

Effect of Job Motivation and Organizational Commitment On Employee Satisfaction at PT Maju Mandiri Utama

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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 Maju Mandiri Utama in Central Jakarta. 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 self and motivation from the surrounding environment such as colleagues, superiors, or subordinates. Work motivation will increase employees to achieve their job satisfaction so that employees will be proud of the results they get and are encouraged to maintain and improve their performance. 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 Maju Mandiri Utama employees in Central Jakarta, and there was an influence of organizational commitment on the job satisfaction of PT Maju Mandiri Utama employees in Central Jakarta.

Keywords: Job Satisfaction, Work Motivation, Organizational Commitment.

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. Therefore, the company always strives to maintain and improve employee job satisfaction, and the company begins to pay attention to the needs and desires of its employees. This is because employees who are satisfied with their work will work with enthusiasm and effort to complete their work better.

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, Robbins translated by (Wibowo, 2017) 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.

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. According to (Edison, Anwar, & Komariyah, 2017), if the company pays less attention to job satisfaction possessed by employees, there will be many problems in industrial relations with problems between management and employees, which will cause problems such as excessive protests by employees, action strike or increase the rate of resignation.

Each company has a personnel department or division that manages the relationship between the provision and management of human resources and employee administration, which regulates the employment relationship or company contracts to employees. In addition, this division needs to understand various matters related to human resource management, including what is felt and experienced by individuals in the team or organization that may make them feel uncomfortable or feel they still have problems which, of course, these things can hinder the emergence of a sense of satisfaction with his work.

With job satisfaction, employees will feel more appreciative of their performance both with the driving factors from outside or from within themselves so that they will increase comfort in working and do all the work that will be done better to increase job satisfaction considering human nature. Those who are not easily satisfied will undoubtedly encourage employees to continuously improve their sense of job satisfaction so that all the work and performance they do will continue to improve and develop their abilities.

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. Maju Mandiri Utama 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.

Self-motivation is essential for the development of employee performance, and not a few employees experience stress in the workplace, so there are still employees who are not focused at work, for example, in the financial division, such as unfinished work and incorrect calculations. So the need for employees to motivate themselves well to reduce the impact of negative stress that arises at work and increase positive stress. With good motivation, job satisfaction will increase because employees can control themselves better and calmly in facing difficult situations heavy for them.

According to (Masman, Pamungkas, 2013), providing motivation is an essential thing for a leader to do by giving sufficient attention to his subordinates, giving appreciation to his subordinates, and having good communication with his subordinates so that employees have high motivation can improve the quality and job satisfaction of employees.

This is also supported by the statement (Emron, dkk., 2018) which states that if work motivation increases, in the end, job satisfaction arises, which has implications for improving performance and research results (Zein, 2019) which state that motivation has a positive and significant influence on employee job satisfaction.

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 (Ellys, Mei Ie, 2020), 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 a necessity that the company must 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.

This is supported by (Busro, 2018) who states that a high organizational commitment to employees will make employees avoid negative organizational behavior so that employees in a company are expected to have high commitment, because apart from avoiding absenteeism, truant behavior, as well as moving to another company, the employee is also willing to put forth considerable effort on behalf of the organization and a definite desire to maintain membership of the organization.

According to (Zikmund, William G, 2010) questionnaires are categorized into five types, namely questionnaires via email, fax, mail, personal, and combined. In this questionnaire, the

researcher uses a questionnaire method with a unique method via google form because in this method, the time and cost used are more efficient, and the data collection is directly filled in by the research subject concerned.

This study begins with an initial survey of 5 (five) staff employees from the inventory division at PT Maju Mandiri Utama in Central Jakarta. Based on the initial survey that has been done to employees of PT Maju Mandiri Utama, it can be seen the condition of job satisfaction felt by employees with six indicators used to understand job satisfaction according to Griffin and Bateman (Dachapalli, 2016).

In the first statement related to job satisfaction with the statement "I am satisfied with the job I currently have" obtained 20% of the answers that respondents strongly agree, 20% of respondents who chose a neutral answer, 40% of respondents who chose the answer to disagree and 20% percent of respondents who voted strongly disagree. In other words, there are 60% of employees have problems with their current job. Therefore, the value is increased by discussing by conducting consultations or checking whether the employee's current work position is following the employee's abilities so that employees feel unburdened when doing their duties, and job satisfaction will increase.

The second statement describes the level of relationship between employees and superiors in the company with the statement "I have a good working relationship with my boss," getting 20% of the answers indicating that the respondents agree, 40% of the answers indicating that the respondents disagree and 40% of the respondents who answered strongly disagree with the second statement, in other words, there are 80% of employees who have problems regarding the working relationship they have with their superiors at PT Maju Mandiri Utama in Central Jakarta. The percentage should be increased or considered by paying more attention and supporting employees so that they are more motivated by their superiors to work well to produce maximum job satisfaction.

In the third statement regarding salaries and allowances with the statement "The salary and allowances I receive are in line with my expectations," get 20% of the answers which indicate that the respondents agree, 20% of the answers which indicate that the respondents are neutral, 40% of the respondents who choose the answers to disagree and 20 % of respondents who chose the answer strongly disagree, meaning that there are 60% of employees who have problems in terms of satisfaction with the benefits or salaries provided by PT Maju Mandiri Utama in Central Jakarta. Companies need to increase employee job satisfaction from indicators of salaries and benefits that are per the wishes of employees to obtain higher job satisfaction. Companies need to provide allowances or bonuses, of course, adjusted to the workload borne by employees.

In the fourth statement regarding opportunities for promotion with the statement "The company has made every effort to meet the needs of employees" obtained 20% of the answers which indicate that the respondents are neutral, 60% of the answers which indicate that the respondents do not agree and 20% of the respondents who choose the answers strongly disagree, which means that 80% of employees have problems with problems or complaints regarding promotions at PT Maju Mandiri Utama in Central Jakarta. Therefore, companies need to improve these values by opening up more significant opportunities for outstanding and competent employees and providing promotions by the competencies possessed by these employees to feel satisfied and motivated to excel in achieving promotions.

In the fifth statement regarding the relationship with co-workers with the statement "I have a good working relationship with my co-workers" obtain obtain obtain 20% of the answers, which indicate that the respondents strongly agree, 20% of the answers which indicate that the

respondents agree, 40% of the respondents who choose not agree, and 20% of respondents who choose the answer that indicates strongly disagree on the fifth statement. In other words, 60% of employees have problems with relationships with colleagues at PT Maju Mandiri Utama in Central Jakarta. They feel that they do not get support from their co-workers, so they need to evaluate it by holding more intimate events. With this, the possibility of job satisfaction with relationships with colleagues is also likely to increase.

The last statement, regarding organizational practices with a statement that reads "I feel that I have an important involvement in decision making in the company," obtained 40% of answers indicating that respondents disagree and 60% of answers indicating that respondents who choose the answer which stated strongly disagree. So it can be concluded that 100% of employees have problems in organizational practice conditions while working at PT Maju Mandiri Utama in Central Jakarta. For this reason, companies need to conduct discussions that involve employees in voicing their suggestions in decision-making. This will also have a good impact on the company because new ideas and innovations will emerge from the minds of employees who express them so that employees also feel satisfied at work.

Based on the brief description and initial survey described above, I am interested in researching "The Influence of Work Motivation and Organizational Commitment on Employee Job Satisfaction at PT Maju Mandiri Utama."

The limitation of a problem is used to avoid any deviations or widening of the subject matter so that the research is more focused and facilitates the discussion so that the research objectives will be achieved. Some of the limitations of the problem in this study are as follows; research subjects to be used are limited and only conducted at PT Mandiri Utama in Central Jakarta. The object of research used consists of 2 independent variables, Work Motivation (X1) and Organizational Commitment (X2) to 1 dependent variable, Job Satisfaction (Y). The period in this study was conducted in September-October 2021.

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. Indirectly, the statement explains that human resources are the most crucial component in an organization, and job satisfaction is owned by company employees, which will help encourage employee performance and the company's image.

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 self and motivation from the surrounding environment such as colleagues, superiors, or subordinates. Work motivation will increase employees to achieve their job satisfaction so that employees will be proud of the results they get and are encouraged to maintain and improve their performance.

Work motivation from the company or boss, for example, can be in the form of giving awards to employees for their achievements, giving bonuses, and being an excellent example for other workers. Meanwhile, the motivation of co-workers can be in the form of encouraging fellow teammates, fostering close teamwork, and providing a comfortable working environment. It is different from motivation that comes from oneself, namely in a willingness

to move forward in achieving a goal.

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. High organizational commitment also reduces the turnover rate of employees in the company, which shows that the job satisfaction obtained in the company is absolute.

Research Model Based on the theoretical study and framework above, the following hypotheses can be formulated:

H1: Work motivation affects job satisfaction at PT. Maju Mandiri Utama in Central Jakarta.

H2: Organizational Commitment affects job satisfaction at PT. Maju Mandiri Utama in Central Jakarta.

METHODS

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 Maju Mandiri Utama as respondents. The use of Smart Pls3 will produce accurate information and test the research instrument's validity and reliability.

RESULT OF THE RESEACH

In this study, all data obtained came from filling out questionnaires filled out by PT Maju Mandiri Utama employees as respondents. The questionnaire was conducted online using a google form and distributed online via email to the Company's HRD. Filling out this questionnaire has produced as many as 95 respondents overall, with male respondents being more dominant with a total of 57 employees (60%), while the number of female respondents being 38 employees (40%) and with ages between 26-35 years dominating with a total of 45 employees (47.7%), while respondents aged 18-25 years amounted to 27 employees (28.4%), respondents aged between 36-45 years amounted to 18 employees (18.9%) and the last is respondents aged over 45 years amounted to 5 people (5.3%).

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 the following table 1.

Table 1. Multicollinearity test results

| | Job Satisfaction | Organizational Commitment | Work Motivation |
|-------------------------|-------------------------|----------------------------------|------------------------|
| Job Satisfaction | | | |

| | | | |
|----------------------------------|--------------|--|--|
| Organizational Commitment | 1,309 | | |
| Work Motivation | 1,309 | | |

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.

| | R Square | R Square Adjusted |
|-------------------------|-----------------|--------------------------|
| Job Satisfaction | 0,464 | 0,452 |

In the coefficient of determination test, if the result of R2 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 (R2)

Based on table 2 above, the results of the coefficient of determination (R2) 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 (Q2):

Table 3. Predictive Relevance Test Results (Q2)

| | SSO | SSE | Q² (=1-SSE/SSO) |
|----------------------------------|------------|------------|-----------------------------------|
| Job Satisfaction | 1140,000 | 857,555 | 0,248 |
| Organizational Commitment | 855,000 | 855,000 | |
| Work Motivation | 1710,000 | 1710,000 | |

Based on the results of the predictive relevance (Q2) test in table 3, the predictive relevance (Q2) on the job satisfaction variable has a value of 0.248 which means that the results of the predictive relevance (Q2) 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 see how significant 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 displayed in table 4.

Table 4. Bootstrapping Test Results

| | Path Coefficient | T Statistics (O/STDEV) | P Values |
|---|------------------|-----------------------------|--------------|
| Organizational Commitment -> Job Satisfaction | 0,364 | 2,121 | 0,034 |
| Work Motivation-> Job Satisfaction | 0,426 | 2,143 | 0,033 |

Table 4 describes the results of hypothesis testing on the 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 variable. (Y). 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 variable (Y). 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.

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. Maju Mandiri Utama in Central Jakarta.

H2: Organizational Commitment affects job satisfaction at PT. Maju Mandiri Utama in Central Jakarta.

In addition, to obtain the Goodness of Fit value, the Average Variance Extracted (AVE) value is needed, which is attached in Table 3.6, and the R-Square value is attached in Table 4.10. 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:

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

$$R^2 = 0.464$$

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

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

$$GoF = 0.548$$

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).

DISCUSSION

This study discusses the relationship between work motivation and organizational commitment to employee job satisfaction at PT Maju Mandiri Utama in Central Jakarta. Researchers used the SmartPLS ver 3.00 software to analyze the data and test the validity and reliability of this study.

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 by (Mubaroqah, Yusuf, 2020), 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 ($0.000 < 0.05$).

The results of previous research by (Yakup, 2017) 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 by (Tentama, et al, 2020) 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 by (Adamy, Apridar, 2018) 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. So, in this study, 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.

In research by (Hartono & Setiawan, 2013) it was found that the significance of the t-test was less than 0.05 ($\alpha=5\%$), and it was concluded that the independent variable organizational commitment partially had a significant and positive effect on employee job satisfaction Papa Ron's Pizza City of Tomorrow Surabaya.

In addition, the study (Cooper-Hakim, A., Viswesvaran, C., 2005) also found a correlation of 0.5 between affective commitment in organizational commitment and job satisfaction which was positive and significant.

Likewise, the results of the study (Adekola, 2012) show the regression results with a

positive and significant linear relationship between the dependent variable (job satisfaction) and the independent variable (organizational commitment) with statistical t-values and significant p-values. According (Adekola, 2012) a higher level of commitment among employees will inevitably result in higher job satisfaction.

CONCLUSION

Based on the results of the analysis conducted by researchers, it can be concluded that:

- 1) There is an influence of work motivation variable on job satisfaction variable of PT Maju Mandiri Utama employees in Central Jakarta.
- 2) There is an influence of organizational commitment variable on job satisfaction variable of PT Maju Mandiri Utama employees in Central Jakarta.

RESEARCH LIMITATIONS

For further researchers, it is hoped that they can add the number of samples or research variables so that the data that will be generated and processed will be more varied and lead to new knowledge in the future. In addition, it is necessary to select indicators that are appropriate and appropriate to the conditions experienced by the company in order to obtain the desired results as well as in-depth research or research on the variables to be studied. It is also hoped that future researchers can use job satisfaction data that comes directly from employees who are in accordance with the research subject so as to avoid bias in assessing employee job satisfaction in research.

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