

# The Effect of Job Satisfaction, Organizational Commitment, and Employee Creativity on Employee Performance (Survey at PT. Global Intermedia Nusantara, Yogyakarta)

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**ABSTRACT:** This study investigates the influence of job satisfaction, organizational commitment, and employee creativity on employee performance. Using a quantitative approach, data were collected via structured questionnaires from 47 employees of PT. Global Intermedia Nusantara, a company specializing in consulting and information systems services. The data were analyzed using SPSS 29 to evaluate the relationships between variables. Findings reveal that while job satisfaction and organizational commitment do not significantly affect employee performance, employee creativity has a positive and significant impact. Additionally, employee creativity emerges as an important key factor, demonstrating a strong positive impact on employee performance. These results suggest that employee creativity is a critical driver of performance in the workplace, emphasizing the need for organizations to foster innovation and support creative initiatives among employees. The next suggestion is that organizations should develop strategies that can increase job satisfaction and organizational commitment.

**KEYWORDS:** Job Satisfaction, Organizational Commitment, Employee Creativity, Employee Performance.

## I. INTRODUCTION

Recently, the development of Indonesia's turbulent economic conditions has affected various business sectors, competition between companies has become increasingly fierce. Service companies strive to improve the quality of their services, as acquiring new customers has become challenging in the face of disruption and hyper-competition. Regarding the intense business competition in the technology sector, precise strategies for managing human resources have become crucial. Employees, as critical human resources, are valuable assets for improving business services. To maintain work quality, job satisfaction has become an important issue. Job satisfaction significantly impacts productivity, loyalty, and an employee's contribution to the company. Job satisfaction determines complex performance outcomes and consists of various individual feelings related to organizational conditions (Inayat and Khan, 2021).

Focusing on job satisfaction is essential to retain and attract quality personnel (Al-Zu'bi, 2010). Satisfied employees are more likely to contribute positively to the company's business performance. Organizational commitment is another crucial aspect. Allen and Meyer (in Algarni&Alemeri, 2023) explain that commitment is divided into three dimensions: affective, normative, and continuance.

Organizational commitment includes employee loyalty to the organization, a sense of belonging, and the desire to remain employed in the organization (Ametepe et al., 2023). Employees committed to their companies tend to exhibit their best performance while fulfilling job responsibilities. A company's sustainability also depends on the commitment levels of its employees, who consistently strive to provide excellent service to customers. Employees' responses to various workplace situations, whether satisfying or unsatisfying, can affect their level of organizational commitment (Oyelakin et al., 2021).

In today's dynamic digital era, the rapid growth of the Information Technology Industry poses challenges in retaining highly skilled workers (Basnet et al., 2024). A competitive company in the digital business field requires creative, innovative, and quality human resources. Creativity is considered essential to enhancing performance and organizational competitiveness (Ximenes et al., 2019). Superior organizational competitiveness can support organizational sustainability in facing change challenges. Therefore, it is crucial for organizations to manage factors such as job satisfaction, organizational commitment, and employee creativity to improve employee performance across various industries.

This study aims to explore the roles of job satisfaction, organizational commitment, and employee creativity on employee performance at PT. Global Intermedia Nusantara. Understanding these variables' relationships is expected to help organizations design more effective strategies to improve employee performance.

## II. LITERATURES REVIEW

### Job Satisfaction

Locke (1976) defines job satisfaction as "a positive emotional state resulting from the evaluation of one's job or job experience." Job satisfaction is an attitude held by individuals toward their job and the organization where they perform daily work (Al-Zu'bi, 2010). As the work environment becomes increasingly competitive and complex, job satisfaction and its relationship with employee performance have become essential aspects to consider (Inayat and Khan, 2021). Job satisfaction can be described as the positive feelings individuals develop while performing their jobs (Algarni and Alemeri, 2023). It also refers to employees' reactions to their work, manifesting in positive behaviors aligned with organizational norms (Kustiawan et al., 2022).

Job satisfaction is a critical aspect of human resource management as it forms the

foundation for enhancing productivity, responsiveness, quality, and customer service (Memon et al., 2023). Early signs of dissatisfaction include declining loyalty, increased absenteeism, and higher workplace accidents. From previous research perspectives, job satisfaction has crucial implications for both individuals and organizations (Allam and Ali, 2024). This emphasizes the importance of focusing on job satisfaction. It can be measured through various aspects, such as employees' satisfaction with company policies, opportunities for responsibility in planning and executing work, and balance between salary and responsibilities (Lukito et al., 2025).

### Organizational Commitment

Organizational commitment can be defined as an attitude or behavior exhibited by individuals toward the organization, marked by loyalty to achieve shared goals (Bratha and Ali, 2023). Employees' commitment to their organization indicates the assurance of the company's sustainability (Paramita et al., 2020). Organizational commitment involves actions taken by employees in response to their jobs (Allam and Ali, 2024). Employees who maintain long-term positive relationships with supervisors and their companies reflect a high level of commitment (Ametepe et al., 2023).

Allen and Meyer's (1990) organizational commitment theory is a popular model used to understand employee commitment to an organization. It identifies three main components:

1. **Affective Commitment:** Reflects employees' emotional attachment to, identification with, and involvement in the organization.
2. **Continuance Commitment:** Refers to employees' awareness of the costs associated with leaving the organization.
3. **Normative Commitment:** Reflects employees' sense of obligation to remain in the organization.

Various issues related to the level of organizational commitment play an important role in the Information Technology industry because employees are the main aspect of the organization (Basnet et al., 2024). Organizational commitment, whether affective, normative, or continuance, creates emotional, moral, and instrumental value attachments between employees and organizations (Saebah and Merthayasa, 2024).

### Employee Creativity

Creativity, according to Barron (in Anwar et al., 2022), is the ability to respond flexibly to the

need for new products and opportunities. It involves problem-solving, innovative thinking, and observing details unnoticed by others (Wahyudi et al., 2022). Creativity can improve business processes, including manufacturing and finance (Sahibzada et al., 2022). Creative employees are likely to generate new solutions for workplace challenges (Anwar et al., 2022). Conversely, employees with low creativity often exhibit lower individual performance (Ximenes et al., 2019). Creativity is critical for effective business operations (Wahyudi et al., 2022).

### **Employee Performance**

According to Wahyudi et al. (2022), performance describes the results of an activity determined to achieve certain goals. Employee performance can be interpreted as a goal set jointly by employees and managers (Sahibzada et al., 2022). Employee performance includes individual behavior when carrying out a predetermined role or job description (Kumari et al., 2021). Employee performance can be improved if the company focuses on improving employee abilities, mindsets, and behaviors that support the achievement of company goals (Memon et al., 2023). High-performance employees can improve organizational performance, increase competitiveness, and this is crucial for the sustainability of the company (Wahyudi et al., 2022). The existence of the company cannot be separated from the role of employee performance because employee performance is directly proportional to the revenue generated by the company (Putra et al., 2024). Optimal employee performance is important in supporting the achievement of organizational goals and has the potential to improve financial performance (Lukito et al., 2025). Thus, a high level of employee performance is needed to support the success of the organization in maintaining its existence through good financial performance.

### **The Effect of Job Satisfaction on Employee Performance**

Job satisfaction refers to emotional feelings, such as showing loyalty and pleasure in their work, so employees who have high job satisfaction are better at performance and contribute more to the company they work for (Gu et al., 2019). In general, it is believed that happy workers are more likely to be productive workers and perform well (Kumari et al., 2021). Employees who are satisfied with their jobs tend to perform better in terms of work efficiency (Inayat and Khan, 2021). The level of job satisfaction that tends to be high is strongly related to increased productivity and

performance that supports the sustainability of the company (Lukito et al., 2025). Job satisfaction has a positive and important relationship with employee performance, which implies that increasing employee job satisfaction will improve performance (Memon et al., 2023). According to the results of previous studies, there is a significant positive correlation between job satisfaction and employee performance in the workplace (Inayat and Khan, 2021; Kumari et al., 2021; Memon et al., 2023; Lukito et al., 2025). Based on this explanation, the following is the first hypothesis in this study:

**Hypothesis 1:** Job satisfaction has a positive and significant effect on employee performance

### **The Effect of Organizational Commitment on Employee Performance**

Organizational commitment shows how much employees care about their organization and are willing to contribute to its success (Basnet et al., 2024). This implies that when an employee is committed to the organization, the employee is likely to put maximum effort into every job performed (Rosal and Schneider, 2024). Organizational commitment can affect employee performance because it is one aspect that identifies employees as part of the organization (Bratha and Ali, 2023). Previous research by Paramita et al. (2020) shows that organizational commitment has a positive and significant effect on employee performance in the banking sector. Research on BPJS Ketenagakerjaan employees conducted by Silaban et al. (2021) proves the positive effect of organizational commitment on employee performance. This shows that organizational commitment has a positive effect on employee performance in various fields of work. Based on the explanation above, the following is the second hypothesis in this study:

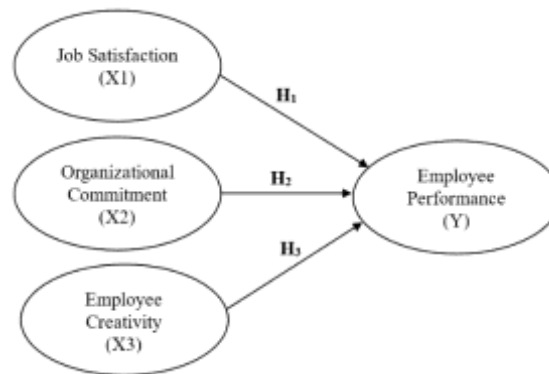
**Hypothesis 2:** Organizational commitment has a positive and significant effect on employee performance

### **The Effect of Employee Creativity on Employee Performance**

Employee creativity is a condition in which they are able to produce new solutions in facing challenges and work problems (Anwar et al., 2022). The results of previous research by Ximenes et al. (2019) and Anwar et al. (2022) show that creativity is proven to support employee performance with a significant positive effect. Research by Wahyudi et al. (2022) also supports similar results, which show that creativity has a positive effect on employee performance in telecommunications companies. While in the field of education, previous research by

Sahibzada et al. (2022) also proved that creativity has a positive effect on employee performance. Based on the explanation above, the following is the third hypothesis in this study:

**Hypothesis 3:** Employee creativity has a positive and significant effect on employee performance



**Figure 1. Research Model**

### III. RESEARCH METHOD

A quantitative approach is used in this study to examine the overall relationship between variables that have been stated in the hypothesis. This approach uses a questionnaire to collect primary data and then proceeds to test the hypothesis (Sugiyono, 2019). The population in this study were employees of PT Global Intermedia Nusantara. The sampling technique used in this study is Probability Sampling where this technique provides equal opportunities for some of the population who are selected as samples in a study (Sugiyono, 2019). The type of probability sampling technique used in this research is simple random sampling. Simple random sampling is a technique of taking samples from parts of the population randomly or randomly without looking at the levels, levels, ranks, ranks and levels that exist in the population (Sugiyono, 2019). In this study, the sample used was employees who worked at PT Global Intermedia Nusantara with a total of 47 people. The sampling technique in this study also refers to Roscoe's Theory because the population is not precisely known. According to Roscoe in Sugiyono (2019), the appropriate sample size for research is 30-500. If the research uses multivariate analysis, the sample size is at least 10 times the number of variables studied. The sample in this study amounted to 47 people so that it met these provisions.

The dependent variable in this study is employee performance which is measured using 6 items of instrument indicators from previous research journals (Singh et al., 1996). Furthermore, there are three independent variables that are

observed to influence the dependent variable, namely: Job Satisfaction, Organizational Commitment, and Employee Creativity. Job Satisfaction in this study was measured by 7 statement items referring to Al-Zu'bi's research (2010) and Organizational Commitment was measured by 6 statement items adapted from the research of Oyelakin et al. (2021). Employee Creativity is measured by 13 statement items adapted from research (Zhou & George, 2001). The questionnaire to measure the variables in this study uses a Likert scale, which consists of 5 scales, namely: SS = Strongly Agree is scored 5, S = Agree is scored 4, N = Neutral is scored 3, TS = Disagree is scored 2, STS = Strongly Disagree is scored 1.

To test the hypothesis, the analysis of respondents' data was carried out using the SPSS 29 program. Before the research hypothesis test was carried out, the validity and reliability of the data were assessed. In validity testing, the instrument can be considered valid if  $r$  value is greater than  $r$  table. In addition, constructs or variables are considered to meet reliability standards if they have a Cronbach Alpha value greater than 0.6 (Ghozali, 2019). To find out how much influence the three independent variables have on the dependent variable, multiple linear regression analysis is used. Furthermore, we will look at the  $t$  value to test the hypothesis of this study. The relationship between two variables will be proven significant if the calculated  $t$  value is greater than the  $t$  table.

### IV. FINDING AND DISCUSSION

The results of the validity and reliability tests show that each instrument used in collecting

research data is valid and reliable for 47 respondents. For the validity test, it is proven that r value > r table.

**Table 4.1 Result of Validity Test**

Variable	Indicators Item	r table	r value	status
Job Satisfaction (X1)	X1.1	0,2816	0,796	valid
	X1.2	0,2816	0,760	valid
	X1.3	0,2816	0,753	valid
	X1.4	0,2816	0,837	valid
	X1.5	0,2816	0,693	valid
	X1.6	0,2816	0,750	valid
	X1.7	0,2816	0,819	valid
Organizational Commitment (X2)	X2.1	0,2816	0,786	valid
	X2.2	0,2816	0,610	valid
	X2.3	0,2816	0,694	valid
	X2.4	0,2816	0,675	valid
	X2.5	0,2816	0,720	valid
	X2.6	0,2816	0,600	valid
Employee Creativity (X3)	X3.1	0,2816	0,730	valid
	X3.2	0,2816	0,760	valid
	X3.3	0,2816	0,632	valid
	X3.4	0,2816	0,761	valid
	X3.5	0,2816	0,769	valid
	X3.6	0,2816	0,705	valid
	X3.7	0,2816	0,847	valid
	X3.8	0,2816	0,726	valid
	X3.9	0,2816	0,841	valid
	X3.10	0,2816	0,853	valid
	X3.11	0,2816	0,811	valid
	X3.12	0,2816	0,819	valid
	X3.13	0,2816	0,798	valid
Employee Performance (Y)	Y1.1	0,2816	0,887	valid
	Y1.2	0,2816	0,903	valid
	Y1.3	0,2816	0,854	valid
	Y1.4	0,2816	0,927	valid
	Y1.5	0,2816	0,883	valid
	Y1.6	0,2816	0,829	valid

Sources: Primary Data Processed (2024)

Furthermore, the reliability test of the research instrument was carried out. The following are the

results of the indicator item reliability test on each variable.

**Table 4.2 Result of Reliability Test**

Variable	Cronbach's Alpha	Result
Job Satisfaction	0,881	Reliable
Organizational Commitment	0,767	Reliable
Employee Creativity	0,943	Reliable
Employee Performance	0,942	Reliable

For the reliability test, it has been proven that each instrument can be said to be reliable. Based on Table 4.2 above, each variable has a Cronbach's Alpha value > 0.6 so it can be concluded that the research instrument used in questionnaire to collect primary data is reliable.

After the reliability test is carried out, the next step is to conduct a descriptive test to calculate the score based on a Likert scale of 1-5 on each indicator and calculate the mean of each research indicators and variables.

**Table 4.3 Score Range Category**

Score Range	Category
1,00-1,80	Very Low
1,81-2,60	Low
2,61-3,40	Moderate
3,41-4,20	High
4,21-5,00	Very High

The results of the calculation of the mean for each variable will be described by categorization based on Table 4.3 above. The

following is the calculation of the score of each research indicator and the results of the calculation of the mean of each variable:

**Table 4.4 Mean for each Indicator Item and Variable**

Variable	Item Code	Score	Mean	Category
<b>Job Satisfaction (X1)</b>	X1.1	3,94	3,88	<b>High</b>
	X1.2	3,91		
	X1.3	3,77		
	X1.4	3,83		
	X1.5	3,53		
	X1.6	4,13		
	X1.7	4,04		
<b>Organizational Commitment (X2)</b>	X2.1	3,85	3,79	<b>High</b>
	X2.2	3,57		
	X2.3	4,04		
	X2.4	3,68		
	X2.5	3,81		
	X2.6	3,77		
<b>Employee Creativity (X3)</b>	X3.1	3,66	3,61	<b>High</b>
	X3.2	3,79		
	X3.3	3,85		
	X3.4	3,68		
	X3.5	3,09		
	X3.6	3,68		
	X3.7	3,60		
	X3.8	3,87		
	X3.9	3,55		
	X3.10	3,49		
	X3.11	3,47		
	X3.12	3,68		

	X3.13	3,49		
<b>Employee Performance (Y)</b>	Y1.1	3,06	3,07	<b>Moderate</b>
	Y1.2	3,02		
	Y1.3	3,11		
	Y1.4	3,00		
	Y1.5	3,13		
	Y1.6	3,11		

Sources: Primary Data Processed (2024)

Based on the results of data analysis, it appears that the mean for the job satisfaction variable studied is high with a value of 3.88. The mean for the organizational commitment variable is

3.79 so it is classified as high. The mean for the employee creativity variable is 3.61. Then, the mean of the employee performance variable is classified as moderate with a value of 4.04.

**Table 4.5 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 <sup>a</sup>	.347	.302	.70514

a. Predictors: (Constant), Organizational\_Commitment, Employee\_Creativity, Job\_Satisfaction

Based on the data from the research model test results listed in table 4.5, it appears that the combination of the three independent variables in this study is able to predict the employee

performance variable by 30.2% and the remaining 69.8% is influenced by other variables outside this research model.

**Table 4.6 Multiple Linear Regression Test Results Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.060	.958		.063	.950
JS	-.219	.215	-.183	-1.020	.314
EC	.732	.157	.578	4.670	.000
OC	.322	.274	.211	1.175	.246

a. Dependent Variable: EP

Based on the data in table 4.6 which shows the regression test coefficient, it appears that the job satisfaction and organizational commitment variables are not significant in predicting the employee performance variable. Significance in the test results of the effect on employee performance on both independent variables of job satisfaction and organizational commitment shows a result of

more than 0.05 (p value >0.05) so that the effect on employee performance is proven to be not significant. Furthermore, the employee creativity variable is proven to be able to predict employee performance. The significance of the relationship between the effect of employee creativity on employee performance shows results less than 0.05 (p value < 0.05) and the unstandardized coefficient

beta shows a positive value so that its influence as an independent variable is proven to be positive and significant.

### **The Effect of Job Satisfaction on Employee Performance**

The first hypothesis ( $H_1$ ) in this study which states that job satisfaction has a positive and significant effect on employee performance is not proven. According to the results of hypothesis testing on research data analysis, job satisfaction has an insignificant relationship to employee performance ( $p$  value  $> 0.05$ ). In other words, even if an employee is satisfied with their job, their performance cannot be guaranteed to improve. Previous research results have proven similar findings showing that job satisfaction has no significant effect on employee performance (Arda, 2017; Bagis et al., 2021). The results of this study are in line with Ekhsan and Aziz's research (2021) which shows an insignificant effect between job satisfaction and employee performance.

### **The Effect of Organizational Commitment on Employee Performance**

The second hypothesis ( $H_2$ ) in this study which states that organizational commitment has a positive effect on employee performance is not proven. According to the results of hypothesis testing on research data analysis, organizational commitment has an insignificant relationship to employee performance ( $p$  value  $> 0.05$ ). In other words, even though an employee is committed to work and organization, their performance cannot be guaranteed to increase. Previous studies by Akbar et al. (2016) shows similar results which prove that organizational commitment has no significant effect on employee performance. Previous research by Bagis et al. (2021) also shows similar results that organizational commitment has no significant effect on improving employee performance.

### **The Effect of Employee Creativity on Employee Performance**

The third hypothesis ( $H_3$ ) in this study which states that employee creativity has a positive effect on employee performance has been proven with a significance value of  $< 0.05$ . The results of hypothesis testing in this study indicate that employee creativity has a positive and significant effect on employee performance. The results of this study which prove the positive and significant effect of employee creativity on employee performance are in line with previous research which proves the positive and significant effect of employee creativity on employee performance

(Ximenes et al., 2019). Previous research by Wahyudi et al. (2022) also supports similar results, which show that creativity has a positive effect on employee performance in telecommunications companies. This shows that employee creativity is important in companies that require rapid adaptation in the face of change.

## **V. CONCLUSION**

This study shows that job satisfaction and organizational commitment have an insignificant effect on employee performance. Employees who are satisfied with their working conditions do not necessarily perform well. Similarly, organizational commitment has no significant effect on employee performance. Employees who have high commitment will not necessarily perform better. Data analysis and hypothesis testing with the help of SPSS 29 software revealed that these two variables are not significant in improving employee performance at PT Global Intermedia Nusantara. The result for the employee creativity variable, there is a positive and significant influence on employee performance. Employee creativity in this study is the only variable that has a significant effect on employee performance. The higher the creativity of employees, the higher their performance.

The practical implication of this finding is the need for organizations to continue to develop strategies through policies in the company that support job satisfaction and strengthen organizational commitment, such as through providing rewards, both in the form of financial rewards and non-financial rewards, career development opportunities, and promoting harmonious working relationships. Then, the creativity of employees which is already good can be maintained by given a better channel mechanism development. By paying attention to these factors, organizations can create a more inclusive and sustainable work environment, which in turn supports the achievement of long-term organizational goals and overall employee well-being.

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