

# The Effect of Job Satisfaction to Organization Commitment, with the Development of a Career as Variable Intervening

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**Abstract**—The purpose of this study was to determine the effect of job satisfaction to organization commitment, with the development of a career as variable intervening. the research method used is quantitative research methods. The population in this study were employees of PT. A line B, 96 permanent employees. Data collection techniques using questionnaires and data analysis techniques using multiple regression analysis. The results showed that the effect of job satisfaction to organization commitment directly is greater than trough development carrier as intervening variable.

**Keywords:** *job satisfaction, organization commitment, development of a career*

## I. INTRODUCTION

The workplace in Indonesia now required to get human resources lead and competitive in competition in both national and international level, Companies need labor who has skill qualified to handle the global competition. With the advent of the number of companies is much, and more stringent competition between company [1]. The more company that gives another chance more promising, this could be one of consideration for employees to move company. Hence the company should be able to perform variety of ways to defend human resources best has owned by looking at factors that can affect commitment employees.

Object in this research was Pt A to the study is the case with permanent worker’s production line B. Pt A this is the company biggest in Asia southeastern in the field of manufacturing production fishing net, thread, for the established in 1982. The number of permanent workers in line B in the last 2 years’ conditions was not stable, every month its number of employees it is always changing. Number of employees in 2017 consisting of 1.295 people, and then in the 2018 number of employees decreased to 1.201 people. This indicates that there is employee who quit a company every year.

TABLE I. THE NUMBER PERMANENT WORKERS AT POWER PRODUCTION LINE B MARCH 2018 UNTIL 2019

No.	Month	Years		
		2017	2018	2019
1	January	115	105	96
2	February	114	105	96
3	March	112	105	-
4	April	112	104	-
5	May	109	104	-
6	June	107	104	-
7	July	106	100	-
8	August	106	94	-
9	September	105	94	-
10	October	103	94	-
11	November	103	96	-
12	December	103	96	-
Total		1295	1201	192

Source PT A

Besides on the number of employees are continuing to decrease, work performance employees has also fallen this measured performance from the evaluation of permanent workers at power production line b march 2018 until 2019 on February output in the months prior to the survey, it can be seen from the value of work performance enough employees can be transferred to category this study and the less experienced an increase in every month .One of the decrease in work performance employees due to the satisfaction employees is typical of the strike against the company, so that reduces the incentive for employees to work that result in achievements against the decline in the employees.

TABLE II. THE MEASURED PERFORMANCE FROM THE EVALUATION OF PERMANENT WORKERS AT PRODUCTION LINE B

No.	Mont	Work Achievement Value	
		Enough	Less
1	March	1	-
2	April	1	-
3	May	2	-
4	June	1	-
5	July	-	-
6	August	-	-
7	September	-	-
8	October	-	-
9	November	7	2

Table 2. Cont.

10	December	-	2
11	January	2	-
12	February	13	-
Total		27	4

Source: PT A

Production target on the nets b a year it is nothing achieve appointed production company. Charter determine production target 8.750 every month, but the production by employees every month under 8.750. The development of employee’s system career more prioritized by a factor of seniority, company only raise the employee who have worked at least 10 to 15 years, it was done if employees who is retired the level was, this was due senior employees are considered experienced, so workers who are junior and had recently work neither had many chances to expand his career.

TABLE III. CAREER DEVELOPMENT

No.	NIK	Position	Initial Position	Become a Position
1	89033	Net B	Senior Mechanic	PJS Mechanical Coord
2	3012	Net A	Net Production Card	PJS Coord
3	K3588	Fins Yoko	Operator	PJS Depth Card
4	K4582	Fins Yoko	Operator	PJS Wakaru Packing
5	5033	Mine	Operator	PJS Karu Mine
6	7101	Net B	Operator	PJS Wakaru QC Net B
7	K3509	Net A	Operator	PJS Wakaru QC A
8	4027	Spining	Mechanical	PJS Karu Mechanical Spining
9	K3606	Net B	Opertaor	PJS Wakaru Net B
10	5033	Mine	Mechanical	PJS Karu Mechanic Mine
11	97006	Warehouse	Supervisor	PJS Karu Gudang Multi
12	K2436	Net A	Operator	PJS Wakaru QC Net A
13	K4032	Net A	Operator	PJS Wakaru QC Net A

Source: PT A

Any person who works expect obtain satisfaction of where he was working. Basically satisfaction is individual in nature, every individual having a level of satisfaction that different. Employee who satisfied to the implementation of his job, means desire employees approval of the result of consistent with the fact, hence the company need to pay attention to a problem employees work satisfaction. Job satisfaction is the result of perception employees to work in the form of attitude that happy or unhappy and unsatisfied or discontented [2].

Career development reflect our ideas to improve his career. Employees who have a chance to increase his career will stimulate the motivation to work better and tried to increase the ability and insight to improve the position to power in his job. Career development was a process company did to enhance the capacity of employees in planning career his future [3].

Employees resources are important in the success of an organization with an employee in carrying out tasks and responsibilities, will affect the organization of its intended purpose. As one of the important components, employees must have a concern and a sense of responsibility. Commitment organization is the wishes of organization to maintain membership by continued zeal in finish the job has under their responsibility to bring organizational goals [4].

As many dimensions of satisfaction employment is order to give you wages, of the very works themselves, if there was any

opportunity campaign to promote boss program, as well as for, a coworker, any condition of a job, in which the company provided security [5].

Commitment to organize can be formed because of several, factor better than organization and from your own individuals. With progress in affective, commitment continuance, commitment and normative commitment, each having a pattern of development of its own [6].

The career development factor is as follows: relations civil servants and organization, employee’s personnel, the external factor, politicking in the structure of, the award system, the number of employees, a measure of organization, the culture of the organization, management type [7].

**II. RESEARCH METHODS**

This study uses quantitative research methods, because the purpose of this study is to determine the influence of job satisfaction against organization commitment, with the development of a career as variable intervening through statistical test [6].

The dimensions used in the Burnout variable are emotional exhaustion, cynicism, and inefficiency Dimensions used in employee engagement variables are: vigor, dedication, and absorption. Dimensions used in the burnout variable are: intention to leave, intention to find another job, thinking to leave, there may be other jobs

The population in this study were employees of PT A in line B with a total of 96 employees. Data collection techniques in this study using a questionnaire with an instrument measurement scale using a Likert scale. Data analysis techniques used multiple regression analysis.

**III. RESULTS**

Based on the results of statistical data processing regarding the instrument reliability test, it can be seen the results of the instrument validity test in the table below:

TABLE IV. THE RESULTS OF THE TEST VALIDITY OF JOB SATISFACTION INSTRUMENT VARIABLES (X<sub>1</sub>)

Statement Item	R <sub>Count</sub>	r <sub>table</sub>	Result
P1	0,582	0,2006	Valid
P2	0,434	0,2006	Valid
P3	0,269	0,2006	Valid
P4	0,422	0,2006	Valid
P5	0,402	0,2006	Valid
P6	0,518	0,2006	Valid
P7	0,397	0,2006	Valid
P8	0,588	0,2006	Valid
P9	0,516	0,2006	Valid
P10	0,638	0,2006	Valid
P11	0,441	0,2006	Valid
P12	0,572	0,2006	Valid
P13	0,689	0,2006	Valid
P14	0,529	0,2006	Valid
P15	0,219	0,2006	Valid
P16	0,567	0,2006	Valid

TABLE V. TEST THE VALIDITY OF THE INSTRUMENT OF CAREER DEVELOPMENT VARIABLES (X<sub>2</sub>)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
P1	64.26	129.753	.480	.888
P2	64.63	126.826	.496	.888
P3	65.64	134.045	.401	.890
P4	64.46	125.367	.564	.886
P5	64.68	127.505	.677	.884
P6	64.67	121.088	.773	.879
P7	64.82	122.189	.779	.880
P8	64.21	128.104	.504	.888
P9	64.17	123.930	.687	.882
P10	64.78	130.973	.386	.891
P11	65.65	133.747	.412	.890
P12	64.55	126.818	.651	.884
P13	65.03	130.304	.497	.888
P14	64.82	134.210	.268	.894
P15	64.81	123.228	.769	.880
P16	65.03	130.304	.497	.888
P17	64.39	134.513	.248	.895
P18	64.05	136.008	.223	.894
P19	65.01	131.316	.443	.889
P20	65.60	134.284	.407	.890
P21	64.60	130.642	.401	.891
P22	64.86	131.592	.334	.893

TABLE VI. TEST THE VALIDITY OF ORGANIZATIONAL COMMITMENT VARIABLE INSTRUMENTS (Y)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
P1	40.07	48.342	.646	.894
P2	40.31	47.207	.739	.889
P3	40.33	47.825	.681	.892
P4	40.61	47.313	.702	.891
P5	40.17	51.825	.491	.901
P6	40.81	47.354	.589	.898
P7	40.36	49.897	.598	.896
P8	40.04	50.777	.573	.898
P9	40.32	48.453	.707	.891
P10	41.01	46.010	.642	.895
P11	40.07	50.574	.508	.900
P12	40.10	46.494	.678	.892

Source: Result Output SPSS version 25.0 for windows

TABLE VII. JOB SATISFACTION VARIABLE TEST RESULTS (X<sub>1</sub>)

Reliability Statistics	
Cronbach's Alpha	N of Items
.858	16

Source: Result Output SPSS version 25.0 for windows

TABLE VIII. CAREER DEVELOPMENT TEST VARIABLE RESULTS (X<sub>2</sub>)

Reliability Statistics	
Cronbach's Alpha	N of Items
.892	22

TABLE IX. RELIABILITY TEST RESULTS FOR ORGANIZATIONAL COMMITMENT VARIABLES (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.903	12

Source: Result Output SPSS version 25.0 for windows

TABLE X. INFORMATION ON VALIDITY AND RELIABILITY

Validity	rcount > rtable	X1	Valid
		X2	Valid
		Y	Valid
Reliability	0,858 > 0,7	X1	Reliable
	0,892 > 0,7	X2	Reliable
	0,903 > 0,7	Y	Reliable

TABLE XI. COEFFICIENTS OF DEPENDENT VARIABLE

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	1 (Constant)	14.969	5.801				2.580
Job satisfaction	.193	.080	.218	2.411	.018	.999	1.001
Development Career	.274	.058	.430	4.754	.000	.999	1.001

Dependent Variable: Organizational Commitment

Source : data processing results, 2019

Based on table 1, it can be concluded that all instruments in this study are valid.

The instrument reliability test results can be seen in the table 1.

Based on the reliability test results it can be concluded that all instruments in this study is reliable.

The test results regarding the correlation coefficient and the coefficient of detrmination are shown in the following model summary table:

TABLE XII. MODEL SUMMARY

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.028 <sup>a</sup>	.001	-.010	11.94509

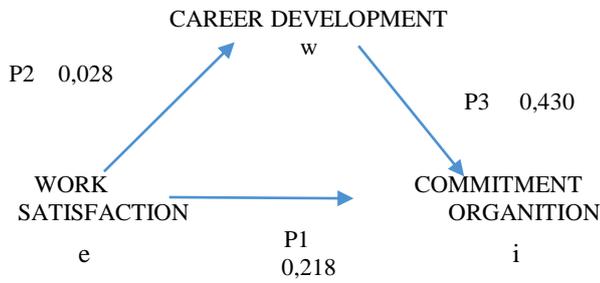
<sup>a</sup> Predictors: (Constant), WS

TABLE XIII. COEFFICIENTS<sup>A</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.969	5.801		2.580	.011
WS	.193	.080	.218	2.411	.018
CD	.274	.058	.430	4.754	.000
2 (Constant)	44.021	.772		57.019	.000

Dependent Variable: CO

Source : data processing results



Output SPSS above put a value standardized beta work satisfaction on similarities (1) as much as 0,028 and is significant at 0,000 which means work satisfaction affect carrier development. The value of the coefficient standardized beta 0,028 is considered as path or lines of p2. In output SPSS the regression equation is (2). the value standardized beta work satisfaction is 0,218 and carrier development is 0,430 all significant. The value of standardized beta work satisfaction 0,218 is considered as the path p1 and value of standardized beta carrier development 0,430 is considered as path 3.

The analysis shows that work satisfaction will affect directly to commitment organization and can also affected indirectly to carrier development (as an intervening variable). Direct influence is 0,218 while the indirect effect should not divert coefficient calculated  $[0,028 \times 0,430] = 0,01204$ . Because of the direct relationship between greater than the indirect relationship, thus it can be said that relationship is directly.

**IV. DISCUSSION**

- Variable satisfaction work (x1) in full have a positive and significant impact on commitment organization (y) on production line of permanent workers at the net b pt arteria arida) power of honor, which means the better satisfaction work awarded to an employee so organization commitment on employees will increase.
- Variable (x1 and x2) have had a positive impact and significantly correlates with the organization (y) permanent workers in the production line B, precious resources which means the satisfaction of work and career development just led to higher employee and clear commitment precious resources.

**V. CONCLUSION**

- Explain the benefits of competition itself, so that employees can reflect. positive in the face of competition Cultivate mind employees that competition

is good for the company, increase because competition would make all the best. employees out. The best abilities to pursue a higher position and get a reputation

- company to give a chance to an employee to improve their skills by providing extensive training to employees, then as his appreciation of the company can give awards to employees that have good skills, so that people compete to focus accentuate their advantage and trying to remove his weakness.
- avoid favoritism with undiscriminating, race, age, religion sex and other form of discrimination.
- giving equal opportunity to an employee, if there a chance to develop his career employees tell the information to all employees not to some men just.
- leader must be able to know and identify problems that arise, because if the problem is not the solution is sure. was appropriate Leaders also have the time to identify the problem to find a solution, and not linger in the identification
- when taking the decision leader must rely on information and accurate data, as this will help and strengthen in terms of the argument for the. Involve other parties in the decision-making process, in order to get input and suggestions.

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