

# THE EFFECT OF JOB MOTIVATION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE SATISFACTION

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## ABSTRACT

*This study aimed to determine the effect of work motivation on employee job satisfaction and the effect of organizational commitment on employee job satisfaction at PT. XYZ in Central Jakarta. The sampling method illustrated in this research uses convenience sampling with 100 employees as respondents, 5 of whom were respondents in the initial survey of the study and 95 employees were respondents in the study. The Smart PLS3 analytical kit was used in this study. The results showed an influence of work motivation on the job satisfaction of PT. XYZ employees in Central Jakarta, and there was an influence of organizational commitment on the job satisfaction of PT. XYZ employees in Central Jakarta.*

**Keywords:** *Job Satisfaction, Work Motivation, Organizational Commitment*

## 1. INTRODUCTION

In essence, every individual in an organization or company has the desire to do all his work smoothly without obstacles to produce a sense of satisfaction with his performance. However, in reality, these obstacles can arise due to internal factors that come from within the individual and external factors, namely external factors around the individual. This, of course, can affect the job satisfaction of the individual.

The intense competition to get and keep their jobs is also a trigger for employees to have a sense of producing good performance and wanting to increase their sense of satisfaction with the work they have done. Employees will feel challenged to produce good performance so that they can obtain satisfactory results for themselves. Likewise, companies or organizations that face a reasonably high turnover rate so that they try to retain employees who have high potential because a high turnover rate will also create a bad image for customers of the company, so companies need to overcome these problems by retaining potential employees and training human resources owned by the company wisely and adequately.

In addition, job satisfaction is a general attitude towards a person's work as the difference between the number of rewards that employees receive and the number of rewards that should be received [1]. Job satisfaction can be an essential indicator of how employees perceive their jobs. As a result, today's managers have placed great importance on the issue of job satisfaction of their employees because satisfied employees are more likely to commit to their organization. According to [2], job satisfaction is a behavior that reflects satisfaction related to the attitude of the individual towards his work.

Being a good and responsible employee is the obligation of every person or individual employed by the company. Employees can show this by working and producing good performance on their duties and authorities and what they produce as well as possible and companies which of course also need to be responsible for their human resources.

Furthermore, the company that provides work should provide welfare in the form of financial and non-financial and be responsible for the workers or employees.

Achieving reasonable job satisfaction, of course, is influenced by many factors, including the ability factor. This ability factor is crucial for workers in carrying out their work. Of course, all the abilities possessed by these employees need to be honed so that they continue to experience increased abilities and can compete well by producing a satisfactory performance for the company and the workers themselves. Increasing one's ability is driven by motivation. Employees at PT. XYZ requires work motivation to produce better performance. Nevertheless, employees have not followed the company's goals and desires, and there are still employees who do not come to work without permission or information. This creates various problems that are detrimental to both the company and employees. So, it can be understood that employees need work motivation to increase their job satisfaction to be more enthusiastic about working better.

In addition, the motivation possessed by employees can also generate enthusiasm and energy to achieve better and maximum results despite facing the existing work pressure. The motivation possessed by employees also makes employees dare to make decisions and take initiatives and act effectively.

Work motivation is an impulse that stimulates a person to be more enthusiastic at work because their needs are met. There is also an understanding that work motivation is a motive that is an internal driving factor that comes from a person so that it forms the behavior and actions that will be carried out by the individual [3].

The hierarchy of needs theory developed by Maslow explains that motivation is triggered by human efforts to fulfill the needs of Mathis and Jackson (2001) [4]. This theory classifies human needs into five categories according to the level of their needs and is also a theory of human motivation. With this theory, we can find out how much the needs of each of these categories affect motivation. Organizational commitment also has a vital role in increasing job satisfaction for employees, considering the role of organizational commitment as one of the keys to success in managing human resources in the organization as well as regulating employees to avoid behaviors that are not under bad organizational behavior or negative so that all employees can behave ethically and achieve reasonable job satisfaction by organizational commitments.

According [5], a company that is founded without human resources working in it, no matter how good the mission and vision that has been formed will not provide meaningful results or cannot be operational so that it has an impact on the company's failure to achieve its goals. Therefore, human resources or employees who work in the company are necessary to maintain by maximizing the employees' organizational commitment. By having a high organizational commitment, the rate of resignation or deviant behavior by individuals or groups within an organization or company will also be reduced. This can effectively reduce turnover rates and improve the company's image in the eyes of consumers, investors, and of course, the public. A good image that arises due to high organizational commitment will increase public trust in the company and employees so that it is easier to blend in and be accepted by the community because the organization in which they work is protected from deviant behavior and has good morals.

## **2. BACKGROUND**

### **Job Satisfaction**

There are six indicators used to understand job satisfaction according to [2], including: (a) Satisfaction with work. Employees or workers tend to be satisfied with their work when they also get comfort and security because they have produced the best performance for the company; (b) Boss or leader. Leaders who have concern for members or employees by often providing motivation, encouragement, and support and nurturing members or employees will affect job satisfaction; (c) Allowance or Salary. Providing nominal allowances or salaries following the company's standards will lead to job satisfaction and improve the quality of employee work; (d) Opportunity for promotion. Every individual who works in the company has the right to have the opportunity to get a promotion, and with the increase or promotion, the employee will feel happy and satisfied with his performance so far so that he is motivated to improve his performance at work; (e) Work colleague. Having co-workers who support each other will make it easier for employees to meet the needs of interacting with the company and feel more comfortable, resulting in job satisfaction; (f) Organizational Practice. This is done by giving gifts or praise to employees who excel in leading to job satisfaction and improving the quality of human resources within the company.

### **Work Motivation**

According [6] hierarchy of needs consists of: (a) Physiological, are basic needs that need to be met by all humans such as the need for clothing, food and shelter as well as other physical needs; (b) Security, is the need for self-protection and physical and emotional safety; (c) Social, is the need for affection, belonging, acceptance and friendship; (d) Appreciation is the need for respect outside of oneself such as self-esteem, achievement, and external factors such as status, recognition from others, and attention from others; (e) Self-actualization, is the need to fulfill ambitions or ideals or the fulfillment of self-needs.

The work motivation indicators described in [7]'s research grouped them into four categories, namely: (a) Responsibility in doing work. Responsibility is an attitude that arises in us for various tasks and obligations that we need to complete properly according to what it should be; (b) Achievements achieved. In this case, achievements can be achieved by employees or each individual in the company by developing or honing their abilities to achieve the best results or performance in quality and quantity; (c) Self-development. It is a process of training and honing oneself so that the previously possessed abilities are better than before and result in more optimal performance; (d) Independence in action. This relates to the behavior that appears in a person or employee to act without the need to depend on other individuals.

### **Organizational Commitment**

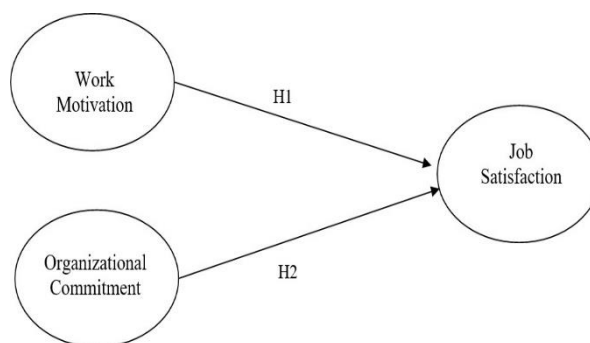
According to [8] organizational commitment is the desire that comes from its members to remain part of the organization. This is, of course, very important for companies to strengthen and instill organizational commitment in employees. Suppose employees in the company do not have organizational commitment. In that case, this will lead to Withdrawal behavior which is employee behavior in avoiding problems that occur in the company so that it will increase the rate of employee resignation. Meanwhile, according to Sopiah (2008: 155) [9], organizational Commitment is the level of loyalty possessed by employees to the organization in which they work so that they are willing to carry out all tasks given by the company

properly.

According to Meyer and Allen [2], there are three dimensions of organizational commitment that can be an indicator of organizational commitment, namely: (a) Affective commitment (affective commitment). This is a commitment based on the feelings felt by employees; (b) Continuance commitment. This commitment relates to the behavior of employees by considering what the advantages and disadvantages will be if they choose to stay or choose to leave the company; (c) Normative commitment (normative commitment). In normative commitment, it refers to the employee's responsibility with his commitment to the work he should do or be responsible for.

### **Theoretical Review**

Human resources certainly have an essential role in the continuity and progress of an organization or company. Job satisfaction possessed by human resources within the company, commonly referred to as employees, are also essential in achieving the goals of the organization or company. In this case, with job satisfaction that comes from human resources who work in the company, then for this satisfaction employees will be more enthusiastic about doing the tasks that are their obligations. Job satisfaction is also related to work motivation, both owned by the employee and motivation from the surrounding environment such as colleagues, superiors, or subordinates. In addition to work motivation, organizational commitment also plays a role in increasing job satisfaction. With high organizational commitment owned by employees in a company, employees will be encouraged to provide the best results and feel satisfied when they have made their best contribution to the organization and company.



**Figure 1.** Research Framework Model

Based on the theoretical framework above, the hypotheses in this study can be described as follows:

H1: Work motivation affects job satisfaction at PT. XYZ.

H2: Organizational Commitment affects job satisfaction at PT. XYZ.

### **3. RESEARCH METHOD**

In this study, a quantitative approach will be used with a causal research method with research design through a survey that collects information about respondents to describe the knowledge, attitudes, and behavior of these respondents and is usually distributed in the form of questionnaires. This study will describe the cause-and-effect relationship between the independent variables, namely work motivation (X1) and organizational commitment (X2), on the dependent variable in the study, job satisfaction (Y). In this study, the type of non-

probability sampling used is convenience sampling with 100 employees working at PT XYZ as respondents. The use of Smart PIs3 will produce accurate information and test the research instrument's validity and reliability.

The population is a collection of similar elements but has different characteristics and does not require that only humans are elements of the research, but can also be the population of companies, the population of cars and the population of the market, and other things that want to be studied as elements of the population [10].

In this study, the population selected was all employees of PT. XYZ in Central Jakarta, with samples from this study being employees of XYZ with five employees in the initial survey and 95 employees who filled out the questionnaire so that the total sample was 100 respondents.

#### **4. RESULTS AND DISCUSSIONS**

The analysis results were carried out with an internal model type analysis which included multicollinearity, R-Square, path coefficients, and Goodness of Fit (GoF), as well as an explanation of the hypothesis testing formulated previously in this study. A multicollinearity test needs to be done to determine whether there is a correlation between variables in the regression model in the study, and it can be said to be good when it has a VIF value below 5 (< 5). The results of the multicollinearity test will be shown in Table 1 as follow.

**Table 1.** Multicollinearity Test Results

	Job Satisfaction	Organizational Commitment	Work Motivation
Job Satisfaction			
Organizational Commitment	1.309		
Work Motivation	1.309		

Source: Data Processing Results (2021)

Table 1 above shows that there is no problem in the results of the multicollinearity analysis between the construction indicators because each VIF value on the indicator is below 5 (< 5), so it can be concluded that the regression model in this study is classified as good.

In the coefficient of determination test, if the result of  $R^2$  is close to 1 or greater, it can be concluded that the research model carried out is more precise, and the purpose of testing the structural model (inner model) is to see the relationship between the variables R-Square. Here are the results of the R-Square test:

**Table 2.** Test Results of the Coefficient of Determination ( $R^2$ )

	R-Square	R-Square Adjusted
Job Satisfaction	0.464	0.452

Source: Data Processing Results (2021)

Based on Table 2 above, the results of the coefficient of determination ( $R^2$ ) on the dependent variable of job satisfaction in this study amounted to 0.464, which means 46.4% of the dependent variable of job satisfaction can be explained by the variables used in this study and the remaining 53.2 % is explained by variables that are not used in this study. Based on these results, the ability of the research model has a value above 0.33 and is classified as having moderate strength.

Predictive relevance is carried out to know how great the relationship between the constructs of each variable studied in previous studies is so that it can predict the research model well. Here are the test results on ( $Q^2$ ).

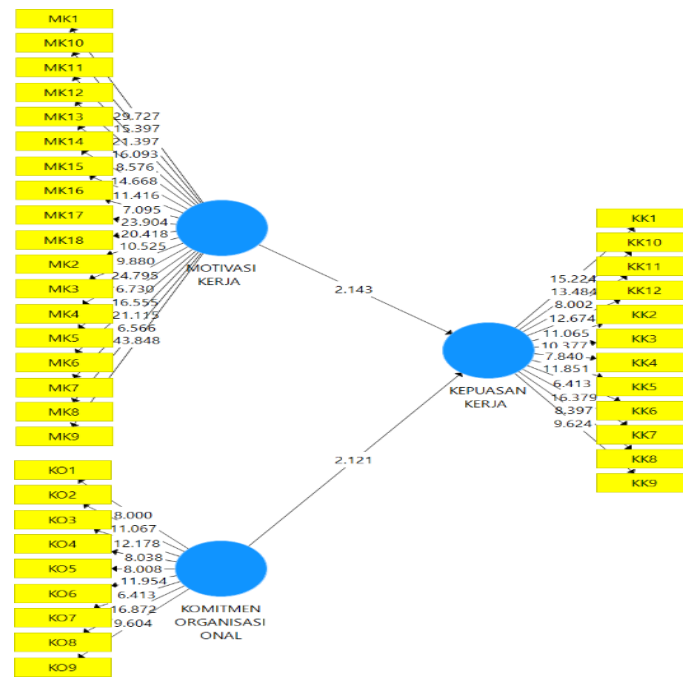
**Table 3.** Predictive Relevance Test Results ( $Q^2$ )

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job Satisfaction	1.140.000	857.555	0.248
Organizational Commitment	855.000	855.000	
Work Motivation	1.710.000	1.710.000	

Source: Data Processing Results (2021)

Based on the results of the predictive relevance ( $Q^2$ ) test in Table 3, the predictive relevance ( $Q^2$ ) on the job satisfaction variable has a value of 0.248 which means that the results of the predictive relevance ( $Q^2$ ) have a value greater than 0. It can be concluded that the construct relationship of each variable used in this study can be declared relevant in the context of measuring the existing research model.

The test results from the path coefficient aim to be able to see how big the relationship is between one variable and other variables in this study. The results of the tests that have been carried out through PLS3 will be shown in table 4 and Figure 2 below will explain the results in more detail in Table 4 below which shows the results of the bootstrapping assessment.



**Figure 2.** Pathway Coefficient Test Results  
**Table 4** Bootstrapping Test Result

	Path Coefficient	T Statistics	P Values
Organizational Commitment -> Job Satisfaction	0.364	2.121	0.034
Work Motivation -> Job Satisfaction	0.426	2.143	0.033

Source: Data Processing Results (2021)

Based on Figure 2, the value of each indicator has a result above 0.7 and according table 4, work motivation variable (X1), has a path coefficient of 0.426 with a t-statistic value of 2.143, and the value of P values is 0.033, which means that work motivation (X1) has a positive and significant influence on the job satisfaction. Meanwhile, testing the hypothesis on the organizational commitment variable (X2) has a path coefficient of 0.364 with a t-statistic value of 2.121 and the value of P values of 0.034, which means that the organizational commitment variable (X2) has a significant influence on the job satisfaction. Table 4 concludes, the influence of the job satisfaction variable on organizational commitment is greater than the influence of the organizational culture variable on organizational commitment. It can be concluded from Figure 1 and Table 4 that the influence of the job satisfaction variable on organizational commitment is greater than the influence of the organizational culture variable on organizational commitment.

As well as other conclusions based on the results of hypothesis testing that have been tested that:

H1: Work motivation affects job satisfaction at PT. XYZ in Central Jakarta.

H2: Organizational Commitment affects job satisfaction at PT. XYZ in Central Jakarta.

In addition, to obtain the Goodness of Fit value, the Average Variance Extracted (AVE) value

is needed. The calculation is done manually with the formula in obtaining the Goodness of Fit because it is not provided in the PLS3 application. The formula obtains calculation of Goodness of Fit as follow:

$$AVE = (0.587+0.647+0.709) : 3 = 0.648$$

$$R^2 = 0.464$$

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0.648 \times 0.464}$$

$$GoF = 0.548$$

Based on the calculation of Goodness or Fit that has been done manually above, the results obtained show that the model used in this study has an oversized fit or Goodness of Fit, which is 0.548 (> 0.36).

The work motivation variable concluded that there was a positive and significant relationship to employee job satisfaction with a t-statistic value of 2.143 and a P-value of 0.033. This is because the company has sufficiently provided all forms of motivation needed by employees, both in terms of physiological needs, security at work, social needs, and employees establishing self-esteem and self-actualization. In addition, employees also have good motivation from internal sources such as having a sense of responsibility, willingness to learn new things, the desire to achieve a goal, and external encouragement such as positive encouragement from colleagues, environment, and superiors.

The organizational commitment variable also found a positive and significant relationship to the job satisfaction variable with a t-statistic value of 2.121 and a P-value of 0.034. This is because the company has succeeded in instilling organizational commitment well to its employees in terms of affective commitment, continuity commitment, and normative commitment, and the company should maintain these values.

The results of this study are the same as the results of previous studies [11], which found that work motivation has a positive and significant influence on employee job satisfaction and can be said to be valid with a total correlation > 0.300 with the results of the t-test on the work motivation variable of 4.872 and significance value of 0.000 is smaller than 0.05 (0.000 < 0.05).

According to previous research [12], motivated and satisfied employees will be more enthusiastic at work. His research found that motivated employees at work will feel satisfied with good interpersonal relationships at work, such as with good treatment - equality among employees, an appropriate division of work obligations, and other motivations. So, with high motivation, employees will feel satisfied with interpersonal relationships within the company. The results of previous research [13] obtained significant results with a value of 0.000 ( $p < 0.05$ ), as well as a positive regression coefficient of (0.300), indicating that the work motivation variable has a positive and significant effect on employee job satisfaction. In addition, the results of his research that work motivation has a more significant influence than the other two variables studied, namely the variable of work involvement and organizational culture. A previous study [14] obtained a coefficient value of 0.689 with a significance level of 0.000 ( $p < 0.05$ ) on the work motivation variable, meaning that there is an influence of work motivation on job satisfaction.

The results of previous research [15] found that the coefficient value between organizational commitment to job satisfaction was 0.304, and the path coefficient of organizational



commitment to job satisfaction was 0.304, it was concluded that the variable of organizational commitment positively and significantly affects employee job satisfaction at the secretariat of the DPRD Bireuen City, Lhokseumawe Area.

## **5. CONCLUSIONS AND SUGGESTIONS**

Based on the results of the analysis conducted by researchers, it can be concluded that: (a) There is an influence of the work motivation variable on the job satisfaction variable of PT. XYZ employees in Central Jakarta; (b) There is an influence of organizational commitment variable on job satisfaction variable of PT. XYZ employees in Central Jakarta.

Besides, the company can continue to maintain employee job satisfaction to achieve excellent and positive things in the company's operations so that the company and employees can achieve their goals and objectives and continue to develop with new innovative and creative ideas following trends that continue to evolve, of course with various considerations and preparations. Considering the employees who work today are millennials who are synonymous with characteristics that have a high orientation in achieving a goal, are easy to adapt, are technology literate and have an open outlook which will undoubtedly create innovations that will advance the company.

In addition, companies need to continue to support employees within the company by fulfilling the need for support and motivation as well as instilling high organizational commitment so that employees will be more loyal to the company and their work team and are not easily bored with the work they are doing and work optimally to fulfill their satisfaction at work.

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