

# The Influence of Motivation and Job Satisfaction on Organizational Commitment in CV. Srikandi, Bangka, Indonesia

Nabilah Ramadhan\*, Defitri Hasugian, Ayu Yuniarti, Yeni Mayesti Sihombing, Mochammad Ganjar Prasetya

University of Widyatama, Bandung, Indonesia

\*nabilah.ramadan@widyatama.ac.id

## Abstract

*Organizational commitment is important because it shows the relationship and loyalty of the people in the organization. This study aims to test how much influence of work motivation and job satisfaction on employee commitment of CV. Srikandi. This research uses the verification method, the data collected by using quota sampling technique because of the population is relatively small, with the number of respondents 23 employees. The data analysis technique used in this study is Multiple Regression Analysis to test whether or not the effect of independent variables on the dependent variables is present. The variables in this study consisted of two independent variables, Motivation as  $X_1$  and Job Satisfaction as  $X_2$ , and a dependent variable, Organizational Commitment as  $Y$ . The data is processed using IBM SPSS Statistic 22.0. The results showed that simultaneously, motivation and job satisfaction have a positive and significant effect on organizational commitment with an influence of 46,3%. However, partially, motivation has a negative and insignificant effect, while job satisfaction has a positive and significant effect.*

**Keywords:** work motivation, job satisfaction, organizational commitment.

## INTRODUCTION

An organization is a place where a group of people join from various different backgrounds by carrying out an activity based on the same goal. Therefore, it is commonplace if differences in views between individuals always occur over time. However, it can be resolved through the good individual relationships management in the organization by empowering people so the differences in views and conflicts will be resolved and the reasons for sticking together in achieving organizational goals will always be embedded in the commitment of each individual or member of the organization.

Therefore, human resource management is very important in an organization because without it, the organization will be difficult to determine the right way of dealing with each individual activity of achieving the goals of the organization. In this case, the role of human resource management is very important in running the organization's wheels and unifying the views, backgrounds and differences that each individual has in the organization.

In carrying out its activities to manage employee empowerment consisting of various individuals with various characteristics, human resource management requires support from all parties within the organization. The most important main support needed by human resource management is the desire to take part in HR-related programs launched in the organization.

All programs that are positive for the progress of an organization need an encouragement that binds all individuals to implement them. The encouragement is in the form of commitment from each individual in it. According to Greenberg (2005), organizational commitment is the willingness of an employee to side with a particular organization and its goals and intends to maintain the membership in that organization. Furthermore, Griffin (2004) argues that an individual who has high commitment is likely to see himself as a true member of the organization and to see himself as a long-term member. From the definitions above, it can be concluded that an individual who is committed to the organization will be willing to wholeheartedly follow the steps proclaimed by the organization to achieve its goals and devote himself to the organization for a long period of time.

CV.Srikandi is a small business that provides building construction services. CV.Srikandi was founded in 1998 and has experienced ups and downs in business competition with similar companies in Indonesia, especially in Bangka. Along with the increasingly tighter competition for customers, CV.Srikandi is also faced with another obstacle: an indication of low employee commitment. This is indicated by the employee turnover rate which is considered quite high during the last 4 months as shown in the table below:

**Table 1. Employee Turnover CV.Srikandi (June – August 2020)**

Month	Number of Employees	In		Out	
		Total	%	Total	%
June	20	3	18%	6	35%
July	17	7	37%	5	26%
August	19	6	30%	5	25%
Sept.	23	8	35%	5	22%

Source: Employee Data of CV.Srikandi 2020

Table 1 shows that from June 2020 to September 2020 the data of employee turnover is quite volatile. The largest percentage for the increase in the number of employees who entered was in July as much as 37%, while the largest percentage for the number of employees who left was in June at 35%. Based on interviews with the owner of CV.Srikandi, employees easily leave and enter the company due to the absence of a clear and binding work contract. So that there are some people who have left, but decided to re-enter the company. For example, in August, 5 out of 6 people who entered the company decided to resign in the previous month. Those 5 people are included as employees who re-enter the company. With this phenomenon, it can be indicated that there are problems with organizational commitment at CV.Srikandi because employees cannot be loyal and easily decide to resign and re-enter the organization. According to the experts, many factors can influence the creation of organizational commitment, one of which is related to motivation. McCormick (in Mangkunegara, 2005) explains that work motivation is a condition that influences to generate, direct and maintain behavior related to the work environment. Based on this definition, it can be concluded that if the employees have a high work motivation, they are expected to be able to maintain the individual's desire to continue to live and contribute to the organization. Several studies have shown the influence of motivation on organizational commitment, one of which is a study conducted by Al-Madi, et.al in 2017 which examined 97 employees of a retail store in Jordan. The results of his research show that motivation of retail store employees, especially those on the frontline, has a significant effect on organizational commitment. The strong relationship between coworkers is considered the motivational factor that most influences employee commitment in the study.

Apart from motivation, the thing that encourages employee commitment to the company is job satisfaction. Research conducted by Beni Moi (2017) also supports the theory that work motivation and job satisfaction affect organizational commitment. The research The object takes the 127 employees of PT.Sugih Alamanugroho Gunungkidul, D.I Yogyakarta with the title The Effect of Work Motivation and Job Satisfaction on Organizational Commitment. The results showed that work motivation and job satisfaction had a positive and significant effect on employee organizational commitment with an influence contribution of 43.3%.

Job satisfaction reflects a person's feelings towards their job, when someone is satisfied with their job, they will be more committed to the organization (Mathis and Jackson, 2011). Companies must pay attention to the job satisfaction of their employees by providing support in completing work, paying attention to working conditions, and providing fair and not detrimental assessments. Because if employees reach a high level of job satisfaction, it will naturally spur organizational commitment. The effect of job satisfaction on organizational commitment is also strengthened by the existence of the previous research conducted by Firmananda Hutama Akbar, Djamhur Hamid, and Mochammad Djudi, 2016 with the title "The Effect of Job Satisfaction on Organizational Commitment and Employee Performance". This research was conducted at PG Kebon Agung Malang with 75 employees as respondents. The results showed that Job Satisfaction had a significant effect on Organizational Commitment. In addition, there is research conducted by Nabilah Ramadhan and Vina S Marinda in 2019 with the title "The Effect of Work - Life Balance and Job Satisfaction on Organizational Commitment to Working Mothers as Early Childhood Teachers in Cimahi City" which also shows the same results: job satisfaction has a positive effect and significant impact on employee commitment with a direct influence of 28.3%.

## **LITERATURE REVIEW**

### **Motivation**

Work motivation is a driving force that causes an employee to be willing and willing to mobilize the ability to form the skills and skills of the personnel and the time to carry out various activities that are their responsibility and fulfill their obligations in order to achieve the goals and objectives of the company that have been determined previously (Siagian, 2008). Motivation is what causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. Therefore, the role of motivation is very important in human resource management, according to the opinion of Steers & Porter (1996) because high employee motivation will have a positive impact on the organization and will affect the creation of organizational commitment. Syahyuti (2010) describes the dimensions of motivation as follows:

1. Drive to achieve goals

Someone who has high motivation has a strong impetus to achieve maximum performance, which will affect the goals of a company or agency.

2. Spirit of Work

Morale is a good psychological condition if it creates pleasure that encourages someone to work harder and better and consequently in achieving the goals set by the company or agency.

3. Initiative and creativity

Initiative is defined as the strength or ability of an employee or employee to start or continue a job with full energy without any encouragement from other people or of their own will, while creativity is the ability of an employee or employee to find new relationships and make combinations that are new so you can find something new. In

this case something new does not mean it didn't exist before, but something new can be something that has not been known before.

4. Responsibility

The attitude of individual employees who have good work motivation must have a sense of responsibility for the work they do so that the work can be completed on time.

**Job satisfaction**

Badriyah (2015) states that job satisfaction is the attitude or feelings of employees towards pleasant or unpleasant aspects of handling work in accordance with the assessment of each employee. Mathis (2008) states that people who are relatively satisfied with their work are more committed to the organization and people who are committed to the organization are more likely to get greater satisfaction.

Sutrisno (2010) states that the factors that affect Job Satisfaction include:

1) Psychological Factors.

This factor is a factor that relates to employee obligations, which include interests, peace in work, attitudes towards work, talents, and skills.

2) Social Factors

This factor is a factor related to social interaction between employees and employees and superiors.

3) Physical Factors

This factor is a factor related to the physical condition of employees, including the type of work, setting time and rest time, work equipment, room conditions, temperature, lighting, air exchange, employee health conditions, age, and so on.

4) Financial Factors

This factor is a factor related to employee security and welfare, which includes the system and amount of salary, social security, types of benefits, facilities provided, promotions, and so on.

**Organizational Commitment**

Organizational commitment reflects the employee's belief in the mission and goals of the organization, the desire to work hard, and continue to work in the organization. Organizational Commitment is an attraction to the organization, showing an attitude to the organization as a whole. Employees want to retain their membership and remain in the organization. According to Robbins (2006) commitment to an organization is a condition in which an employee sides with an organization and its goals, and intends to maintain membership in that organization. Employee organizational commitment is not something that happens unilaterally. The amount of contribution from other elements that make that commitment high or low, in this case is the contribution of motivation which is a boost from within the employee, and job satisfaction, which is the perception of the efforts made by the organization in meeting the needs of its employees.

Mayer and Allen in Tadesse (2019) divide commitment into three dimensions, namely:

1) Affective Commitment

This commitment refers to the emotions attached to individual employees to identify and engage themselves with the organization. Employees with strong affective commitment tend to be loyal to the organization. Because it reflects the real desire of the employee in his heart.

2) Normative Commitment

This commitment refers to a reflection of feelings of obligation to be an employee of the company. Employees with high normative commitment feel that they really should continue working in the organization where they are working.

3) Continuous Commitment

This commitment refers to the employee's awareness of the consequences when leaving the organization.

### Research Framework and Hypothesis

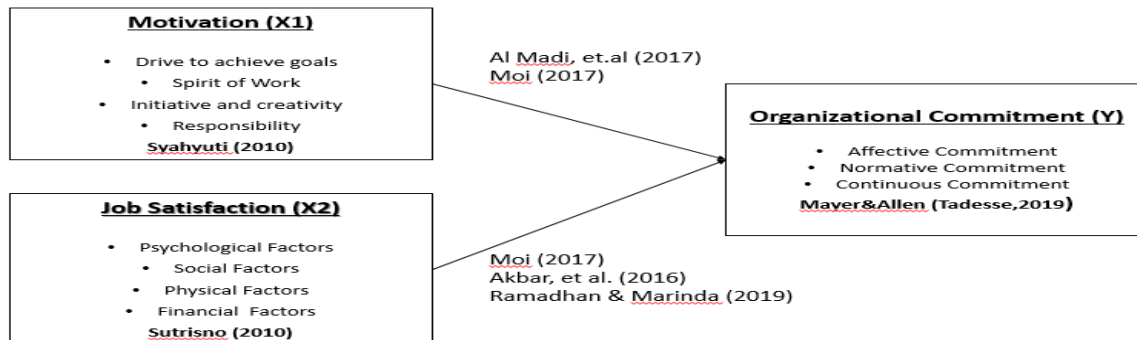


Figure 1. Research Framework

Based on the framework above, a hypothesis testing is needed to determine whether there is an influence between the independent variable on the dependent variable. The hypothesis in this study is as follows:

H1: Motivation has an effect on Organizational Commitment.

H2: Job Satisfaction affects Organizational Commitment.

H3: Motivation and Job Satisfaction together affect Organizational Commitment.

### METHOD

The object of this research is the employees of CV. Srikandi, which was founded in 1998. CV Srikandi is engaged in a construction service business which is located at Jl.Muntok - Pangkal Pinang (Kp. Sawah) No.193 Muntok, West Bangka. The research method used in this research is the verification method. According to Sugiyono (2015), the verification method is a study that aims to determine the relationship between two or more variables. In this study, the influence of motivation and job satisfaction variables on organizational commitment variables will be sought.

Relevant, reliable and valid data are required in this study, data from two types of sources are needed: Primary data, which is obtained through distributing questionnaires and interviews, and Secondary data, which is obtained through scientific books, articles and written reports. The research instrument used was a questionnaire with a 5-point Likert scale. First, the validity and reliability of the statement items were tested. The results of the two tests show that the questionnaire is valid and reliable.

The population of this study were all employees of CV Srikandi, amounting to 23 people. Because the population is relatively small, the sampling technique used in this study is census or quota sampling. According to Sugiyono (2015) census sampling is a sampling technique when all populations are used as samples.

The data analysis technique used in this study is Multiple Regression Analysis to test whether or not the effect of two independent variables (X1 and X2) on the dependent variable (Y) is

present. The variables in this study consisted of two independent variables, Motivation (X1) and Job Satisfaction (X2) and the dependent variable is Organizational Commitment (Y).

**RESULTS**

Before testing the hypothesis using SPSS 22.0, the data is processed and the classical assumption is tested. The normality test and multicollinearity test were carried out on the data and showed that the questionnaire processing data were normally distributed and independent variables, namely motivation and job satisfaction, met the requirements of the classic assumptions about multicollinearity.

**Simultaneous Hypothesis Testing**

Hypothesis testing of the results of the effect of motivation and job satisfaction on organizational commitment can be done simultaneously through the statistical calculation of the F test, provided that  $H_0$  is rejected if  $F_{count}$  is greater than  $F_{table}$  and on the other hand, accept  $H_0$  if  $F_{count}$  is less or equal to  $F_{table}$ . Decision making based on the F test statistic can be seen by looking at Table 2.

**Table 2. Results of the F-Test Calculation**

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.920	2	2.460	8.628	.002 <sup>b</sup>
	Residual	5.703	20	.285		
	Total	10.623	22			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Data processed, 2020

With a value of  $\alpha$  0.05, numerator 2, and denominator 20, the value of  $F_{\alpha} (N) (D)$  is 3.49. Meanwhile, based on the Anova test, it was found that  $F_{count}$  was 8.628, which meant that it was greater than  $F_{table}$ , so it was decided to reject  $H_0$  and accept  $H_1$ . The basis for decision making is also supported by significance values. Based on the calculation, a significance value of 0.002 is obtained which is smaller than 0.05, meaning that it can be decided to reject  $H_0$  and accept  $H_1$ . Based on the two results of these calculations, it can be concluded that motivation and job satisfaction simultaneously or together have a significant effect on organizational commitment to employees of CV.Srikandi.

The influence of motivation and job satisfaction on organizational commitment can be seen through the calculations in the summary model in Table 3, especially the R Square number.

**Table 3. Model Summary**

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681 <sup>a</sup>	.463	.409	.53399

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Data processed, 2020

The number R Square (coefficient of determination) is 0.463. This shows that motivation and job satisfaction have an effect of 46.3% on organizational commitment. While the rest (100% -46.3%), namely 53.7%, was caused by other variables outside the research model. The results of this study are in line with research conducted by Beni Moi in 2017 which states that work motivation and job satisfaction together have an effect on organizational commitment.

### Partial Hypothesis Testing

After conducting simultaneous testing which results in the rejection of  $H_0$  so that it can be concluded that there is an influence simultaneously or together, then individual (partial) testing is carried out to see the significance (significance) of the effect of the independent variables ( $X_1$  and  $X_2$ ) partially on the dependent variable ( $Y$ ), then tested with the t-test. The hypothesis proposed is that motivation ( $X_1$ ) has a significant effect on organizational commitment, and job satisfaction ( $X_2$ ) has a significant effect on organizational commitment. The test statistic used is the t-test statistic, where the t-count value can be seen in Table 4. The t-count value will be compared with the t-table value. For the number of samples 23 and with an error level of 0.05 (5%) and degrees of freedom (db) of 20, on tests carried out on two sides, the t-table number was 2.086. The terms of the hypothesis decision making are based on the t test:

1. If  $t_{count} < t_{table}$ , then  $H_0$  is accepted.
2. If  $t_{count} > t_{table}$ , then  $H_0$  is rejected.

**Table 4. Calculation of the t test**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	.814	.875		.930	.363
X1	-.136	.350	-.114	-.390	.701
X2	.902	.341	.772	2.644	.016

a. Dependent Variable: Y

Data processed, 2020

Based on Table 4, it is known that the t-count value of the motivation variable is -0.390, which means it is lower than the t-table value of 2.086, so it was decided to accept  $H_0$ . That is, it can be concluded that motivation does not have a significant effect on organizational commitment. This conclusion is also supported by the significance value of the motivation variable of 0.701 which is greater than the 0.05 significance level. The results of this study contradict research conducted by Al-Madi, et al. in 2017. The differences in the results of this study may be caused by the type and characteristics of the organization and profession of the population studied.

Another case with job satisfaction variables. The t-count value of the job satisfaction variable is 2.644, greater than the t-table value of 2.086, so it was decided to reject  $H_0$ . This decision is also supported by the significance value of the job satisfaction variable of 0.016 which is smaller than the 0.05 significance level. That is, it can be concluded that job satisfaction has a positive and significant effect on organizational commitment. The magnitude of the direct effect of job satisfaction on organizational commitment can be seen from the regression coefficient or from the standard value of the beta coefficient, namely 0.772 which results in an effect of 59.60%.

Based on the results of statistical data testing, it can be seen that partially not all independent variables affect the dependent variable but simultaneously have a significant effect on the dependent variable. Partially, it can be seen that only the Job Satisfaction variable (X2) has a positive effect, meaning that the higher the Job Satisfaction of an Employee, the higher the Employee's Commitment to the Company.

The results of hypothesis testing have proven that there is an influence between Job Satisfaction on Employee Commitment. Referring to each factor which will later be associated with each dimension, this influence can occur for several reasons. First, namely Psychological Factors and Social Factors with Affective Commitment, if the company has a good organizational climate and guarantees healthy interactions between individuals in it, employees will themselves be motivated to do their best and be loyal to the company. Second, physical factors. with a Normative Commitment if the Company is consciously aware thinking of an effective and efficient work system and avoiding counter-productivity so that employees will automatically feel that the company where they work is actually where they work. Third, the financial factor with Sustainable Commitment, so when the company can guarantee appropriate wages and fair returns, employees will automatically encourage themselves to focus on advancing the company in a sustainable manner.

## **CONCLUSION**

Based on the results of the analysis of data processing in this study, several conclusions can be drawn as follows:

1. The partial results of hypothesis testing indicate that motivation does not have a significant effect on organizational commitment. This means that high or low levels of motivation will not affect the level of organizational commitment that occurs in employees of CV Srikandi.
2. The partial results of hypothesis testing indicate that job satisfaction has a positive and significant effect on organizational commitment. This means that the higher job satisfaction that occurs in employees of CV Srikandi, will encourage an increase in organizational commitment. So that to create genuine loyalty and commitment from employees, it can be done by increasing their job satisfaction, especially from the psychological, social, physical and financial aspects.
3. The results of testing the hypothesis simultaneously or collectively show that motivation and job satisfaction have a positive and significant effect on organizational commitment to employees of CV. Srikandi.

## **REFERENCES**

1. Akbar, F. H., Hamid, D., & Djudi, M. (2016). Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasi dan Kinerja Karyawan (Studi pada karyawan tetap PG Kebon Agung Malang). *Jurnal Administrasi Bisnis*, Vol 38, No 2.
2. Al-Madi, F. N., Assal, H., Shrafat, F., & Zeglat, D. (2017). The Impact of Employee Motivation on Organization Commitment. *European Journal of Business and Management*, Vol 9, No 15.
3. Badriyah, M. (2015). *Manajemen Sumber Daya Manusia*. Bandung: CV Pustaka Setia.
4. Greenberg, J. and Baron, R.A. (2005). *Behaviour in Organizations, Understanding and Managing the Human Side of Work*. Massachusetts: Allin and Bacon
5. Griffin (2004). *Komitmen Organisasi, Terjemahan*. Jakarta: Erlangga
6. Mangkunegara, A.Prabu.(2005). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosdakarya

7. Mathis, Robert L. Jeason, John H. (2006). Human Resources Management. Jakarta: Salemba Empat.
8. Moi, Beni. (2017). Pengaruh Motivasi Kerja dan Kepuasan Kerja terhadap Komitmen Organisasional Karyawan PT. Sugih Alamanugroho Gunungkidul, D.I. Yogyakarta. Skripsi. Yogyakarta: Universitas Negeri Yogyakarta
9. Tadesse, E. F. (2019). Teachers' Organizational Commitment at Secondary School in Addis Ababa, Ethiopia. International Journal of Education and Research, Vol 7, No 4.
10. Ramadhan, N., & Marinda, V. (2019). Pengaruh Work - Life Balance dan Kepuasan Kerja terhadap Komitmen Organisasi pada Ibu Bekerja sebagai Guru PAUD di Kota Cimahi. Jurnal Manajemen dan Kewirausahaan, Vol 4, No 3, 205-220.
11. Robbins, S.P. (2006). Perilaku Organisasi. Edisi kesepuluh. Penerjemah Benyamin Molan. Jakarta: PT. Indeks.
12. Siagian, S.P., (2012). Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara.
13. Steers, R. M.&Porter, L. W. (1996). Motivation and Leadership at Work. New York: McGraw-Hill, Inc.
14. Sutrisno, Edy. (2009). Manajemen Sumber Daya Manusia. Jakarta: Kencana.
15. Sugiyono. (2015). Metode Penelitian Pendidikan: Pendekatan Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.
16. Syahyuti. (2010). Defenisi, Variabel, Indikator dan Pengukuran dalam Ilmu Sosial, Bina Rena Pariwisata, Jakarta.