

# Employee's Job Performance: The Effect of Attitude toward Works, Organizational Commitment, and Job Satisfaction

Aries Susanty<sup>1\*</sup>, Rizqi Miradipta<sup>1</sup>

**Abstract:** Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. The happier the individual, the higher is level of job satisfaction. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual. Based on this phenomenon, this study is aimed to explain and empirically test the effect of attitude toward work, job satisfaction, and organizational commitment to the employee's job performance at PT. Intech Anugrah Indonesia (PT. Intech). Data used in this study was primary data which were collected through closed questionnaires with 1-5 Likert scale. A sample of this study was 200 managerial and non-managerial staff of PT. Intech. Research carried out by using Structural Equation Modeling (SEM) which was run by AMOS 20.0 program. The results of this study showed that attitude towards work have positive but not significant effect to job satisfaction and employee performance. Different with attitude towards work, the organization's commitment has positive and significant effect on job satisfaction and employee performance at PT. Intech. It means every improvement in organization's commitment has a positive effect toward job satisfaction and employee performance at PT. Intech.

**Keywords:** Attitude toward work, organizational commitment, job satisfaction, employee's job performance, structural equation modeling.

## Introduction

Employee's job performance has been defined as work performance in terms of quantity and quality expected from each employee (Khan *et al.* [25]). With increase in competition, firms have recognized the importance of the employee's job performance to compete in this global market because as the performance of the employees increases, it will affect firm's performance and ultimately profitability of the firm. There are a number of factors that may be affecting the employees' job performance. Each employee may have a different effect from different things at the workplace (Zahargier and Balasundaram [60]). In the field of Industrial/Organizational Psychology, one of the most researched areas is the relationship between the employee's job performance and job satisfaction (Judge *et al.* [23]). Previous literature has emphasized more on the linear relationship between job satisfaction and job performance. According to Rashed [45] individuals would expect higher levels of job performance and it has always been associated with higher levels of job satisfaction, although they do not consistently correlate.

Robbins and Judge [47] define job satisfaction as the positive feeling about one's job resulting from an evaluation of its characteristic. It has been defined

differently by various scholars. Among the most accepted definition of job satisfaction is by Locke, who defined job satisfaction as a positive emotional feeling, a result of one's evaluation towards his job or his job experience by comparing between what he expects from his job and what he actually gets from it (Tat *et al.* [53]). Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectation what's the job supply to an employee (Al-Hussami [3]). Job satisfaction is a complex phenomenon with multi facets (Xie and Johns [58]); according to Linz [30], job satisfaction is influenced by attitudes toward work and organizational commitment. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual (Linz [30]).

According to Mowday, Porter, and Steers [40], attitude is termed as a hypothetical construct that represents an individual's like or dislike for any behavior. Bagozzi states that the term attitude is often used as an umbrella expression covering such concepts as preferences, feelings, emotions, beliefs, expectations, judgments, appraisals, values, principles, opinions, and intentions (Onzima [42]). An attitude is actually defined as ". . . a summary evaluation of an object or thought" (Malhotra [32]). The object or phenomenon can be anything a person discriminates or holds in mind (Bohner and Wanke [6]) and may include people, products, and organizations. Attitudes may be positive, negative, or neutral (valence); may vary in intensity (extremity);

<sup>1\*</sup> Faculty of Engineering, Industrial Engineering Department, Universitas Diponegoro. Jl. Prof. Soedarto SH, Kampus Tembalangan, Semarang 50275, Indonesia.  
Email: ariessusanty@yahoo.com, radipta@ymail.com.

\* Corresponding author

can be more or less resistant to change; and may be believed with differing levels of confidence or conviction. Attitudes are composed of past and present experiences and are not observable as such, but are evidenced in behavior (Oskamp and Schultz [43]). Based on definition of attitude, it makes sense to conclude that how the employee behave in their job (satisfy or not) is depends on the result of a summary evaluation of the condition of their workplace.

Meyer and Allen [35] state that organizational commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organization. In line with Meyer and Allen [35], Raju and Srivastava also state that organizational commitment is a factor that promotes the attachment of the individual to the organization. Employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals. Higher levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational level (Sharma and Bajpai [50]).

Related to the employee's job performance, as one of the electronic company in Indonesia, PT. Intech Anugrah Indonesia (PT. Intech) wants to know how much the effect given by following factors, i.e. attitude toward work, organizational commitment, and job satisfaction, toward their employee's performance. Curiosity of PT. Intech was based on the results of an assessment of their employee's performance which was demonstrating a number of employees who still have low performance. Employees who performed very well only 4.00%, employees who performed good only 73.90%, employees who performed enough 20.10%, while the employees who performed poorly was 2.00%. The factor which is having a great effect on the employee's performance of PT. Intech will be become the most important factor to improved seriously by the Human Resource Division.

Based on the condition that was faced by PT. Intech and the previous theory about the relationship between attitude toward work, organizational commitment, job satisfaction, and employee's performance, specifically this study aim to explain and empirically test the effect of attitude toward work, job satisfaction, and organizational commitment to the employee's job performance at PT. Intech.

## Methods

### Study Literature and Hypothesis

The literature shows a positive relationship between attitude towards work, organizational commitment,

and job satisfaction. Literature also shows a positive relationship between job satisfaction and employee's job performance. Basically, this study refers to the conceptual model of previous research belong to Ahmad *et al.* [2]. Unlike the previous literature from Ahmad *et al.* [2], this study didn't see the relationship between job satisfaction and employee's job performance as two factors or variables that have a reciprocal relationship. In this study, job satisfaction only has a positive effect on an employee's job performance and not vice versa. It is because, this study only focused to see some factors or variables that affecting the employee's job performance.

### Attitude toward Works and Job Satisfaction

Attitude towards works are the feelings that the workers have toward different aspects of the work environment. There are some element which influencing the attitude towards works, namely personality, person-environment fit, job characteristics, psychological contract, organizational justice, work relationship, and stress (Carpeter *et al.*[10]). Related to job satisfaction, Staw *et al.* refers to the functions of attitudes as the energizing and facilitative effects of positive affect (as one component of satisfaction) at the workplace (Ricketta [46]). In line with Staw *et al.*, Robbins [48] and some researchers indicate that job satisfaction is a general attitude an individual has toward the work. A high level of job satisfaction means a positive attitude toward work. If not, it is a discontent with work and indicates a negative attitude. Tella *et al.* [54] declares that job satisfaction is concerned with several attitudes including attitudes about the job characteristics, compensation and benefits, status, social security, advancement opportunities, technological challenges and respect. Based on the above, this study predicts:

Hypothesis 1: Attitudes toward work have a positive significant effect on job satisfaction.

### Attitude toward Works and Employee's Job Performance

The attitude-performance problem has drawn extensive research from all fields of behavioral sciences over the past 70 years (Luu [31]). Arguments that support an attitude towards works cause performance usually refer to the functions of attitudes as guidelines and facilitators of behavior (e.g. Fishbein and Ajzen [17]; Eagly and Chaiken [15]; or Judge *et al.* [23]) or refer to the functions of attitudes as the motivational effects of the personal importance or identification with the job or organization (e.g., as a component or a consequence of the commitment; see Meyer *et al.* [36]). In the line with the previous opinion, Wei and Chu [55] performed a survey about the relationship between attitude toward work and job performance in the financial service industry and they found that work attitude has a positive effect on

job performance. Better work attitude leads to better job performance. Based on the above, this study predicts:

Hypothesis 2: Attitudes towards work has a positive significant effect on an employee's job performance

### **Organizational Commitment and Job Satisfaction**

Many authors have defined the concept of organizational commitment in a number of ways (Demirer *et al.* [12]). Some experts view that commitment to the organization as the strength of involvement with an organization (e.g. Hall and Schneider [21] and Mowday *et al.* [40]). Others suggest that commitment is shown through congruence between personal and organizational goals and values (e.g. Buchanan [7]) or through an exchange of behavior for valuing rewards (e.g. Becker [5] and Meyer and Allen [35]). In another way, Mowday *et al.* [40] and Morrow [39] defined commitment as: (a) a belief in and acceptance of organizational goals and values; (b) a willingness to exert effort towards organizational goal accomplishment; and (c) a strong desire to maintain organizational membership

Tai *et al.* [52] observed that organizational commitment and job satisfaction are highly correlated. There are two opinions that related to the relationship between organizational commitment and job satisfaction. The first opinion, job satisfaction is a significant predictor of organizational commitment and the second opinion, organizational commitment is a significant predictor of job satisfaction. Dienhart and Gregoire [13] and LaLopa [26] were some of the researchers that supported the first opinion. Dienhart and Gregoire [13] revealed that many studies use different facets of satisfaction to predict employee attributes such as performance, organizational commitment, and service quality. In line with Dienhart and Gregoire, LaLopa [26] argued that job satisfaction is a significant predictor of organizational commitment. Different with Dienhart and Gregoire [13] and LaLopa [25], research which conducted by Markovits *et al.* [33] suggested that affective organizational commitment was found to be most influential with respect to levels of intrinsic and extrinsic job satisfaction. In line with research which conducted by Markovits *et al.* [33], research which conducted by Sharma and Bajpai [50] and Adelola [1] also suggested that organizational commitment is being proven as the catalyst for enhancing the job satisfaction level of employees. So, Markovits *et al.* [33], Sharma and Bajpai [50], and Adelola [1] were some of the researchers that supported the second opinion. This study tries to make some contribution to the literature that supported the second opinion

(organizational commitment is a significant predictor of job satisfaction), so this study predicts:

Hypothesis 3: Organizational commitment has a positive significant effect on job satisfaction

### **Organizational Commitment and Employee's Job Performance**

Beside impact on job satisfaction, many researchers have carried out various studies to examine the relationship between organizational commitment and employee's job performance. The findings of the previous studies have given varied results (Qaisar *et al.* [44]). Some have found a positive relationship between organizational commitment and performance (e.g. Bashaw and Grant [4], Kalleberg and Marden [24]; Suliman and Lles [51]; Meyer *et al.* [37]; and Khan *et al.* [25]), while others have examined very weak, negative or insignificant relationship between the two (e.g. Leong *et al.* [29], Wright [57], and Mathieu and Zajac [34]). Related to a positive relationship between organizational commitment and performance, Suliman and Lles [51] carried out a research on full time employees working with three companies of industrial sector in Jordan and explored that continuance organizational commitment has a positive association with employee job performance. Furthermore, Khan *et al.* [25] also conducted a research on employees working in oil and gas sector of Pakistan and examined positive and significant relationship between these two variables. Benkhoff, cited by Qaisar [44] believes that variation in results is due to the way commitment has been conceptualized. Based on the above, this study predicts:

Hypothesis 4: Organizational commitment has a positive significant effect on an employee's job performance

### **Job Satisfaction and Employee's Job Performance**

Refers to a study conducted by Ahmad *et al.* [2], variable of job satisfaction is measured from the level of satisfaction of employees working in the company. The speculation that job satisfaction is related to performance dates back to the early days of the field of Industrial/Organizational Psychology and there were a complex relation between job satisfaction and performance. In 1930's some researchers were emphasized on their relationship and they were studied seriously at the notion that a happy worker is a productive worker. At that time it showed a weak and somehow a negative relationship between them, but Iaffaldano and Muchinsky [22] were proved that there was a correlation between job

performance and job satisfaction and the value of the correlation was about 0.170. A recent meta-analysis by Judge *et al.* [23] found a mean corrected correlation of 0.300 between satisfaction and performance. This relationship was much stronger than the corrected correlation of 0.170 found in an earlier meta-analysis by Iaffaldano and Muchinsky [22] and will likely stimulate a renewed interest in the study of the satisfaction–performance relationship. Beside Judge *et al.* [23], as cited by Dizgah *et al.* [14], Yi [59], Chen and Colin [11], Zimmerman and Todd [61], and Lee, *et al.*[28] were also some of the researcher that supported a positive relation between job satisfaction and job performance. Based on the above, this study predicts:

Hypothesis 5: Job satisfaction has a positive significant effect on an employee's job performance

**Conceptual Model**

Based on the five hypotheses above, the conceptual model of this study can be seen in Figure 1.

**Sample**

Subject of the present research is selected from managerial and non-managerial staff of PT. Intech. For sampling, simple random sampling was used. Total 200 subjects were randomly selected from managerial and non-managerial staff of PT. Intech and were given same questionnaire, in which, respondents indicated their opinion about their attitude toward work, and they feel about organizational commitment, their job satisfaction, and their performance.

**Instruments and Measures**

Fifty-one items were selected to test the relationship between attitude toward work, organizational com-

mitment, job satisfaction, the employee's job performance. Out of these fifty-one items, twenty-five items were used to measure attitude toward work, fifteen items were used to measure organizational commitment, five items were used to measure job satisfaction, and seven items were used to measure employee's job performance.

Twenty-five items used to measure attitudes toward work can be described as follows: open to new ideas related to the work (x1); easy to socialize (x2); try to make achievements in accordance with the work (x3); always have a good trust to the colleagues (x4); always have a good mood when working (x5); always try to resolve the problems related to the work (x6); always confidence and respect himself (x7); believe the work will be successful (x8); feel that have performance and capability which is better than colleagues (x9); feel that have performance and capability which are never better than colleagues (x10); feel that have the same performance and capability with the colleagues (x11); always use all the skills to accomplish the work (x12); have an autonomy over the work (x13); have a willingness to receive feedback related to the work (x14); have a willingness to give a good contribution to the work environment (x15); always get the benefit from the job (x16); feel the presence of justice related to the company's policies and procedures related to the job (x17); feel the presence of justice related to the treatment of the supervisor (x18); feel the presence of justice related to the punishment related to job which is provided by the company (x19); feel the presence of justice related to award related to the job which is provided by the company (x20); always create a good relationship with the working group (x21); always create a good relationship with the supervisor (x22); never been in conflict with colleagues (x23); never been in the pressure to not make a mistake (24); and always feel safety in doing work (x25). All of these items were developed from explanation of Carperter *et al.* [10] about work attitudes that affect work behaviors.

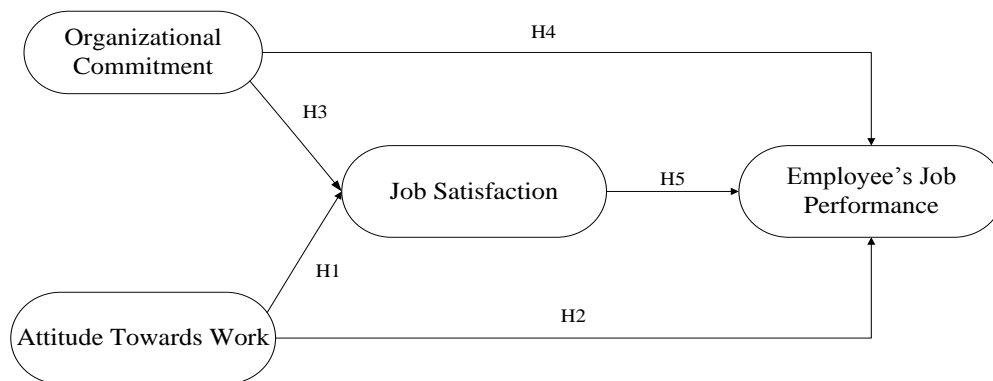


Figure 1. Conceptual model of this study

Fifteen items were used to measure organizational commitment can be described as follows: willing to put in a great deal of effort beyond that normally expected in order to help this company be successful (x26); talk up this company to other friends as a great organization to work for (x27); feel loyalty to this company (x28); would accept almost any type of job assignment in order to keep working for this company (x29); find that my values and the company's value are very similar (x30); proud to tell others that being part of the company (31); this is the best of all possible companies for which to work (x32); never think to work for a different company although the type of job was similar (x33); the company really inspires the very best in me in the way of job performance (x34); the company take a big change in my present circumstances to cause me to stay this company (x35); extremely glad because have chosen this company to work for over others which was considered at the time joined the company (x36); so much to be gained by sticking with this company (x37); it very easy to agree with this company's policies on important matters relating to its employees (x38); really care about the fate of this organization (x39); and deciding to work for this organization was a best decision (x40). All of these items are based on Organizational Commitment Questionnaire (OCQ) developed by Mowday *et al.* [40]. The OCQ is characterized by three factors: (a) a strong belief in the acceptance of the organization's goals and values, (b) a willingness to exert considerable effort on behalf of the organization, and (c) a strong desire to maintain membership in the organization. The OCQ measures a combination of employee attitudes and behavioral intentions, reflective of the moral involvement of the employee with the organization

Five items were used to measure job satisfaction can be described as follows: feel satisfied with the content of the job (y1); feel satisfied with a physical condition which is related to the job (y2); feel satisfied with the opportunity to use the own ability (y3); feel satisfied with the rate of payment (y4); feel satisfied with future change of promotion (y5). All these items were a modification of the items measuring job satisfaction which was developed by Linz [30].

According to the research that conducted by Wiyadi [56], there were seven element to measure employee's job performance, i.e.: able to achieve target of production as set by the company (y6); able to produce high quality product accordance with the company's standard (y7); able to achieve target of production under time constraint (y8); able to show high productivity (y9); always come to the office in accordance with the time specified (y10); always follow the instruction that give by the supervisor (y11); and always careful in doing the job (y12).

In a measure of attitude towards work, organizational commitment, and job satisfaction, this study use 5-level Likert scale, whereas 1= strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, and 5= strongly agree. Although using a 5-Likert scale to measure employee's job performance, the meaning of each value in this scale was different from the previous measurement. In measure employee's job performance, 1=much worse than others, 2=worse than others, 3=similar to others, 4=better than others, 5=much better than others.

### Data Analysis Tools

Research carried out by using Structural Equation Modeling (SEM) which was run by AMOS Program. The SEM is a second generation data analysis technique for estimating complex relationships among multiple constructs (Byrne [8]). The SEM and traditional statistic methods (e.g., regression, ANOVA, LOGIT) differ in important ways (Gefen *et al.* [18]) whereas traditional statistic methods can only test pairwise relationships between observed variables, the SEM can construct latent variables (abstract concepts that cannot be measured directly) and assess complex (e.g., hierarchical, recursive) causal paths among such variables. Therefore, the SEM technique has been increasingly used in social science, behavioral science and management science, for modeling complex and multivariate relationships.

## Results and Discussion

### Characteristic of Respondent

Characteristics of the respondents who completed a questionnaire in this study can be described as follows. Most respondents are male (63.000%). Most respondents had ages between 21-30 years old (81.500 %); only 16.500% of respondent had ages between 31-40 years old and respondent had ages between 41-50 years old only 2.000%. As much as 72.500% of respondents have been joined with the company for 1-5 years and 27.500% of respondents have been joined with the company for 6-10 years. Out of 200 respondents, 52.500% of respondent have managerial positions and 47.500% of respondent have non-managerial position.

### Basic SEM Assumptions

There are some assumptions regarding SEM: Sample size: because SEM has the ability to model complex relationships between multivariate data, sample size is an important (but unfortunately underemphasized) issue. Two popular assumptions are that you need more than 200 observations, or at least 50 more than 8 times the number of variables

in the model. A larger sample size is always desired for SEM (Ghozali [19]). Since this study use 200 participants were randomly selected from managerial and non-managerial staff of PT. Intech, this study has been fulfilled the assumptions regarding to sample size.

Normal distribution: this study also has been fulfilled the assumption about normal distribution of data which was used. The data used in this study have normal distributed as indicated by the value of CR Kurtosis and CR Skewness which were in the range between -2.580 until 2.580 (Ghozali [19]).

Outliers/data extreme: there were no outliers or data extreme in this study. Evaluation of outliers can be seen in the value of Mahalanobis distance which was smaller than the value of Chi-Square with a number  $v = \text{number of indicators}$  and  $p < 0.001$ .

### Confirmatory Factor Analysis

Confirmatory Factor Analysis is used to test whether measures of a construct are consistent with a researcher's understanding of the nature of that construct (or factor). Four criteria in this study are used as summarized in Table 1. The first criterion is RMSEA (root mean square error of approximation). The RMSEA is acceptable or good when the value is less than 0.080 (Lee *et al.* [27]). The second criterion is GFI (goodness-of-fit index). The GFI is acceptable or good when the value greater than 0.900. Although in this study, the value of GFI less than 0.900, it does not necessarily mean that the model has a poor fit because the GFI is scaled between 0 and 1; higher values indicating a better model fit (Miles and Shevlin [38]). The third criterion is RMR (root mean square residual). RMR is the square root of the mean of the squared discrepancies between the implied and observed covariance matrices. It is used to compare the fit of two different models with the same data. The RMR is acceptable or good when the value less than 0.050 (Fadlilmula [16]). The last criterion is CMIN/DF (chi-square fit index divided by degrees of freedom). The value of CMIN/DF in the range of 2 to 1 or 3 to 1 indicates acceptable fit between the hypothetical model and the sample data (Carmines and McIver [9]).

### Validity and Reliability Test

As stated by Linn and Stewart, validity is the measure of the accuracy of an instrument used (questionnaire items) in a study (Said *et al.* [49]). To test the validity of questionnaire items, this study used standardized loading factor which is  $> 0.400$  (Hair *et al.* [20]). The result showed that: (i) two items from twenty five items which belongs to attitude

toward work were not valid (x9 and x12); (ii) all items which belong to organizational commitment and job satisfaction were valid; and (iii) only one item from seven items which belong to the employee's job performance was not valid (y10).

After removing some items from the questionnaire was not valid, the internal reliability of the items was verified by computing the Cronbach's Alpha (Nunnally [41]). Nunnally [41] suggested that a minimum Cronbach's Alpha of 0.600 sufficed for early stage of research. The Cronbach's Alpha estimated for attitude towards work scale was 0.994, organizational commitment scale was 0.899, job satisfaction scale was 0.812, and employee's job performance scale was 0.789. As the Cronbach's alpha in this study were all much higher than 0.600, the constructs were therefore deemed to have adequate reliability.

### Hypothesis Test

The results of testing the hypothesis are presented in the Table 2: (i) an attitude towards work had a significant positive effect on job satisfaction, but not significant ( $\beta = 0.204$ ,  $p > 0.05$ ); so hypothesis 1 was not supported; (ii) an attitude toward work had a positive effect on the employee's job performance, but not significant ( $\beta = 0.068$ ,  $p > 0.05$ ), so hypothesis 2 was not supported; (iii) organizational commitment had a significant positive effect on job satisfaction ( $\beta = 0.649$ ,  $p < 0.05$ ); so hypothesis 3 was supported; (iv) organizational commitment had a significant positive effect on the employee's job performance ( $\beta = 0.262$ ,  $p < 0.05$ ), so hypothesis 4 was supported; and (v) job performance had a significant positive effect on the employee's job performance the employee's job performance ( $\beta = 0.724$ ,  $p < 0.05$ ), so hypothesis 5 was supported.

In the meantime, this study failed to prove that attitude towards work had a positive significant effect on an employee's job performance and job satisfaction. Because attitude toward work were the feelings that's someone had toward different aspects of the work environment, no significant relationship between attitude towards work and employee's job performance and job satisfaction could be happening because the employee had little interest in their work. They wanted to increase their productivity not because they like their job but they wanted to get more money and this condition eventually could make them stressful and bitter. Since they little interest in the work, satisfaction has been hard for them to achieve. This was another form of motivation but was not sufficient to make the worker satisfy enough. Besides this issue, there are other issues that affect worker attitude and job satisfaction

either in a negative or positive way. These issues include the management, employee, sociology, communication, culture, and work environment.

Although this study refers to the conceptual model of previous research belong to Ahmad *et al.* [2], there were some differences in the results obtained from this study compared with Ahmad *et al.* [2]. Based on the result of multiple regression, a study conducted by Ahmad *et al.* [2] could prove a significant effect of attitude toward work on job satisfaction, which was couldn't be proven in this study. In contrast, a study which conducted by Ahmad *et al.* [2] failed to prove a significant effect of organizational commitment to job satisfaction and a significant effect of job satisfaction on job performance, which was could be proven in this study. The similarity of this study with Ahmad *et al.* [2], both of studies couldn't prove the significant effect of attitude toward work on job performance. But, both studies could prove the existence of the significant effect of organizational commitment to job performance.

Related to the past research about organizational commitment, job satisfaction, and job performance, this research has been successful in supporting previous studies which have proven a significant effect of organizational commitment to job satisfaction and job satisfaction. More specifically, this result of the study supported the opinion that organizational commitment was the most influential factor or a significant predictor of job satisfaction and job performance and not vice versa. These results were in line with some of previous studies (e.g. Markovits *et al.* [33]; Sharma and Bajpai [50]; and Adeloka [1]) who found positive effects of organizational commitment to performance of personnel in different work settings. These results were also in line with some previous studies (e.g. Bashaw and Grant [4]; Kalleberg and Marden [24], Suliman and LIes [51];

and Meyer *et al.* [36]; and Khan *et al.* [25]) who found a positive relationship between organizational commitment and performance.

Related to the past research about job satisfaction and job performance this research has been successful in supporting previous studies which prove a significant effect of job satisfaction to job performance. This results were in line with some studies which conducted by Iaffaldano and Muchinsky [22], Yi [59], Chen and Colin [11], Zimmerman and Todd [61], Lee *et al.* [28], and Judge *et al.* [23]. This relationship was much stronger than the corrected correlation of 0.170 found by Iaffaldano and Muchinsky [22] or 0.300 found by Judge *et al.* [23]. This study found a mean corrected correlation of 0.724 between satisfaction and performance.

### Conclusion

Since employee's job performance is one of the important factors for a business to compete in this global market, the present study aims to explain and empirically test the effect of attitude towards work, job satisfaction, and organizational commitment to the employee's job performance. Based on the result of hypothesis tests, this study indicates that attitude toward work did not have a significant effect on job satisfaction and job performance of the worker of PT. Intech. Then, based on the results of hypothesis tests, this study indicates that organizational commitment was a factor which has a significant effect on job satisfaction and job performance of the worker of PT. Intech and job satisfaction was a good predictor of job performance of the worker of PT. Intech. In this case, organizational commitment had a more significant effect to job satisfaction and employee's job performance at PT. Intech than attitude towards work.

**Table 1.** Result of confirmatory analysis

Criteria	Cut of value	Exogenous model		Endogenous model		Full model	
		Value	Result	Value	Result	Value	Result
RMSEA	≤ 0.08	0.073	Good	0.036	Good	0.065	Good
GFI	≥ 0.90	0.736	Marginal	0.954	Good	0.710	Marginal
RMR	≤ 0.05	0.024	Good	0.011	Good	0.022	Good
CMIN/DF	1 ≤ x ≤ 2; or 1 ≤ x ≤ 3	2.069	Good	1.261	Good	1.839	Good

**Table 2.** Result of hypothesis test

Hypothesis	Standardized regression weight	CR	P	Result
An attitude towards work → job satisfaction (H1)	0.132	1.390	0.165	Not accepted
An attitude towards work → employee's job performance (H2)	0.068	0.924	0.356	Not accepted
Organizational commitment → job satisfaction (H3).	0.649	5.629	0.000	Accepted
Organizational commitment → employee's job performance (H4)	0.262	2.524	0.012	Accepted
Job satisfaction → employee's job performance (H5)	0.724	5.929	0.000	Accepted

The current study presented exhibit limitations that should be considered. The limitations are as follows: The sample size of the current study was 200. Although this sample size met the minimum requirement but this sample study only came from one company. The researcher may use others company from a different sector as a sample to find out more about the relationship between attitude towards work, job satisfaction, and organizational commitment to the employee's job performance.

This study didn't include demographic variables like gender, income, age, department, and education of the respondents as a predictor variable which can give different effects on attitude towards work, job satisfaction, organizational commitment, and employee's job performance.

For the measurement of job performance, this study had not differentiate job performance measurements for different working groups (managers and non-managers) or different of geographic indicators. The measurement of job performance was also too general and subjective and just comparing the performance which was achieved by the employee against the performance of their colleagues. For next study, researcher may consider developing job performance measures that are more specific to accommodate different tasks of each job.

Furthermore, future researchers can include the other important variables like compensation, performance appraisal, promotion practices, etc. to determine their effect on employees' performance.

### Theoretical and Practical Implications

This study revealed that organizational commitment was the important factor to get more attention from the management of PT. Intech because organizational commitment give a significant effect to increase employee's job performance and job satisfaction. Based on this finding, the executive of a company must try to recognize and implement such strategies which help to increase organizational commitment of the employees. Executives can instill organizational commitment in employees by stimulating employees and rewarding both quality performance and company loyalty, and creating a desirable corporate goal, values, and culture. Employees tend to have higher levels of commitment when there is a strong match between their personal values and goals and those of the organization. An employee who believes in, accepts, and internalizes the company goals is more likely to be committed to the organization than someone with conflicting values or goals.

From a theoretical perspective, our overall findings support the idea that organizational commitment,

job satisfaction, and job performance are highly correlated. These findings support the theoretical rationale that organizational commitment is a significant predictor of job satisfaction and also a significant predictor of job performance. When an employee has positive feelings towards the organization, its values and objectives, it possible for him/her to be unsatisfied with the job he has in the organization. Besides that, the more committed the employees regard themselves, the more successful they become on the job. Otherwise, they will want to quit the organization and, when quitting isn't affordable, the quality of the service they provide will suffer. In this case, improvement reforms for human resources will have their effects of the increase in organizational commitment, job satisfaction, and job performance, and accordingly also on the performance of the company.

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