

Mediating Role of Job Satisfaction in the Effect of Work Motivation, Individual Values, and Transformational Leadership on Organizational Commitment

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ABSTRACT

The purpose of this study was to use job satisfaction as a parameter to determine the impact of motivation, personal values, and transformative leadership on the organizational involvement of BPJS Kesehatan employees in the Sumbagteng Jambi region. This kind of research is research. The subjects of this survey consisted of staff from the BPJS Kesehatan Sumbagteng Jambi area, and the survey sample consisted of 326 respondents. The survey method is a questionnaire distributed to respondents. Data analysis by AMOS SEM. The results showed that motivation, personal values, transformative leadership, and job satisfaction had a positive and significant impact on employee engagement. In addition, motivation, personal values, and transformative leadership have a positive and significant impact on work satisfaction. In addition, as an intermediary, work satisfaction has a positive and significant impact on motivation, personal values, and change leadership, and work satisfaction affects an employee's organizational commitment.

Keywords: *work motivation, transformational leadership, individual values, organizational commitment*

1. INTRODUCTION

The organization must focus on developing its human resources so that employees are always committed to their work and organization. The emergence of this practice does not make Department HR in BPJS Kesehatan which currently stands with the nomenclature of the Human Resource Management and Mental Revolution Department more dynamic and responsible for environmental changes and ultimately BPJS Kesehatan employees have a high organizational commitment.

To measure the Employee Commitment Index (ECI), Employee Satisfaction Index (ESI), and Employee Engagement Index (EEI), a survey was conducted to measure employee opinions on the management of BPJS Kesehatan human resources, namely the Employee Opinion Survey (EOS) every year. Based on the comparison between the EOS scores in 2018 and 2019, it can be seen that there is a downward trend in each component even though there is no change in the predicate. The decline in the commitment and engagement assessment scores for BPJS Kesehatan employees can be seen from the increasing trend of Employee Turnover.

Based on data obtained from the Human Resources, General Affairs, and Public Communications Division of BPJS Kesehatan, Sumbagteng-Jambi Region revealed that there was a decrease in the employee commitment index even though there was no change in the predicate. The data shows that BPJS Kesehatan employees at the Sumbagteng-Jambi Region chose to resign from 2018 to 2020 with a total of 21 employees. All employees who resigned in the 2018-2020 period, of them were in the millennial age category.

Organizational commitment is a force that binds individuals to actions relevant to one or more targets. Based on data from Human Resources, General, and Public Communication Department at BPJS Kesehatan Sumbagteng Jambi Region as many as 490 employees (90,90%) are millennials. Millennials are those who belong to the birth of early 1981-2002 [2]. Increasing the number of millennials entering the workforce with privileges that tend to differ from previous generations is becoming one of the new challenges.

Gen Y or millennial generation employees have the highest affective commitment when they have a high prosocial identity coupled with a high organizational prosocial identity. The study showed that Gen Y employees had greater expectations regarding the organization's prosocial identity than older employees.

The essential issues involving organizational commitment are generation Y's frequently changing jobs, impatience to face challenging tasks, not dedicating physical and mental strength in operations, not being proud of their organization and not complying with company rules and regulations resulting in Generation Y having a low OC. The results of a study revealed that Generation Y employees have lower levels of organizational commitment and higher levels of moving intentions and suggest that they are more likely to leave the organization if their needs are not met [5].

This fact indicates that employee commitment to the organization is still less than optimal. This became the basis of research on the organizational commitment of millennial employees conducted and supported by the facts and the existence of *research gaps* from the results of previous research by several researchers who found positive and significant or negative organizational commitment of millennial employees.

Some Factors that influence organizational commitment include work motivation [6], individual values [7], transformational leadership [8], and job satisfaction [9]. This research aims to find out the influence of work motivation, individual values, and transformational leadership against the organizational commitment of BPJS Kesehatan employees in the Sumbagteng-Jambi region with job satisfaction as a mediation variable.

2. DEVELOPMENT OF HYPOTHESIS

Employees are the most valuable asset to any organization [10]. Employees are a key factor in the organization's existence and development. Therefore, work motivation is one of the most important functions of human resource management. Work motivation has an impact on organizational commitment [6]. Employees who receive value from the organization intend to keep working because of their responsibilities and obligations to the organization.

Personal values are also one of the factors that influence an organization's involvement. Schwartz describes some possible processes that can link people's value priorities to their attitudes and behaviors. Values can affect the attention, perception, and interpretation of different situations; this, in turn, can affect attitudes such as engagement.

Another factor that influences organizational commitment is transformational leadership. Theorists identify the importance of leaders in the development of employee organizational commitments [12]. Transformational leaders are defined as people who support, guide, and facilitate employees to a higher level of self-actualization and thus, motivate employees to support organizations beyond their interests [13].

In addition, work satisfaction is an important issue for an organization as it is associated with a variety of other factors, including emotional involvement [14]. There is a weak correlation between effective

engagement and job satisfaction [12]. Many studies look at factors that influence organizational involvement that result from work satisfaction. Some studies have shown that there is a strong correlation between the two [6], and when employees are happy with the resources they receive from the organization, they are positive towards the organization by showing a higher commitment. It suggests that he feels forced to make a round trip with a good attitude [15].

3. METHOD

This type of research is quantitative research which is research using survey methods. The sample in this study was BPJS Kesehatan Region Sumbangteng-Jambi The determination of the number of samples is five times more than the number of statement items to be analyzed (Hair et al., 2014). In this study there were 75 statement items, then the required sample size was at least $75 \times 5 = 325$ samples. The characteristics of the respondents studied in this study are presented in Table 1.

Table 1. Characteristics of Respondents

No.	Characteristics of Respondents	Frequency (people)	Percentage (%)
1. Gender	Man	120	37
	Woman	204	63
	Sum	324	100
2. Age	18-27 years old	31	10
	28-37 years old	271	83
	38-41 years old	22	7
	Sum	324	100
3. Education	Diploma III	6	2
	Bachelor	298	92
	Postgraduate	20	6
	Sum	324	100
4. Length of Work	1-2 Years	15	5
	3-4 Years	26	8
	>5 Years	283	87
	Sum	324	100

4. RESULT

The analytical tool used in this study is *the Structural Equation Model (SEM)*. The basic assumption that must be met in SEM analysis is the number of samples that meet the rules of the analysis. SEM analysis requires a *Maximum Likelihood (ML)* estimation method of suggesting a minimum sample size of between 100 to 400 samples [16]. The number of samples used in this study was 324 respondents. Before conducting structural tests of the model, the data was already distributed normally and nothing outlier. Sem analysis in this study used a *Two-Step Approach*. **The first stage** is the variable measurement with *the Confirmatory Factor Analysis* technique to obtain a valid combined exogenous and endogenous construct, reliable and fit. The CFA model is acceptable if it has a good data match of the validity and reliability model [16]. **The second stage** of the *two-step approach* is to perform a sem model structure test. Based on the CFA test all statement items of each variable already have a standard loading factor

value of ≥ 0.5 , a CR value of > 0.7 , and a VE value of ≥ 0.5 . Furthermore, based on the results of the overall test, the **Good of Fit (GOF)** value is by the criteria, namely $CMIN / DF < 2.0$, $TLI > 0.9$, $CFI > 0.9$. After the model is fit, the next number is carried out structural model tests. The results of the model structure test are seen in Picture 1.

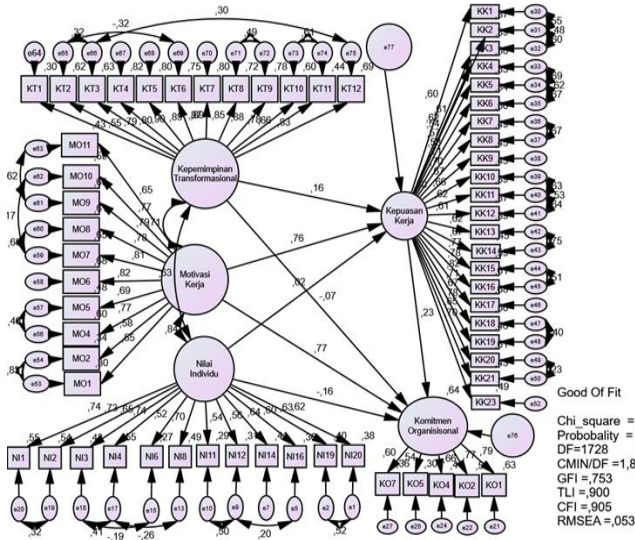


Figure 2. Analysis of Model Structure

The results of the model structure test, obtained **good of fit (GOF)** values as presented in Table 2.

Table 2. Model Structure Test Results

Criterion Size Index	Result	Reference Value	Criteria
Chi-Square	3229,875	As small as possible	
Probability	0,000	≥ 0.05	
CMIN/df	1,869	≤ 2 or ≤ 3	Good Fit
GFI	0,753	≥ 0.90	Marginal fit
TI	0,900	≥ 0.90	Good Fit
CFI	0,905	≥ 0.90	Good Fit
RMSEA	0,053	0,05 – 0,08	Reasonable Fit

Hypothesis testing is performed using the *t-Value* value at a significance level of 0.05 to the Full Model. The results of the model's structural tests are presented in Table 3.

Table 3. Hypothesis Test

Hypothesis	Est.	S.E.	C.R.	P
Organizational Commitment <--- Work Motivation	,77	,29	3,99	0,000
Organizational Commitment <--- Individual Values	,44	,01	3,88	0,000
Organizational Commitment <--- Transformational Leadership	,64	,01	5,00	0,000
Job Satisfaction <--- Work Motivation	,76	,15	6,02	0,000
Job Satisfaction <--- Individual Values	,22	,02	10,90	0,000
Job Satisfaction <--- Transformational Leadership	,16	,07	3,05	0,000

Hypothesis	Est.	S.E.	C.R.	P
Organizational Commitment <--- Job Satisfaction	,23	,02	10,02	0,000

Based on Table 3. The results of the hypotheses H1, H2, H3, H4, H5, H6, H7 show that all hypothesis values have a value of C.R. ≥ 1.967 and a value of $P < 0.05$ then all hypotheses are accepted.

Table 4. Standardized Direct Effects

Variable	Transformational Leadership	Work Motivation	Individual Values	Job Satisfaction
Job Satisfaction	,31	,32	,32	,00
Organizational Commitment	,16	,16	,46	,52

Table 5. Standardized Indirect Effects

Variable	Transformational Leadership	Work Motivation	Individual Values	Job Satisfaction
Job Satisfaction	,00	,00	,15	,00
Organizational Commitment	,14	,12	,25	,00

Furthermore, the results of the H8 hypothesis test, H9, H10, look at the influence of mediation variables. The results of the H8, H9, H10 mediation variable test are *standardized direct effects* greater than *standardized indirect effects* so it can be said that the mediation variable influences independent variables and dependent variables.

5. DISCUSSION

Based on the results of the analysis, the hypothesis data of H1, H2, H3, H4, H5, H6, H7 showed that all hypothesis values have a value of C.R. ≥ 1.967 and a value of $P < 0.05$, then all hypotheses are accepted. Based on the results, it means that BPJS Kesehatan employees are motivated to work better and will be committed to the organization. This is because employees enjoy and spend a career in BPJS Kesehatan. Employees are proud to be part of BPJS Kesehatan. The results of this study show that work motivation and organizational commitment have a strong relationship with each other, even work motivation has a direct influence on organizational commitment. So, if employees are easily motivated is an important factor in creating a competitive advantage between organizations today.

The results of respondents' responses, there are positive values in employees, this is proof that positive values will make BPJS Kesehatan employees committed to their organization. Individual values have existed

since birth and will be difficult to change in a short period. Organizational values also influence an individual's behavior toward career goals. In terms of transformational leadership, leaders at BPJS Kesehatan have shown discipline in work and leaders always respect the opinions of subordinates. Based on the attitude shown by the BPJS Kesehatan leadership makes employees committed.

Research reveals that transformational leadership and organizational commitment have positive relationships. The most effective transformational leadership is the one that practices contingent rewards, further affecting employee job satisfaction.

In addition, job satisfaction is achieved when employees are satisfied with the resources they receive from the organization and feel they are obliged to respond positively. One of them is high engagement. The study also looked at job satisfaction as an intermediary for organizational involvement. Studies show that personal value is significantly positively correlated with work satisfaction, and employees who are happy with what they receive are committed to staying in the organization.

6. CONCLUSION

Based on the results of research it can be concluded that work motivation, individual values, transformational leadership have a significant positive effect on job satisfaction and organizational commitment. Furthermore, work satisfaction significantly positively affects the organizational commitment of BPJS Kesehatan Employees. Job satisfaction has a positive and significant influence as a mediation between individual values, work motivation, transformational leadership and organizational commitment.

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