

The Effect of Job Satisfaction and Organizational Commitment on Employee Performance: A Narrative Literature Review

Indah Anggraeni Purnama Sari^{1*}, Masduki Asbari², Nelson Silitonga³, Yuniarto Agung Nugroho⁴, Jaka Suwita⁵, Muhammad Johan⁶, Akhmad Farhan⁷

^{1,2,3,4,5,6,7}Universitas Insan Pembangunan Indonesia, Indonesia

*Corresponding author: indahanggraenips20@gmail.com

Abstract - Employee performance is a key factor in achieving organizational goals and is influenced by various psychological aspects of work, especially job satisfaction and organizational commitment. This research aims to analyze and synthesize empirical findings related to the influence of job satisfaction and organizational commitment on employee performance through a narrative literature review. This study examines three quantitative research articles conducted in different organizational contexts, including the financial services sector, government agencies, and the hospitality industry. The results of the review show that job satisfaction and organizational commitment consistently have a positive and significant effect on employee performance, although the level and pattern of influence varies depending on the characteristics of the sector and work environment. Job satisfaction tends to act as a trigger factor for increased performance, while organizational commitment functions as a reinforcement of long-term performance sustainability. However, this review is based on a limited number of articles, this literature review is based on three research articles, so the resulting findings cannot be widely generalized. The main contribution of this research lies in presenting a comparative synthesis that emphasizes the importance of organizational context in understanding the relationship between job satisfaction, organizational commitment, and employee performance, and provides a conceptual basis for the further development of human resource management research and practice.

Keywords: Job Satisfaction, Organizational Commitment, Employee Performance, Literature Review



This work is licensed under a [Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-nc-sa/4.0/).

INTRODUCTION

According to Saputra, et al (2022), every company needs employees who have high performance in achieving goals. To make employees have high performance, companies must pay attention to employee expectations and needs in order to provide optimal contributions to the company. The task related to Human Resources Management is to manage the human element well so that a workforce is satisfied with their work. Humans are one of the most important elements in an organization. Without the role of humans, even though the various factors needed are available, the organization will not run because humans are the movers and determiners of the running of an organization. Therefore, the organization should provide positive direction to achieve organizational goals.

According to Lestari, et al (2025), every organization always tries to increase employee work productivity. For this reason, leaders need to find ways and solutions to improve employee performance. Performance is also a comparison of the work results achieved by employees with predetermined standards. An organization that deals directly with the public requires good performance so that the quality of service provided can satisfy customers. Good employee performance is influenced by job satisfaction, satisfied employees will have a willingness to do more things outside of their formal responsibilities. On the other hand, if the company cannot provide facilities that are in accordance with the wishes of employees, it can have a negative impact on employees, including decreasing employee

performance at work, employees will feel lazy and this will certainly cause the company to suffer losses and not be able to achieve its goals properly (Nugroho et al., 2020). Apart from that, satisfied employees will be committed to the company, this commitment is a reciprocal result of what the organization provides to employees. Employees will be satisfied with their work if the organization is able to provide fair and appropriate feedback, this will increase the commitment that employees have towards the organization.

According to Kuncorowati & Supardin (2024), in recent years, there has been a shift towards a more holistic performance management approach. This approach emphasizes the importance of ongoing coaching and development, not just annual performance reviews. It also focuses on employee engagement and wellbeing, recognizing that these factors can have a significant impact on employee performance. Overall, employee performance is an important aspect of organizational success, and effective performance management is critical to improving employee performance, increasing employee engagement, and aligning employee performance with organizational goals and objectives. By setting clear performance expectations, providing regular feedback, and focusing on employee development and engagement, organizations can create a high-performance culture and achieve their strategic goals (Attalia et al., 2022; Goestjahjanti et al., 2020; Sudiyono et al., 2020).

Based on various previous studies, job satisfaction and organizational commitment have been widely studied as factors that influence employee performance. However, the results of this research still tend to be presented separately according to the context and characteristics of each organization, so studies are needed that are able to synthesize and compare these findings in a more comprehensive manner. Therefore, this article aims to critically and comparatively analyze previous research findings in order to gain a deeper understanding of the role of job satisfaction and organizational commitment on employee performance in various organizational contexts.

RESEARCH METHODS

This article aims to dig deeper into the influence of job satisfaction and organizational commitment on employee performance in companies. The method used is a systematic literature review to identify and classify several research results regarding the influence of job satisfaction and organizational commitment on employee performance.

The selection of articles in this research was carried out in a targeted manner by considering the suitability of the topic and the methodological quality of the research. The articles reviewed were selected based on several inclusion criteria, namely: (1) the articles directly discuss the influence of job satisfaction and organizational commitment on employee performance; (2) the article is the result of empirical research with a quantitative approach; (3) the article is published in an accredited national journal and can be fully accessed via Google Scholar; and (4) articles published within the most recent year to ensure the relevance of research findings.

Based on these criteria, only three articles met all inclusion requirements and had the highest suitability with the focus of this research study. The number of articles was limited to allow a more in-depth and comparative analysis of research findings, so that the results of the literature review are not only descriptive, but are also able to provide a more comprehensive synthesis and understanding of the relationship between job satisfaction, organizational commitment and employee performance.

Table 1. Reviewed journal articles

NO	AUTHOR	TITLE	METHOD	SOURCE
1	Saputra, et al (2022)	The Influence of Job Satisfaction and Organizational Commitment on Performance Employees at PT. Padi Mandiri Valuta (Money Changer) in Sanur	Quantitative	Scholar
2	Lestari, et al (2025)	The Influence of Job Satisfaction and Commitment Employee Organization on Employee Performance	Quantitative	Scholar

NO	AUTHOR	TITLE	METHOD	SOURCE
3	Kuncorowati & Supardin (2024)	At the Archives and Library Service Office Jambi City The Influence of Job Satisfaction and Organizational Commitment On Employee Performance	Quantitative	Scholar

The research method used by Saputra, et al (2022) is a quantitative approach using a sample determination method, namely saturated samples. Data collection was carried out using questionnaires and conducting interviews. The population in the study was 56 employees of PT. Padi Mandiri Valuta (Money Changer). Instrument testing was carried out using validity and reliability tests. Before testing the hypothesis, a classic assumption test is carried out consisting of a normality test, multicollinearity test and heteroscedasticity test. Testing of the proposed hypothesis was carried out using multiple linear regression analysis techniques consisting of a determination test, partial significance test (t test), and simultaneous significance test (F test), using the analysis tool SPSS.

The hypothesis in this research is as follows:

H1: It is suspected that job satisfaction has a positive and significant effect on the performance of PT employees. Padi Mandiri Valuta (Money Changer) in Sanur.

H2: It is suspected that organizational commitment has a positive and significant effect on the performance of PT employees. Padi Mandiri Valuta (Money Changer) in Sanur.

H3: It is suspected that job satisfaction and organizational commitment have a positive and significant effect on the performance of PT employees. Padi Mandiri Valuta (Money Changer) in Sanur.

The research method used by Lestari, et al (2025) Data collection method through observation and using a questionnaire, measured using a Likert scale. The analysis used descriptive and quantitative analysis using the analytical tool SPSS 21. The population and sample in this research were all employees at the Jambi City Archives and Library Service office, totaling 48 people. Instrument testing was carried out using validity and reliability tests, the hypothesis in this research was carried out using the t test and f test.

The hypothesis in this research is as follows:

H1: It is suspected that job satisfaction has a positive and significant effect on employee performance.

H2: It is suspected that organizational commitment has a positive and significant effect on employee performance.

H3: It is suspected that job satisfaction and organizational commitment have a positive and significant effect on employee performance.

The research method used by Kuncorowati & Supardin (2024) is a quantitative approach. This data collection technique uses a questionnaire with the sample size in this study being 50 hotel employee respondents in Yogyakarta. The sampling technique uses purposive sampling. Next, data analysis uses validity and reliability tests, hypothesis testing (t test and F test), and coefficient of determination test using SPSS 26.

The hypothesis in this research is as follows:

H1: Job satisfaction has a positive effect on employee performance

H2: Organizational commitment has a positive effect on employee performance

H3: Job satisfaction and organizational commitment have a positive effect on employee performance

RESULTS AND DISCUSSION

According to Saputra, et al (2022), the results of testing the first hypothesis prove that job satisfaction has a positive and significant effect on employee performance with a regression coefficient of 0.533 (positive) with a calculated t value of (2.900) or greater than t table (1.671) and Sig (0.000) < α (0.05) and this result means that an increase in job satisfaction will be followed by an increase in employee performance. The test results for the second hypothesis show that organizational commitment has a positive and significant effect on employee performance as evidenced by a regression coefficient of 0.226 (positive) with a calculated t value of (1.798) or greater than the t table (1.671) and Sig (0.001) < α (0.05) which means an increase in organizational commitment will be followed by an increase in employee performance.

According to Lestari, et al (2025), from the results of the hypothesis it is known that the job satisfaction variable partially has a positive and significant effect on the performance of Jambi City

Archives and Library Service office employees with a calculated t value of $2.237 > 2.0141$ and a significance value of $0.000 > 0.05$. This shows that satisfaction has an influence on employee performance, with the feeling of satisfaction that employees have, employees will contribute to their work so that the resulting performance can help achieve the goals of the organization. The hypothesis results show that the organizational commitment variable partially has a positive and significant effect on the performance of Jambi City Archives and Library Service office employees with a calculated t value of $2.321 > 2.0141$ and a significance value of $0.000 > 0.05$. This shows that organizational commitment has an influence on employee performance. The commitment that employees have towards the organization can be said to be a form of employee loyalty or volunteerism in carrying out work given by the organization. The hypothesis results show that the variables of job satisfaction and organizational commitment together are employee performance at the Jambi City Archives and Library Service office with a calculated f value of $11.847 > 2.81$ and a significance value of $0.000 > 0.05$. This shows that job satisfaction and organizational commitment have an influence on employee performance.

According to Kuncorowati & Supardin (2024), the results of the t test hypothesis show that Job Satisfaction (X1) has a significant effect on Employee Performance (Y) with a significance level of 0.000 which is smaller than 0.05 (5%). Organizational Commitment (X2) has a significant effect on Employee Performance (Y) with a significance level of 0.005 which is smaller than 0.05 (5%). Meanwhile, the F test shows that Job Satisfaction (X1) and Organizational Commitment (X2) simultaneously have a significant effect on Employee Performance (Y) with a significance level of 0.000 which is smaller than 0.05 (5%).

Based on the results of a review of three previous studies, it can be concluded that job satisfaction and organizational commitment consistently show a positive and significant influence on employee performance. Even though all studies use a quantitative approach and produce relatively uniform conclusions, there are differences in organizational context, respondent characteristics, and the strength of influence of each variable that are interesting for further comparative analysis.

Comparatively, research by Saputra, et al (2022) shows that job satisfaction has a more dominant influence on employee performance than organizational commitment. This can be related to the characteristics of the research object in the financial services sector, where satisfaction with compensation, work environment and promotional opportunities are important factors in encouraging individual performance. Employees who feel satisfied are directly encouraged to improve work performance as a form of reciprocity to the organization. Thus, job satisfaction acts as the main motivational factor that directly influences performance improvement.

Meanwhile, research by Lestari, et al (2025) conducted in government agencies shows that both job satisfaction and organizational commitment have a relatively balanced influence on employee performance. This condition reflects the characteristics of public organizations which emphasize work stability, loyalty and a sense of belonging to the institution. In this context, organizational commitment not only functions as an affective attitude towards the organization, but also as a form of employee moral responsibility in carrying out public service duties. Thus, employee performance is not solely influenced by individual satisfaction, but also by long-term attachment to the organization.

In contrast to the two previous studies, Kuncorowati and Supardin (2024), who took the hotel sector as their object, showed that job satisfaction and organizational commitment simultaneously have an important role in improving employee performance. The hotel industry which has a high level of service interaction requires employees to not only feel personally satisfied, but also have a strong commitment to service standards and organizational values. This indicates that in sectors with high service demands, the relationship between job satisfaction, organizational commitment and employee performance is complementary and cannot be separated.

Although the three studies show consistent results, there are limitations that need to be examined critically. All research uses a quantitative approach with questionnaire instruments, so that the resulting findings place more emphasis on statistical relationships between variables, but are unable to explain in depth the mechanism or process of how job satisfaction and organizational commitment influence employee performance. In addition, the relatively limited sample size as well as the focus on one organization in each study potentially limits the generalizability of the results to a wider organizational context.

In addition, the similarity of results between studies also opens up the possibility that there are other factors that have not been explored in depth, such as leadership style, organizational culture, or reward systems that might strengthen or weaken the relationship between job satisfaction, organizational commitment, and employee performance. Therefore, although previous research results

provide strong empirical evidence, a more diverse research approach is needed to obtain a more comprehensive understanding.

Overall, this literature review shows that job satisfaction and organizational commitment are important determinants of employee performance in various organizational sectors. However, the strength of the influence of these two variables is greatly influenced by the organizational context, job characteristics and work environment. These findings emphasize that employee performance improvement strategies cannot be generalized, but rather need to be adapted to the characteristics and needs of each organization.

CONCLUSIONS

Conclusions

Based on a critical synthesis of the three studies reviewed, it can be concluded that job satisfaction and organizational commitment are two interrelated constructs and play a strategic role in shaping employee performance. However, the relationship between these two variables and performance is not linear and universal, but is influenced by the organizational context, sector characteristics and job demands faced by employees. In other words, job satisfaction and organizational commitment do not stand as separate factors, but form a psychological mechanism that together drives productive work behavior.

The synthesis of findings shows that job satisfaction tends to act as an initial trigger for increased performance through meeting individual employee needs, while organizational commitment functions as a reinforcement of sustainable performance through long-term attachment to the organization. In certain contexts, such as the service sector and organizations with high interaction intensity, these two variables work simultaneously and complement each other. This indicates that employee performance is not only influenced by satisfactory working conditions, but also by the extent to which employees internalize the values and goals of the organization.

Theoretically, these findings strengthen the view that employee performance is the result of the interaction between affective factors (job satisfaction) and organizational attitude factors (organizational commitment). This literature review also confirms the importance of a contextual approach in the study of human resource management, where the effectiveness of a variable cannot be separated from the organizational environment in which the variable operates. Therefore, future research needs to develop more integrative models by considering mediating or moderating variables, such as leadership style, organizational culture, and reward systems, to explain the relationship mechanisms in more depth.

Suggestions

As a suggestions for further research, empirical studies using a mixed methods approach or longitudinal studies are needed in order to describe the process of forming job satisfaction and organizational commitment in more depth. In addition, expanding the research context to various types of organizations and work cultures is expected to increase generalization power and enrich theory development in the field of human resource management.

Implications

Based on a synthesis of research findings, the practical implication for organizational leaders and human resource practitioners is the need for a performance management approach that not only focuses on achieving work targets, but also on managing employee work experience as a whole. Organizations need to view job satisfaction as the initial foundation for encouraging performance, through policies related to fair compensation, role clarity, a conducive work environment, and career development opportunities.

In addition, efforts to improve performance will be more sustainable if the organization simultaneously strengthens employee organizational commitment. This can be done by building work relationships based on trust, transparent communication, and involving employees in the decision-making process. Employees who feel appreciated and involved tend to show higher loyalty and responsibility for the organization's work results.

Another implication is the importance of adapting human resource management strategies to the characteristics of the organizational sector. In the public sector or organizations with high job stability, strengthening organizational commitment is the main key, while in the service sector and

service-based industries, the balance between job satisfaction and organizational commitment needs to be the main concern. Therefore, uniform HR policies have the potential to be less effective if they are not adapted to the needs and dynamics of the organization.

REFERENCES

- Arisaputra, I. K. S., Sugianingrat, I. P. W., & Sanjaya, P. K. A. (2022). Pengaruh kepuasan kerja dan komitmen organisasional terhadap kinerja karyawan pada PT. Padi Mandiri Valuta (Penukaran Uang) di Sanur. (2022). WidyaAmrita: Jurnal Manajemen, Kewirausahaan Dan Pariwisata, 2(2), 476-485. <https://doi.org/10.32795/vol4wamrtno1th24>
- Attalia, N. M., Mintarti, R., & Christin, S. (2022). Employee Engagement , Organizational Commitment and Employee Performance : The Mediating Role of Organizational Citizenship Behavior. Jurnal Pendidikan Bisnis Dan Manajemen, 8(3), 187–201. <http://www.testmagazine.biz/index.php/testmagazine/article/view/6958>
- Goestjahjanti, S. F., Novitasari, D., Hutagalung, D., Asbari, M., & Supono, J. (2020). Impact of Talent Management, Authentic Leadership and Employee Engagement on Job Satisfaction: Evidence From South East Asian Industries. Journal of Critical Reviews, 7(19), 67–88. <http://www.jcreview.com/?mno=101983>
- Hamisah, S., & Nawawi, M. T. (2023). Pengaruh kepuasan kerja, kompetensi, dan komitmen organisasional terhadap loyalitas pegawai di Taspen Life Jakarta. Jurnal Manajerial Dan Kewirausahaan, 5(2), 474-483. <https://doi.org/10.24912/jmk.v5i2.23418>
- Kelana, I., Fanggidae, R., Maak, C., & Fanggidae, R. (2025). Pengaruh kepuasan kerja dan komitmen organisasional terhadap kinerja karyawan pada PT. Pelabuhan Indonesia Iii (Pelindo) Pelabuhan Tenau Kupang. GLORY Jurnal Ekonomi Dan Ilmu Sosial, 6(4), 1259-1269. <https://doi.org/10.70581/glory.v6i4.19557>
- Kuncorowati, H., & Supardin, L. (2024). Pengaruh kepuasan kerja dan komitmen organisasi terhadap kinerja karyawan. JURNAL ILMIAH EDUNOMIKA, 8(1). <https://doi.org/10.29040/jie.v8i1.12421>
- Lestari, E., Edward, E., & Sumarni, S. (2025). Pengaruh kepuasan kerja dan komitmen keorganisasian pegawai terhadap kinerja pegawai pada kantor Dinas Kearsipan dan Perpustakaan Kota Jambi. Jurnal Dinamika Manajemen, 12(03), 110–117. <https://doi.org/10.22437/jdm.v12i03.41488>
- Marlin, R., Sari, M. W., & Seplinda, M. (2024). Pengaruh kepuasan kerja dan motivasi kerja terhadap kinerja karyawan dengan komitmen organisasional sebagai variabel intervening pada PT. Antar Lintas Sumatera Padang-Medan. Jurnal Manajemen dan Bisnis Kreatif, 2(2), 13–26. <https://doi.org/10.30640/jmcbus.v2i2.2243>
- Nugroho, Y. A., Asbari, M., Purwanto, A., Basuki, S., Sudiyono, R. N., Fikri, M. A. A., Hulu, P., Mustofa, Chidir, G., Suroso, & Xavir, Y. (2020). Transformational Leadership and Employees' Performance: the Mediating Role of Motivation and Work Environment. EduPsyCouns: Journal of Education, Psychology and Counseling, 2(1), 438–460. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/507>
- Nurhasanah, A. J. (2024). Pengaruh keadilan distributif penilaian kinerja, kepuasan kerja dan komitmen organisasional terhadap kinerja karyawan PT Shoetown Ligung Indonesia. Jurnal Sintaks Kekaguman, 5(6), 2196-2210. <https://doi.org/10.46799/jsa.v5i6.1234>
- Prayogi, A. B. F., Hamada, A., Asmoro, A. S., & Firdaus, V. (2025). Pengaruh kepuasan kerja, kompetensi, komitmen organisasional terhadap kinerja karyawan dengan kepemimpinan sebagai variabel moderator. Jurnal Maksipreneur: Manajemen, Koperasi, Dan Kewirausahaan, 15(1), 95–107. <https://doi.org/10.30588/jmp.v15i1.2057>
- Putra, M. O. P., Fanggidae, R. E., Maak, C. S., & Timuneno, T. (2024). Pengaruh kepuasan kerja dan komitmen organisasional terhadap niat turnover karyawan di Depot Bakso Jatim Kota Kupang, Nusa Tenggara Timur. GLORY Jurnal Ekonomi Dan Ilmu Sosial, 5(4), 869-880. <https://doi.org/10.35508/glory.v5i4.11359>
- Rifki, A., & Sesmiarni, Z. (2025). Pengaruh kepuasan kerja dan komitmen organisasional terhadap kinerja karyawan. JURNAL ILMIAH PENELITIAN MAHASISWA, 3(2), 283–294. <https://doi.org/10.61722/jipm.v3i2.835>
- Sudiyono, R. N., Fikri, M. A. A., Asbari, M., Suroso, Nugroho, Y. A., & Singgih, E. (2020). The Role of Employee Engagement in the Relationship between Authentic Leadership , Talent Management and Job Satisfaction. International Journal of Advanced Science and Technology, 29(5), 11809–11836. <http://sersec.org/journals/index.php/IJAST/article/view/25377>