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## **Job satisfaction and organizational commitment on employee performance in the Regional Office of the Ministry of Law in North Maluku Province**

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**Abstract.** This study aimed to examine the effect of job satisfaction and organizational commitment on employee performance at the Regional Office of the Ministry of Law in North Maluku Province. The objects of this study were employees at the Regional Office of the Ministry of Law in North Maluku Province. The research method employed was a quantitative approach, utilizing cross-sectional data and involving 89 respondents. The research instrument had been tested for validity and reliability, showing that all items are valid and reliable. Data were collected using a questionnaire, distributed to employees working at the Regional Office of the Ministry of Law in North Maluku Province. Multiple linear regression analysis was used to test the research hypothesis with the SPSS application. The results of this study suggested that job satisfaction had no significant effect on performance, whereas organizational commitment had a positive effect on employee performance. Job satisfaction and organizational commitment affected employee performance simultaneously. This finding confirms that increasing organizational commitment is a dominant factor in driving employee performance improvements, while job satisfaction is not a significant predictor in the context of this study. However, job satisfaction and organizational commitment will have a significant effect if tested simultaneously on employee performance.

**Keywords.** Job Satisfaction, Organizational Commitment, Performance, Employees, Ministry of Law

### **Introduction**

The main problems on employees in the Regional Office of the Ministry of Law in North Maluku Province include disciplinary violations (frequent absences/not coming to work), crime cases that resulted in dismissal (several employees were fired), allegations of violence against detainees, and human resource management issues (disproportionate/ineffective distribution and placement of employees) amidst institutional transition, indicating serious challenges in human resource integrity and governance in the region. Every organization

consistently encourages good performance to achieve its goals. Optimally employee performance is an absolute prerequisite for the sustainability and growth of a dynamic and competitive organization.

Lukyanto & Fauzi (2023) stated that performance is central to achieving competitive advantage. The Regional Office of the Ministry of Law in North Maluku Province requires high performance from each employee to meet organizational goals, produce distinctive products and services, and ultimately achieve competitive advantage (Please, 2022). Conversely, declining performance can be detrimental to the organization. In addition to encouraging employees to improve their performance, organizations also need to consider factors that influence employee performance (Kriskito & Rini, 2022). Various important factors tested have been found to have a positive and significant impact on performance, such as job satisfaction (Syriac, 2022).

Saputra & Riana (2021) defined that job satisfaction is a behavior derived from employee perceptions of their work, based on work environment factors such as supervisory style, rules and procedures, work group affiliation, working conditions, and benefits. Job satisfaction plays a crucial role for workers in terms of their well-being and that of the organization (Motalebi & Marşap, 2020). Eliyana et al. (2019) said that job satisfaction encompasses cognitive, affective, and evaluative reactions or attitudes. On the other hand, Setyorini & Hwihanus (2024) state that job satisfaction is a pleasant or positive emotional state that stems from evaluating one's work or work experiences.

Satisfied employees working at the Regional Office of the Ministry of Law in North Maluku Province will contribute positively to the organization. Satisfied individuals will display discipline, perform optimally, and care deeply about their workplace, thus encouraging them to achieve. The positive impact of job satisfaction on employees will lead to increased employee performance. Research by Sugiarto (2018) found a positive and significant influence of job satisfaction on employee performance.

This concept aligns with empirical evidence from Adigun et al. (2017), which showed that job satisfaction significantly influences performance. However, this theoretical relationship and some research findings are inconsistent with research by Belias et al. (2015), which found that job satisfaction had no significant effect on performance. The inconsistent influence of job satisfaction on performance makes the job satisfaction variable interesting for further study. On the other hand, in order to increase competitive advantage or good performance in the Institution of Regional Office of the Ministry of Law in North Maluku Province, highly committed employees are very necessary in the organization because low commitment in an organization will hurt the organization's performance.

Thus, to retain employees, organizations must increase organizational commitment. Dharmawan et al. (2023) explained that organizational commitment is the employee's identification with the organization's goals, a willingness to exert all efforts for the organization's interests, and a commitment to remaining a member of the organization. Job satisfaction, which reflects a positive employee attitude, can drive high performance. Likewise, high employee commitment indicates strong identification, leading employees to exert their full potential within the organization as a contribution to achieving organizational goals (Atika et al., 2022). Commitment tends to engage employees in ideal behaviors such as high performance, high motivation, and providing value to their organization (Ong et al., 2021).

Therefore, it is hoped that this study will provide a comprehensive overview of the variables that drive improved employee performance and examine the relationship between job satisfaction and performance, as well as the influence of organizational commitment on

performance (Sutanto et al., 2025). Adamchik & Sedlak (2024) stated that organizational commitment consists of three components or dimensions, namely (1) Affective commitment (emotional feelings for the organization and belief in its values); (2) Continuance commitment (the perceived economic value of remaining in an organization compared to leaving the organization); (3) Normative commitment (the obligation to remain in the organization for moral or ethical reasons). This study aims to examine the effect of job satisfaction and organizational commitment on employee performance at the Regional Office of the Ministry of Law in North Maluku Province.

### Methods

The research to be conducted is quantitative, namely, research that attempts to make accurate measurements of something (Rana et al., 2021). The study aims to test the hypothesis. The unit of analysis in this study is the individual. The type of data used is cross-sectional data, namely a study that collects data at a certain time (Quené & Van den Bergh, 2024). The selection of the unit of analysis was obtained after considering the suitability and limitations of data collection in this study, namely, employees working at the Regional Office of the Ministry of Law in North Maluku Province, involving 89 respondents. The research instrument has been tested for validity and reliability, indicating that all items are valid and reliable. Data were collected using a questionnaire, distributed to employees working at the Regional Office of the Ministry of Law in North Maluku Province. Multiple linear regression analysis was used to test the research hypothesis with the SPSS application.

### Result and Discussion

#### Sociodemograph of respondents

The sociodemographics of the respondents in this study were classified based on gender, marital status, and education. Table 1 below shows the results of the identification of the sociodemographics of the respondents:

**Table 1. Sociodemograph of Respondents**

Characteristics	Category	Number of Respondent	Percentage (%)
Sex	Male	74	83.1%
	Female	15	16.9%
Marital Status	Married	52	58.4%
	Single	37	41.6%
Educational Level	Senior High School	51	57.3%
	Bachelor	31	34.8%
	Diploma	4	4.5%
	Postgraduate	3	3.4%

(Source: Primary Data, 2025)

Based on Table 1, this study involved 89 respondents who were employees at the Regional Office of the Ministry of Law in North Maluku Province. Based on the characteristics of the respondents, the majority were male, at 74 (83.1%), while 15 (16.9%) were female. This reflects the male-dominated employee structure at the agency studied. In terms of marital status, 52 (58.4%) respondents were married, while 37 (41.6%) were single. This data indicates that the majority of respondents were married, which may have influenced their perceptions and attitudes toward work and the organization.

Regarding educational level, 51 respondents (57.3%) had a high school diploma or equivalent, followed by 31 respondents (34.8%) with a bachelor's degree. Meanwhile, 4 respondents (4.5%) held a diploma, and 3 respondents (3.4%) had completed postgraduate education. This composition shows that although most employees still have secondary education, quite a number have also completed higher education, which is an important indicator in understanding the variations in their understanding and responses to the research instrument.

### Validity testing

Validity testing is conducted to assess the validity of the research instrument in measuring the intended variables. A questionnaire is considered valid if the statements within it accurately represent the construct being measured. The results of the validity testing are presented in Table 2 below:

**Table 2. The Result of Validity Testing**

Variable	Number of Indicator	$r_{table}$	Information
Job Satisfaction (X1)	12	0.207	All items valid
Organizational Commitment (X2)	35		All items valid
Performance (Y)	23		All items valid
Total	70		

(Source: Primary Data, 2025)

The results of the validity test show that all statement items in each variable have a correlation value greater than  $r_{table}$  (0.207) so it can be concluded that all question items are valid.

### Reliability testing

Reliability testing was conducted to measure the internal consistency of the research instrument. The results of the reliability testing are presented in Table 3 below:

**Table 3. The Result of Reliability Testing**

Cronbach Alpha's	Information
0.971	Reliable

(Source: Primary Data, 2025)

The reliability test results showed a Cronbach's Alpha value of 0.971. This value is above the cut-off value of 0.70, thus concluding that the questionnaire instrument has a good and consistent level of reliability for use in this study.

### Multiple linear regression analysis

Multiple linear regression analysis was used to determine the extent of influence of job satisfaction and organizational commitment on employee performance. The results of the multiple linear regression analysis calculated using SPSS 23 software can be seen in Table 4 below:

**Table 4. The Result of Multiple Linear Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constants)	5.539	4.046	
	X1	-0.003	0.046	-0.006

X2	0.497	0.063	0.785
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(Source: Primary Data, 2025)

Based on Table 4 above, employee performance with these variables can be arranged in the following functions or equations:

$$Y = 5.539 - 0.003X1 + 0.497X2 + e$$

The equation shows that the constant value of 5.539 indicates that if the variables job satisfaction (X1) and organizational commitment (X2) are zero, then the value of performance (Y) is estimated at 5.539. The regression coefficient for the variable of job satisfaction (X1) of -0.003 indicates that every one-unit increase in X1 tends to cause a decrease in the value of Y by 0.003 units, but the direction of this relationship is not significant. Meanwhile, the regression coefficient for the variable of organizational commitment (X2) of 0.497 indicates that every one-unit increase in X2 will increase employee performance by 0.497 units, with a positive and significant direction of the relationship.

### Normality testing

The normality test aims to determine whether the data in the study has a distribution close to normal. In this study, the test was conducted using the Kolmogorov-Smirnov method. The results of the normality test are shown in Table 5 below:

**Table 5. The Result of Normality Testing**

Kolmogorov-Smirnov Test	Information
0.299	Distribusi Normal

(Source: Primary Data, 2025)

Based on the test results, a value of 0.299 was obtained, which is greater than the significance level of 0.05. Therefore, it can be concluded that the residual data in this study is normally distributed and the assumption of normality has been met.

### Multicollinearity testing

A multicollinearity test is performed to determine whether there is a correlative relationship between the independent variables in a regression model. Ideally, a good regression model should show no correlation between the independent variables. Symptoms of multicollinearity can be detected by observing the Variance Inflation Factor (VIF) and tolerance values as supporting indicators. The results of the multicollinearity test are shown in Table 6 below:

**Table 6. The Result of Multicollinearity Testing**

Variable	Value of Tolerance	VIF
Job Satisfaction (X1)	0.460	2.172
Organizational Commitment (X2)	0.460	2.172

(Source: Primary Data, 2025)

The results of the multicollinearity test show that the tolerance value for the job satisfaction and organizational commitment variables is 0.460, while the Variance Inflation Factor (VIF) value is 2.172, respectively. Both values meet the general criteria, namely

tolerance  $> 0.10$  and VIF  $< 10$ , so it can be concluded that there are no symptoms of multicollinearity in this regression model.

### Heteroscedasticity testing

The heteroscedasticity test is performed to evaluate whether the regression model experiences inhomogeneity of residual variance between observations. In other words, this test aims to determine whether there are differences in the distribution of errors from one observation to another. This study uses the Glejser Test. A summary of the heteroscedasticity test results is presented in Table 7 below:

**Table 7. The Result of Heteroscedasticity Testing**

Variable	Sig.
Job Satisfaction (X1)	0.578
Organizational Commitment (X2)	0.112

(Source: Primary Data, 2025)

Based on the analysis results, the significance value (Sig.) for the job satisfaction variable is 0.578, and for the organizational commitment variable is 0.112. Both values are greater than 0.05, so it can be concluded that there are no symptoms of heteroscedasticity in this regression model. Thus, the assumption of homoscedasticity has been fulfilled.

### Model feasibility testing (F-Test)

Model feasibility fit test was conducted to assess the extent to which the regression model constructed from sample data accurately estimates the value of the dependent variable. The results of the model fit test are shown in Table 8 below:

**Table 8. Model Feasibility Test (F Test)**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4601.413	2	2300.706	66.911	0.000
Residual	2957.081	86	34.385		
Total	7558.494	86			

(Source: Primary Data, 2025)

Based on the analysis results, the F-test value was obtained at 66.911 with a significance value (Sig.) of 0.000. Because the significance value is smaller than 0.05, it can be concluded that the regression model is suitable for use, and the variables of job satisfaction (X1) and organizational commitment (X2) together have a significant effect on performance (Y).

### Multiple determination coefficient testing ( $R^2$ )

The coefficient of determination test was conducted to measure the extent to which job satisfaction, motivation, and organizational commitment variables were able to explain variations in changes in employee performance. The remaining variation not explained by these three variables was assumed to originate from factors outside the research model. The results of the coefficient of determination test are presented in Table 9 below:

**Table 9. The Result of Multiple Determination Coefficient Testing ( $R^2$ )**

Model	R	$R^2$	Adjusted- $R^2$	Std. Error of the Estimate
1	0.780	0.609	0.600	5.86384

(Source: Primary Data, 2025)

The table above shows an R-square value of 0.609, or 60.9%, indicating that job satisfaction and organizational commitment can explain 60.9% of employee performance. The remaining 39.1% is explained by other factors not included in this research model.

### Hypothesis testing (t-test)

The t-test was used to identify the influence of each independent variable, namely job satisfaction and organizational commitment, on employee performance partially or individually. The test was conducted at a 5% significance level ( $\alpha = 0.05$ ). The results of the t-test analysis for each variable are presented in Table 10 below:

**Table 10. Hypothesis Testing (t Test)**

Variable	t-value	Sig.	Information
Job Satisfaction (X1)	-0.063	0.950	Not Significant
Organizational Commitment (X2)	0.785	0.000	Significant

(Source: Primary Data, 2025)

The analysis results show that the job satisfaction variable has a significance value of 0.950, which is greater than 0.05. Thus, it can be concluded that job satisfaction does not significantly influence employee performance. In contrast, the organizational commitment variable shows a significance value of 0.000, which is far below the 0.05 threshold. This indicates that organizational commitment has a partial significant influence on employee performance.

### Conclusion and recommendation

The study concluded that job satisfaction did not significantly influence employee performance, but organizational commitment had a significant positive effect on employee performance at the Regional Office of the Ministry of Law in North Maluku Province. Job satisfaction had no significant effect on employee performance because employee performance was solely focused on complying with regulations. Institutional regulations elaborating on policies established by the Institution. Employees strive to deliver optimal work results to avoid negative performance reviews from management.

If violations related to poor performance are detected, the Institution can impose sanctions ranging from warning letters to termination of employment. One such violation is failure to achieve established work targets. This situation encourages employees to complete tasks on time and achieve set targets, both in terms of quantity and quality. This occurs because the nature of the work prioritizes results rather than satisfaction.

These results also indicate that the higher the organizational commitment of employees at the Regional Office of the Ministry of Law in North Maluku Province, the higher their performance. Commitment is considered a crucial element for organizations because it plays a role in reducing employee turnover and is closely related to improved performance. Highly committed employees typically complete tasks not only out of formal obligation, but also because they feel emotionally and professionally invested in the progress of the organization they work for. This sense of belonging to the organization motivates them to perform optimally, maintain discipline, and increase work effectiveness.

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