

Analysis Of The Role Of Organizational Commitment As A Mediator In The Relationship Between Job Satisfaction And The Work Environment On Employee Performance

Original Article

Yenni Christiani^{1*}, Sutoyo², Koen Irianto Urip³, Sutomo⁴, Immanuel Ustradi Osijo⁵

¹⁻⁵Master of Management Study Program, Sekolah Tinggi Ilmu Ekonomi Artha Bodhi Iswara, Indonesia, Indonesia

Email: yChris38@gmail.com

Received: 05 April 2026

Accepted: 27 April 2026

Published online: 03 May 2026

Abstract

This study aims to analyze the influence of job satisfaction and work environment on employee performance with organizational commitment as a mediating variable at the Samodra Ilmu Cendekia Foundation. This study uses a quantitative approach with the type of explanatory research to explain the causal relationship between variables. The population in this study is all employees of the Samodra Ilmu Cendekia Foundation, totaling 256 people, with sampling techniques using the census method. Data was collected through a questionnaire compiled based on the indicators of each variable and analyzed using the Partial Least Squares Structural Equation Modeling method. The results of the study show that job satisfaction has a positive and significant effect on employee performance, as well as a positive and significant effect on organizational commitment. The work environment has also been proven to have a positive and significant effect on employee performance and organizational commitment. However, the test results show that organizational commitment has no significant effect on employee performance. In addition, organizational commitment does not play a role as a mediating variable in the relationship between job satisfaction and the work environment on employee performance. These findings indicate that the influence of job satisfaction and the work environment on employee performance is direct, without going through an intermediary mechanism in the form of organizational commitment. Theoretically, the results of this study confirm that in the context of foundation-based education organizations, employee performance is more determined by proximal and situational factors, namely job satisfaction and work environment, than by long-term work attitudes such as organizational commitment. Organizational commitment is more appropriately positioned as an outcome of a work attitude oriented towards loyalty and sustainability of human resources, rather than as a direct predictor of performance. Practically, this study implies that efforts to improve employee performance at the Samodra Ilmu Cendekia Foundation will be more effective if they are focused on increasing job satisfaction and improving the work environment directly, while still paying attention to the role of organizational commitment in maintaining employee stability and loyalty.

Keywords: Job Satisfaction, Work Environment, Organizational Commitment, Employee Performance, PLS SEM.



1. Introduction

Human resources are one of the main things for success in any organization (Katri et al., 2023). The optimal role and contribution of human resources will be seen through the results of the work achieved in carrying out their responsibilities. The success of an organization is often determined through various factors, including employee performance (Rosna et al., 2023). Employee performance is an important factor in determining the success of an organization, including foundation-based educational institutions. Under ideal conditions, every organization expects employees to have a high level of job satisfaction, feel comfortable with the work environment, and have a strong commitment to the organization. These three aspects are interrelated in forming productive work behavior and are oriented towards achieving the goals of the institution. Good job satisfaction creates a positive feeling of responsibility, a conducive work environment supports a smooth work process, and organizational commitment encourages employees' willingness to work wholeheartedly for the success of the institution. This ideal condition is actually the main foundation for institutions to be able to compete, provide the best services, and carry out the vision and mission of education optimally.

However, field conditions at the Samodra Ilmu Cendekia Foundation show that some employees have not fully achieved optimal performance. Based on the results of initial observations and informal interviews, there are indications that job satisfaction is not evenly felt by all employees. The results of the interview with Yessi Christanti, on November 10, 2025, who is an administrative employee of the Samodra Ilmu Cendekia Foundation, said that the award system does not fully reflect the workload, and the opportunities for self-development are still limited. In addition, Nova, who was interviewed on the same date, said that the spatial layout, supporting facilities, and interpersonal work climate have not fully supported the comfort of working. These conditions have the potential to affect the level of employee commitment to the foundation, which ultimately impacts variations in performance quality.

In a theoretical context, job satisfaction has a strong influence on employee behavior and performance. (Locke, 1969) states that job satisfaction is a positive emotional state that results from an individual's assessment of his or her work, including an evaluation of values, expectations, and work experience. When employees feel valued, get appropriate rewards, and see meaning in their work, they tend to perform better. This is in line with Adams' (1963) theory of fairness, which explains that perceptions of injustice in the relationship between input and output (e.g., workload vs. rewards) can lead to dissatisfaction and lower employee motivation. Therefore, job satisfaction is one of the main foundations for building motivation and sustainable performance.

In addition to job satisfaction, the work environment is an important variable that affects employee behavior. The work environment includes physical conditions, spatial layout, facilities, comfort, and social relationships within the organization. Luthans emphasized that an unsupportive work environment will have an impact on work stress, a decrease in the quality of interpersonal relationships, and a decrease in employee performance (Luthans, 2011). In educational institutions, a less conducive work environment can hinder the productivity of administrative services and the quality of educational services received by students.

However, the impact of job satisfaction and the work environment on performance is not always direct. According to Meyer & Allen (1991), organizational commitment is a psychological state that reflects emotional attachment (affective commitment), consideration of the cost of leaving the organization (continuance commitment), and moral obligation to stay (normative commitment). This theory explains that employees who are satisfied and work in

a good environment tend to have stronger organizational commitment, which in turn increases consistency, loyalty, and job responsibility. This suggests that organizational commitment has the potential to be a mediator between working conditions and performance. Performance itself is a result of work that can be measured through the achievement of goals, quality, efficiency, and contribution to the organization. (Armstrong, 2009) explains that performance is not only an individual's achievement, but is also influenced by work systems, organizational support, and effective performance management processes. Thus, employee performance in educational organizations is highly dependent on the synergy between job satisfaction, work environment, and organizational commitment.

The analysis of the causes of the problem shows that the decline in performance is not only caused by a single factor, but is the result of the interaction between job satisfaction, the work environment, and the level of organizational commitment. The good or bad of contributing human resources can be assessed based on their performance (Badrianto & Astuti, 2023). Employee dissatisfaction with the reward system or workload can reduce internal motivation. An organization that has direct contact with the public certainly needs good performance to get service quality that satisfies customers (Wiranawata et al., 2024). Poor service can result from a less supportive work environment that can affect employees' comfort and emotional stability at work. If this condition persists, then organizational commitment tends to decrease, which is characterized by a decrease in employee belonging, loyalty, and attachment to the organization. This low commitment has the potential to be a link between working conditions and declining performance.

Solutions that can be implemented to overcome these problems need to be directed at increasing job satisfaction and improving the work environment, while strengthening organizational commitment. To form a good organizational commitment, companies can enforce organizational justice policies, and of course, it will affect employee job satisfaction (Siregar et al., 2020). Institutions can improve the performance-based reward system, open up opportunities for self-development, such as training, and build more open and appreciative organizational communication. Good performance is one of the goals of the organization in achieving high employee work productivity (Wiranawata et al., 2024). In addition, improving physical facilities and creating a collaborative work culture are also needed to create a comfortable and productive work environment.

Previous research has shown that organizational commitment and job satisfaction have an influence on employee performance, both directly and indirectly (Risambessy et al., 2022). Another study also reported that organizational commitment plays a role as a partial mediator on the effect of job satisfaction on organizational citizenship behavior and as a partial mediator on the effect of work attachment on organizational citizenship behavior (Artha & Piartrini, 2021). Organizational citizenship behavior (OCB) is voluntary behavior that employees do outside of their formal job descriptions, such as helping colleagues, showing personal initiative, and maintaining a conducive work atmosphere (Organ, 1997). OCB is considered a form of extra-role behavior that contributes to organizational effectiveness because it can increase cooperation, reduce conflict, and strengthen collective performance in the workplace.

In a study conducted by Priyandini et al. (2020), it was found that organizational commitment and work environment had no significant effect on OCB, while motivation had a positive and significant influence on OCB in employees of PT Sport Glove Indonesia Wonosari Branch. These findings suggest that employees' tendency to engage in extra-role behavior is more influenced by motivational factors than by perceptions of organizational commitment or work environment conditions. However, the power of influence of these variables can vary depending on the organizational context, institutional structure, work culture, and internal

management system. In foundation-based educational organizations, for example, the characteristics of public service work and more intense social interaction allow the relationship between the work environment, organizational commitment, and extra-role behaviors to show different patterns compared to the industrial sector.

Although there has been a lot of research on organizational commitment, performance satisfaction, and work environment, there is still a research gap in the context of educational foundations that have the characteristics of socio-religious organizations, such as the Samodra Ilmu Cendekia Foundation. Previous studies still tend to place these relationships directly and linearly, so they have not adequately explained the internal organizational mechanisms that bridge these influences. The role of organizational commitment as a mediating variable still shows inconsistent empirical findings, where some studies find a significant mediating role, while other studies show a weak or insignificant influence, especially when associated with the context of work behavior and performance. In addition, the majority of studies were conducted in the corporate, industrial, or formal public organization sectors, so that the context of socio-religious foundation-based educational organizations with the characteristics of collegial work culture, devotional orientation, and limitations of the reward system is still relatively neglected. In fact, field findings at the Samodra Ilmu Cendekia Foundation show that performance problems are not solely caused by technical work factors, but also related to the level of job satisfaction, work environment conditions, and weak employee attachment to the organization. These limitations confirm that there is a research gap that needs to be filled through empirical testing of the role of organizational commitment as a mediating variable in the relationship between job satisfaction and the work environment on employee performance in the context of nonprofit educational foundations.

The novelty of this research lies in the focus of the analysis of the role of organizational commitment as a mediator in the context of socio-religious education foundations. This study not only examines the relationship between variables but also highlights the characteristics of the foundation's work culture that tends to be collegial, emotional, and based on a vision of service. This element provides a different approach to understanding research in the business sector that emphasizes more profit orientation. This research makes a theoretical contribution to the development of human resource management literature in the non-profit education sector.

The urgency of this research lies in the need of the Samodra Ilmu Cendekia Foundation to improve the quality of educational services through strengthening the performance of internal human resources. This research is expected to be able to provide strategic input in managerial decision-making related to improving the work system, employee development patterns, and increasing loyalty to the institution. Specifically, the purpose of this study is to analyze the influence of job satisfaction and work environment on employee performance through organizational commitment as a mediating variable.

Based on this background, this research is focused on answering several key questions, namely:

- 1) Does job satisfaction have a positive effect on employee organizational commitment?
- 2) Does the work environment have a positive effect on the commitment of the employee's organization?
- 3) Does job satisfaction have a positive effect on employee performance?
- 4) Does the work environment have a positive effect on employee performance?
- 5) Does organizational commitment have a positive effect on employee performance?
- 6) Does organizational commitment play a mediating role in the influence of job satisfaction on employee performance?

- 7) Does organizational commitment play a role as a mediating variable in the influence of the work environment on employee performance?

2. Literature Review

2.1. Job Satisfaction

Job satisfaction is one of the main constructs in organizational behavior that describes an individual's cognitive and emotional evaluation of his or her work. According to McShane and Glinow (2021), job satisfaction reflects employees' evaluative attitudes towards various aspects of work such as tasks, work environment, interpersonal relationships, and reward systems. Locke (1969) also defined job satisfaction as a positive emotional state that results from the assessment of work experience. In an empirical context, Dahal and Gupta (2025) research shows that job satisfaction is influenced by factors such as the work environment, motivation, and career development opportunities. In addition, Noviyanti et al. (2025) found that communication, compensation, and career development have a significant influence on job satisfaction. High job satisfaction has been shown to contribute to improved employee performance and positive work behavior (Afendi et al., 2025; Kefas & Iyiola, 2025; Ruma, Z., 2023). Thus, job satisfaction can be positioned as an important determinant in shaping productive work behavior and organizational outcomes.

2.2. Work Environment

The work environment is the overall physical, social, and psychological conditions that affect the work experience of employees in an organization. McShane and Glinow (2021) emphasize that the work environment includes not only physical aspects such as facilities and spatial layout, but also psychosocial aspects such as working relationships, supervisor support, and organizational climate. A conducive work environment plays a role as a situational factor that allows employees to work optimally. Empirically, Hitka et al. (2025) found that relational factors such as interpersonal relationships and work atmosphere are the main determinants in increasing work motivation. Research by Huang et al. (2024) also shows that working conditions such as workload and quality of the physical environment affect employee fatigue and productivity. In addition, Marinkovic et al. (2025) affirm that HR management practices that support the work environment contribute to employee well-being and performance. Thus, the work environment has a strategic role in shaping work attitudes and increasing organizational effectiveness.

2.3. Organizational Commitment

Organizational commitment is an employee's psychological attachment to the organization that reflects identification, loyalty, and a desire to remain part of the organization. Meyer and Allen (1991) proposed a Three-Component Model consisting of affective commitment, continuance commitment, and normative commitment. McShane and Glinow (2021) explain that organizational commitment is included in long-term work attitudes that have more to do with retention and loyalty than with direct performance. Andersén and Jansson (2024) show that organizational commitment does not automatically improve performance in the absence of behavioral mechanisms such as commitment capital. Meanwhile, Osta (2025) found that normative commitment plays a role in moderating the relationship between work attachment and intention to leave. Other research, such as Belaid et al. (2025), shows that organizational commitment can strengthen the relationship between job satisfaction and performance. Thus, organizational commitment is more precisely

positioned as a psychological variable that affects employee stability and loyalty in the long run.

2.4. Employee Performance

Employee performance is the result of work achieved by individuals in carrying out their duties in accordance with the responsibilities given. Armstrong (2021) defines performance as the result of the interaction between organizational ability, motivation, and support. From the perspective of organizational behavior, performance is seen as a behavioral outcome that is influenced by various individual and situational factors (McShane & Glinow, 2021; Kurniawan et al., 2023; Luthfiana et al., 2023). Empirically, Kefas and Iyiola (2025) found that job satisfaction has a positive influence on employee performance. Marinkovic et al. (2025) also show that well-being and the work environment contribute significantly to improved performance. In addition, Savela et al. (2026) emphasized that employee well-being is positively correlated with work performance and productivity. Thus, employee performance is not only influenced by individual internal factors, but also by working conditions and supporting organizational systems.

2.5. Conceptual Framework

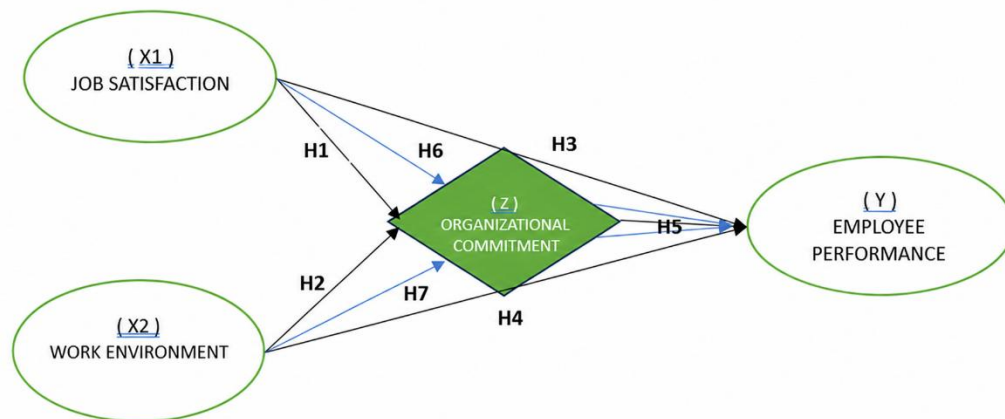


Figure 1. Conceptual Framework

Hypothesis

1. H1: Job satisfaction has a positive effect on organizational commitment.
2. H2: The work environment has a positive effect on the organization's commitment.
3. H3: Job satisfaction has a positive effect on employee performance.
4. H4: The work environment has a positive effect on employee performance.
5. H5: Organizational commitment has a positive effect on employee performance.
6. H6: Organizational commitment mediates the influence of job satisfaction on employee performance.
7. H7: Organizational commitment mediates the influence of the work environment on employee performance.

3. Methods

This study uses a quantitative approach with the type of explanatory research, which aims to examine the causal relationship between variables, namely job satisfaction, work environment, organizational commitment, and employee performance. The research was conducted on employees of the Samodra Ilmu Cendekia Foundation with a population of 256 people. The sampling technique uses the census method, so that all members of the population

are used as research respondents. The data used were primary data collected through the distribution of a five-point Likert scale-based questionnaire, which was designed to measure respondents' perception of each research variable. Indicators of job satisfaction variables refer to aspects of job evaluation, reward system, and employment relations; the work environment includes physical and psychosocial conditions; organizational commitment refers to a three-component model (affective, normative, and sustainable); and employee performance is measured based on quality, quantity, and work effectiveness.

The data analysis technique used the Structural Equation Modeling approach based on Partial Least Squares (PLS-SEM) with the help of SmartPLS software. The analysis was carried out through two main stages, namely the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model). The outer model test included testing convergent validity through outer loading and Average Variance Extracted (AVE) values, discriminant validity using Fornell-Larcker criteria and cross loading, and a reliability test with Cronbach's Alpha and Composite Reliability. Furthermore, an internal model evaluation was carried out to test the relationship between variables through the path coefficient, R-square value, effect size (f^2), and predictive relevance (Q^2). Hypothesis testing was carried out using the bootstrapping technique to see the significance of direct and indirect influences (mediation) between variables. This approach was chosen because it is able to analyze complex relationships between latent constructs simultaneously and is suitable for use in research with predictive structural models.

4. Results and Discussion

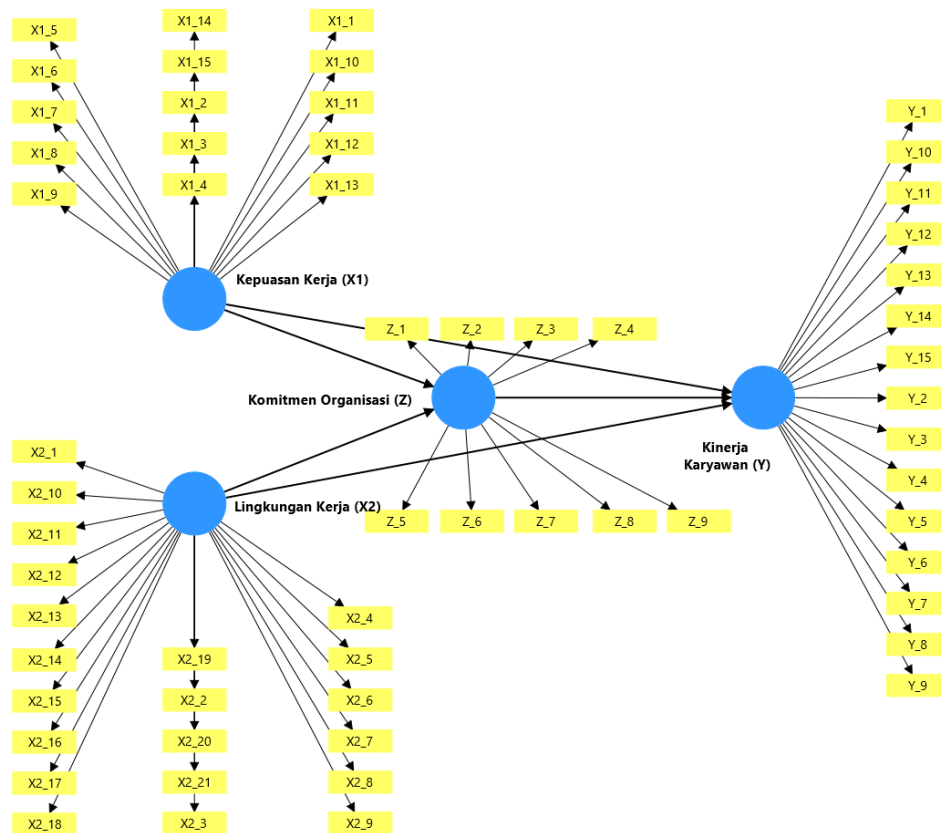


Figure 2. PLS-SEM Result

The results of data analysis were carried out using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to test the direct and indirect influence of mediation. Below is a table of the results of the analysis along with their explanations.

4.1. Evaluation of Measurement Models (Outer Model)

Table 1 shows the loading value and validity of each indicator used in this study.

	Job (X1)	Satisfaction	Employee Performance (Y)	Organizational Commitment (Z)	Work Environment (X2)	Ket
X1_1	0.873					Valid
X1_10	0.805					Valid
X1_11	0.819					Valid
X1_12	0.803					Valid
X1_13	0.833					Valid
X1_14	0.759					Valid
X1_15	0.851					Valid
X1_2	0.733					Valid
X1_3	0.841					Valid
X1_4	0.764					Valid
X1_5	0.799					Valid
X1_6	0.787					Valid
X1_7	0.784					Valid
X1_8	0.782					Valid
X1_9	0.791					Valid
X2_1					0.823	Valid
X2_10					0.920	Valid
X2_11					0.925	Valid
X2_12					0.782	Valid
X2_13					0.914	Valid
X2_14					0.833	Valid
X2_15					0.929	Valid
X2_16					0.902	Valid
X2_17					0.871	Valid
X2_18					0.897	Valid
X2_19					0.934	Valid
X2_2					0.772	Valid
X2_20					0.920	Valid
X2_21					0.867	Valid
X2_3					0.853	Valid
X2_4					0.840	Valid
X2_5					0.847	Valid
X2_6					0.926	Valid
X2_7					0.882	Valid
X2_8					0.798	Valid
X2_9					0.930	Valid
Y_1			0.819			Valid
Y_10			0.845			Valid
Y_11			0.833			Valid
Y_12			0.705			Valid
Y_13			0.751			Valid
Y_14			0.779			Valid
Y_15			0.740			Valid
Y_2			0.818			Valid
Y_3			0.882			Valid
Y_4			0.868			Valid
Y_5			0.842			Valid
Y_6			0.797			Valid
Y_7			0.839			Valid
Y_8			0.787			Valid
Y_9			0.823			Valid
Z_1				0.845		Valid
Z_2				0.879		Valid
Z_3				0.908		Valid
Z_4				0.926		Valid

Z_5	0.912	Valid
Z_6	0.924	Valid
Z_7	0.926	Valid
Z_8	0.948	Valid
Z_9	0.796	Valid

All indicators show an Outer Loading value above 0.70, indicating that they have excellent convergent validity and are reliable in measuring the construct in question.

4.2. Construct Reliability Testing

Table 2 shows the results of the reliability test using Cronbach's Alpha and Composite Reliability.

	Cronbach's alpha	Composite Reliability (rho_c)	Average variance extracted (AVE)	Ket
Job Satisfaction (X1)	0.960	0.964	0.644	Valid
Performance _Karyawan (Y)	0.962	0.966	0.656	Valid
Organizational Commitment (Z)	0.969	0.974	0.805	Valid
Work Environment (X2)	0.985	0.986	0.767	Valid

All constructs have Cronbach's Alpha and Composite Reliability values above 0.70, which indicates an excellent level of internal consistency. This indicates that the research instrument can be relied upon to measure the desired construct.

4.3. Evaluation of Structural Models (Inner Model)

Table 3 shows the results of the R² test.

	R-square	R-square adjusted
Performance _Karyawan (Y)	0.832	0.830
Organizational Commitment (Z)	0.838	0.836

The R-square value indicates that the variable in the model has a very strong explanatory ability. Employee performance (Y) had an R-square value of 0.832 (adjusted 0.830), which means that 83.2% of the variation in employee performance could be explained by job satisfaction, work environment, and organizational commitment, while the remaining 16.8% was influenced by other variables outside the research model. Meanwhile, organizational commitment (Z) has an R-square value of 0.838 (adjusted 0.836), which indicates that 83.8% of organizational commitment variations can be explained by job satisfaction and work environment. This value indicates that the research model has excellent explanatory power and is included in the strong category, so that the relationship between variables in this study can be said to be able to represent empirical phenomena.

4.4. Significance and Direct Impact Test

Table 4 presents the results of the significance test of direct and indirect influences between variables.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Ket
Job Satisfaction (X1) -> Performance _Karyawan (Y)	0.292	0.292	0.081	3.624	0.000	Proven
Job Satisfaction (X1) -> Organizational Commitment (Z)	0.525	0.525	0.081	6.464	0.000	Proven

Organizational Commitment (Z) -> Performance _Karyawan (Y)	0.163	0.164	0.107	1.526	0.064	Unproven
Working Environment (X2) -> Performance _Karyawan (Y)	0.478	0.477	0.126	3.781	0.000	Proven
Work Environment (X2) -> Organizational Commitment (Z)	0.401	0.400	0.083	4.835	0.000	Proven
Work Environment (X2) -> Organizational Commitment (Z) -> Performance _Karyawan (Y)	0.065	0.068	0.049	1.329	0.092	Unproven
Job Satisfaction (X1) -> Organizational Commitment (Z) -> Performance _Karyawan (Y)	0.086	0.084	0.054	1.570	0.058	Unproven

The results of the hypothesis test showed that all relationships between variables in the research model were statistically significant.

1) The Effect of Job Satisfaction (X1) on Employee Performance (Y)

The test results showed that job satisfaction had a positive and significant effect on employee performance with a coefficient value of 0.292, a T-statistical value of 3.624 (>1.96), and a P-value of 0.000 (<0.05). This shows that the hypothesis is accepted. Substantively, these findings indicate that increased job satisfaction will be followed by improved employee performance. Employees who feel satisfied with their work tend to have higher motivation, better work engagement, and commitment to completing tasks optimally, thus having an impact on improving the quality and quantity of performance.

2) The Effect of Job Satisfaction (X1) on Organizational Commitment (Z)

The results of the analysis showed that job satisfaction had a positive and significant effect on organizational commitment with a coefficient value of 0.525, T-statistics of 6.464 (>1.96), and P-values of 0.000 (<0.05). Thus, the hypothesis is proven. The relatively high value of the coefficient shows that job satisfaction is a strong factor in shaping organizational commitment. This means that the higher the level of satisfaction that employees feel, the stronger their emotional attachment and loyalty to the organization.

3) The Influence of Organizational Commitment (Z) on Employee Performance (Y)

The test results showed that organizational commitment had no significant effect on employee performance, with a coefficient value of 0.163, T-statistics of 1.526 (<1.96), and P-values of 0.064 (>0.05). Thus, the hypothesis is not proven. Although the direction of the relationship is positive, the influence is not statistically strong enough. This indicates that employee attachment to the organization does not necessarily directly improve performance, so organizational commitment in this context plays more of a role as an attitude of loyalty than as a determinant of performance.

4) The Influence of Work Environment (X2) on Employee Performance (Y)

The results of the analysis showed that the work environment had a positive and significant effect on employee performance with a coefficient value of 0.478, T-statistics of 3.781 (>1.96), and P-values of 0.000 (<0.05). Thus, the hypothesis is accepted. A greater coefficient value than job satisfaction indicates that the work environment has a more dominant influence on performance. This confirms that comfortable working conditions, adequate facilities, and good working relationships can directly increase employee effectiveness and productivity.

5) The Influence of Work Environment (X2) on Organizational Commitment (Z)

The test results showed that the work environment had a positive and significant effect on organizational commitment with a coefficient value of 0.401, T-statistics of 4.835 (>1.96), and P-values of 0.000 (<0.05). Thus, the hypothesis is proven. This shows that a conducive work environment is able to increase employee attachment to the organization. Employees who work in a comfortable and supportive environment tend to have a higher sense of belonging and loyalty to the organization.

6) The Influence of Work Environment (X2) on Employee Performance (Y) through Organizational Commitment (Z)

The results of the mediation test showed that the indirect influence of the work environment on performance through organizational commitment was not significant, with a coefficient value of 0.065, T-statistics of 1.329 (<1.96), and P-values of 0.092 (>0.05). Thus, the hypothesis is not proven. This indicates that the organization's commitment is not able to be a mediator in the relationship. The influence of the work environment on performance is more direct, without going through an intermediary mechanism in the form of organizational commitment.

7) The Effect of Job Satisfaction (X1) on Employee Performance (Y) through Organizational Commitment (Z)

The test results showed that the indirect influence of job satisfaction on performance through organizational commitment was not significant, with a coefficient value of 0.086, T-statistics of 1.570 (<1.96), and P-values of 0.058 (>0.05). Thus, the hypothesis is not proven. This shows that organizational commitment does not play a role as a mediating variable in the relationship between job satisfaction and employee performance. In other words, job satisfaction has a direct influence on performance without the need to increase organizational commitment first.

4.5. The Effect of Job Satisfaction on Employee Performance

The results of the study show that job satisfaction has a positive and significant effect on employee performance. These findings indicate that the higher the level of satisfaction felt by employees, the more optimal the performance produced. Theoretically, this is in line with the perspective of organizational behavior, which states that job satisfaction is a work attitude that affects individual work behavior and output (McShane & Glinow, 2021). High job satisfaction encourages work engagement, intrinsic motivation, and commitment to task completion. Empirically, these findings are supported by research by Kefas and Iyiola (2025), which shows that job satisfaction has a significant influence on improving employee performance. In addition, Savela et al. (2026) also emphasized that welfare and job satisfaction contribute to productivity and work performance. Thus, job satisfaction can be seen as a key determinant in

improving employee performance effectiveness, especially in the context of foundation-based educational organizations.

4.6. The Influence of the Work Environment on Employee Performance

The results of the study show that the work environment has a positive and significant effect on employee performance. A conducive work environment, both from physical and psychosocial aspects, has been proven to be able to increase employee comfort and work effectiveness. Within the framework of Organizational Behavior theory, the work environment is a situational factor that affects individual behavior and performance (McShane & Glinow, 2021). A good work environment allows employees to work optimally by minimizing work barriers and stress. These findings are in line with the research of Marinkovic et al. (2025), which states that a work environment supported by sustainable HR practices has a positive effect on performance. In addition, Hitka et al. (2025) emphasized that relational factors in the work environment, such as interpersonal relationships and social support, are important elements in improving motivation and work performance. Therefore, a conducive work environment is a strategic factor in encouraging employee performance directly.

4.7. The Effect of Job Satisfaction on Organizational Commitment

The results of the study show that job satisfaction has a positive and significant effect on organizational commitment. This suggests that employees who feel satisfied with their work tend to have a stronger emotional attachment to the organization. Theoretically, job satisfaction is an important antecedent in the formation of organizational commitment, especially affective commitment (Meyer & Allen, 1991). Employees who gain positive work experience will more easily identify with the organization's values and goals. These findings are reinforced by research by Belaid et al. (2025), which shows that job satisfaction contributes to increased organizational commitment. In addition, Connelly et al. (2025) found that a meaningful and supportive work environment increases job satisfaction while strengthening employee commitment. Thus, job satisfaction acts as a psychological foundation in building employee loyalty and attachment to the organization.

4.8. The Influence of the Work Environment on Organizational Commitment

The results of the study show that the work environment has a positive and significant effect on organizational commitment. A comfortable and supportive work environment not only increases work comfort but also strengthens the sense of belonging to the organization. From the perspective of Organizational Behavior, the work environment is a contextual factor that shapes work attitudes, including organizational commitment (McShane & Glinow, 2021). A positive work environment creates a pleasant work experience, so employees are more likely to have higher loyalty. These findings are in line with research by Marinkovic et al. (2025), which shows that the work environment contributes to increased organizational commitment through employee well-being. In addition, Amoadu et al. (2025) emphasized that a work environment with a high level of psychosocial safety is able to improve employee welfare and attachment to the organization. Therefore, the work environment is an important factor in building organizational commitment sustainably. This

4.9. The Effect of Organizational Commitment on Employee Performance

The results of the study show that organizational commitment does not have a significant effect on employee performance. These findings suggest that employees' psychological attachment to the organization does not directly improve work performance. Theoretically, McShane and Glinow (2021) explain that organizational commitment has more

to do with retention and loyalty than with direct performance improvement. This finding is also supported by Andersén and Jansson (2024), who state that organizational commitment requires behavioral mechanisms such as commitment capital in order to have an impact on performance. Without the transformation of attitudes into productive work behaviors, commitment tends to be passive. In addition, a continuance commitment that is calculative also does not always encourage performance improvement (Bapadal et al., 2026). Thus, in the context of foundation organizations, organizational commitment plays more of a role in maintaining workforce stability than as a direct determinant of performance.

4.10. The Role of Organizational Commitment as a Mediating Variable on the Influence of Job Satisfaction on Employee Performance

The results show that organizational commitment is not able to mediate the relationship between job satisfaction and employee performance. This indicates that the effect of job satisfaction on performance is direct without going through the organizational commitment mechanism. These findings reinforce the view that in certain contexts, the relationship between work attitudes and performance does not necessarily require a mediating variable (McShane & Glinow, 2021). Empirically, these results differ from the research of Belaid et al. (2025), which found the mediating role of organizational commitment, but are in line with Andersén and Jansson (2024), who emphasized that commitment needs to be transformed into behavior first to influence performance. Thus, job satisfaction in this study plays a more direct role as a factor that affects employee performance.

4.11. The Role of Organizational Commitment as a Mediating Variable on the Influence of the Work Environment on Employee Performance

The results of the study show that organizational commitment does not play a mediator role in the relationship between the work environment and employee performance. This shows that the work environment has a direct influence on performance without going through organizational commitment. From a theoretical perspective, good working conditions directly affect work effectiveness through increased work comfort and efficiency (Armstrong, 2021). These findings also show that situational factors, such as the work environment, have a stronger influence than long-term attitude factors in determining performance. The research of Marinkovic et al. (2025) does show that there is a mediation mechanism through psychological variables, but in the context of this study, this influence is not significant. Thus, the work environment can be positioned as a direct determinant of employee performance without having to go through the organization's commitment as an intermediary.

5. Conclusion

The conclusion of this study shows that job satisfaction and work environment are the main determinants that directly affect employee performance at the Samodra Ilmu Cendekia Foundation. Job satisfaction has been proven to have a positive and significant effect on employee performance, which indicates that the higher the level of satisfaction felt, the more optimal the performance produced. Similarly, a conducive work environment, both from physical and psychosocial aspects, is able to significantly increase employee work effectiveness and productivity. In addition, job satisfaction and the work environment have also been shown to have a positive effect on organizational commitment, which shows that a positive work experience and supportive working conditions can strengthen employees' psychological attachment to the organization.

However, organizational commitment has not been shown to have a significant effect on employee performance, and is not able to play a mediating role in the relationship between job satisfaction and the work environment on performance. These findings indicate that in the context of foundation-based education organizations, employee performance is more influenced by direct and situational factors than long-term work attitudes such as organizational commitment. Thus, improving employee performance is more effectively carried out through efforts to increase job satisfaction and improve the work environment directly, while organizational commitment plays a greater role in maintaining the stability, loyalty, and sustainability of human resources in the organization.

6. References

- Adams, J. S. (1963). Toward An Understanding Of Inequity 1. 67(5), 422–436.
- Afendi, Uripa, K. I., Sumunu, T., Soleha, S. N., & Zainuddin, A. (2025). Analysis Of The E-Plantation System On Employee Performance Through Job Satisfaction at PT. Source Of Palm Mahardika. *International Journal of Humanity Advance, Business & Sciences (IJHABS)*, 3(2), 275–284. <https://doi.org/10.59971/ijhabs.v3i2.727>
- Amoadu, M., Agyare, D. F., Doe, P. F., & Abraham, S. A. (2025). Examining The Impact Of Psychosocial Safety Climate On Working Conditions, Well - Being And Safety Of Healthcare Providers: A Scoping Review. *BMC Health Services Research*, 2. <https://doi.org/10.1186/s12913-025-12254-2>
- Andersén, J., & Jansson, C. (2024). Commitment Capital: Bridging the Gap Between Organizational Commitment and Human Capital Resources. *Human Resource Management*, 981–1000. <https://doi.org/10.1002/Hrm.22246>
- Armstrong, M. (2009). *Armstrong's Handbook Of Performance Management (4th Ed.)*. Kogan Page.
- Armstrong, M. (2021). *Armstrong's Handbook of Strategic Human Resource Management: Improving Business Performance Through Strategic People Management (7th Ed.)*. Kogan Page.
- Artha, I. N., & Piartrini, P. S. (2021). Mediation Role of Organizational Commitment on the Effect of Job satisfaction And Work engagement On Organizational Citizenship Behavior Nurse. 4. <https://doi.org/10.33258/Birci.V4i4.3538> 14273
- Badrianto, Y., & Astuti, D. (2023). The role of job satisfaction as a mediator of the influence of organizational commitment on employee performance. *Journal of Sharia Economics and Economics*, 6(1). <https://doi.org/10.36778/Jesya.V6i1.1013>
- Bapadal, M. R., Uripa, K. I., Sutomo, Soleha, S. N., & Zainuddin, A. (2026). The Effect Of The Psychological Work Environment On The Performance Of Employees With Work Stress As A Variable Intervening: Sales Division Employee At PT. Good Sale Tech. *International Journal of Humanity Advance, Business & Sciences (IJHABS)*, 3(4), 463–474. <https://doi.org/10.59971/ijhabs.v3i4.986>
- Belaid, S., Guedria, N. Ben, & Ballouk, H. (2025). Remote Work And Job Satisfaction: A Decade Of Insights Through A Bibliometric Lens. *Administrative Sciences*, 15(439), 1–29. <https://doi.org/10.2076-3387/15/11/439>
- Connelly, S. G., Millea, P., & Tulloch, K. (2025). A Qualitative Exploration Of Staff Satisfaction In Innovative Australian Aged Care. *Australasian Journal On Ageing* Published By John Wiley & Sons Australia, Ltd On Behalf Of Aja Inc, August, 1–11. <https://doi.org/10.1111/Ajag.70090>
- Dahal, D. P., & Gupta, N. (2025). Job Satisfaction Among Health Workforce In Medical Colleges Of Nepal: A Mixed Method. *J Nepal Health Res Counc*, 23(1), 180–189.
- Ding, G., Ren, X., & Lin, F. (2024). Adopting Active Or Passive Leadership In Project-Based Organizations? The Role of Inclusive leadership In Remote Work Environment.

- International Journal Of Project Management, 42(6), 102623. <https://doi.org/10.1016/J.Ijproman.2024.102623>
- Fan, Y., & Tahmasebi, R. (2026). A Theoretical Framework For Managing ESG-HRM Paradoxes: Balancing Organizational Tensions For The Common Good. *Human Resource Management Review*, 36(1), 101121. <https://doi.org/10.1016/J.Hrmr.2025.101121>
- Hitka, M., Ďurian, J., & Ližbetinová, L. (2025). Relational Factors Play The Most Important Role In The Environment Of Slovak And Czech SMEs. *Cogent Business & Management*, 12(1). <https://doi.org/10.1080/23311975.2025.2472019>
- Huang, Y., Yu, Y., Wang, Y., Gu, B., Zhang, Z., Miao, C., & Fang, D. (2024). Factors Influencing Fatigue Of Construction Workers In Hypoxic Environments: A Survey Study. *Safety Science*, 177(December 2023), 106569. <https://doi.org/10.1016/J.Ssci.2024.106569>
- Katri, I. A., Buyung, H., Safrizal, A., Ekonomi, F., & Trunojoyo, U. (2023). The Influence of Work Environment and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior (OBC) as a Mediator in the Bangkalan District Office. 15.
- Kefas, H. I., & Iyiola, K. (2025). Satisfaction With Human Resource Practices, Job Dedication And Job Performance: The Role of Incentive Gamification. *Kybernetes*, 54. <https://doi.org/10.1108/K-11-2023-2267>
- Kurniawan, A. W., Rauf, D. I., & Arif, H. M. (2023). Efforts to improve performance in managing regional finance through human resources, organizational culture, and organizational commitment. *Jurnal Pengabdian Masyarakat (JUMAS)*, 1(1), 33-38.
- Locke, E. (1969). What Is Job satisfaction? In *Organizational Behavior And Human Performance* (pp. 309–336).
- Luthfiana, A. G. A., Nurman, Dipomatmodjo, T. S., Natsir, U. D., & Burhanuddin. (2023). The Influence of Work Motivation and Discipline on Employee Performance at PT. PLN (Persero) UP3 North Makassar. *International Journal of Humanity Advance, Business & Sciences (IJHABS)*, 1(3), 109–114. <https://doi.org/10.59971/ijhabs.vi1i3.72>
- Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach* (12th ed.). McGraw-Hill.
- Marinkovic, D., Čižiuniene, K., Voronavičiute, G., & Matijosius, J. (2025). Sustainable Human Resource Management In Emergencies: The Case Of The Lithuanian Logistics Sector. *Sustainability Mdpi*, 17, 1–31. <https://doi.org/10.3390/Su17062591>
- McShane, S., & Glinow, M. (2021). *Organizational Behavior: Emerging Knowledge. Global Reality*. McGraw-Hill Education.
- Meyer, J. P., & Allen, N. J. (1991). A Three-Component Conceptualization of Organizational Commitment. 1(1), 61–89.
- Noviyanti, Rumengan, A. E., Khadaffi, M., Wibisono, C., Dewi, N. P., Satriawan, B., Faizah, A., & Hermansyah. (2025). Enhancing Job Satisfaction In Hospitals: The Role Of Communication, Career Development, Continuous Dedication, And Compensation By Productivity As A Mediator. *International Research Journal Of Multidisciplinary Scope (Irrjms)*, 6(March), 187–200. <https://doi.org/10.47857/Irrjms.2025.Vo6i03.04443>
- Organ, D. W. (1997). *Organizational Citizenship Behavior: It's Construct Clean-Up Time*. Lawrence Erlbaum Associates.
- Osta, A. M. (2025). The Impact Of Employee engagement On Intention To Leave In Smes In Lebanon: The Moderating Role Of Normative Commitment In Lebanon: The Moderating Role Of Normative Commitment. *Cogent Business & Management*, 12(1). <https://doi.org/10.1080/23311975.2025.2501208>
- Pal, A., Chauhan, J., Gupta, K., Kohli, H. S., & Gaur, D. (2025). Mediating Effect Of Green Passion In Linking HRM Practices With Environmental Citizenship And Performance. *Discover Sustainability*, 6, 1–25. <https://doi.org/10.1007/S43621-025-01907-1>

- Priyandini, L., Nurweni, H., & Hartati, R. (2020). The Influence of Organizational Commitment, Work Environment, and Motivation on Organizational Citizenship Behavior (OCB) of Employees of Pt Sport Glove Indonesia Wonosari Branch. 1(2), 153–162.
- Risambessy, A., Latupapua, C., Chandra, F., & Chandra, K. (2022). Mediating organizational commitment and employee job satisfaction, organizational climate, and employee performance. *Journal of Business Concepts and Management*, 8(2). <https://doi.org/10.31289/Jkbm.V8i2.7275>
- Rosna, R. H., Niha, S. S., & Manafe, H. A. (2023). The Effect of Job Satisfaction and Organizational Commitment on Employee Performance through Work Motivation as a Mediation Variable (A Study of Human Resource Management Literature). 4(3), 571–579. <https://doi.org/10.31933/Jemsi.V4i3>
- Ruma, Z. (2023). The Role of Green Human Resource Management and Job Satisfaction in Affecting Employee Performance During The Covid 19 Pandemic. *International Journal of Humanity Advance, Business & Sciences (IJHABS)*, 1(4), 223–234. <https://doi.org/10.59971/ijhabs.v1i3.143>
- Savela, N., Valtonen, A., & Kimpim, J. (2026). Technovation Employee Wellbeing: A Computational Review On The Consequences Of Workplace Automation. *Technovation*, 152(November 2025). <https://doi.org/10.1016/J.Technovation.2025.103424>
- Siregar, Z., Syahputra, R., & Nasution, S. (2020). The Influence of Organizational Justice on Organizational Commitment: The Role of Job Satisfaction Mediation. 4(2), 82–92.
- Wang, P., Gao, L., Zhang, W., & Deng, X. (2025). Influencing Mechanisms of Organizational Commitment Among Local Employees in International Construction Projects : Role Of Justice, Support And Trust. *Engineering, Construction And Architectural Management*. <https://doi.org/10.1108/Ecam-04-2025-0679>
- Wiranawata, H., Afriyanti, J., Economy, F., & Baturaja, U. (2024). The Effect of Job Satisfaction and Organizational Commitment on Employee OCB at Hotel Bukit Indah Lestari Baturaja Behavior (OCB). According to Titisari, organizational citizenship behavior is the emergence of organizational citizenship behavior. 21–39.