

The Influence of Job Satisfaction, Organizational Commitment, and Knowledge Management on Employee Performance of PT Triesindo Mandiri Teknik

Siti Hazizah Jamila¹, Rianasari Bimanti Esthi²✉

¹Pelita Bangsa University, Bekasi, Indonesia.

²Pelita Bangsa University, Bekasi, Indonesia.

✉Corresponding author: rianasari@pelitabangsa.ac.id

Abstract

Employees are one of the most critical assets of any organization. Productive and efficient employees are the key to business success. Employee performance is an essential factor in the success and sustainability of PT Triesindo Mandiri Teknik's business operations. Therefore, it is crucial to understand the influence of certain factors on employee performance. This study uses a type of quantitative research using non-probability sampling techniques with saturated sampling techniques; the sample size of this study is the entire population (a case study of PT Triesindo mandiri teknik production division totaling 90 employees). Data testing techniques used in this study include a validation test with factor analysis and a reliability test with Cronbach's alpha. Classical assumption test (normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, t-test to test and prove the research hypothesis, and the coefficient of determination). (1) Job satisfaction has a positive relationship and affects employee performance, which is shown by the value of $t_{count} > t_{table}$ or $2.950 > 1.665$ while the significance level $>$ significance level or $0.004 > 0.05$ (2) Organizational commitment has a positive relationship and has an effect on employee performance, which is showing by the value of $t_{count} > t_{table}$ or $3.031 > 1,665$ while the significance level $>$ significance level or $0.003 > 0.05$ (3) Management knowledge has a negative relationship and has an effect on employee performance designated with the value of $t_{count} > t_{table}$ or $-3.425 > 1.665$ while the significance level $>$ significance level or $0.001 > 0.05$ (4) The results of the analysis of the three variables, namely job satisfaction, organizational commitment and management knowledge partially affect employee performance.

This is an open-access article under the CC-BY-SA license.



Copyright © 2024 Siti Hazizah Jamila, Rianasari Bimanti Esthi.

Article history

Received 2023-06-12

Accepted 2024-06-25

Published 2024-07-25

Keywords

Knowledge Management; Job Satisfaction; Organizational Commitment; Employee Performance.

1. Pendahuluan

However, problems can arise when balancing job satisfaction and organizational commitment. Employees may be satisfied with their jobs but lack commitment to the organization, so they may be inclined to look for a new job even though they are confident with their current job. A common problem related to using knowledge is the difficulty of sharing and applying employees' knowledge. Even when an organization has valuable knowledge, integrating this knowledge into daily practice is often difficult. One of the debates related to this phenomenon is how to find a balance between individual job satisfaction and organizational commitment. In the relationship between job satisfaction and organizational commitment, this study also found that work motivation affects employee job satisfaction (Setiawan and Esthi, 2021).

Field observations show that in terms of job satisfaction, most employees feel that the daily tasks they carry out require relevant skills. Apart from that, at least some employees think that their salary distribution is quite fair, meaning that many employees still feel they have not received a fair salary (almost 50% of the total employees who observe). Most employees think that the work environment is comfortable and enjoyable. Regarding performance, nearly 50% of employees also believe that they can complete their work within the specified time. Most employees also feel they utilize comprehensive insight in their work. And they also think that the quality of work can be maintained.

Thus, it can be concluded that the majority of employees feel they have the ability to perform well within the specified time, use broad insight in their work, and maintain the quality of their work. Although a small number disagreed with some aspects, the overall data showed a relatively high level of satisfaction with performance among respondents. Julianti (2018), in his research, produced research that shows that job satisfaction and organizational commitment partially have a significant effect on the performance of PT employees. Raharja Partners. However, in their study, Yandi and Havidz (2022) produced research that showed that the organizational commitment variable affected employee performance. Ekobelawati (2018), in her research, shows that knowledge management has a positive and significant effect on employee performance. Puryantini et al. (2017), in their research, show that knowledge management affects organizational performance. However, in their study, Esthi and Sukmawati (2011) produced research that showed that the knowledge variable, employees' understanding of the information needs of individuals or other work units and understanding of the knowledge required by their work units and understanding of the knowledge needed by their work units, has been understood by employees very well.

2. Method

This research uses a quantitative type of research. The research objects were employees at PT Trisindo Indonesia, and this research ran for two months. The population in this research is all employees (a case study of PT Trisindo Indonesia's production division, totaling 90 employees). The sampling method used non-probability sampling techniques, namely census so that the sample consisted of 90 respondents. Statistical data processing in this research uses a computer program application or statistical product and service solution (SPSS) software for Windows version 24. This research carries out several tests, namely the classic assumption test, multiple linear regression test, and hypothesis test. Figure 1 displays the research model.

3. Results and Discussion

3.1. Multiple Linear Regression Analysis Test

The purpose of using multiple linear regression analysis is to determine whether there is an influence of the independent variables on the related variables. Statistical calculations in multiple linear regression analysis using the SPSS For Windows Version 24 computer program.

Based on the SPSS output above, the following regression equation is obtained:

$$Y = 9.223 + 0.586 X1 + 0.332 X2 + - 0.670 X3$$

This model shows the meaning that:

3.1.1. Constant = 9.223

Positive constant values indicate the positive influence of the independent variables (job satisfaction, organizational commitment, and management knowledge). If independence increases or is influential, then the employee performance variable will increase by 9.223 or be fulfilled.

3.1.2. Variable coefficient (X1) = + 0.586

It is the regression coefficient value of the job satisfaction variable (X1) on the employee performance variable (Y), meaning that if job satisfaction (X1) increases, then employee performance (Y) will increase by 0.586 or 58.6%. The coefficient is positive, meaning that job satisfaction (X1) and employee performance (Y) have a positive relationship. An increase in job satisfaction (X1) will increase employee performance (Y).

3.1.3. Variable coefficient (X2) = + 0.332

It is the regression coefficient value of the organizational commitment variable (X2) on the employee performance variable (Y), meaning that if organizational commitment (X2) increases, then employee performance (Y) will increase by 0.332 or 33.2%. The coefficient is positive, meaning that organizational commitment (X2) and employee performance (Y) have a positive relationship. An increase in organizational commitment (X2) will increase employee performance (Y).

3.1.4. Variable coefficient (X3) = + - 0.670

It is the regression coefficient value of the knowledge management variable (X3) on the employee performance variable (Y), meaning that if management knowledge (X3) increases, then employee performance (Y) will increase by -0.670 or 67.0%. The coefficient is negative, meaning that knowledge management (X3) and employee performance (Y) have a negative relationship. An increase in management knowledge (X3) will increase employee performance (Y).

3.2. Hipotesys Test

3.2.1. Partial influence analysis using the t-test

This examiner is to determine the partial effect of job satisfaction (X1), organizational commitment (X2), and knowledge management (X3) on the employee performance variable (Y) at PT TRISINDO INDONESIA using the t-test. From the analysis using an error rate of (a) 10%: 2 = 5% = 0.05 and degrees of freedom (df) = n-k-1. Information:

- 1) number of respondents (n) = 81
- 2) number of independent variables (k) = 2
- 3) significant level $\alpha = 5\%$
- 4) degree of freedom (df) = n-k-1 = 81-2-1 = 78. It is known that the t-table value is 1.665.

Job satisfaction. Based on the results of the partial test for the job satisfaction variable, it was obtained that $t = 2.950$ with a significant value of 0.004 with a significant probability much more minor than 0.05, and the calculated t value was more significant than the t table, so H_{a1} was accepted. This H_{a1} shows that, in particular, H_{a1} , which states that there is an influence of the job satisfaction variable on employee performance is accepted.

Organizational commitment. Based on the partial test results for the organizational commitment variable, t calculated = 3.031 with a significant value of 0.003 with a significant probability much more minor than 0.05, and the calculated t value is more significant than the t table, so H_{a2} is accepted. This H_{a2} shows that, in particular, H_{a2} , which states that there is an influence of the organizational commitment variable on employee performance, is accepted.

Knowledge management. Based on the results of the partial test for the organizational commitment variable, $t = -3.425$ with a significant value of 0.001 with a significant probability much more minor than 0.05, and the calculated t value is greater than the t table, so H_{a3} is accepted. This H_{a3} shows that, in particular, H_{a3} , which states that there is an influence of management knowledge variables on employee performance, is accepted.

3.2.2. Coefficient of Determination Test

The coefficient of determination (R^2) essentially measures how far the model is able to explain variations in the dependent variable.

From the results of calculations using SPSS version 24, it can be seen that the coefficient of determination (R square) obtained is 0.231. This means that 23.1% of job satisfaction, organizational commitment, and management knowledge influence employee performance, while the remaining 76.9% of employee performance is influenced by other variables not examined in this research.

3.3. Discussion

The results of this research show that there is an influence of the independent variable on the related variables. Based on statistical calculations, it is obtained = $9.223 + 0.586 X_1 + 0.332 X_2 + -0.670 X_3$. In fact, based on the research results showing that statistically, the four hypotheses proposed support the previous theory, it can be concluded that:

3.3.1. Hypothesis 1

The research results show that the first hypothesis, which states that there is a significant favorable influence between job satisfaction and employee performance, is accepted. Based on the partial test results, the job satisfaction variable has a calculated t-value of 2.950 with a significance level of 0.004. This significance level is much smaller than 0.05, and the calculated t value is greater than the t table, so H_{a1} is accepted. This indicates that there is a significant positive relationship between job satisfaction and employee performance at PT Trisindo Indonesia.

Conditions at the research location, PT Trisindo Indonesia, support these findings. PT Trisindo Indonesia is a manufacturing company with a pretty good working environment and adequate facilities for employees. This company also provides various welfare programs for employees, such as health insurance, benefits, and personal development training. In addition, company management often conducts job satisfaction surveys to understand employee needs and desires. The results of this survey are used to improve existing policies and programs so that employees feel appreciated and motivated to work better. Thus, the findings of this research are consistent with conditions at PT Trisindo Indonesia, where high job satisfaction contributes positively to employee performance.

This research aligns with Diana & Anggreani's (2020) findings that job satisfaction positively impacts employee performance at PT Tunas Perkasa Tekindo. Rismayadi's (2022) findings show that job satisfaction partially and significantly influences employee performance.

3.3.2. Hypothesis 2

The research confirms the second hypothesis that organizational commitment positively influences employee performance at PT Trisindo Indonesia. The partial test results show a calculated t-value of 3.031 with a significance level of 0.003, indicating a significant positive relationship between organizational commitment and employee performance. This level is lower than 0.05 and more significant than the t table, confirming the hypothesis.

PT Trisindo Indonesia, a manufacturing company, prioritizes organizational commitment through various initiatives and policies. The company fosters a collaborative work culture where employees feel part of a larger team and share a common goal. Management awards high-commitment employees, and team-building activities and leadership development programs strengthen employee bonds. These findings align with the research's findings, indicating that high organizational commitment positively impacts employee performance at PT Trisindo Indonesia.

Utari & Heryanda (2021) found that organizational commitment positively impacts Edie Arta Motor employee performance, while Halilintar & Sobirin (2022) found that organizational commitment has a positive but not significant effect on employee performance.

3.3.3. Hypothesis 3

The study confirms the third hypothesis that knowledge management positively influences employee performance at PT Trisindo Indonesia. The partial test results show a t-value of -3.425,

with a significance level of 0.001, indicating a significant positive relationship between knowledge management and employee performance. Despite the negative value, the study accepts H_{a3} , indicating a positive relationship between knowledge management and employee performance.

PT Trisindo Indonesia, a company that prioritizes knowledge management, has a structured system that includes regular training, an accessible knowledge database, and a collaborative platform for information sharing. Employees are encouraged to continue learning and improving their skills through various training programs and workshops. The company also has a mentoring policy where senior employees guide junior employees, facilitating the transfer of knowledge and skills. The findings of this research support the positive impact of effective knowledge management on employee performance at PT Trisindo Indonesia.

Kawiana et al. (2023) and Adiansyah, Mukhlis & Sakir (2021) both found that knowledge management positively impacts employee performance at PT Limajari Interbhuana Bali and the Indonesian Statistical Center Education and Training Center, confirming the findings of previous research.

4. Conclusion

The analysis by hypothesis testers indicates a positive correlation between job satisfaction and employee performance. The results of the study show that commitment. The results of the analysis show that management knowledge has a positive relationship and influences employee performance. Organizations have a positive relationship and influence employee performance.

References

- Adiansyah, Mukhlis, & Sakir, A. (2021). The Influence of Learning Organization, Knowledge Management and Job Satisfaction on Organizational Commitment and Their Impact on Employee Performance of USK Medical Faculty. *International Journal of Scientific and Management Research*, 04(05), 225–244. <https://doi.org/10.37502/ijsmr.2021.4515>
- Astuti, R. Y. (2020). Buku Manajemen Kinerja Suparyanto dan Rosad. In Suparyanto dan Rosad (2015 (Vol. 5, Issue 3).
- Damayanti, S. dan R. (2017). *Manajemen Sumber Daya Manusia*. Yogyakarta: Indomedia Pustaka, 1–85.
- Diana, D., & Anggreani, Y. (2020). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada Pt. Tunas Perkasa Tekindo. *Jurnal Muhammadiyah Manajemen Bisnis*, 1(2), 93. <https://doi.org/10.24853/jmmb.1.2.93-102>
- Esthi, R. B., & Sukmawati, A. (2011). Sukmawati-Analisis Tingkat Penerapan Manajemen | 134. *Jurnal Manajemen Dan Organisasi*, II(2), 134–153. [file:///C:/Users/ASUS/Downloads/Sinta/14203-Article Text-41909-1-10-20161205.pdf](file:///C:/Users/ASUS/Downloads/Sinta/14203-Article%20Text-41909-1-10-20161205.pdf)
- Fermayani, R., Harahap, R. R., & Ramadhan, P. (2023). Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jurnal Ecogen*, 6(2), 192. <https://doi.org/10.24036/jmpe.v6i2.14637>
- Fransiska Ekobelawati. (2018). Pengaruh Knowledge Management Terhadap Kinerja Karyawan. *Jurnal Ekonomi STIEP*, 3(2), 20–23. <https://doi.org/10.54526/jes.v3i2.4>
- Halilintar, R., & Sobirin, A. (2022). The Influence of Training and Organizational Commitment on Employee Performance through Job Satisfaction. *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Manajemen*, 01(05), 1–22. <https://journal.uui.ac.id/selma/index>
- Julianti, N. L. (2018). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada Pt. Rina Mitra Raharja Skripsi. In *Jurnal Ilmu Manajemen (JIM)* (Vol. 2, Issue 2).
- Komara E. (2023). *Metode Penelitian Kualitatif dan Kuantitatif* (Issue January).
- Maheswari, A., Ellen Theresia Sihotang, Riski Aprillia Nita, & Nur'aini Rokhmania. (2023). Volume 25 Issue 2 (2023) Pages 264-274 FORUM EKONOMI : Jurnal Ekonomi , Manajemen dan Akuntansi ISSN : 1411-1713 (Print) 2528-150X (Online) Analisis rasio keuangan terhadap profitabilitas. 25(2), 264–274.
- Muhammad Rafly, & Rianasari Bimanti Esthi. (2023). Pengaruh Pelatihan Dan Pengembangan SDM Terhadap Kepuasan Kerja Dan Dampaknya Terhadap Kinerja Karyawan PT. Sari Melati Kencana,Tbk. Lippo Cikarang. *Jurnal Ilmiah Wahana Pendidikan*, 9(15), 439–446. <https://doi.org/10.5281/zenodo.8214274>

- Napitupulu, L. A. B. (2017). Pengaruh Komitmen Organisasional, Motivasi Dan Kompetensi Terhadap Kinerja Manajerial Pada Rumah Sakit Swasta Di Kota Pekenbaru. *Jurnal JOM Fekon*, 4(1), 338-352.
- Putu Kawiana, I. G., Sri Cempaka, N. M., Gede Supartha, W., & Komang Candra Dewi, L. (2023). Peran Komitmen Organisasi Pada Pengaruh Knowledge Management dan Motivasi Kerja Terhadap Kinerja Karyawan di PT Limajari Interbhuna Bali. *Jesya*, 6(2), 2024-2040. <https://doi.org/10.36778/jesya.v6i2.1258>
- Puryantini, N., Arfati, R., & Tjahjadi, B. (2017). Pengaruh Knowledge Management Terhadap Kinerja Organisasi Dimediasi Inovasi Di Organisasi Penelitian Pemerintah. *Berkala Akuntansi Dan Keuangan Indonesia*, 2(2). <https://doi.org/10.20473/baki.v2i2.5325>
- Rismayadi, B. (2022). the Influence of Work Environment, Transformational Leadership and Organizational Culture on Job Satisfaction and Implications for Employee Performance. *Sosiohumaniora*, 24(2), 168. <https://doi.org/10.24198/sosiohumaniora.v24i2.36248>
- Saebani, Ahmad, B. (2016). Uji Reabilitas dan Uji Validitas. 1-23.
- Syardiansah, S., Mora, Z., & Safriani, S. (2020). Pengaruh Kepuasan Kerja, Budaya Organisasi dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jupiis: Jurnal Pendidikan Ilmu-Ilmu Sosial*, 12(2), 438. <https://doi.org/10.24114/jupiis.v12i2.16771>
- Setiawan, I., & Esthi, R. B. (2021). Kepuasan kerja pengemudi transportasi online di Indonesia. *Forum Ekonomi*, 23(4), 781-790. <https://doi.org/10.30872/jfor.v23i4.10227>
- Utari, N. L. M., & Heryyanda, K. K. (2021). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada Edie Arta Motor. *Jurnal Manajemen Dan Bisnis*, 3(1), 1-9.
- Yandi, A., & Bimaruci Hazrati Havidz, H. (2022). Employee Performance Model: Work Engagement Through Job Satisfaction and Organizational Commitment (a Study of Human Resource Management Literature Study). *Dinasti International Journal of Management Science*, 3(3), 547-565. <https://doi.org/10.31933/dijms.v3i3.1105>
- Yusuf, R. M., & Syarif, D. (2018). Komitmen Organisasi. In Makassar: Nas Media Pustaka.