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## THE INFLUENCE OF JOB SATISFACTION TOWARDS ORGANIZATIONAL COMMITMENT AT BENGKEL SAMARINDA, MEDAN

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### Article History:

Received: 04-11-2022

Revised: 12-12-2022

Accepted: 22-12-2022

### Keywords:

Job Satisfaction,  
Organizational Commitment

**Abstract:** Nowadays, most of the companies focus on increasing the commitment of their employees toward the companies themselves through motivation programs and incentives without paying attention to other factors that play a role in increasing the commitment of the employees. In this research, the writer does a research on Bengkel Samarinda which is addressed at Gang Perjuangan No 42N, Titi Kuning, Medan, North Sumatra. Bengkel Samarinda is a workshop that produces furniture and house equipment made from metal. To calculate variable X (Job Satisfaction), the writer uses environmental factor and individual factor as the indicator and variable Y (Organizational Commitment), the writer uses role stress, empowerment, job insecurity and employability, and distribution of leadership as the indicator. In doing this research, the writer uses questionnaire filled with 9 questions and each question consists of 5 answers that can be chosen, and the questionnaire is distributed to 40 respondents. The coefficient of correlation ( $r$ ) obtained in this research is 0.63, which means that there is a moderate positive relationship. To test the hypothesis, writer uses a valid validity test, reliable reliability test, correlation coefficient test that is found 0.63 representing that there is a significant relationship between each variable, the  $z$ -test that shows the  $z$ -count is 3.93,  $z$ -table is 1.96. This result shows that the  $z$ -count >  $z$ -table so the null hypothesis is rejected, the multiple regression with the equation  $y = -0.09 + 0.788x$  and coefficient of determination is 39.7. It means that job satisfaction only influences around 39.7% towards the organizational commitment. The rest of 60.3% would be affected by other factors.

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**INTRODUCTION**

Nowadays, multiple companies have implemented Human Resource Management in their organizational structure. One of the aspects of Human Resources Management is employee's satisfaction and commitment, or what is usually known as "job satisfaction and organizational commitment". Job satisfaction can simply defined as the feelings of people about their job. The happier people are within their job, the more satisfied they are said to be. Organization commitment is the individual's psychological attachment to the organization.

Generally, it can be defined that the most satisfied workers should be the best performers and vice versa. However, this definition is not well supported, as job satisfaction is not the same as motivation, although they may be clearly linked. A primary influence on job satisfaction is the application of Job design, which aims to enhance job satisfaction and performance using methods such as job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include management styles and culture, employee involvement, empowerment, and autonomous work position. Another important influence that will later be used by the writer is the organizational commitment.

Organizational commitment can be contrasted with other work-related attitudes, such as job satisfaction, defined as an employee's feelings about their job, and organizational identification, defined as the degree to which an employee experiences a 'sense of oneness' with their organization. Organizational commitment itself will not be able to be achieved without a drive or factor which has something to do with the employee's psychological needs in which one of them is job satisfaction.

According to Cemile Celik (2008):

"Job satisfaction is a determinative of organizational commitment. The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated."

Inside this study, the writer will provide a clear research of the importance of job satisfaction towards achieving organizational commitment in an industry, which in this case is Bengkel Samarinda. Bengkel Samarinda is an industry that is specialized in furniture assembly for numerous furniture companies in Medan such as, Golden Eagle, Paddini, Image, etc. besides furniture, Bengkel Samarinda also occasionally involved in making public facilities such as light post, election box, etc. This research will solely be done in Bengkel Samarinda which is located in Jalan Titi Kuning, Medan, Sumatera Utara. Bengkel Samarinda as a company and industry that is facing a problem where the safety of the industry is still able to be compromised by committed employees. This matter can be mainly caused by employees who are not satisfied with their job; therefore the commitment towards the factory is low. Communication between superior and subordinate is low in this company as well as communication over and under load and those two can be a major problem in the factory. It is now a question to be answered whether the employee is committed but not satisfied with the job or vice versa. This study will propose job satisfaction as one of the most vital factors in determining the organizational commitment.

## **THEORETICAL REVIEW**

### **DEFINITION JOB SATISFACTION**

In order for a company to be successful, they need to ensure the satisfaction of their employees. Job satisfaction is a key for organization to be successful. Job satisfaction can be defined in several ways: Friedman(2007) has argued that job satisfaction refers to a sense of inner fulfillment and pride achieved when performing a particular job. According to Jennifer and Jones(2005), Job satisfaction is the collection of feelings and beliefs that people have about their current job. Generally, job satisfaction can be defined as the feelings people have about their jobs. It has been specifically defined as a pleasurable (or unpleasurable) emotional state resulting from the appraisal of one's job, an affective reaction to one's job, and an attitude towards one's job. These definitions suggest that job satisfaction takes into account feelings, beliefs, and behaviors. Job satisfaction describes how happy an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be.

A primary influence on job satisfaction is the application of Job design, which aims to enhance job satisfaction and performance using methods such as job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include management styles and culture, employee involvement, empowerment, and autonomous work position. Job satisfaction is a very important attribute and is frequently measured by organizations. The most common technique for measurement is the use of rating scales where employees report their thoughts and reactions to their jobs. Questions can relate to rates of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself, and co-workers. Some examinations present yes-or-no questions while others ask to rate satisfaction using a 1-to-5 scale, where 1 represents "not at all satisfied" and 5 represents "extremely satisfied."

### **FACTOR THAT AFFECT JOB SATISFACTION**

#### **1. ENVIRONMENTAL FACTORS**

- *Communication overload and communication underload*
- Superior-subordinate communication

#### **2. INDIVIDUAL FACTORS**

- Emotion
- Social interaction
- Personality

### **ORGANIZATIONAL COMMITMENT**

According to Miller and Lee (2001), organizational commitment is characterized by employees' acceptance of organizational goals and their willingness to exert effort on behalf of the organization. Cohen (2003) states that "commitment is a force that binds an individual to a course of action of relevance to one or more targets". This general description of commitment relates to the definition of organizational commitment by Arnold (2005) namely that it is "the relative strength of an individual's identification with and involvement in an organization". Miller (2003) also states that organizational commitment is "a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization". Organizational commitment is therefore, the

degree in which an employee is willing to maintain membership due to interest and association with the organization's goals and value.

## **FACTORS THAT IMPACT ORGANIZATIONAL COMMITMENT**

### **1. ROLE STRESS**

According to Anton C (2009), Dysfunctions in roleperformance have been associated with a large number of consequences, almost always negative, which affect the well being of workers and functioning of organizations. An individual's experience of receiving incompatible or conflicting requests (role conflict) and/or the lack of enough information to carry out his/her job (role ambiguity) are causes of role stress. Role ambiguity and conflict decrease worker's performance and are positively related to the probability of the workers leaving the organization. Role conflict and ambiguity have been proposed as determining factors of workers' job satisfaction and organizational commitment.

### **2. EMPOWERMENT**

Empowerment in the workplace has had several different definitions over the years. It has been considered 'energizing followers through leadership, enhancing self efficacy by reducing powerlessness and increasing intrinsic task motivation.' A psychological view of empowerment describes it as 'a process of intrinsic motivation, perceived control, competence, and energizing towards achieving goals.' There are two prominent concepts of empowerment. The first is Structural Empowerment which comes from the Organizational/Management Theory and is described as the ability to get things done and to mobilize resources. The second is Psychological Empowerment which comes from Social Psychological models and is described as psychological perceptions/attitudes of employees about their work and their organizational roles. A study done by Ahmad et al. found support for the relationship between empowerment and job satisfaction and job commitment. The study looked at nurses working in England and nurses working in Malaysia. Taking cultural context into consideration, the study still showed a positive correlation between empowerment and job satisfaction/commitment.

### **3. JOB INSECURITY AND EMPLOYABILITY**

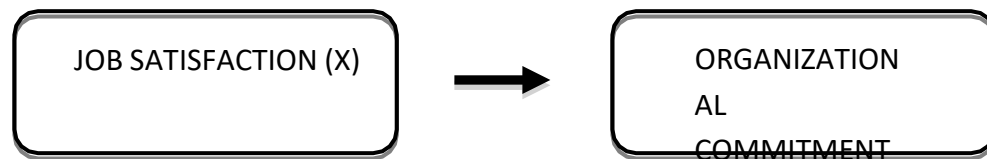
In a study conducted by De Cuyper research found that workers who were on fixed-term contracts or considered "temporary workers" reported higher levels of job insecurity than permanent workers. Job insecurity was found to negatively correlate with job satisfaction and affective organizational commitment in permanent workers. The study also found that job satisfaction and organizational commitment were highly correlated with being a permanent worker.

### **4. DISTRIBUTION OF LEADERSHIP**

A study conducted by Hulpia et al. focused on the impact of the distribution of leadership and leadership support among teachers and how that affected job satisfaction and commitment. The study found that there was a strong relationship between organizational commitment and the cohesion of the leadership team and the amount of leadership support. Previously held beliefs about job satisfaction and commitment among teachers were that they were negatively correlated with absenteeism and turnover and positively correlated with job effort and job performance. This study examined how one leader (usually a principal) effected the job satisfaction and commitment of teachers. The study found that

when leadership was distributed by the 'leader' out to the teachers as well workers reported higher job satisfaction and organizational commitment than when most of the leadership fell to one person. Even when it was only the perception of distributed leadership roles workers still reported high levels of job satisfaction/commitment.

### Theoretical Framework



Note: X = Job satisfaction (Independent Variable)

Y = Organizational Commitment (Dependent Variable)

### **HYPOTHESIS**

People generate hypothesis to explain patterns observed in nature or to predict the outcomes of experiments. The writer use one of the three hypothesis form which is alternative hypothesis because the writer generate that there is a significant differences of fact and reality happen in the real world.

In this research, writers formed  $H_0$  (Hypothesis Null) and  $H_1$  (Hypothesis Alternative) as shown below:

$H_0$ : Job Satisfaction does not influence Organizational Commitment in Bengkel Samarinda, Medan.

$H_a$ : Job Satisfaction does influence Organizational Commitment in Bengkel Samarinda, Medan.

### **METHODOLOGY**

Research design is the blueprint for fulfilling objectives and answering questions. Research is something that people undertake in order to find out things in asystematic way, thereby increasing their knowledge. In developing this research, the writer will use descriptive study. A research design expresses both the structure problem and the investigation plan used so that the writer will be able to get the evidence and empirical data on the problems. The plan and structure is the overall scheme of the research. The writer will use descriptive research and causal research. Descriptive research is a method that is used to make the collected data or the condition of object which has been researches able to be classified, analyzed, and interpreted so it can give an objective preview about the condition of the company. Descriptive research can also establish report related to the characteristics of certain group through its analysis. Theories related to the variables are collected and a descriptive research is conducted in order to have the better understanding on them. Causal

method is concerned with determining cause-and-effect relationships between the independent variables (Job Satisfaction) and dependent variables (Organizational Commitment).

In this research design, the context study that will be used is a questionnaire that consists of closed questionnaire that ask the respondents to make choices among a set of alternatives given by the writer. It is used to find out the responses of employees about the influence of job satisfaction towards organizational commitment at Bengkel Samarinda, Medan. In this research design, the context study that will be used is a questionnaire that consists of closed questionnaire that ask the respondents to make choices among a set of alternatives given by the writer. It is used to find out the responses of employees about the influence of job satisfaction towards organizational commitment at Bengkel Samarinda, Medan.

## RESULT

### TEST OF DATA QUALITY

#### Descriptive Statistics

		totalX	totalY
N	Valid	40	40
	Missing	0	0
	Mean	15.48	12.10
	Median	16	12
	Mode	16	12

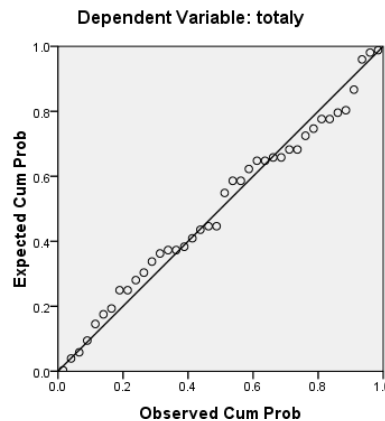
Source: Output SPSS

From the result for variable X, the mean for X = 15.48 means neutral, median for X = 16 means neutral and mode for X = 16 means neutral. From this interpretation, it can be concluded that most of the respondents answer neutral. From the result for variable Y, the mean for Y = 12.10 means neutral, median for Y = 12 means neutral and mode for Y = 12 means neutral. From this interpretation, it can be concluded that most of the respondents answer neutral.

### NORMALITY TEST

In this research, the writer will use the graphic of normal distribution plot. It stated that if data dots in the graphic spread following the diagonal line then it can be assumed normal distribution

**Normal Distribution Plot**  
Normal P-P Plot of Regression Standardized Residual



From the figure above, the result of normality test using the graphic of normal distribution plot. Data dots in the graphic spread following the diagonal line so it can be assumed that the data is normally distributed.

### CORRELATION TEST

The writer uses the correlation formula according to Pearson's product moment coefficient. The purpose of this test is to examine the strength and the direction of the relationship between two variables. The scale used for the result is:

#### Correlation Test Result

##### Correlations

		totalX	totalY
totalX	Pearson	1	.630**
	Correlation		
	Sig. (2-tailed)		.000
	N	40	40
Total ly	Pearson	.630**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	40	40

\*\* . Correlation is significant at the 0.01 level(2-tailed).

Source: Output SPSS

From the table above, the result of correlation test is 0.630, which means there is a medium positive relationship between job satisfaction and organizational commitment.



### DETERMINATION TEST

This test is to determine the correlation index or how strong the impact of variable x towards variable y. The calculation for coefficient of determination is as follow:

#### Determination Test Result

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 <sup>a</sup>	.397	.381	2.238

- a. Predictors: (Constant), totalX
- b. Dependent Variable: total Y
- c. Source: Output SPSS

The determination test resulting the calculation indicates that 39.7% in the variable Y, organizational commitment is influenced by the value of variable X, job satisfaction. The remaining 60.3% reflects the influence from the other factors.

### THE ANALYSIS OF LINEAR REGRESSION

#### Linear Regression Test Result

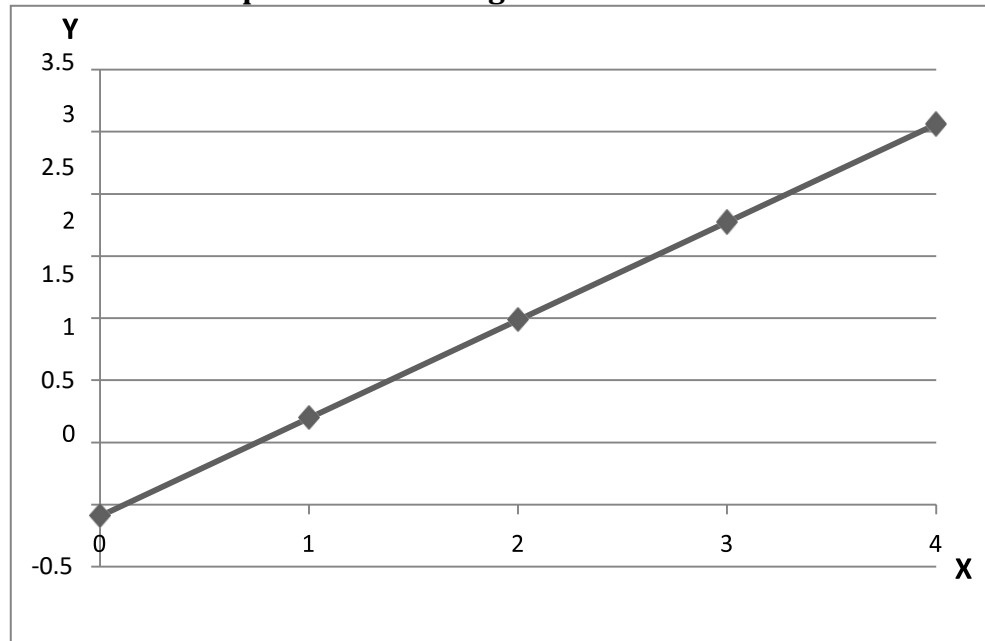
##### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.090	2.462		-.037	.971
totalX	.788	.157	.630	5.003	.000

- a. Dependent Variable: totalY
- Source: Output SPSS
- $y = a + bx$   $\Rightarrow y = -0.090 + 0.788 x$



Graphic of Linear Regression Result



### TEST OF HYPOTHESIS

In here the writer will test the hypothesis already developed for study by using z-test formula and comparing the result with z-table in the appendix, also the null hypothesis ( $H_0$ ) and alternative hypothesis ( $H_a$ ) will be tested for rejection or acceptance.

$$z = \frac{r}{1/\sqrt{n-1}}$$

$$z = \frac{0.630}{1/\sqrt{40-1}}$$

$$z = \frac{0.630}{1/6.24}$$

$$z = 3.93$$

The accuracy level is 95%. From the calculation above, the result is z-count > z-table ( $3.93 > 1.96$ ). The writer can conclude that alternative hypothesis ( $H_a$ ) is accepted and Null hypothesis ( $H_0$ ) is rejected. So, it means that job satisfaction has influence towards organizational commitment at Bengkel Samarinda, Medan.

### ANALYSIS

In this research study, the writer has obtained information from 40 respondents as the samples through questionnaires at Bengkel Samarinda, Medan. There are 17 male

respondents and 23 female respondents. Then in the category of age, there are 4 respondent who is less than 25 years old, then 26 respondents for 26 –35 years old, and 10 respondents who ages more than 35 years old.

From the previous section in this chapter the writer has used some statistical methods to test and analyze the collected data by which the result test and analysis are summarized below:

1. From the validity test for variable X and Y, the results are :

Question 1 : 0.786

Question 2 : 0.575

Question 3 : 0.708

Question 4 : 0.721

Question 5 : 0.951

Question 6 : 0.875

Question 7 : 0.883

Question 8 : 0.903

Question 9 : 0.895

2. From the reliability test for variable X and Y is 0.924 which means good data reliability.
3. From the normality test, it can be assumed that the data is normally distributed because the data dots in the graphic spread following the diagonal line.
4. Correlation test is 0.630 The correlation test between job satisfaction and organizational commitment is positive which is 0.630. This means that the job satisfaction has medium and positive influence towards organizational commitment at Bengkel Samarinda, Medan.
5. Determination test is 39.7% The determination of variable x and variable y is 39.7% shows that the value of variable y (organizational commitment) is influenced by the value of variable x (job satisfaction). The remaining 60.3% reflects the influence from the other factors.
6. The regression shows that :  $y = -0.090 + 0.788 x$ . It means that with every 1 point increased on job satisfaction can also increase organizational commitment by 0.788. This means if the job satisfaction is high, it has influence on the organizational commitment itself at Bengkel Samarinda.
7. Test of hypothesis (z-test) is 3.93 From the calculation, the result is z-count > z-table ( $3.93 > 1.96$ ). The writer can conclude that alternative hypothesis ( $H_a$ ) is accepted and Null hypothesis ( $H_o$ ) is rejected. So, it means that job satisfaction has influence towards organizational commitment at Bengkel Samarinda, Medan.
8. Based on the 9 questions in the questionnaires, the writer has found out that Personality has the highest percentage for Strongly Disagree answer, which is 12.5%
9. Based on the 9 questions in the questionnaires, the writer has found out that Social Interaction has the highest percentage for Strongly Agree answer, which is 15 %.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the hypothesis test done before in previous chapter, the writer concludes that there is influence between job satisfaction and organizational commitment at Bengkel Samarinda, Medan. Null hypothesis is rejected and alternative hypothesis is accepted which stated "Job Satisfaction does influence Organizational Commitment Bengkel Samarinda, Medan." Although the social interaction get the most results of agree and strongly agree answers, the company should keep on encouraging the employees to be engaged in social interaction between one another to increase the organizational commitment towards the company.

The company must be able to encourage the employees to see the company's goal as part of themselves or their preferences since the personality is where the strongly disagree and disagree answers came from the respondent.

## FURTHER STUDY

This study had limitations such as a small sample size (in number of organizations and number of employees).

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