

## Job Satisfaction as A Driver of Organizational Commitment

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### Abstract

The purpose of this study was to determine and analyze the effect of work motivation and job satisfaction simultaneously or partially on the Organizational Commitment of the Karangjaladri Village Farmer Group. Where farmers are lazy to farm and cannot carry out the program that has been prepared by the farmer group management, because it is recorded that an area of 105 hectares of rice fields is often traversed by tides which cause many farmers to experience crop failure. So that the land is now abandoned/unused and the farmers suffer losses and cannot keep their commitment to managing their fields. The number of population and samples that will be used as research objects are members of the Karangjaladri Village Farmer Group, which are 42 people. Data collection techniques used in this study were questionnaires and interviews. Hypothesis testing in this study using multiple regression analysis, correlation, and determination. The results showed that there was a significant effect either simultaneously or partially between work motivation and job satisfaction on organizational commitment in the Karangjaladri Village Farmers Group. The greatest influence is found in the variable job satisfaction on organizational commitment.

### Keywords

Job Satisfaction, Organizational Commitment, Motivation

### INTRODUCTION

Commitment to the organization is a condition, in which HR sides with an organization and its goals, and intends to maintain membership in the organization. Someone who has a high organizational commitment will give maximum effort voluntarily for the progress of the organization. Creating organizational goals effectively and efficiently in the organization requires good cooperation between group members.

Farmer Groups are actually only one of several forms of Farmer Institutions that exist in Indonesia. Farmer Groups have many functions that are actually more directed at achieving farmer independence. But lately the Farmer Group is more identical as a means of getting government assistance and has lost its main role as a means of learning, a vehicle for cooperation and a production unit. Group meetings which are a means of developing farmer groups have rarely been held, as a result many Farmer Groups have lost their function and role in agricultural development.

Karya Gumilar Farmer Group and Karya Jaya Dolphin Livestock Group located in Karangjaladri Village, Parigi, Pangandaran Regency are groups that have great potential to create food estate innovation. The area managed by these two groups is quite extensive, including rice fields, farms, and livestock. However, the potential of natural

resources managed has challenges, especially in managing tidal rice fields and processing livestock waste. It is recorded that 105 hectares of rice fields are often traversed by tidal water, which causes many farmers to experience crop failure so that the land is now abandoned/unused. As a result, farmers suffer losses and cannot maintain their commitment to managing their rice fields.

This also has an impact on organizational commitment in the farmer group. Farmers become lazy to farm and cannot implement the program that has been prepared by the farmer group management. Several ways have been done by the administrators so that the land can be used optimally, such as bringing in extension workers, conducting training. However, not all farmers remain committed to land cultivation. This is thought to be due to the lack of motivation of farmers in managing land that is always flooded. In addition, the culture of fishing there makes farmers' priority as their livelihood. So managing land is less desirable.

The purpose of this study was to determine and analyze the effect of work motivation and job satisfaction simultaneously and partially on Organizational Commitment of the Karangjaladri Village Farmer Group. Then which variable is the most dominant in influencing organizational commitment.

### **Work Motivation**

Motivation is a drive or movement. In management, motivation is only shown to human resources. Motivation questions how to direct the power and potential of employees to want to work well so that company goals can be achieved as expected.

According to Handoko (2012) Work motivation is a condition in a person's personality that encourages individual desires to carry out certain activities to achieve goals".

The dimensions of work motivation according to Handoko (2012) can be described as intrinsic and extrinsic motivation. Intrinsic motivation comes from within the individual. Studied through process theory. The indicators consist of the need to achieve, he need to broaden one's social circle and the need to master something.

The need to achieve success, which is measured by the standard of opportunity in a person is closely related to work and directs behavior in an effort to achieve certain achievements. The need of social circle the need for warmth and support in relation to others. This need directs behavior to establish intimate relationships with others. The need to master something related with the need to control and influence situations and other people in order to be dominant and controlling. This need causes the person concerned to care less about the feelings of others.

Extrinsic Motivation. comes from external factors. Studied through content theory. The indicators consist of supervision, inter-personal relationships and working conditions. Supervision need, is a motivation related to the duties and authority delegated by superiors to subordinates. Inter-personal relationships is connection between fellow employees both in the work environment and outside of work. Working conditions a situation that exists in the work environment that motivates employees to work.

### **Job Satisfaction**

Job satisfaction is basically an individual thing. Each individual will have a different level of satisfaction according to the value system that applies to him. This is due to differences in each individual. According to Luthans job satisfaction is a happy emotional state or a person's positive or pleasant emotions resulting from an assessment of a job or work experience. The dimensions of job satisfaction are also explained by Hasibuan (2015) the dimensions of job satisfaction are loves his

job, loves his job, work morale, discipline and work performance.

### **Organizational Commitment**

Organizational commitment is how the relationship between employees and work units creates an attitude that can be seen as a sense of attachment to the philosophy and work unit to achieve certain goals.

According to Sutrisno (2015) organizational commitment is the willingness of high effort for the organization and a certain belief in acceptance of organizational values. Commitment to the organization also discusses employee closeness reflecting the strength of employee involvement and loyalty to the organization .

Sutrisno (2015) suggests that the dimensions of organizational commitment are affective, normative and continuance commitment. Affective Commitment is the strong desire of a person to work for an organization or company because he agrees with the goals of the organization and wants to do it. Indicators are goals and objectives. Employees share the same goals as the company in moving the organization forward. Employee commitment to work because the company's goals are in accordance with the employee's goals at work

Continuance commitment is the strong desire of a person to continue his work for the organization because he needs the job and cannot do another job. Indicators are loyalty and compliance. Employees have loyalty to the organization. Compliance is the strength of employees in complying with the rules that apply in the organization.

Normative commitment is the strong desire of a person to continue his work for the organization because he feels obliged by others to be maintained. The indicators are exemplary and sacrifice. Exemplary is an important aspect for employees to set a good example in the organization. Sacrifice is the willingness of employees to sacrifice for the progress of the organization.

### **METHODS**

The research method used in this research is quantitative research. Quantitative research methods, as stated by Sugiyono (2018), are research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses, by formulating

hypotheses and answered using survey data collection methods in the form of distributing questionnaires to members of the Karangjaladri Village Farmer Group. The number of populations and samples that will be used as research objects are members of the Karangjaladri Village Farmer Group, namely 42 people. The data collection techniques used in this study were questionnaire and interview techniques. Hypothesis testing in this study uses multiple regression analysis methods, correlation, and determination.

**RESULTS AND DISCUSSION**

Based on the results of statistical analysis with the SPSS version 21 program from Table 1 of the SPSS output in the coefficients table, the following regression equation is obtained:

$$Y = 2.883 + 0.459X_1 + 0.338X_2$$

Where:

Y = Organizational Commitment

X<sub>1</sub> = Work Motivation

X<sub>2</sub> = Job Satisfaction

a = 2,883

b<sub>1</sub> = 0.459

b<sub>2</sub> = 0.338

The regression equation states that the variables of Work Motivation (X<sub>1</sub>) and Job Satisfaction (X<sub>2</sub>) contribute to Organizational Commitment (Y), which means that the contribution of Work Motivation and Job Satisfaction to Organizational Commitment in Farmer Group Members of Karangjaladri Village has positive criteria (because it is marked +) which is 0.459 for each increase in Work Motivation and 0.338 for each increase in Job Satisfaction in Farmer Group Members of Karangjaladri Village.

**Table 1. Regressions Analysis**

Model	Unstand. Coef		Stand. Coef.	t	Sig	Correlations		
	B	Std. Error				Beta	SO	Part.
Const	2.883	1,712		1,684	,102			
Mot.	,459	,101	,459	4,526	,000	,855	,625	,305
Sat	,338	,065	,530	5,226	,000	,873	,679	,353

The positive regression coefficient shows that the better the Work Motivation and Job Satisfaction of the Farmer Group Members of Karangjaladri Village, the Organizational Commitment will also increase. Based on the results of these calculations, it can be seen that Members of the Karangjaladri Village Farmer Group, Job Satisfaction has a smaller

contribution than Work Motivation, this can be seen from the smaller regression coefficient.

**Table 2. Model Summary**

R	R Square	Adj. Square	R	Std. Error of ESt
.925	.855	.846		.98469

The correlation coefficient (r) from the calculation results in the model summary table obtained a value of 0.925 which indicates that the relationship between the variables of Work Motivation (X<sub>1</sub>) and Job Satisfaction (X<sub>2</sub>) with the Organizational Commitment variable (Y) has a very strong relationship.

To find out how much influence Work Motivation and Job Satisfaction have on Organizational Commitment in Farmer Group Members of Karangjaladri Village, it can be seen from the SPSS output in the summary model table. From the model summary table, the R square number is 0.855. R square can also be called the coefficient of determination which ranges from 0 to 1, noting that the greater the R square, the greater the effect on Organizational Commitment on Members of the Karangjaladri Village Farmer Group. From the calculation, it is obtained that R square is 0.855 or 85.5%, which means that Work Motivation and Job Satisfaction have an influence on Organizational Commitment on Members of the Karangjaladri Village Farmer Group. The better the Work Motivation and Job Satisfaction of the Farmer Group Members of Karangjaladri Village, the Organizational Commitment tends to increase. While the remaining 100% - 85.5% = 14.5% is influenced by other factors not examined such as job security, relationships with coworkers, and job characteristics, etc.

**Table 3. The Significant Test**

Model	Sum of Square	df	Mean Square	F	Sig
Reg	183.143	.2	.91.572	94.441	,000
Res	31.028	32	.970		
Total	214.171	34			

To determine the significant level of influence of Work Motivation and Job Satisfaction on Organizational Commitment in Farmer Group Members of Karangjaladri Village simultaneously, the F test was conducted. Based on the results of the calculation of SPSS version 21 in the ANOVA Table, it is

known that the Fcount is 94.441 while the FTable is 3.27 or sig (.000a) ≤ alpha (α) (0.05). Based on the calculation results, it turns out that Fcount is greater than FTable (Fcount > FTable) or 94.41 > 3.27, so the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. The acceptance of the alternative hypothesis (Ha) shows that at the 95% confidence level there is a significant effect on Work Motivation and Job Satisfaction simultaneously on Organizational Commitment in Farmer Group Members of Karangjaladri Village. This means that if work motivation and job satisfaction increase, organizational commitment will increase, and vice versa if work motivation and job satisfaction decrease, organizational commitment will decrease.

Based on the value of the influence of Work Motivation and Job Satisfaction on Organizational Commitment, it is known that Work Motivation is the dominant variable affecting Organizational Commitment in Farmer Group Members of Karangjaladri Village. This is because employees need Work Motivation more than Job Satisfaction.

The results of this study indicate that this research is in line with previous research conducted by Winda Kusuma Wardhani (2015) with the results showing that employee work motivation affects organizational commitment through job satisfaction. If work motivation is high, the level of job satisfaction will be high, and when job satisfaction is high, it increases organizational commitment.

This is in accordance with the theory explained by Hasibuan, (2006) which states that Work Motivation is the stimulation of desire and the provision of driving force that creates a person's work enthusiasm so that they want to work together, work effectively and integrate with all efforts to achieve satisfaction. That is why Work Motivation and Job Satisfaction are the reasons why employees really need motivation and satisfaction at work.

Based on the results of the calculation of the correlation coefficient in the coefficients table (table 4) above, the correlation coefficient value between the Work Motivation variable (X1) and Organizational Commitment (Y) is 0.625 which indicates that there is a moderate relationship between Work Motivation (X1) and Organizational Commitment (Y). The correlation coefficient value implies that an increase in Work Motivation (X1) increases Organizational Commitment (Y). Then the effect of Work Motivation (X1) on Organizational Commitment (Y) partially is 39.06% [Kd = (0.625)<sup>2</sup> × 100%].

The results of hypothesis testing prove that Work Motivation affects Organizational Commitment, this is evidenced based on the coefficients table. From the calculation results, it is known that tcount is 4.526 > t table 1.692 or sig (0.000) ≥ alpha (α) (0.05) then Ha is accepted and H0 is rejected. Thus it can be interpreted that Work Motivation (X1) partially has a significant effect on Organizational Commitment (Y). This means that Work Motivation helps achieve Organizational Commitment in Farmer Group Members of Karangjaladri Village. The reason why Work Motivation affects Organizational Commitment of Farmer Group Members in Karangjaladri Village is because Work Motivation is a driving force that exists for employees and can direct their behavior to carry out their duties and responsibilities. In addition, work motivation from the company becomes job satisfaction expected by employees for optimal results.

From the results of this study, it shows that this research is in line with previous research conducted by Anastasia Tania (2013) entitled The Effect of Job Satisfaction and Work Motivation on Organizational Commitment of Employees of PT Dai Knife in Surabaya. The results showed that work motivation has a positive and significant effect on employee organizational commitment. And also this research is in line with previous research conducted by Steven Gondokusumo (2020) entitled Work Motivation, Job Satisfaction, and Employee Organizational Commitment. The results of this study indicate that work motivation has a positive and significant effect on organizational commitment. The results of the study can be a reference for companies to be able to increase employee work motivation so that high organizational commitment can be achieved.

The next variable is job satisfaction. Based on the results of the calculation of the correlation coefficient in the coefficients table (table 4),

**Table 4. Hypothesis Test**

Model	Unstand. Coef		Stand. Coef.	t	Sig	Correlations		
	B	Std. Error				Beta	SO	Part.
Const	2.883	1,712		1,684	,102			
Mot.	,459	,101	,459	4,526	,000	,855	,625	,305
Sat	,338	,065	,530	5,226	,000	,873	,679	,353

the correlation coefficient value between Job Satisfaction ( $X_2$ ) and Organizational Commitment (Y) is 0.679, which indicates that there is a strong relationship between Job Satisfaction ( $X_2$ ) and Organizational Commitment (Y). The correlation coefficient value implies that an increase in Job Satisfaction ( $X_2$ ) will increase Organizational Commitment (Y). Then the effect of Job Satisfaction ( $X_2$ ) on Organizational Commitment (Y) partially is 46.10% [ $K_d = (0.679)^2 \times 100\%$ ].

The results of hypothesis testing prove that Job Satisfaction affects Organizational Commitment, this is evidenced based on the coefficients table. From the calculation results it is known that the tcount is  $5.226 > t_{table}$  1.692 or  $\text{sig} (0.000) \leq \alpha (\alpha) (0.05)$  then  $H_a$  is accepted and  $H_0$  is rejected. Thus it can be interpreted that Job Satisfaction ( $X_2$ ) partially has a significant effect on Organizational Commitment (Y). This means that Job Satisfaction is very helpful in achieving Organizational Commitment in Farmer Group Members of Karangjaladri Village. The reason Job Satisfaction affects Organizational Commitment in Farmer Group Members of Karangjaladri Village is because Job Satisfaction felt by employees is very influential in increasing organizational commitment. Job Satisfaction is a happy emotional state or a person's positive or pleasant emotions resulting from an assessment of a job or work experience.

From the results of this study, it shows that this research is in line with previous research conducted by Anastasia Tania (2013) entitled The Effect of Job Satisfaction and Work Motivation on Organizational Commitment of Employees of PT Dai Knife in Surabaya. The results showed that job satisfaction has a positive and significant effect on employee organizational commitment. And also this research is in line with previous research conducted by Steven Gondokusumo (2020) entitled Work Motivation, Job Satisfaction, and Employee Organizational Commitment. The results of this study indicate that job satisfaction has a positive and significant effect on organizational commitment. The results of the study can be a reference for companies to be able to increase employee job satisfaction so that high organizational commitment can be achieved.

This variable has a dominant influence compared to the motivation variable, so that organizational leaders must be able to maintain the job satisfaction of their members

so that organizational activities can run smoothly.

## CONCLUSION

The conclusion of the results of this study is that there is a significant influence both simultaneously and partially between the variables of work motivation and job satisfaction on organizational commitment in the Karangjaladri Village Farmer Group.

Then the job satisfaction variable has a dominant or greater influence on organizational commitment than the work motivation variable. With this research, supervision from leaders on a regular basis is very necessary, so that members of the organization are more motivated to work. Then the leadership must pay more attention to the completeness of facilities and infrastructure that support work in order to create significant satisfaction.

To foster organizational commitment to an organization, employee sacrifice in advancing the organization is very important, so that organizational members will favor an organization and its goals, and intend to maintain membership in the organization.

From the results of this study, the job satisfaction variable has a greater influence than other variables, so that leaders must be able to maintain job satisfaction so that organizational commitment is maintained.

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