of this research is that job satisfaction and commitment have an impact on employee performance. Job satisfaction and organizational commitment are attitudes that every employee has in an organization that have a direct or indirect connection or effect on attitudes and results or performance. The previous description has revealed how each attitude, namely job satisfaction and organizational commitment, influences individual performance, as a result, research is needed that tries to investigate this concept in various organizations and various fields of work. It needs to continue to be developed in the hope that research findings can be useful for decision making. decisions in the field of management, the art of management and more effective management practices of human resources. What will happen is that this journal review will be able to increase insight and reading material for this purpose. A suggestion for further journal review research is that the author can categorize the subject or type of employee's work because each worker has different satisfaction dynamics.

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