

THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT IN THE EFFECT OF PERCEIVED TRAINING BENEFITS AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE (A STUDY AT PT. MODERN INDUSTRIAL ESTATE)

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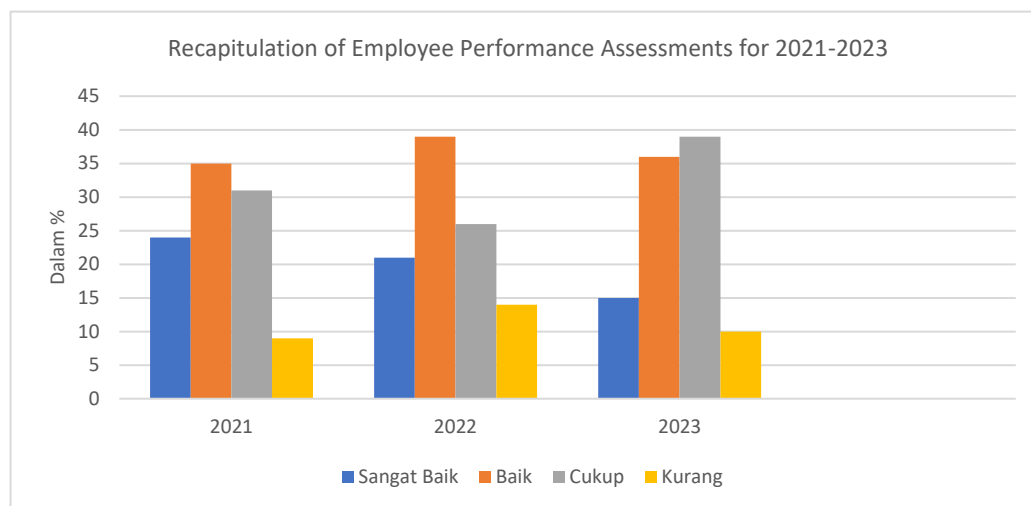
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Abstract: This study aims to analyze the effect of perceived benefits of training and job satisfaction on employee performance, as well as the mediating role of organizational Commitment at PT. Modern Industrial Estate. Data were collected from 72 respondents through questionnaires and performance assessments conducted between 2021 and 2023. The analysis used Structural Equation Modeling (SEM). The results show that the perceived benefits of training do not have a direct effect on performance, but have a positive effect on organizational Commitment. Job satisfaction has a positive effect on performance and organizational Commitment. Organizational Commitment also affects performance and mediates the effects of training benefits and job satisfaction. It is recommended that companies optimize training, create a conducive work environment, and strengthen Commitment through open communication and employee participation.

Keywords: Employee Performance, Perceived Benefits of Training, Job Satisfaction, Organizational Commitment.

INTRODUCTION

Global economic dynamics, increasingly shaped by trade wars, compel organizations to depend on active employee engagement to withstand intense international competition and meet the relentless demand for innovation (Vuong & Nguyen, 2022). Employee performance—defined as deliberate and goal-directed behaviour that drives organisational success (Rambulangi et al., 2024)—is a critical determinant of corporate sustainability and competitiveness (Abdirahman et al., 2018). Its effectiveness is influenced by multiple factors, notably the perceived benefits of training, which enhance skills, confidence, and work quality (Antika et. al., 2023; Rawashdeh & Tamimi, 2019). Well-designed training also fosters job satisfaction, a positive emotional state toward one's work that promotes motivation and productivity (Dudija et. al., 2024; Kanapathipillai & Azam, 2020), and strengthens organizational Commitment, reflecting loyalty and dedication to corporate goals (Chayomchai et. al., 2023). The synergy of training, job satisfaction, and organizational Commitment thus forms a vital foundation for achieving superior performance and sustaining long-term organizational success.



Source: HR PT. Modern Industrial Estate

Figure 1. Employee Performance Assessment Chart for 2021-2023

The performance evaluation data of PT. Modern Industrial Estate from 2021 to 2023 shows a declining trend in the “Excellent” category, dropping steadily from 24% in 2021 to 21% in 2022 and further to 15% in 2023. This indicates a reduction in optimal employee performance, which, if left unaddressed, could hinder the organization’s ability to achieve its targets. Conversely, the “Average” category increased from 31% in 2021 to 39% in 2023, suggesting a growing proportion of employees delivering only moderate performance, while the “Good” and “Poor” categories showed minor fluctuations. This overall decline in performance quality highlights the need for strategic interventions, one of which is targeted and relevant employee training.

As noted by Jinee et. al. (2024), well-structured training can enhance employees' understanding of work priorities, improve output quality, and encourage proactive task completion. Pre-survey interviews with managers across HR, finance, marketing, legal, and project management divisions further emphasized the importance of job-relevant training, such as HRIS for HR efficiency, regulatory updates for legal accuracy, digital marketing for innovative campaigns, and project management software for timely project delivery. The effectiveness of training, however, depends on its alignment with job requirements; overly theoretical programs are perceived as less impactful compared to practical, application-oriented sessions.

Beyond training, job satisfaction is another crucial driver of employee performance. Srivastav et. al. (2024) found that high job satisfaction increases motivation, engagement, and Commitment, thereby improving organizational outcomes. Factors such as recognition, adequate facilities, and rewards significantly contribute to satisfaction levels, with recognition programs not only boosting individual performance but also enhancing team creativity and innovation. In contrast, dissatisfaction often leads to reduced productivity, higher error rates, and increased absenteeism. Notably, job satisfaction and training are mutually reinforcing—employees who perceive training as beneficial tend to be more satisfied, while satisfied employees tend to engage more effectively in training.

Organizational Commitment can serve as a mediating factor linking the perceived benefits of training and job satisfaction to employee performance. According to Hosen et. al. (2024) and Hendri (2019), strong Commitment fosters loyalty, motivating employees to apply acquired skills and maintain high job satisfaction, ultimately improving productivity. In summary, enhancing employee commitment through high-quality training and job satisfaction initiatives lays a solid foundation for improving performance, reducing turnover, and achieving a sustainable competitive advantage.

LITERATURE REVIEW

SET Theory (Social Exchange Theory)

This study is grounded in Social Exchange Theory (SET), introduced by Homans (1958), which frames social interactions as reciprocal exchanges of tangible (e.g., financial rewards) and intangible (e.g., recognition) resources. Within this lens, organisational investment in training fosters employee competencies, prompting

reciprocal responses in the form of improved performance, increased satisfaction, and enhanced loyalty. Job satisfaction arises when employees perceive equity between their contributions and the rewards they receive, strengthening organizational Commitment as an emotional investment built on positive workplace experiences. Such Commitment serves as a mediating mechanism linking training, satisfaction, and performance, illustrating that perceived fairness in training benefits motivates employees to deliver optimal outcomes as a return for organizational support.

Employee Performance

Employee performance, as discussed by Vuong & Nguyen (2022), is a systematic process of evaluating an individual's work to support fair managerial decisions, involving the collection, analysis, and documentation of contributions to organizational goals. It encompasses both the quality and quantity of outputs achieved relative to predefined standards (Robbins & Coulter, 2012; Nasution & Sulaiman, 2021), reflecting an employee's role in advancing organizational growth (Mathis & Jackson, 2012; Rambulangi et. al., 2024). Key dimensions of performance include output quantity, output quality, timeliness, workplace attendance, and cooperative attitude (Mathis & Jackson, 2006; Amirullah et. al., 2018), all of which provide a comprehensive basis for identifying strengths and weaknesses and formulating strategies to enhance effectiveness and efficiency.

Perceived Benefits of Training

Perceived training benefits refer to employees' recognition of the positive outcomes gained from participating in training programs, encompassing skill enhancement, work efficiency, motivation, and career growth, which collectively strengthen performance and organizational Commitment (Jinee et. al., 2024; Rawashdeh & Tamimi, 2019). Training serves not only to develop technical and professional competencies but also to boost motivation, self-confidence, and engagement (Kadiresan et. al., 2015; Ramendran et. al., 2014). Six core indicators characterize these benefits: job security through readiness to adapt to workplace changes; increased Commitment to both job and organization fostered by perceived organizational support; enhanced self-confidence in task execution and decision-making; personal development in interpersonal and self-management skills; career development opportunities for advancement; and heightened work motivation driven by greater competence and achievement orientation (Noe & Wilk, 1993; Rawashdeh & Tamimi, 2019). Together, these dimensions promote sustained employee participation in training, fostering continuous learning and long-term organizational competitiveness.

Job satisfaction

Job satisfaction refers to an employee's positive or negative evaluation of their work, shaped by the extent to which the job meets their expectations and needs, and closely linked to performance, productivity, and workplace relationships (Inayat & Khan, 2021; Egemen, 2024; Irfad et. al., 2021). It is a multidimensional construct comprising six key indicators (Ghayas & Abbas, 2021): compensation, reflecting fairness and adequacy of pay and benefits; coworker relations, emphasizing supportive and respectful interpersonal dynamics; job nature, encompassing task variety, challenge, and meaningfulness; supervisory support, involving guidance, recognition, and effective communication from leaders; promotion opportunities, representing career advancement prospects; and communication quality, which ensures clarity, openness, and organizational connectedness. Together, these dimensions shape employees' motivation, Commitment, and overall workplace well-being.

Organizational Commitment

Organizational Commitment is a critical determinant of operational efficiency and organizational success, reflecting employees' willingness, awareness, and perseverance in remaining with and contributing to their organization (Chayomchai et al., 2023; Al Jabri & Ghazzawi, 2019; Rahmatullah et al., 2022; Dudija et al., 2024). It represents a psychological bond encompassing affective, normative, and continuance dimensions (Allen & Meyer, 1990; Al Jabri & Ghazzawi, 2019), manifested through emotional attachment to organizational values, a personal desire to remain, and consideration of the costs and risks associated with leaving. Commitment is further shaped by limited external job alternatives, a sense of moral obligation to reciprocate organizational support, and loyalty rooted in personal or cultural values. When these elements align positively, employees demonstrate greater loyalty, engagement, and sustained contribution toward the organization's vision, mission, and goals.

Research Framework

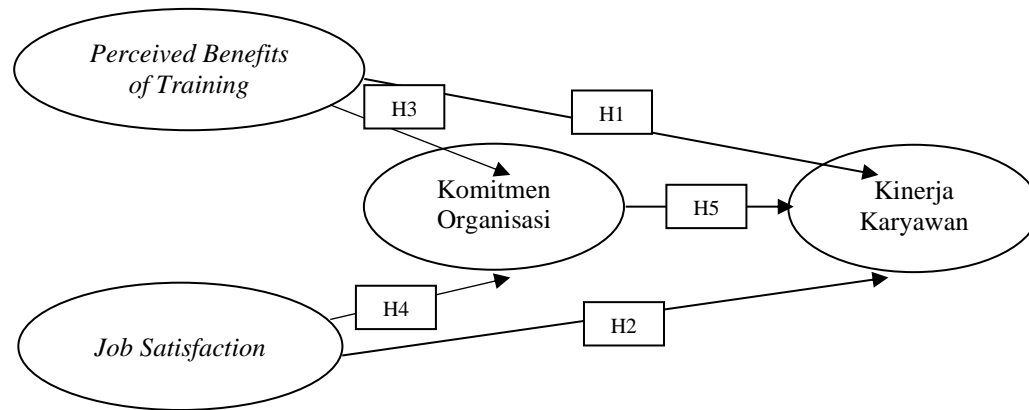


Figure 2. Research Framework

Based on this framework, the following hypotheses are proposed:

Main Hypotheses (Direct Effects)

- H₀₁: Perceived Benefits of Training (X₁) have no significant effect on Employee Performance (Y).
- H_{a1}: Perceived Benefits of Training (X₁) have a significant positive effect on Employee Performance (Y).
- H₀₂: Job Satisfaction (X₂) has no significant effect on Employee Performance (Y).
- H_{a2}: Job Satisfaction (X₂) has a significant positive effect on Employee Performance (Y).
- H₀₃: Perceived Benefits of Training (X₁) have no significant effect on Organizational Commitment (Z).
- H_{a3}: Perceived Benefits of Training (X₁) have a significant positive effect on Organizational Commitment (Z).
- H₀₄: Job Satisfaction (X₂) has no significant effect on Organizational Commitment (Z).
- H_{a4}: Job Satisfaction (X₂) has a significant positive effect on Organizational Commitment (Z).
- H₀₅: Organizational Commitment (Z) has no significant effect on Employee Performance (Y).
- H_{a5}: Organizational Commitment (Z) has a significant positive effect on Employee Performance (Y).

Mediating Hypotheses (Indirect Effects)

- H₀₆: Organizational Commitment (Z) does not mediate the effect of Perceived Benefits of Training (X₁) on Employee Performance (Y).
- H_{a6}: Organizational Commitment (Z) significantly mediates the effect of Perceived Benefits of Training (X₁) on Employee Performance (Y).
- H₀₇: Organizational Commitment (Z) does not mediate the effect of Job Satisfaction (X₂) on Employee Performance (Y).
- H_{a7}: Organizational Commitment (Z) significantly mediates the effect of Job Satisfaction (X₂) on Employee Performance (Y).

RESEARCH METHODOLOGY

This study employs a quantitative approach, utilising a survey method, to investigate the relationships between *Perceived Benefits of Training* (X₁), *Job Satisfaction* (X₂), *Organisational Commitment* (Z), and *Employee Performance* (Y). This design was chosen to assess both direct and indirect effects among the variables using numerical data analyzed through *Partial Least Squares Structural Equation Modeling* (PLS-SEM) with SmartPLS 4 software. The research population consisted of all 72 employees of PT. Modern Industrial Estate, employing a census sampling technique, which enables the inclusion of the entire population as respondents. Four variables were measured, comprising independent variables (*Perceived Benefits of Training* and *Job Satisfaction*), the dependent variable (*Employee Performance*), and the mediating variable (*Organisational Commitment*). Indicators for each construct were adapted from previous literature and measured on a 10-point interval scale, ranging from 1 (strongly disagree) to 10 (strongly agree).

Primary data were collected through a closed-ended questionnaire administered to all respondents, while secondary data were obtained from company records, books, and relevant scholarly articles. Instrument validity was assessed using *convergent validity* (loading factor > 0.50; AVE > 0.50) and *discriminant validity* (square

root of AVE greater than inter-construct correlations), following the criteria of Hair et. al (2021). Reliability was evaluated using Cronbach's Alpha and Composite Reliability, with coefficients of 0.70 or higher considered acceptable. Data analysis was conducted using PLS-SEM, encompassing the evaluation of the measurement model (*outer model*) to test the validity and reliability of the indicators, and the structural model (*inner model*) to examine the causal relationships among variables. Direct effects were tested using *t*-statistics ($t > 1.96$, $p < 0.05$). In contrast, mediation effects were analyzed via *bootstrapping* and classified as complete, partial, or no mediation based on the significance of both direct and indirect paths.

RESULTS AND DISCUSSION

Respondent Characteristics

The sample predominantly consists of male employees (61%), reflecting the operational and technical nature of the industrial sector. The significant share of female employees (39%) indicates active participation in administrative and support roles. Most respondents are Millennials (57%), followed by Generation Z (33%) and Generation X (10%), suggesting a workforce in its productive years, with a balance of adaptability, innovation readiness, and experienced mentorship. Educationally, 64% hold a bachelor's degree, supporting analytical capability and problem-solving skills relevant to training and performance improvement. Nearly half (47%) have 6–10 years of tenure, and 32% have 11–15 years, reflecting strong organisational loyalty. Meanwhile, 15% with ≤ 5 years indicate an active workforce regeneration. These demographics provide an important context for interpreting variations in perceived training benefits, job satisfaction, and organizational Commitment in shaping employee performance outcomes.

Inferential Analysis Results

Convergent Validity and Reliability

Convergent validity and reliability were tested for all constructs. As presented in Table 1, all factor loadings exceeded 0.50, with Average Variance Extracted (AVE) values above 0.50, indicating that each construct explains more than half of the variance of its indicators. Cronbach's Alpha and Composite Reliability (CR) values were all above 0.70, confirming the internal consistency and reliability of the measures.

Convergent Validity and Reliability

The convergent validity and reliability results for all constructs are presented in Table 1. All factor loadings exceed the threshold of 0.50, while AVE values are above the minimum recommended value of 0.50. This demonstrates that each construct explains more than half of the variance in its indicators. Additionally, Cronbach's Alpha and Composite Reliability (CR) values for all constructs exceed 0.70, indicating strong internal consistency and measurement stability.

Table 1. Convergent Validity and Reliability

Construct & Indicators	Loading	AVE	Cronbach's Alpha	CR
Employee Performance (EP)		0.540	0.792	0.853
EP1 – Quantity of Results	0.582			
EP2 – Quality of Results	0.847			
EP3 – Timeliness	0.707			
EP4 – Attendance	0.752			
EP5 – Cooperative Attitude	0.760			
Perceived Benefits of Training (PBoT)		0.557	0.840	0.883
PBoT1 – Job Security	0.689			
PBoT2 – Employee Commitment	0.709			
PBoT3 – Self-Confidence	0.788			
PBoT4 – Personal Development	0.782			
PBoT5 – Career Development	0.729			
PBoT6 – Work Motivation	0.737			
Job Satisfaction (JS)		0.608	0.871	0.902
JS1 – Compensation	0.669			
JS2 – Coworker Attitude	0.833			
JS3 – Nature of Work	0.821			
JS4 – Supervisor Support	0.824			
JS5 – Promotion Opportunities	0.723			
JS6 – Communication	0.793			

Organizational Commitment (OC)	0.540	0.833	0.875
OC1 – Emotional Attachment	0.649		
OC2 – Desire to Stay	0.801		
OC3 – Perceived Costs of Leaving	0.746		
OC4 – Limited Alternatives	0.748		
OC5 – Sense of Obligation	0.726		
OC6 – Value Loyalty	0.732		

Discriminant Validity

Discriminant validity was assessed using the Heterotrait–Monotrait (HTMT) ratio criterion. As shown in Table 2, all HTMT values are below the threshold of 0.90, indicating that each construct is empirically distinct from the others.

Table 2. Discriminant Validity

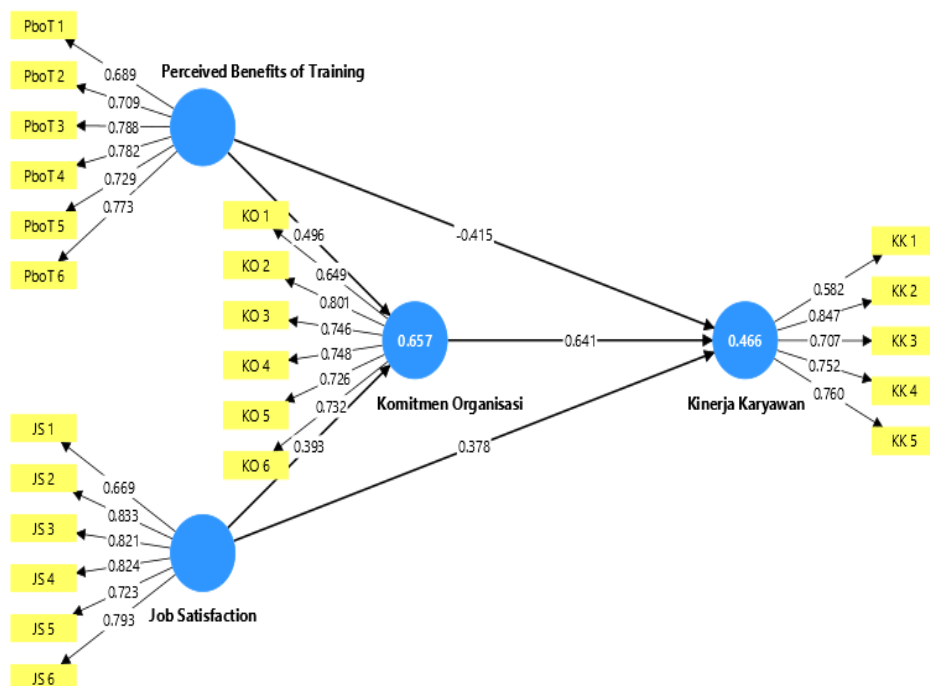
Constructs	EP	PBoT	JS	OC
Employee Performance (EP)	-	0.353	0.612	0.603
Perceived Benefits of Training (PBoT)		-	0.785	0.898
Job Satisfaction (JS)			-	0.752
Organizational Commitment (OC)				-

Model Predictive Power (R^2)

The R^2 values in Table 3 indicate that the model explains 46.6% of the variance in employee performance and 65.7% of the variance in organizational Commitment. Based on Hair et. al (2021), these represent moderate and substantial predictive power, respectively.

Table 3. R-Square (R^2)

Endogenous Construct	R^2	Predictive Power Category
Employee Performance	0.466	Moderate
Organizational Commitment	0.657	Substantial



Source: Output from SmartPLS 4.1 software, 2025

Figure 3. Output PLS SEM

Hypothesis Testing

The *bootstrapping* procedure yielded the results presented in Table 4, which highlight both significant direct and indirect relationships among the variables.

Table 4. Direct Effects

Relationship	β	t-value	p-value	Significance
PBoT → Employee Performance	-0.415	2.632	0.009	Significant Negative
Job Satisfaction → Employee Performance	0.378	2.847	0.004	Significant Positive
PBoT → Organizational Commitment	0.496	3.746	0.000	Significant Positive
Job Satisfaction → Organizational Commitment	0.393	3.203	0.001	Significant Positive
Organizational Commitment → Performance	0.641	4.475	0.000	Significant Positive

The results indicate that *perceived benefits of training* have a significant negative impact on employee performance, while job satisfaction has a significant positive impact. Both variables positively influence organizational Commitment, which in turn significantly enhances performance.

Mediation Analysis

The mediation results (Table 5) reveal that organizational Commitment plays two distinct roles: a *competitive mediation* in the link between *perceived benefits of training* and performance ($\beta = 0.318$; $p < 0.01$), and a *complementary mediation* in the relationship between job satisfaction and performance ($\beta = 0.252$; $p < 0.05$).

Table 5. Indirect Effects

Indirect Relationship	β	t-value	p-value	Mediation Type
PBoT → Organizational Commitment → Employee Performance	0.318	2.698	0.007	Competitive
Job Satisfaction → Organizational Commitment → Performance	0.252	2.532	0.011	Complementary

These findings suggest that organizational Commitment is not merely a byproduct of training and job satisfaction but serves as an active mechanism transforming these antecedents into improved employee outcomes.

Discussion

Effect of Perceived Benefits of Training on Employee Performance

Contrary to the prevailing evidence (Antika et. al., 2023; Guan & Frenkel, 2019), the study finds a significant negative relationship. This counterintuitive result may occur when training programs are overly theoretical or poorly aligned with day-to-day job demands, diverting attention from core work responsibilities and reducing productivity.

Effect of Job Satisfaction on Employee Performance

The findings align with Srivastav et. al. (2024) and Ghayas & Abbas (2021), confirming that higher job satisfaction enhances performance. Fair compensation, cohesive workplace relationships, and strong managerial support likely drive this improvement.

Effect of Perceived Benefits of Training on Organizational Commitment

Perceiving training as relevant and beneficial strengthens employee loyalty to the organization. This supports the conclusions of Riyanto et. al. (2023) and Mandago & Kipcumba (2024), which emphasize training as a strategic tool for building commitment.

Effect of Job Satisfaction on Organizational Commitment

Job satisfaction fosters stronger emotional bonds with the organization, as observed in Saridakis et. al. (2018) and Hidayat et. al. (2024). A fulfilling work environment and supportive leadership are key factors in fostering this attachment.

Effect of Organizational Commitment on Employee Performance

The results corroborate prior findings (Likdanawati et. al., 2022; Arifin, 2024) that committed employees are more motivated to exceed performance expectations and contribute proactively to organizational goals.

Mediating Role of Organizational Commitment

The dual mediation patterns observed indicate that organizational Commitment serves as a critical link, either amplifying or partially offsetting the direct effects of training and job satisfaction on performance. Loyalty thus acts as the conduit through which employees translate perceived organizational support into tangible outcomes.

CONCLUSION AND SUGGESTIONS

Conclusion

The findings reveal that the perceived benefits of training do not exert a direct influence on employee performance; however, they have a significant positive impact on organizational Commitment. In contrast, job satisfaction significantly enhances both employee performance and organizational Commitment. Organizational Commitment itself demonstrates a strong and positive effect on employee performance. Furthermore, organizational Commitment competitively mediates the relationship between perceived benefits of training and employee performance, while complementarily mediating the link between job satisfaction and employee performance. These results underscore the pivotal role of organizational Commitment as a psychological mechanism that translates perceived training benefits and job satisfaction into enhanced employee performance.

Suggestions

Organizations are encouraged to design practical training programs, aligned with daily job requirements, and tailored to the specific needs of each department. Enhancing job satisfaction can be achieved through equitable compensation, supportive leadership, harmonious workplace relationships, and clear career development opportunities. Additionally, fostering organizational Commitment should involve open communication, active employee participation in decision-making, and recognition of individual contributions. By implementing these strategies, organizations can sustainably improve employee performance over the long term.

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