

## The Relationship Between Job Satisfaction, Work Motivation, and Organizational Commitment of Polman Bandung Graduates in Manufacturing Industries

Supriyadi Sadikin<sup>A</sup>, Kismartini<sup>B</sup>, Retno Sunu Astuti<sup>C</sup>, Hari Susanta<sup>D</sup>, Yeni Andriyani<sup>E</sup>

### Abstract

Organizational commitment is an important factor in the success of a company, because a high level of commitment from employees will be more likely to maintain membership and contribute actively in the organization. There are 2 variables that affect organizational commitment, namely job satisfaction and work motivation. Data on Polman Bandung graduates in 1 -2 years of work are estimated to move or not settle in 1 company this can be influenced by job satisfaction and motivation that exists in Polman Bandung graduates. Based on the analysis obtained results that job satisfaction and work motivation have a positive and significant effect on organizational commitment of 1000 Polman Bandung graduates in the last 3 years who work in manufacturing companies. The results illustrate that the increasing job satisfaction and motivation, the higher the level of organizational commitment of Polman Bandung graduates in manufacturing companies. In conclusion, job satisfaction and motivation have an important role in shaping the organizational commitment of Polman Bandung graduates who work in manufacturing companies. By focusing on job satisfaction and motivation, companies can increase employee loyalty and contribution, which in turn will have a positive impact on the overall success of the organization.

**Keywords:** *Workplace Satisfaction; Employee Motivation; Commitment Levels in Organizations.*

### INTRODUCTION

Higher education at Politeknik Manufaktur Bandung (Polman Bandung) aims to equip individuals with the technical and managerial skills necessary for success in the manufacturing industry. Graduates are expected to be immediately accepted into the workforce and contribute effectively in relevant companies.

The main challenges that graduate face are often related to job satisfaction, work motivation, and organizational commitment. Job

<sup>A</sup>Postgraduate Program of Public Administration Doctoral Study Program, Universitas Diponegoro, Semarang, Indonesia, Email: [isoernie7477@gmail.com](mailto:isoernie7477@gmail.com)

<sup>B</sup>Postgraduate Program, Universitas Diponegoro, Semarang, Indonesia

<sup>C</sup>Postgraduate Program, Universitas Diponegoro, Semarang, Indonesia

<sup>D</sup>Postgraduate Program, Universitas Diponegoro, Semarang, Indonesia

<sup>E</sup>Universitas Muhammadiyah Bandung, Indonesia

satisfaction reflects the extent to which individuals are satisfied with their jobs, while work motivation is the drive that influences their morale and performance. Organizational commitment describes an individual's level of loyalty and desire to remain with the organization.

Data shows that many Polman Bandung graduates tend to change companies within a short period of time, often within 1-2 years. This phenomenon indicates low organizational commitment, which may be influenced by suboptimal work motivation. Feriyanto & Triana (2015) define work motivation as the drive that motivates individuals to work well.

Anastasia's research (2013) found that high job satisfaction can increase organizational commitment, a finding also supported by Ngadiman & Sohidin (2014) who showed a positive relationship between job satisfaction and organizational commitment. Handoko (2017) added that job satisfaction contributes to increased commitment to the organization. According to Robbins & Judge (2017), job satisfaction and motivation are key factors in individual and organizational performance. Meyer & Allen (1997) also emphasize the importance of organizational commitment as a factor that affects employee stability and performance in the workplace.

This study aims to identify factors that influence organizational commitment among graduates of Politeknik Manufaktur Bandung (Polman Bandung) who work in manufacturing companies. By understanding these factors, this research will provide insight into the aspects that need to be considered to improve graduates' job satisfaction in a manufacturing work environment. In addition, this study will also analyze the relationship between job satisfaction, work motivation, and organizational commitment.

Work motivation is a stimulus that encourages employees to improve their performance and work quality (Zulkarnaen & Kusmayadi, 2013). Job satisfaction reflects an individual's level of satisfaction with their job, while organizational commitment indicates the extent to which employees feel loyal and attached to the organization they work for (Robbins & Judge, 2017). By identifying and analyzing the relationship between these three aspects, this study aims to provide strategic recommendations to increase organizational commitment and reduce employee turnover in manufacturing companies.

Handoko (2007) Job satisfaction is an important aspect for companies and employees. For companies, job satisfaction can improve attitudes, productivity, and behavior. For employees, it produces a feeling of pleasure while working. Robbins (2015) sees it as a person's general attitude towards their job. (1961) measured it by calculating the difference between employees' expectations and what they feel they have gotten from their jobs. Locke (1969) emphasized on the difference between expectations and values.

Hasibuan (2006) Motivation is related to how the potential and power of employees are directed to achieve goals. Vroom in Purwanto (2006) defines it as the process of influencing individual choices in

various activities. Wahjosumidjo (2003) states that motivation is a psychological process influenced by intrinsic factors (from within) and extrinsic factors (from outside). Intrinsic factors include attitude towards interest, talent, work, experience, satisfaction, while extrinsic factors include salary, supervision, leadership and work environment.

Organizational commitment refers to employees' loyalty and dedication to an organization. Indra Kharis (2010) defines organizational commitment as a state in which employees favor the organization and its goals, and want to remain its members. Moorhead and Griffin (2013) organizational commitment reflects the level of identification and attachment of employees to their organization. From the opinions of several experts, it is concluded that organizational commitment is an important factor in improving employee loyalty and performance. It is important for companies to create an environment and work culture that supports the development of organizational commitment.

## **METHOD**

This research was conducted in a number of companies that collaborate with Polman Bandung, with the aim of answering various research questions related to the relationship between work motivation, job satisfaction, and organizational commitment. The methodology used in this research is a quantitative approach with an explanatory design. This approach allows researchers to explain and understand the cause-and-effect relationship between the variables studied (Sugiono, 2017).

In this study, the main focus is to identify and measure the effect of job satisfaction and work motivation on organizational commitment. Using quantitative methods, this study aims to provide an in-depth explanation of how job satisfaction and work motivation can affect an individual's level of commitment to the organization they work for. The findings from this study are expected to provide valuable insights for companies in designing more effective strategies to increase organizational commitment through improving job satisfaction and motivation.

This study uses two main variables:

1. Independent Variable (X)
  - a. Work Motivation (X1), According to George & Jones (2009) Operational factors that encourage employees to work well. Based on the direction of behavior with the focus and goals of employees at work (direction of behavior), the level of effort with a focus on the intensity and energy expended by employees at work (level of effort), the level of persistence with a focus on the constancy of employees in facing difficulties and obstacles (level of persistence)
  - b. Job Satisfaction (X2), according to Robbins & Judge in Sutanto and Gunawan (2013) is the positive feelings of employees towards their work, and can be measured by several indicators, namely employee perceptions of the salary

they receive, employee preferences for their job duties and responsibilities, employee perceptions of the way their superiors lead and direct, employee opportunities to advance, and cooperation between employees in the team.

2. Dependent Variable (Y)

According to Sugiono (1999) organizational commitment is a high attitude and dedication of employees to sacrifice and work for the company. Measured by several Indicators used are the sense of pride of employees to be part of the company, the willingness of employees to help and defend the company, the commitment of employees to work in the company in the long term.

In this study, a Likert scale with a score range of 1 to 5 was used to measure the variables studied. The validity test results show that all variables have a Pearson Product-Moment correlation significance value below 0.05, which indicates that the statement items used to measure the research variables are valid (Sekaran & Bougie, 2016).

**Tabel 1. Validity Test**

Variable	Item	r count	r	Information
Work Motivation	X1.1	0.309	0.30	Valid
	X1.2	0.550	0.30	Valid
	X1.3	0.690	0.30	Valid
	X1.4	0.776	0.30	Valid
	X1.5	0.705	0.30	Valid
	X1.6	0.707	0.30	Valid
	X1.7	0.819	0.30	Valid
	X1.8	0.549	0.30	Valid
	X1.9	0.586	0.30	Valid
	X1.10	0.721	0.30	Valid
	X1.11	0.783	0.30	Valid
Job Satisfaction	X2.1	0.697	0.30	Valid
	X2.2	0.558	0.30	Valid
	X2.3	0.735	0.30	Valid
	X2.4	0.640	0.30	Valid
	X2.5	0.704	0.30	Valid
	X2.6	0.468	0.30	Valid
	X2.7	0.680	0.30	Valid
	X2.8	0.436	0.30	Valid
	X2.9	0.325	0.30	Valid
	X2.10	0.563	0.30	Valid
	X2.11	0.773	0.30	Valid
Organizational Commitment	Y1.1	0.768	0.30	Valid
	Y1.2	0.762	0.30	Valid
	Y1.3	0.821	0.30	Valid
	Y1.4	0.728	0.30	Valid
	Y1.5	0.776	0.30	Valid
	Y1.6	0.815	0.30	Valid

The reliability test shows a Cronbach's Alpha value of more than 0.6 for all variables, indicating that the items in the questionnaire show sufficient consistency (Pallant, 2021). In addition, the normality test using the Kolmogorov-Smirnov method shows that the research data is normally distributed. Thus, the research instruments used proved to be valid, reliable, and the data obtained were normally distributed,

ensuring the reliability of the research results.

**Table 2. Reliability Test**

Variable	Cronbach's Alpha	Information
Work Motivation (X1)	0,867	Reliable
Job Satisfaction (X2)	0,825	Reliable
Organizational Commitment (Y)	0,864	Reliable

In this study, data analysis was carried out using Smart PLS version 3 and the Partial Least Squares (PLS) method. This method was chosen because of its ability to handle multiple regression with two variables, namely the independent variable (X) and the dependent variable (Y). Partial Least Squares is a variant-based Structural Equation Modeling (SEM) method that does not require assumptions about the measurement of certain data scales, so it can be used even though the sample size is relatively small, even less than 100 (Hair et al., 2014). This approach allows researchers to evaluate the relationship between variables effectively and provides flexibility in data analysis with limited samples. The results of the study were tested with the T-test with the bootstrapping method, which allows freely distributed data and does not require a large sample (minimum 30 samples) and does not require the assumption of normal distribution.

**RESULTS AND DISCUSSION**

The research shows that work motivation increases organizational commitment in Polman Bandung graduates. With evidence that the t-statistic value is greater than 1.96 and the p-value is smaller than 0.05. Respondents' assessment of the work motivation variable is in the high category (around 4.0). High work motivation makes Polman Bandung graduates more committed and motivated at work.

**Table 3 Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics ( O/STDEV )	P Values
Job Satisfaction -> Organizational Commitment	0.550	0.552	0.076	7.260	0.000
Work Motivation -> Organizational Commitment	0.182	0.188	0.092	1.986	0.048

Source: Primary Data Processed, 2023

Job satisfaction is proven to increase organizational commitment in Polman Bandung graduates. This can be seen from the t-statistic value (7,260) greater than 1.96, the p-value (0.000) is smaller than 0.05. Respondents' assessment of the job satisfaction variable is in the high category (4.26). Polman Bandung graduates who are satisfied with their jobs show higher commitment in carrying out tasks. They are very satisfied with their current job and position.

**Table 4 Confidence Interval**

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
Job Satisfaction -> Organizational Commitment	0.550	0.552	0.395	0.694
Work Motivation -> Organizational Commitment	0.182	0.188	0.004	0.348

Source: Primary Data Processed, 2023

In this study, the organizational commitment of Polman Bandung graduates is positively influenced by the variables of work motivation and job satisfaction, for now job satisfaction can be said to be a very influential variable in terms of organizational commitment, it can be concluded in the T-Statistic value where the value of job satisfaction is greater, namely 7,260 and a smaller value of work motivation of 1,986.

**Table 5 Confidence Interval Bias**

	Original Sample (O)	Sample Mean (M)	Bias	2.5%	97.5%
Job Satisfaction -> Organizational Commitment	0.550	0.552	0.002	0.390	0.692
Work Motivation -> Organizational Commitment	0.182	0.188	0.005	-0.005	0.336

Source: Primary Data Processed, 2023

This study refines previous research, using the judgment sampling method, then the sample taken only gets 1 population in 1 company so that the sample is small and limited, while the method uses purposive sampling techniques by considering several factors and the nature of the population as well as the number taken through the Slovin formula, then this research is not limited to one company because this research focuses on Polman Bandung graduates, this research can measure Motivation and Job satisfaction in several companies, then the analytical tool used in previous studies was SPSS but in this study it used the SmartPLS analysis tool which here does not require normally distributed research data and then an approach that is considered strong because it is not based on various assumptions by analyzing each item clearly and visible paths.

This study also found differences in previous research that job satisfaction has a higher and significant effect and dominates more than work motivation on organizational commitment.

**CONCLUSION**

Work motivation variables are proven to increase organizational commitment positively and significantly, Polman Bandung graduates who have high work motivation in the company they work for, the organizational commitment to the company they provide is increasing. The job satisfaction variable is proven to increase organizational commitment positively and very significantly, this means that the more satisfied the desires, desires and also the work of Polman Bandung graduates provided by the company where they work, the higher the Organizational Commitment to the Company so that the level of desire for graduates to leave is lower. Organizational commitment to the company is strongly influenced by work motivation and job satisfaction simultaneously, this means that the commitment of Polman Bandung graduates depends on the motivation and satisfaction provided by the company to graduates, and how Polman Bandung graduates look at their own desires and goals whether they have a fulfilled motivation and satisfaction with the company or not. Job satisfaction is more influential on organizational commitment than work motivation, this means that satisfaction with the personal desires of Polman Bandung graduates determines how much organizational commitment is given to the company.

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