

Review Article

# The Effect of Job Satisfaction on Employee Commitment with Motivation as Moderating Variable

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**Abstract** - Employees who are committed to the company will be willing to exert more capabilities and make sacrifices for the sustainability of the company where they work, so it is the hope of all managers. This study aims to determine the effect of job satisfaction and motivation on employee commitment and to determine the role of motivation in moderating the effect of job satisfaction on employee commitment at PT Perkebunan Nusantara VII. The data collection technique used a questionnaire. The results showed that job satisfaction has a significant effect on employee commitment. Motivation has a significant effect on employee commitment. Furthermore, it can be concluded that motivation has a greater direct effect on employee commitment. This study also shows the role of motivation is proven to strengthen the effect of job satisfaction on employee commitment.

**Keywords** - Job Satisfaction, Employee Commitment, Motivation.

## I. INTRODUCTION

The higher the level of competition in the industry, the company is required to always optimize its resources to achieve company goals. Fadel (2012) writes that human resources are the most important asset in an organization and can be developed or improved without limit. PTPN VII is a plantation company with the characteristics of a very large number of employees, which is the key to success or failure in the company. However, only the presence of employees in the company is not enough; personal and emotional attachment to the well-being of the company is important. It is necessary for employees to do their job properly and be able to contribute and provide added value to the company in the long term. Noe et al. (2011) wrote that employees do not need to leave the company to show a low level of commitment to the organization, especially if they do not get another job, and they can stay away psychologically. Therefore, HR management is an important concern for management because employee behavior and feelings towards the company are influenced by their experience in the

company, the treatment they receive, and the expectations they have for the company.

Research by Rezaei (2016) shows that aspects of job satisfaction have a significant effect on the dimensions of employee commitment. Research by Tania (2013) shows that employee work motivation affects organizational commitment, and job satisfaction has a significant effect on organizational commitment. Other research conducted by Gholizade et al. (2014) has shown that to further increase the organizational commitment of its employees, management must encourage employee motivation with strategies that target increasing job satisfaction and quality of life of its employees. Continuing from the results of previous research, this study focuses more on the role of motivation as a moderating effect in the relationship between job satisfaction and employee commitment.

## II. THEORETICAL FOUNDATION AND HYPOTHESES

### A. Job Satisfaction

Spector (1997) defines job satisfaction as a person's feelings about their work and their behavior towards aspects of work and attitudes or perceptions that affect a person's suitability with the organization, and divides the dimensions as follows: Pay, Promotion, Supervision, Fringe benefits, Contingent rewards, Operating procedures, Coworkers, Nature of works, Communication.

### B. Motivation

David McClelland in Wijono (2010) stated that we all have these three types of motivation regardless of age, sex, race, or culture. The type of motivation by which each individual is driven derives from their life experiences and the opinions of their culture, namely: Need for achievement (N-Ach), Need for affiliation (N-Aff), Need for power (N-Pow).

### C. Employee Commitment

Allen and Meyer (1993) define organizational commitment as a psychological state that characterizes the relationship between employees and the organization or its



implications that affect whether employees will remain in the organization or not, which are identified in three

components as affective commitment, continuance commitment, normative commitment.

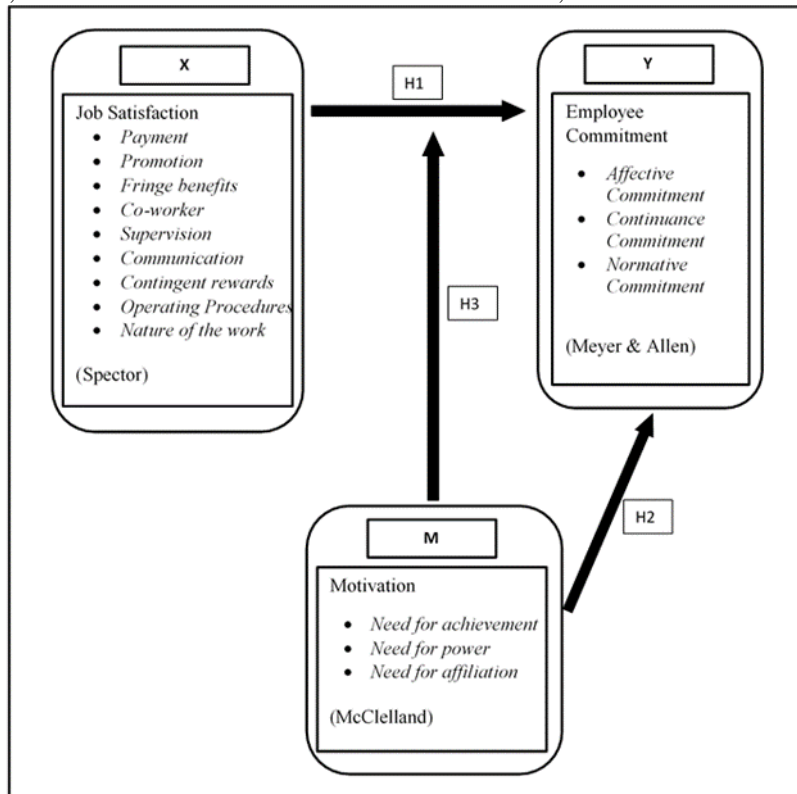


Fig.1 Conceptual Framework

#### D. Hypothesis

From the explanation and conceptual framework, we propose several hypotheses for this research as follow:

##### H1: Job satisfaction has a significant effect on employee commitment

Job satisfaction refers to the general attitude of employees towards their jobs. Employees with high job satisfaction will have a positive attitude towards their work, while employees who are disappointed with their work will have a negative attitude (Robbins, 2007). Negative behavior can reflect their lack of commitment to the company where the actions and decisions are taken are not based on the desire to give their best to achieve company goals such as decreased levels of discipline or compliance with regulations, decreased performance, high employee turnover, and even cause demands and strikes.

##### H2: Motivation has a significant effect on employee commitment

McClelland writes that employees have a potential energy reserve. How this energy is released and used depends on the strength of one's impulse and the situations and opportunities available. This encouragement will affect the behavior of employees in carrying out their work and response to the company's expectations of performance and siding with the organization. Research by Al-Madi et al. (2017), where motivation has a significant effect at the 5% significance level on all aspects of employee commitment.

##### H3: Motivation strengthens the effect of job satisfaction on employee commitment

Every employee has needs that drive him to do something or make a decision. Employees who are satisfied and motivated will feel that the work they do is meaningful to the company have a sense of responsibility for the company's existence in the future. Gholizade et al. (2014) wrote that to further increase the organizational commitment of its employees; management must encourage employee motivation with strategies that target increasing job satisfaction and the quality of life of its employees.

### III. METHOD AND INSTRUMENTS

The research design used in this research is the Causal Design Research method. Causal research (causal research) aims to study the causal relationship between the independent variables and the dependent variable (Malhotra, 2010).

The population in this study were employees of PTPN VII area Head office. The sampling technique used in this study was the proportionate stratified random sampling technique where the total sample size of the study was 170 employees.

#### A. Instruments

##### a) Validity

The validity test used in this study uses factor analysis. If the KMO value is between 0.5 - 1, it can be concluded that factor analysis is appropriate (Bilson, 2005: 123). Each question item will be said to be valid if it has a loading factor of > 0.5.

Data analysis using SPSS is resulting in all items from the questionnaire as valid.

**Table 1. Validity Test Result**

No	Variable	Questionnaire	Item Valid
1	Job Satisfaction	18	18
2	Motivation	9	9
3	Employee Commitment	9	9

#### b) Reliability

This study uses the Cronbach alpha formula, which is generally considered reliable if the Cronbach alpha value is  $> 0.6$ .

**Table 2. Reliability Test Result**

No	Variable	Cronbach Alpha	Hasil
1	Job Satisfaction	0,894	Reliable
2	Motivation	0,882	Reliable
3	Employee Commitment	0,873	Reliable

#### c) Normality

The normality test uses the Kolmogorov Smirnov test by looking at the Asymp. Sig value where the test results show a value of  $0.500 > 0.05$ , so it is stated that the data is normally distributed.

## IV. RESULTS AND DISCUSSION

### A. The connection between Job Satisfaction and Employee Commitment

Based on analysis data, the t value obtained for the job satisfaction variable (X) is 8.989, which is greater than the t table value of 1.654, and the regression coefficient value is positive. The t value then  $t_{count} = 8.989 > t_{table} 1.654$  with a significance value of  $0.000 < 0.05$ , so it can be concluded that the hypothesis which states that job satisfaction (X) has a significant effect on Employee Commitment (Y) is supported.

**Table 3. Regression Result: Impact of Job Satisfaction on Employee Commitment**

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.598	3.367		1.959	.052
Job Satisfaction	.407	.045	.570	8.989	.000

a. Dependent Variable: Employee Commitment

The results of the regression analysis that have been carried out show that job satisfaction has a positive and significant effect on the commitment of employees of

PTPN VII, which indicates that the greater the level of employee satisfaction, the commitment of employees of PTPN VII will increase. This result is in line with the research of Rezaei (2016) and Tania (2013), which shows that aspects of job satisfaction have a significant effect on the dimensions of employee commitment.

### B. The connection between Motivation and Employee Commitment

Based on analysis data, the t value obtained for the motivation variable (M) is 17.256, which is positive and is greater than the t table 1.654, and the regression coefficient value is positive. The value of  $t_{count} = 17.256 > t_{table} 1.654$  with a significance value of  $0.000 < 0.05$ , so it can be concluded that the hypothesis which states that motivation (M) has a significant effect on Employee Commitment (Y) is supported.

The results of the regression analysis that have been carried out show that motivation has a positive and significant effect on the commitment of PTPN VII employees, which indicates that the better the employee motivation, the better the commitment of PTPN VII employees.

**Table 4. Regression Result: Impact of Motivation on Employee Commitment**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.665	1.640		5.283	.000
Motivation	.778	.045	.800	17.256	.000

a. Dependent Variable: Employee Commitment

This is in line with previous research by Tania (2013) and Al-Madi et al. (2017), which showed the same results, namely, motivation has a significant effect on employee commitment. Robbins and Judge (2008) wrote that motivation has a dimension of one's persistence, which measures how long a person can maintain the effort or effort he does. This is very important for PTPN VII because the company needs personnel who give their best and have the desire to achieve goals in accordance with company goals.

### C. Moderating Effect of Motivation on Job Satisfaction and Employee Commitment

The results of the analysis using the Moderated Regression Analysis (MRA) method were carried out by comparing the R<sup>2</sup> value in regression model 1 and regression model 3, where the original R<sup>2</sup> value was 32.5% and increased to 65.9%. This means that the influence of job satisfaction variables on employee commitment increases by 33.4% after the addition of motivation variables so that it can be concluded that the hypothesis which states that Motivation (M) strengthens the effect of

Job Satisfaction (X) on Employee Commitment (Y) is supported.

**Table 5. Summary of The Coefficient of Determination**  
Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.570 <sup>a</sup>	.325	.321	3.385

a. Predictors: (Constant), Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.812 <sup>a</sup>	.659	.653	2.419

a. Predictors: (Constant), Job Satisfaction\**Motivation*, Job Satisfaction, *Motivation*

The results show that employee motivation strengthens the effect of job satisfaction on PTPN VII employee commitment. This means that increased employee commitment to the company can be obtained from job satisfaction and also reinforced by the motivation of the employees themselves. This result is in accordance with previous research conducted by Gholizade et al. (2014) were to further increase the organizational commitment of its employees, management must encourage employee motivation with strategies that target increased job satisfaction and quality of life of its employees.

Seeing the importance of job satisfaction and a sense of motivation that all individuals in the company have, management needs to strive for harmony and find a middle ground. Companies that ignore these needs may be able to survive in the short term, but it can cause problems in the long term as a result of decreased employee commitment to the company.

## V. CONCLUSION

Based on the results of research and discussion, several conclusions are obtained, namely, that job satisfaction has a positive and significant effect on employee commitment (H1 supported), motivation has a positive and significant effect on employee commitment (H2 is supported). The next conclusion is that motivation strengthens the effect of job satisfaction on employee commitment of PTPN VII (H3 is supported), where the interaction of additional motivation variables strengthens the effect of job satisfaction on employee commitment.

This research is expected to provide an overview of the response and condition of PTPN VII employees and provide input to the management of factors that affect employee commitment and be able to adjust strategies in the preparation of work programs in the HR sector to

increase job satisfaction and encourage employee motivation as the key to the successful achievement of company goals. Based on the results of the research, the suggestions that can be given by researchers include 1. Management needs to increase job satisfaction by providing forms of appreciation to employees who perform well beyond salaries and benefits, promotion, and career development opportunities, as well as structuring effective systems and procedures; 2. Motivation greatly influences employee commitment, so that the company is expected to provide encouragement to employees to stay motivated, among others, by providing opportunities to compete between employees and encouragement to innovate for the good of PTPN VII. PTPN VII employees are also expected to participate more actively in contributing in the form of ideas or thoughts they have and their involvement in activities held by the company; 3. Motivation is proven to have a moderating effect on strengthening the effect of job satisfaction on employee commitment, so it is very important for companies to be able to harmonize work programs that encourage employee motivation and increase job satisfaction so that employees have more attachment and alignments with PTPN VII.

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