

## **TESTING ORGANIZATIONAL COMMITMENT ON EMPLOYEE SATISFACTION: SURVEY ON SUB-DISTRICT OFFICES IN BANDUNG**

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### ***Abstract***

*This study departs from the existence of problems in employee job satisfaction, which indicate the non-optimal work commitment of employees. Instead, this study aims to determine the magnitude of the effect of organizational commitment components on employee job satisfaction—this research conduct at two sub-district offices in Bandung. To determine the magnitude of the influence of the organizational commitment component on employee job satisfaction, the researcher used a quantitative approach by testing a sample of 57 employees. The data analysis technique used multiple linear regression. The study results show that the organizational commitment component affects job satisfaction by 68.7%, the remaining 31.3% is influenced by other factors not examined. The study results recommend that the leadership pay more attention to increasing employee commitment so that employee job satisfaction can fulfill.*

**Keywords:** *Organizational Commitment, Employee Job Satisfaction.*

### ***Abstrak***

Tujuan Penelitian ini berangkat dari adanya permasalahan pada kepuasan kerja pegawai yang diindikasikan dengan belum optimalnya komitmen kerja pegawai. Penelitian ini bertujuan untuk mengetahui besarnya pengaruh komponen komitmen organisasi terhadap kepuasan kerja pegawai. Penelitian ini dilakukan pada dua kantor kecamatan di Kota Bandung. Untuk mengetahui besarnya pengaruh komponen komitmen organisasi terhadap kepuasan kerja pegawai, peneliti menggunakan pendekatan kuantitatif dengan menguji sample dari pegawai sebanyak 57 orang. Teknik analisis data menggunakan linier multiple regression. Hasil penelitian menunjukkan bahwa komponen komitmen organisasi berpengaruh terhadap kepuasan

kerja sebesar 68,7% yang sisanya sebesar 31,3% di pengaruhi oleh factor lain yang tidak diteliti. Hasil penelitian merekomendasikan agar pihak pimpinan untuk lebih memperhatikan peningkatan komitmen pegawai sehingga dapat terpenuhi kepuasan kerja pegawai.

**Kata kunci:** Komitmen Organisasi, Kepuasan Kerja Karyawan.

## INTRODUCTION

From the perspective of organization and management, humans are perceived as the determining factor. (Fenech, Baguant & Ivanov, 2019) Therefore, human resources in an organization are critical determinants for the effectiveness of the running of an organization. (Juul Andersen & Minbaeva, 2013) A person's success and performance in a field of work are determined mainly by the level of competence, professionalism, and commitment to the field of work in which he is engaged. (Guest, 2017) In the organization of a company, human resources need to be developed competencies, abilities, and expertise.

State Civil Apparatus on various occasions and various media often get sharp attention about their performance and services. The classic reason that often constrains employee performance is related to compensation. This reason may be accurate, but who can guarantee that increasing their salary will increase their job satisfaction. People are increasingly discussing job satisfaction, both in academic circles and in industry and business practitioners, because it turns out that job satisfaction has a considerable influence on organizational

productivity, both directly and indirectly. (Kuvaas, Buch, Weibel, Dysvik & Nerstad, 2017) Furthermore, Fernandez & Moldogaziev (2013) indicate dissatisfaction as the starting point for problems that arise in organizations, such as absenteeism, worker-manager conflicts, turnover, and many other problems that disrupt the process of achieving organizational goals. (Yalabik, Popaitoon, Chowne & Rayton, 2013) With the lower absenteeism rate by employees, employee job satisfaction not achieve; therefore, it is necessary to increase employee commitment. (Ogbonnaya, Daniels & Nielsen, 2017)

From the indications of initial observations, human resources development through increasing employee commitment has not gone well, as expected; it is related to the level of education possessed by employees that have not supported the required position. Employees show that the level of attendance of employees to enter the office is still above the 80% level. However, many employees who enter the office not on time leave work earlier than the specified time and during working hours are not at work, this if left unchecked, it is feared that there will be a drastic decrease in attendance. In addition, the work commitment of

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employees in completing their main tasks is still low.

Based on preliminary data, it indicates that for job satisfaction indicators only, such as responsibility for work, the percentage is 9.68%, cooperation between employees is 9.68%, and leadership is 25.81%. This condition shows that the job satisfaction of the employees is not optimal. This phenomenon can be caused by low employee competence and employee commitment that is not optimal. Mahmood, Akhtar, Talat, Shuai & Hyatt (2019) stated that job satisfaction is an expression of employee job satisfaction about how their work can benefit the organization, which means that what obtains in work has fulfilled what is considered necessary.

Mowday (1998) shows that organizational commitment is a relative strength of individuals in identifying their involvement in the organization. Three things can characterize this, namely acceptance of the values and goals of the organization, readiness and willingness to try seriously on behalf of the organization, the desire to maintain membership in the organization, and job satisfaction to be part of the organization. (Mowday, Porter & Steers, 2013; Suryadana & Sidharta, 2019) From this explanation, it is suspected that there is an influence of commitment on job satisfaction.

Given how important the study is to increase employee job satisfaction in carrying out organizational tasks, the researcher intends to determine the effect of organizational commitment on job satisfaction.

## **RESEARCH METHODS**

The research method used in this study is explanatory verification, which seeks to verify the results of thoughts hypotheses by analyzing the status of a human group, an object, a condition, or an event in the present by recognizing the problem and obtaining justification for significant influence.

The sample used is 52 employees who work in 2 sub-districts in the city of Bandung. The sampling technique used is simple random sampling.

The research variable is organizational commitment, consisting of 3 dimensions: affective, continuous, and normative commitment. (Meyer & Allen, 1991; Karim & Noor, 2017) While the job satisfaction variables consist of the work itself, salary, promotion, supervision, workgroup, and working conditions. (Smith, Kendall & Hulin, 1969; Kinicki, McKee-Ryan, Schriesheim & Carson, 2002; Tasios & Giannouli, 2017) To test these variables, researchers used multiple regression data analysis techniques.

## **RESULTS AND DISCUSSION**

The calculation results show that the effect of the commitment component on job satisfaction is 68.7%, while Epsilon is 31.3% which is another factor not examined in this study. These results indicate that there is an effect of commitment on job satisfaction. Organizational commitment is an individual strength that identifies his involvement in the organization. (Ocen, Francis & Angundaru, 2017) This

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situation can characterize by three things, namely acceptance of the values and goals of the organization, readiness, and willingness to try seriously on behalf of the organization, desire to maintain membership in the organization, and satisfaction work to be part of the organization. (Princy & Rebeka, 2019)

Employees who have a high commitment will always coordinate with superiors where superiors need information from subordinates as material in making decisions; thus, if employees always coordinate with superiors, the employee commits the organization to achieve organizational goals. (Foster & Sidharta, 2019)

Commitment to each employee is an attitude that determines the realization of organizational goals. Therefore, it can say that commitment is a strength in an organization. Furthermore, the commitment of employees who respect their co-workers and superiors indicates that they have a high sense of commitment, which impacts employee job satisfaction.

Job satisfaction consists of the work itself, salary, promotion, supervision, workgroup, and working conditions. Workplaces that are very clean and have adequate work equipment must be improved to indicate employee satisfaction. Job satisfaction is a positive or negative attitude that individuals have towards their work. Job satisfaction is a general attitude towards a person's job that shows the difference between the number of awards workers receive and the amount they believe they should

receive. Employees' perceptions of both their work, salary, and promotions can impact increasing the willingness to work better. Conditions that can satisfy employees are one of the goals of creating good organizational performance.

The influence of commitment to job satisfaction is a relative strength of the individual in identifying his involvement in the organization. Three things can characterize this, namely acceptance of the values and goals of the organization, readiness and willingness to try seriously on behalf of the organization, the desire to maintain membership in the organization, and job satisfaction to be part of the organization.

From this explanation, it suspects that there is an influence of commitment on job satisfaction. From the statement above, job satisfaction will increase if it supports by commitment. This study supports research conducted by Saha & Kumar (2018) which shows the role of commitment in increasing employee satisfaction.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of data analysis that carries out a discussion of the research results as described previously, it can conclude that organizational commitment also significantly influences job satisfaction. Therefore, severe and directed efforts are needed to increase employee commitment, especially the dimensions

of affective commitment that need to get special attention. Because the more significant the commitment of employees, it will increase employee job satisfaction and have implications for employee performance.

The condition of employee commitment is in good criteria. However, for the dimension of Affective commitment with indicators: Loyalty to the organization is essential, and taking part in organizational development, must be improved again. The condition of employee job satisfaction is in good criteria. However, specifically for the dimensions of working conditions with indicators: The workplace that owned is spotless and has adequate work tools must be improved.

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