

Job Satisfaction as a Mediating Variable of Work Professionalism, Organizational Commitment, and Employee Performance in the Animal Feed Industry

¹Maidiana Astuti Handayani*, ²Defia Riski Anggarini, ²Dewi Marini

Corresponding Author: * maidiana.dualima@gmail.com

¹ Universitas Muhammadiyah Palembang, Palembang, Indonesia

² Universitas Teknokrat Indonesia, Bandar Lampung, Indonesia

ARTICLE INFO

Article history

Received 14 May 2025

Revised 13 July 2025

Accepted 20 July 2025

ABSTRACT

This study investigates the influence of work professionalism and organizational commitment on employee performance, with job satisfaction as a moderating variable, at PT. Japfa Comfeed Indonesia Tbk, Bandar Lampung Branch. Using a quantitative approach, data were collected through questionnaires distributed to 116 employees, selected from a population of 163 using the Slovin formula. The analysis used Partial Least Squares (PLS) through the SEM-PLS approach with WarpPLS 7.0 software. The findings reveal that both work professionalism and organizational commitment positively affect employee performance, with path coefficients of 0.365 ($p < 0.001$) and 0.321 ($p < 0.001$), respectively. However, job satisfaction does not significantly moderate the relationship between work professionalism and performance ($\beta = -0.003$, $p = 0.448$) or organizational commitment and performance ($\beta = 0.106$, $p = 0.122$). These results suggest that while professionalism and commitment are key drivers of performance, job satisfaction does not significantly mediate these relationships within this organizational context.

Keywords

Animal Feed

Job Satisfaction

Organizational

Commitment

Performance

Work Professionalism

This is an open-access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



Introduction

Employee performance is a fundamental determinant of organizational success, particularly in highly competitive and dynamic industries. Work professionalism and organizational commitment play critical roles among the various factors influencing performance. Work professionalism encompasses a set of behaviors and attitudes demonstrated through creativity, innovation, and responsiveness. Creativity reflects an employee's ability to plan, provide constructive feedback, and generate quality outcomes; innovation pertains to the effectiveness in task execution; and responsiveness highlights strong communication and interpersonal skills [1]. These attributes collectively indicate a dedication to high-quality, ethical standards in the workplace.

As articulated by Suparyadi [2], organizational commitment transcends formal membership by reflecting an employee's emotional attachment, sense of involvement, and loyalty to the organization's mission. It is typically conceptualized in three dimensions: affective commitment (emotional connection), continuance commitment (perceived cost of leaving), and normative commitment (obligation to remain). Employees with strong organizational commitment are more likely to exert consistent effort and align their goals with those of the organization, thereby enhancing overall performance [3],[4].

Job satisfaction is another pivotal construct that interacts with professionalism and commitment to shape performance outcomes. Multiple workplace factors influence it, including job characteristics, salary fairness, managerial support, promotion opportunities, and peer relationships. Satisfied employees are generally more productive, exhibit greater organizational loyalty, and engage in behaviors that support a positive work environment [5],[6]. Conversely, dissatisfaction can undermine professionalism and weaken commitment, ultimately harming performance and organizational effectiveness [6].

In the context of PT Japfa Comfeed Indonesia Tbk, Bandar Lampung Branch, internal observations have revealed a decline in employee commitment, particularly from dissatisfaction related to perceived promotion and career development inequities. Several experienced employees, despite completing relevant training programs, have expressed frustration over stalled advancement, suggesting that job satisfaction may be a missing link in enhancing professionalism and commitment. This underscores a significant gap in understanding the interplay between these factors within the organizational setting.

Given this background, the present study examines the effect of work professionalism and organizational commitment on employee performance, with job satisfaction as a moderating variable. By focusing on employees in the animal feed industry, this research

contributes to a deeper understanding of human resource dynamics in a sector that must continuously adapt to global demands. The study seeks empirical insights to inform strategic decisions for fostering a more committed, professional, and high-performing workforce.

Materials and Methods

A. Research Design and Sample

This study employed a quantitative research design to examine the influence of work professionalism and organizational commitment on employee performance, with job satisfaction as a moderating variable. The research was conducted at PT Japfa Comfeed Indonesia Tbk, Bandar Lampung Branch. The population consisted of all employees at the branch, totaling 163 individuals. Using the Slovin formula with a 5% margin of error, a sample size of 115 respondents was determined. The sampling technique utilized was simple random sampling, where each employee had an equal chance of being selected, ensuring unbiased representation without regard to job position or departmental strata.

B. Data Collection

Primary data were collected using a structured questionnaire to measure four key variables: work professionalism, organizational commitment, job satisfaction, and employee performance. The questionnaire included Likert-scale items adapted from validated instruments in previous research. Work professionalism was assessed through creativity, innovation, and responsiveness indicators. Organizational commitment was measured based on affective, continuance, and normative dimensions. Job satisfaction was evaluated based on task suitability, compensation fairness, promotion opportunities, supervisor relationships, and coworker support. Employee performance was assessed using task performance, contextual performance, and counterproductive work behavior indicators. The questionnaire was distributed to the selected sample, and responses were collected and coded for analysis.

C. Data Analysis

The collected data were analyzed using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) approach, utilizing WarpPLS 7.0 software. This method was chosen because it handles complex models involving multiple latent variables and moderating effects. Path coefficients, p-values, and effect sizes were examined to determine the significance and strength of relationships among variables. Specifically, the analysis tested the direct effects of professionalism and organizational commitment on performance, the influence of job satisfaction on performance, and the moderating role of job satisfaction in the relationships

between professionalism and performance and between commitment and performance. The results were interpreted using a significance threshold of $p < 0.05$.

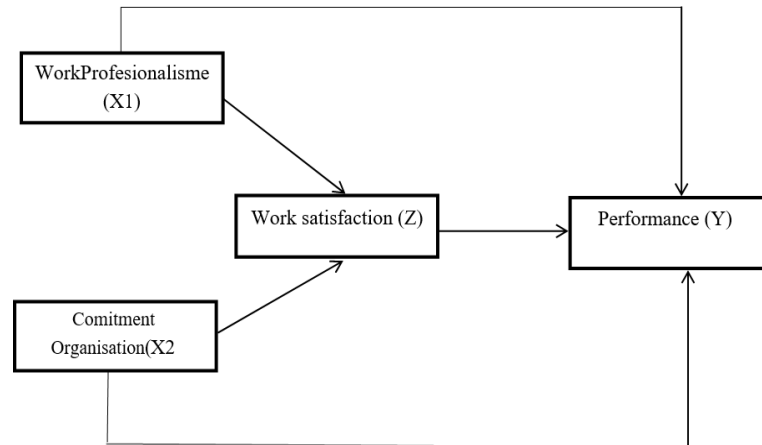


Fig. 1. The Conceptual Model

Results

A. Structural Equation Modeling

The study employed path analysis using structural equation modeling to examine the relationships among work professionalism, organizational commitment, job satisfaction, and employee performance. Two structural equations were developed to represent the hypothesized model:

- Equation 1 (Job Satisfaction as Dependent Variable):

$$X_3 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

$$X_3 = 5.737 + 0.389X_1 + 0.363X_2$$

- Equation 2 (Performance as Dependent Variable):

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 6.301 + 0.227X_1 + 0.137X_2 + 0.366X_3$$

B. The Influence of Work Professionalism and Organizational Commitment on Job Satisfaction

The regression analysis for Equation 1 demonstrates that both independent variables (work professionalism and organizational commitment) positively and significantly affect job satisfaction. The constant value of 5.737 indicates the baseline level of job satisfaction when the other variables are held at zero.

- The coefficient for work professionalism is 0.389, suggesting that a one-unit increase in professionalism is associated with a 0.389-unit rise in job satisfaction, assuming organizational commitment remains constant.
- The coefficient for organizational commitment is 0.363, meaning that a one-unit increase in commitment corresponds to a 0.363-unit rise in job satisfaction, controlling for professionalism.

These findings confirm that both factors substantially enhance job satisfaction among employees.

C. The Influence of Work Professionalism, Organizational Commitment, and Job Satisfaction on Performance

Equation 2 explains the impact of the three predictor variables (work professionalism, organizational commitment, and job satisfaction) on employee performance.

- The coefficient for job satisfaction is 0.366, indicating that a one-unit increase in job satisfaction leads to a 0.366-unit increase in employee performance, assuming the other variables are constant.
- The coefficient for work professionalism is 0.227, showing a direct positive effect, where a one-unit increase in professionalism increases performance by 0.227 units.
- The coefficient for organizational commitment is 0.137, implying that performance improves by 0.137 units for each unit increase in commitment, holding other variables constant.

Overall, the results indicate that job satisfaction plays a central role in mediating the influence of professionalism and commitment on employee performance, and all three variables contribute positively to performance outcomes.

The coefficient of determination (R) analysis using SPSS version 16.0 shows the influence of work professionalism and organizational commitment on job satisfaction; the R value obtained is 0.659. This indicates a strong positive correlation between the independent variables (work professionalism and organizational commitment) and the dependent variables (job satisfaction). Furthermore, the Adjusted R Square value for this model is 0.424, suggesting that the combined effects of work professionalism and organizational commitment can explain 42.4% of the variance in job satisfaction. The remaining 57.6% of the variance is attributed to other variables not included in the model.

In the second model, which evaluates the influence of work professionalism, organizational commitment, and job satisfaction on employee performance, the R value is 0.698. This also reflects a strong relationship between the independent and dependent variables (performance). The Adjusted R Square for this model is 0.474, indicating that 47.4% of the variation in employee performance is accounted for by the three predictors: work professionalism, organizational commitment, and job satisfaction. Other unmeasured factors outside the scope of this study likely influence the remaining 52.6% of performance variation. These findings confirm that while the examined variables substantially predict job satisfaction and performance, additional determinants warrant further exploration.

Discussion

A. The Influence of Work Professionalism on Job Satisfaction

The findings of this study confirm that work professionalism has a significant positive influence on job satisfaction, as evidenced by a p-value of 0.000, below the 5% threshold. This supports the assertion that professional behavior characterized by adherence to ethical standards, technical competence, and task commitment enhances employees' satisfaction with their roles. McShane & Von Glinow [7] argue that professionalism contributes to a structured understanding of workplace expectations, fostering clarity, motivation, and role alignment, key components of job satisfaction.

Moreover, professional employees tend to demonstrate autonomy, reliability, and goal orientation, which increases their sense of achievement and fulfilment. This aligns with Hackman and Oldham's Job Characteristics Model [8], which identifies skill variety, task identity, and task significance (closely related to professionalism) as core job dimensions that enhance internal work motivation and satisfaction. Satisfaction is likely to follow when employees see their roles as meaningful and aligned with their competencies and values. Thus, investing in professional development and ethical training can directly benefit organizational morale and retention.

B. The Influence of Organizational Commitment on Job Satisfaction

The results also demonstrate a significant positive relationship between organizational commitment and job satisfaction, with a p-value of 0.000. This finding is consistent with Kinicki and Fugate (2010), who emphasized that affective commitment (the emotional attachment to, identification with, and involvement in the organization) enhances an employee's intrinsic job enjoyment. Employees emotionally bonded to the organization are more likely to derive satisfaction from their roles because their values align with organizational goals.

Furthermore, Allen and Meyer's three-component commitment model (affective, continuance, and normative) helps explain this relationship [9]. Employees with strong affective commitment tend to internalize the organization's values, leading to greater motivation and satisfaction. Continuance commitment may also contribute to job satisfaction when employees perceive benefits from continued membership, such as job security or professional growth. The current findings reinforce the idea that cultivating a supportive organizational culture and ensuring alignment between individual and corporate values are essential strategies for enhancing job satisfaction.

C. The Influence of Job Satisfaction on Job Performance

The study finds that job satisfaction significantly and positively influences job performance, as indicated by a p-value of 0.000. This aligns with existing literature suggesting that satisfied employees are more likely to be motivated, engaged, and productive [10]. When employees perceive their work environment as fair, supportive, and rewarding, they are more inclined to exert effort and achieve higher performance.

According to Mangkunegara [11], job satisfaction fosters intrinsic motivation, a critical driver of performance outcomes. High satisfaction levels also contribute to positive work attitudes, such as organizational citizenship behavior (OCB), indirectly enhancing team and organizational productivity. Çalışkan & Köroğlu [12] confirmed that job satisfaction correlates significantly with both task performance and contextual performance. Therefore, organizations should monitor and enhance job satisfaction through feedback, recognition, professional development, and fair reward systems.

D. The Influence of Work Professionalism and Organizational Commitment on Job Performance

Finally, the analysis shows that work professionalism and organizational commitment positively contribute to employee performance. As per Koopmans et al. [13], work professionalism relates to task performance, which includes goal achievement, efficiency, and job-specific behavior. The present study affirms that employees who demonstrate high levels of professionalism are more effective in meeting job expectations and upholding organizational standards. Their consistent adherence to quality and ethics enhances both individual and team outcomes.

Although the effect of organizational commitment on performance yielded a slightly higher p-value (0.072), the positive coefficient suggests a meaningful, albeit marginal, relationship. This echoes findings by Simon [14], who noted that committed employees often engage in discretionary effort and persist in goal-directed behavior, especially under challenging

conditions. Even in cases where immediate performance effects are subtle, long-term commitment fosters resilience, learning, and reduced turnover, all of which are performance enablers.

Leadership, organizational support, and alignment of personal and corporate values are essential in reinforcing these dynamics. As suggested by Ilyas et al. [15], perceived organizational support moderates the effect of commitment on performance, implying that when employees feel valued and supported, their commitment more effectively translates into productive behaviors.

Conclusion

In conclusion, this study contributes to the growing body of literature by empirically demonstrating the interrelated effects of professionalism, commitment, and satisfaction on performance in a corporate setting. These findings provide valuable insights for human resource strategies, particularly in talent development, employee engagement, and performance management. By prioritizing professionalism and commitment, and by addressing job satisfaction through fair policies and supportive practices, organizations like PT Japfa Comfeed Indonesia can enhance employee performance and maintain a competitive edge in the industry.

Conflict of Interest

The authors declare that there is no conflict of interest.

References

- [1] P. Tierney, "Leadership and employee creativity," in *Handbook of Organizational Creativity*, Psychology Press, 2024, pp. 95–124.
- [2] H. Suparyadi, *Manajemen Sumber Daya Manusia: Menciptakan Keunggulan Bersaing Berbasis Kompetensi SDM [Human Resource Management: Creating Competitive Advantage Based on HR Competence]*, 1st ed. Yogyakarta, Indonesia: ANDI, 2015.
- [3] A. Hirschi and D. Spurk, "Ambitious employees: Why and when ambition relates to performance and organizational commitment," *Journal of Vocational Behavior*, vol. 127, p. 103576, 2021.
- [4] C. H. Van Iddekinge, J. D. Arnold, H. Aguinis, J. W. Lang, and F. Lievens, "Work effort: A conceptual and meta-analytic review," *Journal of Management*, vol. 49, no. 1, pp. 125–157, 2023.
- [5] T. V. D. Voordt and P. A. Jensen, "The impact of healthy workplaces on employee satisfaction, productivity and costs," *Journal of Corporate Real Estate*, vol. 25, no. 1, pp. 29–49, 2023.
- [6] Y. Dai, Y. M. Tang, W. Chen, and J. Hou, "How organizational trust impacts organizational citizenship behavior: Organizational identification and employee loyalty as mediators," *Frontiers in Psychology*, vol. 13, p. 996962, 2022.
- [7] S. L. McShane and M. A. Von Glinow, *Organizational Behavior*. New York, NY: McGraw-Hill, 2000.
- [8] M. M. Siruri and S. Cheche, "Revisiting the Hackman and Oldham job characteristics model and Herzberg's two-factor theory: Propositions on how to make job enrichment effective in today's organizations," *European Journal of Business and Management Research*, vol. 6, no. 2, pp. 162–167, 2021.
- [9] W. Agegnehu, D. Abdissa, and D. Alemayehu, "Confirmatory and exploratory factor analysis for validating Allen and Meyer organizational commitment questionnaire for health professionals in Ethiopia—Amharic language," *Journal of Healthcare Leadership*, pp. 99–111, 2022.

- [10] B. Sypniewska, M. Baran, and M. Kłos, "Work engagement and employee satisfaction in the practice of sustainable human resource management – based on the study of Polish employees," *International Entrepreneurship and Management Journal*, vol. 19, no. 3, pp. 1069–1100, 2023.
- [11] A. P. Mangkunegara, *Evaluasi Kinerja SDM [Human Resource Performance Evaluation]*. Bandung, Indonesia: Refika Aditama, 2012.
- [12] A. Çalışkan and E. Ö. Koroğlu, "Job performance, task performance, contextual performance: Development and validation of a new scale," *Uluslararası İktisadi ve İdari Bilimler Dergisi*, vol. 8, no. 2, pp. 180–201, 2022.
- [13] L. Koopmans, C. M. Bernaards, V. H. Hildebrandt, H. C. W. de Vet, and A. J. van der Beek, "Construct validity of the individual work performance questionnaire," *Journal of Occupational and Environmental Medicine*, vol. 56, no. 3, pp. 331–337, 2014.
- [14] N. Simon, "Effective motivation: Its strategic impact on employee's job performances, job satisfaction and sustained career path," *African Journal of Management and Business Research*, vol. 6, no. 1, pp. 12–23, 2022.
- [15] S. Ilyas, G. Abid, and F. Ashfaq, "The impact of perceived organizational support on professional commitment: A moderation of burnout and mediation of well-being," *International Journal of Sociology and Social Policy*, vol. 43, no. 7/8, pp. 710–726, 2023.

Authors



Dr. Maidiana Astuti Handayani, SE, M.Si, is a lecturer at the Faculty of Economics and Business, Universitas Muhammadiyah Palembang. She was born in Bandar Lampung on May 25, 1969, the eighth child of HR Soewarto and Cik Emma. She earned her bachelor's degree in Financial Management from the Faculty of Economics at Universitas Lampung in 1992, followed by a master's degree in Human Resource Economics from Universitas Sriwijaya in 2009, and completed her doctoral degree in the same field at Universitas Sriwijaya in 2017. She has taught at several universities, including Universitas Teknokrat Indonesia Bandar Lampung, Universitas Islam Negeri Palembang, Universitas Bina Darma Palembang, Universitas MDP, and Universitas IBA. She has authored several books, such as *Pengantar Komputer*, *Dac Easy Accounting*, *Perilaku Pasar Tenaga Kerja*, *Audit Sistem Informasi*, and *E-Commerce*. (email: maidiana.dualima@gmail.com).



Defia Riski Anggarini, S.E., M.Si is an education scientist and senior lecturer at Universitas Teknokrat Indonesia. In addition to her teaching role, she is an assistant lecturer at the Faculty of Economics and Business, Universitas Lampung. She has also worked as a back office staff member at PT Bank RaboBank Internasional Indonesia. She is the editor-in-chief of *Jurnal Technobiz*, an internal auditor at Universitas Teknokrat Indonesia, and the university's quality assurance unit secretary. Her expertise spans financial management, quality assurance, and higher education administration. (email: defiaanggraini@teknokrat.ac.id).



Dewi Marini, S.M. is a management student at Universitas Teknokrat Indonesia (class of 2021). She actively assists lecturers in community service and academic activities and possesses strong skills in Microsoft Office applications and SPSS for data analysis. Her scholarly interests include management practices, administrative support, and community development initiatives. (email: ewimarini58@gmail.com).