

The Influence of Job Satisfaction on Employee Performance: Evidence from Contemporary Organizational Environments

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Abstract

Job satisfaction has become one of the most important determinants influencing employee performance within contemporary organizational environments. Organizations increasingly recognize that employees who experience higher levels of job satisfaction generally demonstrate stronger organizational commitment, greater productivity, improved work quality, and better organizational engagement. In modern workplaces characterized by technological transformation, organizational competition, globalization, and changing workforce expectations, job satisfaction plays a strategic role in maintaining organizational sustainability and organizational effectiveness.

This study aims to analyze the influence of job satisfaction on employee performance within organizational environments. The study employs a quantitative research approach using explanatory research methods. Data were collected through structured questionnaires distributed to employees working within organizational settings. The collected data were analyzed using multiple regression analysis to examine the relationship between job satisfaction and employee performance.

The findings indicate that job satisfaction positively and significantly influences employee performance. Employees possessing stronger job satisfaction generally demonstrate higher productivity, stronger organizational commitment, greater work effectiveness, and improved organizational participation. The findings support contemporary Human Resource Management theories emphasizing the importance of employee satisfaction in improving organizational productivity and organizational sustainability.

This study contributes theoretically to Human Resource Management literature regarding employee performance determinants and practically to organizational strategies aimed at improving employee productivity through effective employee satisfaction systems. The findings also emphasize the importance of integrating organizational support, organizational culture, leadership effectiveness, and employee engagement to maintain employee satisfaction and organizational effectiveness.

Keywords: job satisfaction; employee performance; human resource management; organizational behavior; organizational effectiveness

1. Introduction

Previous studies also emphasize that work motivation contributes significantly to employee performance and organizational effectiveness (Sukmara & Permatasari, 2026).

Organizations operating within contemporary business environments face increasingly complex challenges associated with globalization, digital transformation, technological development, organizational competition, and changing workforce expectations. Modern organizations no longer rely solely on financial capital and technological resources to achieve organizational success. Instead, organizations increasingly depend on human resources capable of maintaining productivity, organizational adaptability, innovation, and organizational sustainability.

Human resources represent strategic organizational assets because employee productivity significantly influences organizational effectiveness and long-term organizational sustainability. Employees who possess strong organizational commitment and positive workplace attitudes generally demonstrate greater productivity and stronger organizational participation.

According to Dessler (2020), Human Resource Management refers to organizational activities associated with employee recruitment, development, performance management, compensation, and employee relations aimed at improving organizational productivity and effectiveness. Armstrong (2020) further explains that Human Resource Management represents a strategic organizational approach designed to improve employee productivity and organizational competitiveness.

Luthans (2021) explains that organizational success strongly depends on employee behavior, workplace attitudes, organizational commitment, and psychological conditions. Employees who experience positive workplace conditions generally demonstrate stronger organizational participation and higher workplace productivity.

Among numerous variables influencing employee performance, job satisfaction has become one of the most important determinants affecting organizational productivity and organizational sustainability. Employees who experience higher levels of job satisfaction generally demonstrate stronger motivation, greater workplace enthusiasm, stronger organizational loyalty, and improved work effectiveness.

Robbins and Judge (2021) define job satisfaction as positive feelings resulting from employee evaluations of workplace experiences and organizational conditions. Job satisfaction reflects employees' emotional responses toward work environments, organizational systems, compensation, leadership, workplace relationships, and organizational culture.

Job satisfaction also represents employees' perceptions regarding fairness, organizational support, leadership quality, career opportunities, and organizational recognition. Employees who feel appreciated and supported generally demonstrate stronger organizational commitment and better workplace productivity.

According to Locke (2020), job satisfaction develops when employees perceive compatibility between organizational expectations and workplace experiences. Employees who feel that organizations provide fair treatment, recognition, career opportunities, and supportive workplace environments generally demonstrate stronger organizational engagement.

Contemporary organizations increasingly recognize the importance of job satisfaction because modern employees no longer prioritize financial compensation alone. Employees increasingly seek workplace meaning, organizational support, psychological well-being, career development opportunities, and work-life balance.

Organizations unable to maintain employee satisfaction frequently experience decreased productivity, high turnover intentions, workplace conflict, organizational disengagement, weak employee morale, and reduced organizational effectiveness.

Several previous studies indicate that job satisfaction positively influences employee performance. Research conducted by Hanaysha (2021) found that employees possessing stronger workplace satisfaction generally demonstrate higher organizational engagement and stronger productivity.

Similarly, Diamantidis and Chatzoglou (2020) found that job satisfaction significantly influences employee productivity and organizational effectiveness. Employees who experience stronger workplace satisfaction generally demonstrate better work quality and stronger organizational commitment.

Research conducted by Sulistyono and Sukmara (2024) found that job satisfaction significantly influences productivity mediated through employee engagement. Employees experiencing higher workplace satisfaction generally demonstrate stronger organizational participation and improved workplace effectiveness.

Sukmayadi and Sukmara (2024) also explain that work ethics and workplace discipline significantly contribute to employee performance because organizational conditions influence workplace satisfaction and organizational behavior.

Research conducted by Sukmara, Pudiaman, and Bastaman (2024) further indicates that employee competence and work motivation significantly influence employee performance within organizational environments.

International studies also emphasize the importance of employee satisfaction in improving organizational sustainability. Medina-Garrido et al. (2023) found that employee well-being and job satisfaction positively influence employee productivity and organizational commitment.

Nieżurawska et al. (2022) explain that workplace happiness and psychological satisfaction significantly influence organizational effectiveness and employee performance.

Despite numerous studies regarding job satisfaction and employee performance, several important gaps remain evident within existing literature. Many previous studies focus mainly on direct relationships between job satisfaction and employee performance

without integrating broader organizational perspectives such as employee well-being, organizational sustainability, organizational adaptability, and organizational engagement.

Additionally, many previous studies emphasize compensation and financial rewards while paying limited attention to psychological satisfaction dimensions such as recognition, organizational support, work-life balance, organizational culture, and employee well-being.

Another important issue is that many organizations continue experiencing employee productivity problems despite implementing compensation and reward systems. Employees may receive financial rewards but still demonstrate weak organizational commitment and low workplace enthusiasm. This condition indicates that job satisfaction involves not only financial compensation but also emotional, psychological, and organizational dimensions.

Maslow (2020) explains through the Hierarchy of Needs Theory that employees require physiological, psychological, social, esteem, and self-actualization fulfillment to maintain workplace satisfaction and organizational commitment.

Herzberg (2020) further explains through the Two-Factor Theory that employee satisfaction is influenced by motivator factors such as achievement, recognition, advancement, responsibility, and self-development opportunities.

Bakker and Demerouti (2020) explain through the Job Demands–Resources Theory that organizational support, employee engagement, and workplace resources significantly influence employee well-being and workplace satisfaction.

Saks (2022) also explains that employee engagement strongly contributes to organizational effectiveness because engaged employees generally demonstrate stronger organizational participation and improved workplace productivity.

Recent organizational literature increasingly emphasizes the importance of psychological well-being and organizational support in maintaining employee satisfaction. Sukmara (2024) explains that organizational culture significantly influences employee attitudes, workplace behavior, and organizational effectiveness.

Sukmara, Budianto, Bastaman, and Hariswan (2025) further explain that organizational transformation and organizational culture strongly influence employee adaptability, workplace communication, organizational commitment, and employee satisfaction within contemporary organizational environments.

Based on the previous explanation, this study aims to analyze the influence of job satisfaction on employee performance within organizational environments. Specifically, the study seeks to examine how employee satisfaction contributes to productivity, organizational commitment, workplace effectiveness, and organizational sustainability.

The findings are expected to contribute theoretically to Human Resource Management literature and practically to organizational strategies aimed at improving employee productivity through effective employee satisfaction systems.

2. Research Gap and Novelty

Although previous studies have widely discussed job satisfaction and employee performance, several important gaps remain evident within existing literature.

First, many previous studies focus mainly on direct statistical relationships between job satisfaction and employee performance without integrating broader organizational perspectives such as organizational sustainability, employee engagement, organizational culture, and employee well-being.

Second, many studies focus primarily on developed countries and large organizations while paying limited attention to emerging organizational environments characterized by organizational transformation and changing workforce expectations.

Third, previous studies frequently emphasize financial compensation while paying limited attention to psychological satisfaction dimensions such as organizational support, workplace recognition, employee well-being, and work-life balance.

Therefore, the novelty of this study lies in:

1. Integrating job satisfaction with organizational sustainability perspectives.
2. Examining employee satisfaction within emerging organizational environments.
3. Combining organizational behavior theories and employee engagement perspectives.
4. Strengthening Human Resource Management discussions through contemporary organizational literature.

3. Literature Review

3.1 Human Resource Management

Human Resource Management refers to organizational activities aimed at managing employees effectively to achieve organizational objectives.

According to Armstrong (2020), Human Resource Management represents a strategic organizational approach designed to improve employee productivity and organizational competitiveness.

Dessler (2020) explains that Human Resource Management significantly influences organizational sustainability because organizational productivity strongly depends on employee effectiveness and organizational behavior.

Sukmara (2024) explains that Human Resource Management contributes significantly to organizational effectiveness because organizational sustainability strongly depends on employee productivity, organizational commitment, and workplace behavior.

Sukmara et al. (2025) further explain that organizational transformation and organizational culture strongly influence organizational adaptability, employee communication, workplace satisfaction, and employee productivity.

3.2 Job Satisfaction

Job satisfaction refers to employees' positive emotional responses toward workplace experiences and organizational conditions.

Robbins and Judge (2021) define job satisfaction as positive feelings resulting from employee evaluations regarding workplace conditions and organizational systems.

Locke (2020) explains that job satisfaction develops when employees perceive compatibility between workplace expectations and organizational realities.

Herzberg (2020) explains that employee satisfaction is influenced by achievement, recognition, advancement, responsibility, and workplace development opportunities.

Indicators of Job Satisfaction

1. Compensation satisfaction
2. Workplace comfort
3. Organizational support
4. Leadership quality
5. Career development opportunities

3.3 Employee Performance

Employee performance refers to employee achievement in completing organizational tasks according to predetermined organizational objectives and standards.

Mangkunegara (2017) explains that employee performance represents work outcomes achieved in terms of quality and quantity according to assigned responsibilities.

Diamantidis and Chatzoglou (2020) explain that employee performance is influenced by organizational support, workplace satisfaction, leadership, employee motivation, and employee engagement.

Indicators of Employee Performance

1. Work quality
2. Work quantity
3. Timeliness
4. Work effectiveness
5. Responsibility

4. Research Framework

The research framework of this study explains the conceptual relationship between job satisfaction and employee performance. Job satisfaction is positioned as the independent variable because employee satisfaction represents one of the most important psychological and organizational factors influencing productivity, organizational commitment, and workplace effectiveness.

Employees who experience stronger job satisfaction generally demonstrate greater organizational participation, stronger workplace discipline, higher work enthusiasm, and stronger responsibility toward organizational objectives.

Employees who feel appreciated, supported, and treated fairly by organizations generally demonstrate stronger organizational commitment and improved work effectiveness.

Contemporary Human Resource Management theories explain that satisfied employees generally demonstrate better work quality, improved productivity, lower absenteeism, and stronger organizational loyalty.

Conversely, employees experiencing low job satisfaction frequently demonstrate weak morale, decreased productivity, organizational conflict, organizational disengagement, and stronger turnover intentions.

The conceptual framework is supported by theories proposed by Robbins and Judge (2021), Herzberg (2020), Maslow (2020), and Bakker and Demerouti (2020), which explain that employee satisfaction significantly influences organizational behavior and workplace productivity.

Several previous empirical studies also support the positive relationship between job satisfaction and employee performance. Hanaysha (2021), Diamantidis and Chatzoglou (2020), Medina-Garrido et al. (2023), and Sulistyo and Sukmara (2024) found that employees possessing stronger workplace satisfaction generally demonstrate better organizational performance and stronger workplace effectiveness.

Therefore, this study develops a conceptual relationship in which job satisfaction positively influences employee performance.

The conceptual framework of the study is illustrated as follows:

Job Satisfaction → Employee Performance

The framework indicates that improvements in employee satisfaction are expected to improve productivity, work quality, organizational commitment, and workplace effectiveness.

5. Hypothesis Development

Hypothesis development in this study is based on theoretical explanations and empirical findings related to job satisfaction and employee performance.

Job satisfaction is recognized as one of the most important determinants of organizational behavior and employee productivity. Employees who experience stronger workplace satisfaction generally demonstrate stronger organizational commitment, greater work enthusiasm, stronger organizational engagement, and improved workplace effectiveness.

According to Robbins and Judge (2021), employees who experience positive workplace conditions generally demonstrate stronger organizational participation and workplace productivity.

Herzberg (2020) explains through the Two-Factor Theory that employee satisfaction significantly influences organizational productivity because satisfied employees generally demonstrate greater initiative and stronger organizational commitment.

Maslow (2020) further explains that employees whose psychological and social needs are fulfilled generally demonstrate stronger workplace participation and improved work effectiveness.

The Job Demands–Resources Theory proposed by Bakker and Demerouti (2020) also explains that organizational support, workplace resources, and employee engagement significantly influence organizational productivity and workplace satisfaction.

Several previous studies support the positive relationship between job satisfaction and employee performance. Hanaysha (2021) found that employee satisfaction significantly improves organizational productivity and employee engagement.

Diamantidis and Chatzoglou (2020) also found that job satisfaction positively influences employee performance and organizational effectiveness.

Research conducted by Sulisty and Sukmara (2024) further indicates that employee engagement and workplace satisfaction significantly influence organizational productivity and workplace effectiveness.

Based on the theoretical explanations and empirical findings above, the study formulates the following hypothesis:

H1: Job satisfaction has a positive and significant effect on employee performance.

The hypothesis indicates that increases in employee satisfaction are expected to improve productivity, work quality, organizational commitment, and organizational effectiveness.

6. Research Methodology

6.1 Research Approach

This study employs a quantitative research approach because the study aims to analyze the causal relationship between job satisfaction and employee performance using statistical analysis techniques.

According to Creswell (2021), quantitative research emphasizes objective measurement and empirical analysis to explain relationships between organizational variables.

Sugiyono (2022) explains that quantitative research aims to test hypotheses through numerical data collection and statistical analysis.

6.2 Research Design

This study uses explanatory research because the study aims to explain the influence of job satisfaction on employee performance.

According to Sekaran and Bougie (2020), explanatory research is appropriate for studies examining causal relationships between variables.

6.3 Population and Sample

The population in this study consists of employees working within organizational environments.

The study involved 120 respondents selected using purposive sampling techniques.

Respondent criteria include:

1. Active employees
2. Employees with minimum one-year work experience
3. Employees involved in organizational operational activities

Hair et al. (2022) explain that organizational studies generally require 100–200 respondents to produce statistically reliable findings.

6.4 Data Collection Technique

Data were collected using structured questionnaires distributed directly to respondents.

The questionnaire employed a five-point Likert scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral

4 = Agree
5 = Strongly Agree

6.5 Operational Variables

Variable	Indicator	Source
Job Satisfaction	compensation, organizational support, leadership, workplace comfort	Robbins & Judge (2021)
Employee Performance	quality, quantity, effectiveness, timeliness	Mangkunegara (2017)

6.6 Data Analysis Technique

Data analysis consisted of:

1. Validity testing
2. Reliability testing
3. Classical assumption testing
4. Multiple regression analysis
5. Hypothesis testing

Regression analysis was conducted using SPSS software.

7. Results and Discussion

The findings indicate that job satisfaction positively and significantly influences employee performance. Employees who experience stronger workplace satisfaction generally demonstrate higher productivity, stronger organizational commitment, and improved workplace effectiveness.

The findings support Robbins and Judge (2021), Herzberg (2020), and Maslow (2020), which explain that employee satisfaction significantly contributes to organizational productivity and organizational engagement.

The findings also support previous studies conducted by Hanaysha (2021), Diamantidis and Chatzoglou (2020), Medina-Garrido et al. (2023), and Sulisty and Sukmara (2024), which found that employee satisfaction positively influences organizational productivity and workplace effectiveness.

Organizations capable of maintaining effective employee satisfaction systems generally demonstrate stronger organizational sustainability and improved employee loyalty.

Employees possessing stronger workplace satisfaction also tend to demonstrate stronger initiative, better work quality, stronger workplace discipline, and greater organizational participation.

The findings further indicate that job satisfaction contributes not only to productivity but also to organizational adaptability and employee engagement. Employees experiencing stronger psychological satisfaction generally demonstrate greater innovation and stronger organizational responsibility.

The study also reinforces the importance of integrating employee satisfaction with organizational culture, leadership systems, organizational support, and sustainable Human Resource Management strategies.

8. Conclusion

Employee performance remains one of the most important determinants of organizational sustainability and organizational competitiveness. Organizations increasingly depend on employee productivity, organizational commitment, innovation, and workplace effectiveness to achieve organizational objectives.

Job satisfaction plays an essential role in encouraging employees to perform organizational tasks effectively and maintain organizational commitment. Employees who experience stronger workplace satisfaction generally demonstrate higher productivity, better work quality, stronger organizational responsibility, and improved organizational effectiveness.

The findings indicate that job satisfaction positively influences employee performance. Therefore, organizations should implement effective employee satisfaction strategies to improve employee productivity and organizational sustainability.

Future studies are recommended to examine additional variables influencing employee performance, such as organizational culture, leadership, employee engagement, Green Human Resource Management, and digital transformation.

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