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Organizational Commitment, Emotional Intelligence, And Social Support On Employee Performance Through Job Satisfaction

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Abstract

This study aims to analyze the contributions of organizational commitment, emotional intelligence, and social support to employee job performance, with job satisfaction serving as a mediating variable. Employing a quantitative causal design, data were collected from a sample of 215 full-time employees in the manufacturing and service sectors in Medan City via structured questionnaires. Hypothesis testing was conducted using Partial Least Squares Structural Equation Modeling (SEM-PLS) with SmartPLS 4.0 software. Empirical findings confirm that organizational commitment, emotional intelligence, and workplace social support have a positive and significant impact on job satisfaction. Furthermore, job satisfaction was found to have a significant positive effect on performance outcomes, acting as a partial mediator for organizational commitment and social support, and as a full mediator for emotional intelligence. Practical implications highlight the importance of strengthening employees' emotional bonds, honing emotional regulation skills, and fostering a supportive work ecosystem to boost productivity by cultivating job satisfaction.

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1. Introduction

Increasingly dynamic business competition compels organizations to maintain their competitive advantage. In this context, human resources (HR) serve as a primary pillar of organizational sustainability (Utaminingsih, 2014). Despite rapid technological advancements, the optimization of corporate operations remains dependent on employees' capabilities and work output. Consequently, employee performance has become a central focus in the study of human resource management (Kaswan, 2017). Employee performance refers to the work outcomes achieved by an

individual in carrying out their duties and responsibilities, encompassing both task-related and contextual aspects (Borman & Motowidlo, 1993). Job satisfaction is one of the determinants of performance (Tentama, 2015; Panggalo et al., 2021). Satisfied employees tend to demonstrate higher levels of engagement and productivity (Sutrisno, 2017). Job satisfaction represents a positive affective response resulting from the evaluation of one's work experience (Abidin et al., 2019), motivating individuals to exert extra effort to achieve targets (Widodo, 2015).

Job satisfaction does not stem from a single source but rather results from the interaction between internal factors and the work environment. This study integrates three key constructs: organizational commitment, emotional intelligence, and social support. Organizational commitment reflects an employee's loyalty to and attachment to the organization (Meyer & Allen, 1991), factors that are positively correlated with job satisfaction and employee performance (Puspitawati & Riana, 2014; Febriyanti & Suryalena, 2023). Meanwhile, emotional intelligence—defined as the ability to recognize and manage emotions (Goleman, 2015)—helps alleviate work-related stress and enhances job satisfaction. Individuals with high emotional intelligence possess strong emotional regulation and psychological resilience, enabling them to respond adaptively to workplace pressures and avoid the risk of burnout (Dhiya et al., 2022; Mahbub & Barhate, 2025). Furthermore, social support—manifested as emotional encouragement and technical assistance from colleagues and supervisors—fosters a conducive work climate and boosts job satisfaction (Oktarina, 2023; Sanwari, 2021).

Observations in the field indicate that employee performance remains a significant challenge, particularly in the city of Medan. Visible symptoms include relatively high turnover rates, uncontrolled absenteeism, and declining work output quality. These conditions are believed to be linked to weak organizational commitment, poor emotional regulation when facing work-related pressure, and a lack of social support in the workplace. Post-COVID-19 dynamics have also altered employment relationships, with employees increasingly demanding psychological well-being and recognition rather than merely financial rewards.

To ensure the accuracy and validity of the measurements for all research variables, their development was aligned with theoretical foundations and widely recognized, standardized organizational psychology instruments. First, organizational commitment was measured based on the Three-Component Model proposed by Meyer & Allen (1991), encompassing affective commitment (an emotional bond), continuance commitment (based on cost-benefit considerations), and normative commitment (rooted in moral obligation). Meanwhile, emotional intelligence was evaluated using the dimensions of the Schutte Self-Report Emotional Intelligence Test (SSEIT) developed by Schutte et al. (1998), which covers four key aspects: appraisal of one's own emotions, appraisal of others' emotions, emotional regulation, and utilization of emotions. Furthermore, the social support variable was adapted from the Social Support Questionnaire (SSQ) and the MSPSS, measuring emotional, instrumental, and informational support derived from both supervisors and coworkers. Regarding job satisfaction, measurement focused on aspects of Spector's (1985) Job Satisfaction Survey (JSS), covering indicators such as pay, promotion opportunities, supervision, benefits, rewards, operational procedures, coworker relations, the nature of the work, and communication. Finally, employee performance was measured based on the theoretical framework of Borman & Motowidlo (1993), which categorizes work outcomes into two primary aspects: task performance and contextual performance.

Although existing literature has elucidated the relationships between these variables individually, studies integrating organizational commitment, emotional intelligence, and social support into a single conceptual framework—with job satisfaction serving as an intervening variable—remain limited. Previous research has tended to be bivariate in nature or has focused on direct effects without accounting for mediating mechanisms (Febriyanti & Suryalena, 2023; Diyanti et al., 2021; Oktarina, 2023). Addressing this gap, the present study formulates the following research questions: (1) Do organizational commitment, emotional intelligence, and social support influence job satisfaction? (2) Does job satisfaction significantly affect employee performance? (3) To what extent does job satisfaction mediate the influence of these three antecedents on employee performance?

This study aims to analyze the contributions of organizational commitment, emotional intelligence, and social support to employee performance, with job satisfaction serving as a mediating variable. Theoretically, the study enriches the organizational behavior literature regarding the mediating role of job satisfaction. Practically, the findings serve as a reference for HR practitioners in designing appropriate managerial interventions to enhance organizational performance.

2. Literature Review and Hypothesis

2.1. Organizational Commitment and Job Satisfaction

Organizational commitment reflects the extent to which an employee identifies with and is engaged in the company's values and goals (Utaminingsih, 2014). Loyalty and a willingness to remain part of the organization serve as strong indicators of this commitment (Kaswan, 2017). Previous research indicates that a high level of commitment is consistently positively correlated with increased employee job satisfaction (Febriyanti & Suryalena, 2023; Puspitawati & Riana, 2014). Based on these research findings, it is concluded that there is a positive and significant relationship between organizational commitment and job satisfaction.

2.2. Emotional Intelligence and Job Satisfaction

Goleman (1995) defines emotional intelligence as an internal drive and the capability to recognize one's own feelings and those of others in order to guide behavior effectively. This perspective is reinforced by Salovey and Mayer (1990), who highlight emotional awareness as the foundation for navigating social relationships. Empirical findings by Diyanti et al. (2021) and Andari (2022) confirm that emotional maturity facilitates better adaptation to stress, thereby boosting job satisfaction. Based on these research findings, it can be concluded that there is a positive and significant relationship—or influence—between emotional intelligence and job satisfaction.

2.3. Social Support and Job Satisfaction

Social support encompasses the provision of emotional, informational, and instrumental assistance that employees receive from their surrounding networks (House, 1981). An environment characterized by empathy and mutual respect has been shown to strengthen an individual's sense of security. Studies by Oktarina (2023), Sanwari (2021), and Rumbay & Rondonuwu (2025) highlight that receiving social support effectively increases job satisfaction levels. Based on these research findings, it can be concluded that there is a positive and significant relationship between social support and job satisfaction.

2.4. Job Satisfaction and Employee Performance

Job satisfaction describes a positive affective response resulting from the evaluation of one's work experience (Sutrisno, 2017; Abidin et al., 2019). This positive psychological state encourages individuals to exert extra effort in achieving task targets (Widodo, 2015). Empirical evidence from Tentama (2015) and Panggalo et al. (2021) demonstrates a positive linear relationship between job satisfaction and employee performance effectiveness. Based on the aforementioned research findings, it is concluded that job satisfaction has a positive and significant relationship with—or influence on—employee performance.

2.5. The Mediating Role of Job Satisfaction

Organizational commitment, emotional mastery, and environmental support do not merely exert direct influence; they also operate through a reinforcing mechanism—specifically, satisfaction with the work environment. Findings from previous studies indicate that job satisfaction serves as an explanatory bridge (an intervening variable) that channels the positive effects of these three predictor factors toward ultimate performance outcomes. Consequently, the research concludes that job satisfaction mediates the relationship between organizational commitment and employee performance. Job satisfaction also mediates the relationship between emotional intelligence and employee performance, as well as the relationship between social support and employee performance (Febriyanti & Suryalena, 2023; Saifullah et al., 2023; Andari, 2022). Thus, it can be concluded that there is a positive and significant relationship between organizational commitment and employee performance mediated by job satisfaction; a positive and significant influence of emotional intelligence on employee performance mediated by job satisfaction; and a positive and significant relationship or influence regarding social support on employee performance mediated by job satisfaction.

3. Research Methodology

3.1. Research Design and Sample

This study employed an explanatory quantitative approach with a cross-sectional design. Stratified random sampling was used to select full-time employees in the service and manufacturing sectors within Medan City and its surrounding areas. Of the 250 instruments distributed, 215 questionnaires were fully completed and met the criteria for analysis (an 86% response rate). This sample size exceeds the minimum threshold required for SEM-PLS (10 times the maximum number of path indicators).

3.2. Instrument Measurement

Each variable was measured using a 5-point Likert scale questionnaire (1 = Strongly Disagree to 5 = Strongly Agree):

a. Organizational Commitment (18 items): Adapted from the concepts of Meyer & Allen (1991), covering affective, continuance, and normative aspects.
b. Emotional Intelligence (33 items): Used the SSEIT instrument by Schutte et al. (1998).
c. Social Support (12 items): Adapted the SSQ and MSPSS scales to measure support from supervisors and coworkers.
d. Job Satisfaction (36 items): Measured using Spector's (1985) Job Satisfaction Survey (JSS) instrument.
e. Employee Performance (15 items): Measured using the concepts of Borman & Motowidlo (1993), encompassing task and contextual performance.

3.3. Data Analysis Technique

Hypothesis testing was conducted using the Partial Least Squares-based Structural Equation Modeling (SEM-PLS) approach with SmartPLS 4.0 software. The evaluation stages comprised outer model testing (convergent validity, discriminant validity via HTMT, and composite reliability) and inner model testing (bootstrapping with 5,000 subsamples to estimate path coefficient parameters and mediation confidence intervals).

4. Results and Discussion

4.1. Measurement Model (Outer Model) Evaluation

Calculation results indicate that the loading factor values for all indicators exceed 0.70, with Average Variance Extracted (AVE) values surpassing the 0.50 threshold (Organizational Commitment = 0.682; Emotional Intelligence = 0.645; Social Support = 0.721; Job Satisfaction = 0.658; Employee Performance = 0.703). Internal consistency requirements were also met, as Cronbach's Alpha and Composite Reliability (CR) values for all variables exceeded 0.70. The HTMT ratios between constructs were below 0.85, confirming the establishment of discriminant validity.

4.2. Evaluation of the Structural Model (Inner Model) and Hypotheses

The structural model (inner model) was evaluated to test the proposed hypotheses. Testing was conducted using the bootstrapping technique with 5,000 subsamples in SmartPLS 4.0. The criteria for hypothesis acceptance were a t-statistic value > 1.96 and a p-value < 0.05.

To evaluate the overall structural framework—including direct, indirect, and total effects—the testing examined both the antecedent paths to Job Satisfaction (M) and the direct paths to Employee Performance (Y). Detailed results of the direct effect hypothesis testing are presented in Table 1.

Tabel 1. Hypothesis Testing Results for Direct Effects

Relationship Path	Coefficient (β)	t-statistic	p-value	Explanation
Organizational Commitment → Job Satisfaction	0.412	5.873	0.000	Accepted
Emotional Intelligence → Job Satisfaction	0.327	4.516	0.000	Accepted
Social Support → Job Satisfaction	0.284	3.892	0.000	Accepted
Job Satisfaction → Employee Performance	0.463	6.214	0.000	Accepted
Organizational Commitment → Employee Performance	0.191	2.845	0.005	Accepted
Emotional Intelligence → Employee Performance	0.078	1.124	0.261	Rejected (Not Significant)
Social Support → Employee Performance	0.132	2.156	0.031	Accepted

Based on the direct effect analysis in table 1:

a. Influence on Job Satisfaction (M): All three exogenous variables (X1, X2, X3) exert a positive and significant direct influence on Job Satisfaction. Organizational Commitment (β = 0.412, p < 0.05) is the strongest predictor, followed by Emotional Intelligence (β = 0.327, p < 0.05) and Social Support (β = 0.284, p< 0.05).
b. Influence on Employee Performance (Y): Job Satisfaction exerts a strong direct influence on Employee Performance (β = 0.463, p < 0.05). Additionally, Organizational Commitment (β = 0.191, p < 0.05) and Social Support (β = 0.132, p < 0.05) exhibit significant direct effects on Employee Performance.
c. Direct Path of Emotional Intelligence: The direct path from Emotional Intelligence to Employee Performance is statistically non-significant (p > 0.05), indicating that its impact on performance operates entirely through an intervening mechanism.

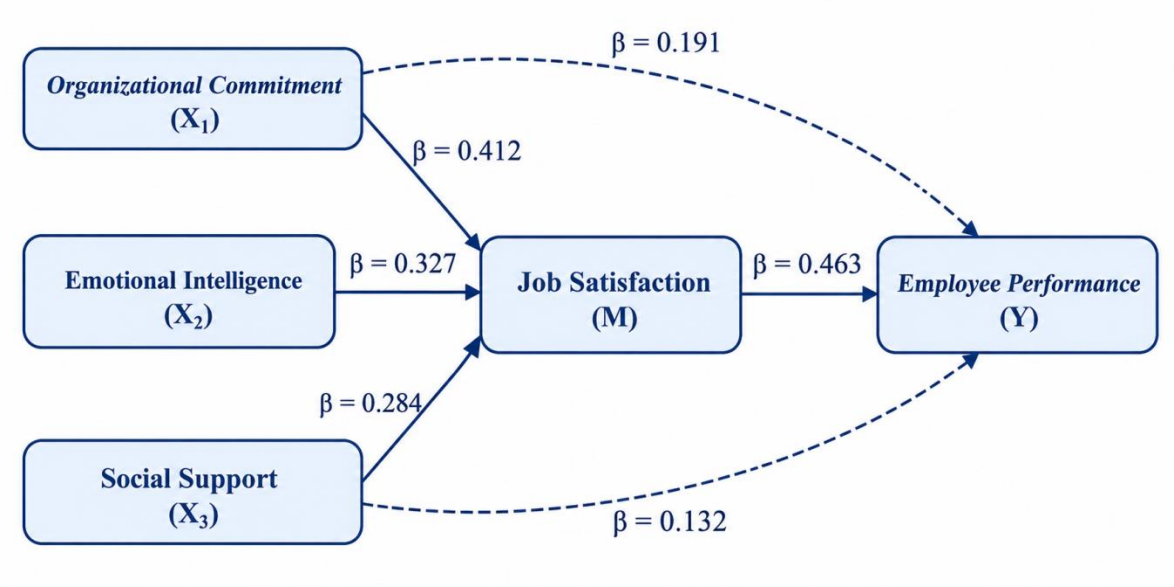


Figure 1. Structural Model of Direct Effects

Next, an analysis of indirect effects was conducted to evaluate the mediating role of Job Satisfaction. Table 2 presents the mediation results using the bootstrapping method.

Tabel 2. Results of Mediation Effect Testing (Indirect Effect)

Mediation Process	Indirect Effect	t-statistic	p-value	95% Confidence Interval	Nature of Mediation
Commitment → Satisfaction → Performance	0.191	4.327	0.000	(0.104; 0.278)	Partial Mediation
Emotional Intelligence → Satisfaction → Performance	0.151	3.764	0.000	(0.073; 0.229)	Full Mediation
Social Support → Satisfaction → Performance	0.132	3.418	0.001	(0.057; 0.207)	Partial Mediation

As shown in Table 2, three mediation pathways were analyzed:

a. First, the path Organizational Commitment → Job Satisfaction → Employee Performance yields an indirect effect coefficient of 0.191 (t = 4.327, p = 0.000). Because both the direct effect (X1 → Y) and the indirect effect are statistically significant, Job Satisfaction acts as a partial mediator.
b. Second, the path Emotional Intelligence → Job Satisfaction → Employee Performance shows an indirect effect coefficient of 0.151 (t = 3.764, p = 0.000). Since the indirect effect is significant while the direct path (X2 → Y) is non-significant, Job Satisfaction functions as a full mediator. This indicates that emotional intelligence enhances employee performance entirely by first fostering job satisfaction.
c. Third, the path Social Support → Job Satisfaction → Employee Performance produces an indirect effect coefficient of 0.132 (t = 3.418, p = 0.001). With both direct and indirect paths reaching statistical significance, Job Satisfaction serves as a partial mediator.



Figure 2. Structural Model of Mediation Paths (Indirect Effect)

5. Conclusions and Implications

This study empirically validates the conceptual framework linking organizational commitment, emotional intelligence, social support, job satisfaction, and employee performance. The empirical findings reveal the following key conclusions:

a. Organizational commitment, emotional intelligence, and social support each make a significant positive contribution to increasing job satisfaction.
b. Job satisfaction acts as a primary driver in enhancing employee performance, alongside the significant direct effects of organizational commitment and social support (whereas emotional intelligence shows no significant direct effect on performance).
c. Job satisfaction serves as a mediating variable that channels the impact of the antecedents to employee performance, specifically functioning as a partial mediator for organizational commitment and social support, and as a full mediator for emotional intelligence.

Practical Implications: Organizational management is advised to implement an integrated strategy: strengthening employee loyalty through clear career paths, conducting emotional regulation training for staff, and fostering an inclusive and supportive work climate. These measures will enhance employee satisfaction, thereby optimizing company productivity.

Transparency and Research Ethics Statement

Author Contributions (CrediT): Lina Kurniati, Diana, and Riza Juli Arfah contributed to the conduct of the research and the preparation of the manuscript according to their respective roles. The specific contributions of each author include conceptualization, methodology, data collection, formal analysis, writing – original draft preparation, and writing – review and editing, based on their respective responsibilities throughout the research process.

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Conflicts of Interest: The authors declare no conflict of interest.

Ethical Approval and Informed Consent: This study was conducted in accordance with applicable research ethics principles.

All participants were provided with information regarding the objectives, procedures, benefits, and potential risks of the study before providing their consent. The confidentiality of participants' identities and personal information was maintained, and the research data were used solely for scientific purposes. Special protection was provided to vulnerable populations in accordance with applicable research ethics guidelines.

Statement on the Use of Artificial Intelligence: During the preparation of this manuscript, the authors used OpenAI as an assisting tool for language drafting, grammar improvement, and academic editing. The authors have reviewed and verified all manuscript content, including the accuracy of scientific information, interpretation of findings, and references, and retain full responsibility for the integrity and accuracy of the published work. Artificial intelligence was not listed as an author and cannot assume academic responsibility for this publication

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