

THE INFLUENCE OF WORK MOTIVATION, JOB LOYALTY, AND ORGANIZATIONAL COMMITMENT ON WORK SATISFACTION AT PT. FUJIAIRE INDONESIA

Retno Purwani Setyaningrum^{1*}, Arief Teguh Nugroho², Ismah Nur Nabilah³

^{1,2,3} Pelita Bangsa University, Indonesia

retno.purwani.setyaningrum@pelitabangsa.ac.id; ariefteguh Nugroho@gmail.com;
ismahnurnabilah@gmail.com

*Corresponding author: retno.purwani.setyaningrum@pelitabangsa.ac.id

Abstract. *The increasing competition in today's business world requires every company to prepare itself to have a higher competitive advantage, which means having more value to compete with other companies. Human Resources is a crucial aspect in supporting the productivity of a company in order to survive in today's intense competition. Companies must be able to manage their Human Resources properly to increase company productivity.*

This study aims to analyze the influence of each of the following variables: work motivation, job loyalty, and organizational commitment on job satisfaction. The research methodology used was descriptive quantitative analysis method. In this study the data were collected through a questionnaire involving 50 respondents from a total of 100 employees of PT. Fujiaire Indonesia. To test the influential variables, the research used data processing with multiple linear regression which had met the validity, reliability, and partial hypothesis testing requirements with the T test.

The result of this research shows that there was a positive and significant influence between work motivation, job loyalty and organizational commitment on job satisfaction at PT. Fujiaire Indonesia which partially occurred through the application of good work motivation, high job loyalty and high organizational commitment on job satisfaction at PT. Fujiaire Indonesia.

Keywords:

Work Motivation, Job Loyalty, Organizational Commitment, and Job Satisfaction

1. INTRODUCTION

Nowadays it is increasingly recognized by many that in running a company, Human Resources is the most important element. In addition, various other means of production such as capital, work facilities, machinery, raw materials, and software raw materials such as work methods as well as markets for commercial companies are still needed and remain important. PT. Fujiaire Indonesia, a company engaged in manufacturing, said that human resource is one of the aspects that support the smooth running of its company's operations. Given that human resource is the most important element, the maintenance of a sustainable and harmonious relationship with employees in the company is of particular concern to the company.

Employee job satisfaction in a company can be one of the important goals in carrying out company activities in achieving the company's organizational goals. Therefore, employees' job satisfaction is necessary to support the company productivity. Practices in the field show a decrease in employee job satisfaction which is usually determined by several factors, such as salary, security, health benefits, transportation allowances, safety, work environment, and compensation. In one study, it was found that it is not easy for employees to obtain work motivation from both superiors and colleagues in the company (Bakhtawar, 2016). In addition, the research of Noor and Zainordin (2018) and Ogunaike,

Olaleke Oluseye et al (2014) finds that the intrinsic and extrinsic factors of motivation have a significant influence on job satisfaction. Meanwhile, the research on job satisfaction of LPKA Class IIA Ambonese employees result in the finding of a significant influence between work motivation on satisfaction (Poceratu, 2018).

Loyalty, or in other words the dedication and commitment that employees have to a company, can also determine the existence of job satisfaction (Rajput et al, 2015; Frempong et al, 2018; Thanos et al, 2015). It can be said that the higher the level of loyalty and commitment that the employees have, the more satisfied the employees are to work at the company.

Employees who have a commitment will work optimally so they can devote their attention, thoughts, energy and time to their work. What the employees do, therefore, will be in accordance with what is expected by the company. Employees who are committed will reduce unfavorable opportunities for both the employees themselves and the company. A study finds out that organizational commitment influences job satisfaction (Adekola, 2017; Arifah et.al, 2015; Puspitawati et.al, 2014). However, there were still some forms of non-commitment that occurred at PT. Fujiaire Indonesia where employees expressed their dissatisfaction at work by working arbitrarily (for example, arriving late, being absent at work, and making deliberate mistakes), discussing their dissatisfaction with their superiors or other parties with the aim that these conditions change as desired, and many employees who left the company to find another job (Turnover).

2. LITERATURE REVIEW

2.1 Job Satisfaction

Locke (1976), quoted in Bajpai et al. (2018), define job satisfaction as a satisfying or positive emotional state resulting from a job or work experience that is considered good. At the same time, what counts as job satisfaction also includes emotional satisfaction as well as cognitive and behavioral satisfaction. As already mentioned, job satisfaction can be described as an emotional response to work-related situations (Kinicki & Kreitner, 2003), cited in Bajpai et al. (2018). In line with this, Pietri et al. (1982), quoted in Bajpai et al. (2018) state that people experience job satisfaction when they feel good about their job and that feeling often arises from achievement and recognition after doing their job well. As job satisfaction is influenced by emotions and employees' feelings, job satisfaction has a major influence on various aspects of life (Roodt et al., 2002), cited in Bajpai et al. (2018). Herzberg (1966) quoted in Bajpai et al. (2018) empirically identifies the satisfaction / dissatisfaction factors. These factors play a role as determinants of employee motivation and employee satisfaction in their respective workplaces. These factors related to satisfaction / dissatisfaction can motivate or demotivate workers. Providing a hygienic and conducive work environment, for instance, can encourage employee satisfaction, while non-hygienic conditions and a non-conducive work environment can encourage worker complaints about working conditions. In other words, employees feel dissatisfied with work.

2.2 Work Motivation

Luthans and Sommers (2005), cited in Noor et al. (2018), argues that motivation is a process that caters energy, changes attitudes and maintains good behavior and performance. Motivation conveys certain intrinsic and extrinsic features which collaborate with positive results in employee abundance of service. Features such as incentives and rewards are the most preferred factors in employee motivation programs according to Jehanzeb et al. (2012), quoted in Noor et al. (2018). Motivation is a fundamental key that helps organizations meet their goals and specifically influences their prowess and sufficiency because it helps achieve organizational goals without losing scope and focus. All employees can work together and help each other in achieving goals because they are all related to their personal and organizational growth, according to Bokedal et al. (2009), quoted in Bakhtawar (2016). There are two basic types of motivation: intrinsic and extrinsic

motivation. Social and organizational psychologists attach much more importance to intrinsic motivation because this type of inspiration is mostly found in students and workers of various associations. Intrinsic motivation encourages a tendency to exceed expectations in achieving a target and in carrying out individual and organizational obligations and duties, according to Deci (1972), quoted in Bakhtawar (2016).

2.3 Job Loyalty

Employee loyalty (usually synonymous with commitment) to the organization is sometimes seen as an attitude. However, not so many attitudes (or thinking components) are important in organizations, but they are bottom-line action components (Meyer and Allen, 1991), cited in Rajput et al. (2016). Employee loyalty is the willingness to stay with the organization, according to Solomon (1992), cited in Rajput et al. (2016). Employee loyalty can be defined as employees who are committed to organizational success and believe that working for this organization is their best choice. They not only plan to stay with the organization, but they are also not actively looking for alternative work and are not responsive to offers (The Loyalty Research Center, 1990), cited in Rajput et al. (2016). Employee loyalty is a manifestation of organizational commitment, the relative strength of individual identification and involvement in an organizational particle, Steers et al. (1982), quoted in Rajput et al. (2016), based on internalization and identification, Chatman et al. (1986), cited in Rajput et al. (2016).

2.4 Work Commitment

Organizational commitment can be defined as a belief and acceptance of the goals and values of the organization, a willingness to use genuine effort for the benefit of the organization, and a desire to maintain membership in the organization Aranya et al. (1981), quoted in Arifah (2015). An organizational commitment shows a person's power in identifying their involvement in the organization. High commitment of an employee to the organization means taking sides with the organization that employees him, Robbins (2001), quoted in Arifah (2015). It is particularly important to identify the factors that form the basis of organizational commitment. Although much has been written about organizational commitment, there is still no clear understanding of the factors that contribute to the development of this commitment or how these organizational commitment factors can be managed to promote the development of organizational commitment (Wilson et al. (2001), quoted in Adekola (2017). Meyer and Allen (1991) quoted in Adekola (2017) formulate three dimensions or indicators of organizational commitment, namely affective commitment, ongoing commitment, and normative commitment.

3. RESEARCH METHODS/METHODOLOGY

This study used a quantitative approach and inferential methods as well as multiple linear regression analysis. As in the criteria for multiple linear regression analysis, the analysis was carried out through the stages of instrument testing, analysis requirements testing, model testing and hypothesis testing. The instrument testing was carried out through the validity and reliability test. The validity test used the corrected item correlation value, while the reliability test used Cronbach Alpha. The analysis requirements testing used was the classic assumption test consisting of normality, multicollinearity, autocorrelation, and heteroscedasticity. Normality was carried out graphically (histogram), multicollinearity used VIF, autocorrelation used the Durbin Watson value, and heteroscedasticity graphically used a scatter plot. Model testing was used to confirm model feasibility. The feasibility of the model was seen from the value of R Square while the test was with the F test. Hypothesis testing used the regression coefficient value to determine the direction of influence while testing was carried out using the t-test. The regression coefficient was obtained from the unstandardized multiple linear regression equation: $Y =$

$a + b_1X_1 + b_2X_2 + B_3X_3$.

This study aims to analyze the influence of work motivation, job loyalty, and organizational commitment on job satisfaction. This research was conducted by distributing questionnaires to obtain research data. This questionnaire was distributed to the 50 employees of PT. Fujiare Indonesia. This study used four main variables, namely three independent variables which included work motivation, job loyalty, and organizational commitment, while one dependent variable was job satisfaction.

4. RESULTS AND DISCUSSION

The research resulted in findings showing that work motivation, job loyalty, work commitment and job satisfaction were quite high or could be said to be incredibly good. What is more, the work motivation of the employees is very high. This indicates that in general, what has happened in the organization had gone well. Data analysis went through a series of processes according to the rules and was started with instrument testing where all questionnaire items on each variable was considered valid. Likewise, each variable was proven reliable so that the data could be used for analysis purposes. The requirements for multiple linear regression analysis were all fulfilled so that where the data were normally distributed, the model was considered good because it did not have multicollinearity problems and was truly linear. The multiple linear regression equation model formed was feasible to use to explain the effect of the independent variable on the dependent variable. The multiple linear regression equation model research results on this model reveal that work motivation, job loyalty, and work commitment can explain 69.6% of variations in employee job satisfaction.

The research resulted in findings that work motivation had an influence on job satisfaction, job loyalty and work commitment, and each had a positive direction on job satisfaction where work motivation was stronger in influencing job satisfaction than job satisfaction.

The Influence of Work Motivation on Job Satisfaction

Based on the test results on the t test, it was found out t count of 9.661 with a significance level of 0.000, $t_{count} > t_{table}$, and $sig < 0.05$. This means that the hypothesis proposed by the author was accepted, that is, there was a positive and significant influence between Work Motivation and Job Satisfaction at PT. Fujiare Indonesia. The results of this study are in accordance with the previous research conducted by Saadia Bakhtawar (2016) which conclude that overall work motivation does have an impact on job satisfaction but the level of significance varies according to variables and employees' understanding of these variables. Likewise with the research conducted by Siti Nur Aishah Mohd Noor and Sr Nadzirah (2018) who state that job satisfaction is influenced by intrinsic and extrinsic motivation, and also a research conducted by Imelda Ch. Poceratu (2018) which states that work motivation is very influential on job satisfaction of LPKA Class IIA Ambon employees. This is also supported by research by Olaleke Oluseye Ogunnaike et al. (2014) which says that intrinsic and extrinsic motivation affect job satisfaction. It, therefore, can be concluded that work motivation was influential and had an important influence in increasing job satisfaction at PT. Fujiare Indonesia.

The Influence of Job Loyalty on Job Satisfaction

Based on the test results on the t test, it was found out t count of 5.854 with a significance level of 0.000, $t_{count} > t_{table}$, and $sig < 0.05$. This means that the hypothesis proposed by the author was accepted, namely there was a positive and significant influence between job loyalty variables on job satisfaction at PT. Fujiare Indonesia. This is in accordance with the previous research conducted by Shweta Rajput et al. (2015) who conclude that there is a significant impact of job satisfaction on employee loyalty among

academics. The underlying factors of job satisfaction from this study are career growth, motivation, work environment and self-satisfaction. The underlying factors of the employee loyalty that emerge from this study are a sense of belonging, job involvement and organizational commitment. This is also supported by research from Lady Nadia Frempong et al. (2018) which states that there is a significant influence between loyalty and commitment on job satisfaction in the manufacturing and mining sectors and is also supported by a research by Casie Angela Thanos et al. (2015) which states that the variables of job satisfaction and employee motivation have a significant influence on employee loyalty. In addition, this is also reinforced by a research from Bambang Tetuko et al. (2016) which shows that there is a significant influence between the effect of performance, compensation, and loyalty on employee job satisfaction at the Logistics Division of PT. Asahimas Flat Glass, Tbk. Jakarta. It, therefore, can be concluded that loyalty had a positive effect and had an important role in increasing job satisfaction at PT. Fujiaire Indonesia.

The Influence of Job Loyalty on Job Satisfaction

Based on the test results on the t test, it was found out t count of 8.738 with a significance level of 0.000, $t_{count} > t_{table}$ and $sig < 0.05$. This means that the hypothesis proposed by the author was accepted, namely there was a positive and significant influence between the organizational commitment variable on job satisfaction. This is consistent with the research conducted by Bola Adekola (2017) which states that there is a significant difference between the level of organizational commitment of employees at State Universities and Private Universities. This shows that organizational commitment has an influence on job satisfaction. Moreover, a research conducted by Dista Amalia Arifah et al. (2015) states that organizational commitment, professional commitment, leadership style and motivation have a significant influence on job satisfaction. On the other hand, organizational commitment, professional commitment, and leadership style do not influence job satisfaction with motivation as an intervening variable. This is also supported by a research by Ni Made Dwi Puspitawati et al. (2014) that states that job satisfaction has a positive influence on organizational commitment and service quality, while organizational commitment has a positive influence on service quality. It, therefore, can be concluded that organizational commitment was influential and had an important influence in increasing job satisfaction at PT. Fujiaire Indonesia.

CONCLUSION

This study found out that the model of work motivation, job loyalty and work commitment partially influence job satisfaction. Companies must be able to provide enthusiasm or motivation to employees in supporting their work so that the companies can increase employee satisfaction at work and eventually increase company productivity. By providing a good role model to employees, the employees will have a sense of loyalty or commitment to the company. In addition, the company must also be able to provide maximum support both in material and non-material forms so that employees feel reluctant to leave the company where they work.

REFERENCES

- Arifah, Dista amalia. et al. 2015. Pengaruh komitmen organisasi, komitmen profesional dan gaya kepemimpinan terhadap kepuasan kerja dengan motivasi sebagai variabel intervening. ISSN 2302-9791. Vol. 2 (1): 357369.
- Bajpai, Vivek. et al. 2018. Impact Of Employees Motivation On Job Satisfaction And Organizational Commitment At Balco. Global Journal of Engineering Science and Research Management. ISSN 2349-4506. Vol. 5(5). pp 45-58. Diakses dari: <http://www.gjesrm.com>.
- Bakhtawar, Saadia. 2016. Impact Of Motivation On Job Satisfaction: A Case Study Of Ngo's Karachi. Electronic Copy SSRN Journal. pp. 1-30. Diakses dari: <https://ssrn.com/abstract=2910857>
- Adekola, Bola. 2012. The Impact of Organizational Commitment on Job Satisfaction: A Study of Employees at Nigerian Universities. International Journal of Human Resource Studies. ISSN 2162-3058 2012, Vol. 2, No. 2. pp. 1-17. Diakses dari: www.macrothink.org/ijhrs
- Frempong, Lady Nadia. et al. 2018. The Impact of Job Satisfaction on Employees' Loyalty and Commitment: A Comparative Study Among Some Selected Sectors in Ghana. European Journal of Business and Management ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.10, No.12. pp. 95-105. Diakses dari: www.iiste.org
- Noor, Siti Nur Aishah Mohd. et al. 2018. The Impact Of Motivation On Job Satisfaction In A Quantity Surveying Consultant Firm. Proceeding International Conference On Global Business and Social Sciences (ICGBSS 2018) 13 & 14 October 2018 The Everly Putrajaya Malaysia eISBN 978-967-14841-9-7. pp. 265-276. Diakses dari: <https://www.researchgate.net/publication/328737143>.
- Ogunaike, Olaleke Oluseye. et al. 2014. Effect of Motivation on Job Satisfaction of Selected Sales Representatives. Journal of Educational and Social Research MCSER Publishing Rome, Italy. ISSN 2239-978X ISSN 22400524 Vol. 4 (1): 197-203.
- Poceratu, Imelda Ch. 2018. Pengaruh Motivasi Kerja Terhadap Kepuasan Kerja Pegawai Lembaga Pembinaan Khusus Anak (LPKA) Kelas Ila Ambon Dalam Perspektif Kristiani. Jurnal Ilmiah Seminar Nasional "Archipelago Engineering" (ALE) 2018. ISSN: 2620-3995. pp. 163-167.
- Puspitawati, Ni Made Dwi. et al. 2014. Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional Dan Kualitas Layanan. Jurnal Manajemen Strategi Bisnis dan Kewirausahaan. Vol. 8 (1): 68-80.
- Rajput, Shweta. et al. 2016. Job Satisfaction and Employee Loyalty: A study of Academicians. Asian Journal Management ISSN 0976-495X (Print) 23215763 (Online). Vol. 7(2): 1-5. Diakses dari: www.anvpublication.org.
- Tetuko, bambang. et al. 2016. Pengaruh Kinerja, Kompensasi Dan Loyalitas Terhadap Kepuasan Kerja Karyawan Pada Divisi Logistik PT. Asahimas Flat Glas Tbk. Jurnal Magister Manajemen Vol. 2 (2): 69-100. Diakses dari: www.jurnal.ibmasmi.ac.id
- Thanos, Casie Angela. et al. 2015. The Efect Of Job Satisfaction And Employee Motivation On Employee Loyalty (Case Study Of PT. Kimia farma Apotek In Sam Ratulangi, Manado). Jurnal Berkala Ilmiah Efisiensi. Vol. 15(4): 313-321.