

# The Influence Of Job Satisfaction, Motivation, And Organizational Commitment To Employee Performance

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**Abstract:** this study aims to investigate the relationship between the variables of job satisfaction, motivation, and organizational commitment to employee performance. Quantitative descriptive study with explanatory research design. The population in this study is the total number of employees in STIE Mandala Jember both fixed and non-permanent employees which amounted to 90. Samples taken are of 55 respondents and the back and analyzed by 50, by using simple random sampling technique. The analytical tool used is multiple linear regression. The results showed that job satisfaction, motivation and organizational commitment simultaneous influence to employee performance, than partially job satisfaction no significant influence on employee performance, and the other variable motivation and organizational commitment has significant.

**Index Terms:** Job satisfaction, Motivation, Organizational Commitment, Employee Performance

## 1 INTRODUCTION

Role of Human Resources in an organization is a very important determinant for the effectiveness and success of the organization in achieving its goals. The success of an organization is determined by the success in the performance of their employees. Employee performance is a significant factor in increasing the productivity of the organization. The effectiveness and efficiency of the organization depends on how effectively and efficiently the employees in the organization [11]. Employee performance has always been a major challenge in the management of the organization and adopting an effective way to motivate employees to achieve and provide a higher job performance and enhance the competitiveness of the organization is the primary goal of any business organization [23]. Most organizations worldwide effort to allocate more of their human resources rather than capital structure, because they believe that employees are a significant base to increase their profits and achieve success [14]. The success and the performance of a person in a line of work is influenced by, among others, the level of satisfaction, motivation, and commitment to their field of work is individual satisfaction which every individual has a different level of satisfaction. Satisfaction is an evaluation that describes someone on feeling his attitude happy or not happy, satisfied or not satisfied with the job [16]. The influence job satisfaction on employee performance [5, 6, 7, 11]. Motivation is a process that explains the strength, direction, and persistence of a person in an effort to achieve the goal" [17]. Employees have the motivation to get the job done well as something fun, because usually employees will obtain satisfaction through high employee performance.

Employees can be given wider responsibility to make decisions and perform the duties of the employee because the employee already has the urge to work well and is likely to achieve the goals of the organization in a proper manner [17]. Effective motivation by Miller can create a productive workforce, but lack the motivation factor can make employees look for reasons to give their maximum effort [10]. An organizational commitment indicates a power of a person to identify his involvement in an organization. Organizational commitment is built on trust workers on the values of the organization, the willingness of workers to help realize the goals of the organization and loyalty to remain a member of the organization. Organizational commitment will create a sense of belonging to the workers of the organization. If the worker feels himself bound by organizational values are there then he will feel happy in their work, so that performance can be increased. Organizational commitment positively and significantly affects the performance of employees [15]. Step optimizing employee performance within the organization becomes a necessity to do, as well as in STIE Mandala. STIE Mandala employee performance is relatively good, it can be seen one of the questionnaire given to students and stakeholders about the service of employees. From the results of the questionnaire, indicating satisfaction with the service. Institution seeks to provide motivation in various forms in order to maintain and improve employee performance. Award motivation is also intended to increase employees' commitment to the institution. Based on the description above, it can be formulated objectives of this study are to determine the influence of variable job satisfaction, motivation, and organizational commitment to employee performance in STIE Mandala Jember simultaneously or partially.

## 2 LITERATURE REVIEW

### 2.1 Job Satisfaction

"That job satisfaction is a positive feeling about the work resulting from an evaluation of the characteristics of its characteristics" [19]. A person with a high level of job satisfaction means having a positive attitude towards their work. Employees who have job satisfaction can certainly speak positively about the organization, far beyond the normal expectations of their job. Job satisfaction can help the emergence of organizational commitment, individuals who

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were satisfied with the job will have a commitment to the company and vice versa if the individual is not satisfied with his work it is difficult to have a commitment to the company. Job satisfaction showed unpleasant feeling whether or not the employee on the job. Job satisfaction is influenced by two factors, namely intrinsic and extrinsic factors. Intrinsic factor is a factor derived from the individual since he began his work in the area. Extrinsic factors include things that exist outside the individual, such as the physical condition of the working environment, interaction with other employees, the payroll system, and so forth. Job satisfaction affects the performance of employees [7]. Based on the above results compiled hypothesis in this study include:

**H1: Allegedly job satisfaction influence on employee performance.**

## 2.2 Motivation

Motivation is a process that explains the strength, direction, and persistence of a person in an effort to achieve the goal [19]. One important aspect of employee empowerment is motivation (encouragement), with the popular term now giving work to the employee excitement by utilizing the employees that benefit the company. Efforts to realize these possibilities is by providing motivation, because motivation is what determines the behavior of employees to work or in other words the behavior is a simple reflection of motivation. Motivation is intended to give a thrust to the employee concerned so that the employee has a good performance. There is no influence between motivation and performance of employees [2, 10, 14, and 22]. Based on the description above, the hypothesis drawn with regard to motivation is:

**H2: Allegedly motivational influence on employee performance.**

## 2.3 Organizational Commitment

Organizational commitment is an attitude or behavior of a person's shape in the form of loyalty to the organization and the achievement of the vision, mission, values and goals of the organization. A person is said to have a high commitment to the organization, can be identified by characteristics such as trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and a strong desire to remain a member of the organization. Organizational commitment is built through a process to identify where someone does something of an idea as the development itself. An employee who has the commitment, will remain with the organization in a state of pleasant or not, experienced by the organization. The employees will remain with the organization in joy or sorrow, attend work on a regular basis, giving the whole day (maybe more), protecting the company's assets, and share the objectives of the company and others. It has a workforce that is committed to be added advantage of an organization. Three dimensions of organizational commitment are: affective commitment, normative commitment, continuance commitment [19]. The three components of organizational commitment affect the performance of the employee [9, 15, and 24]. Based on the description above hypothesis proposed in this study relates to the organizations commitment is:

**H3: Allegedly organizational commitment influence to employee performance.**

## 2.2 Employee Performance

Employee performance is a significant factor affecting the profitability of the organization [3]. Employee performance is influenced by two factors, namely internal and external factors [12].

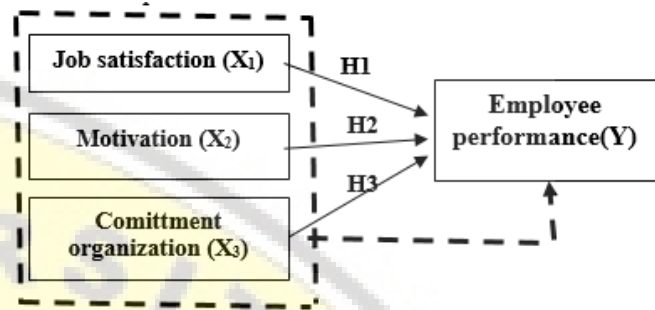


Fig. 1. The Conceptual Model

## 3 METODE

Research design in this study using quantitative research. The variables in this study, as the independent variable is Job Satisfaction (X1), Motivation (X2) and Organizational Commitment (X3). As Dependent variables namely Performance (Y). The population in this study were all employees at STIE Mandala Jember both labor force and Educational Administration (Lecturer). Total population of 90. The sample was 55 with consideration of Roscoe in Uma Sekaran in the study multivariate regression analysis including sample size should be several times (preferably 10 times) greater than the number of variables used in the study [20]. The sampling technique used simple random sampling. Of the 55 questionnaires distributed only 50 were returned and analyzed. Structured questionnaire was used to collect data relevant to the study. A five-point Likert scale is used in testing the truth of the hypothesis that has been formulated and submitted the analysis technique used is multiple linear regression analysis. Before analyzed with multiple linear regression to see the reliability of the instruments used will first be tested validity and later The reliability test performed classical assumption test to meet the requirements for the preparation of the model Regression results are not biased. In this study, the classical assumption used is: Normality Test, Test Multicolinearity, Heteroskidastity test and autocorrelation test. Determinant coefficient ( $R^2$ ) is used to determine what percentage of the Dependent Variables variation can be explained by variations in the independent variable. The  $R^2$  value lies between 0 and 1. Simultaneous Test (Test F) and partial test (t test) was conducted to test the hypothesis that has been created. The following equation is based on the variables used in this study:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \quad (1)$$

Description of equation among others  $\alpha$  as constant;  $\beta_1$ ,  $\beta_2$  and  $\beta_3$  as the coefficient of the independent variables. X1 as Job Satisfaction; X2 as Motivation; X3 as Organizational Commitment and Y as Employee Performance.

## 4 RESULT AND DISCUSSION

### 4.1. Result

Distribution of respondents by gender in this study are as follows that of the 50 respondents with a percentage of 52% were male as many as 26 people, and 48% were female as many as 24 people. Distribution of respondents by age as follows that of the 50 respondents with a percentage of 2% in the 20 -25 year age intervals as much as 1 person, 10% aged 26-35 years or as many as 5 people, 34% at age 36-45 years or as many as 17 people and 54% at the age of 46 years or as many as 27 people. Distribution of respondents according to education level as follows that of the 50 respondents with a percentage of 7% of the highest high school education as much as 7 people, 24% of the highest education D3 as many as 12 people and 62% educated to degree (either S1 to S3) as many as 31 people. Distribution of respondents according to the old works as follows that of the 50 respondents with a percentage of 32% or as much as 16 to 10 years old workings, and 38% work 11-20 years old, 24% in the range of 21-30 years, and more than 30 years as much as 6% or 3 people.

### Validity and The reliability

Test validity as a measure in this study, using correlation Pearson's product moment that is by correlating each item statement with a total score, then the correlation results compared with the critical significance level of 5%. Based on the validity of the test results known that all 2-tailed sig smaller than 0.05 so that used otherwise valid questionnaires. Reliability test results can be seen from the value of Cronbach Alpha for each variable. The instrument is said to be reliable if the value Cronbach Alpha is greater than 0.06. From the analysis results obtained figures for job satisfaction (X1) value of Cronbach's alpha = 0.681, motivation (X2) = 0.658, organizational commitment = .738 and performance (Y) = 0.617. From this it can be concluded that the questionnaire is reliable.

### Normality Test

On the Normality test results showed that the value Asymp. Sig is 0.778, because its value is greater than  $\alpha = 5\%$ , it can be stated that the data has been qualified normality.

### Test Results Classical Assumption

Multikolinieritas test aims to test whether the regression model found a correlation between independent variables (independent), a good regression model should not happen correlation between the independent variables .If values > tolerance 0.1 and VIF <10 , it can be concluded that there is no multicollinearity between the independent variables in the regression model [8]. The analysis showed that all variables Tolerance value greater than 0.1 is 0.973 to job satisfaction (X1); 0.820 on motivation (X2); 0.821 on organizational commitment (X3) it can be concluded not happen multikolinieritas. When viewed from VIF all showed a value less than 10; namely 1,027 to X1; 1,219 to 1,218 for the X2 and X3. It can be concluded that not multicollinearity. On heteroscedasticity test in this study concluded that the multiple regression model free of symptoms heteroskedastisitas. From the test results Durbin Watson autocorrelation test indicates that the value of Durbin Watson 1,730, this value will be compared with the value of the 5% significance table. Number of samples 50 with a number of independent variables 3, the

obtained value du amounted to 1,673. DW value greater than the value du is  $1.73 > 1,673$  and DW value is less than  $(4 - du) = 4$  to  $1.673 = 2.327$  it can be concluded that there is no autocorrelation. The result of classic assumption test performed on the data in this study indicate that the data used in this study has met the classical assumption, that is normally distributed data no symptoms multikolinieritas, there are no autocorrelation and no symptoms of heteroskedastisitas thus it can be concluded that the regression model used in this study had a decent [8].

**TABLE 1**  
RESULT OF MULTIPLE REGRESSION ANALYSIS

Model	unstandardized Coefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
	.648.614				(Consta nt)
	.543	1,057			
1	x1	.062 .493	.183		.090
		.624			
	x2	.234		2,129	.497
		.294.039			
	x3	.092		2,441	.224
		.336.019			

a. Dependent Variable: y, the source of the data output processing results processed data SPSS 20.

From the above table can be formulated in the model:

$$Y = 0.648 + 0.224 0,090X1 + 0,497X2 + X3 + \varepsilon \quad (2)$$

Description of equation:

$\alpha$  value is 0.648 means that if there are no job satisfaction, no motivation and commitment of employees the value of the employee's performance is positive.

$\beta_1$  value is 0.090, meaning that if X1 rose one unit, then the performance of employees will increase by 0.090 units.

$B_2$  value is 0.497, meaning that if X2 increased by one unit, then the performance of employees will increase by 0.497 units.

$B_3$  value is 0.224, meaning that if X3 increased by one unit, then the performance of employees will increase by 0.224 units

### The coefficient of determination (R2)

The coefficient of determination ( $R^2$ ) essentially measures how far the ability of the model to explain variations in the dependent variable. The coefficient of determination used in this study were adjusted  $R^2$  From the calculations, the adjusted  $R^2$  is equal to 0.236 means an increased performance is influenced by independent variables used in the model equations in this study, while the remaining 23.6% or (76,4%) is influenced by factors another is not in the regression model in this study. This is possible because STIE Mandala is a Private University where the rules and regulations of University Management refer to Indonesian government higher education rules and regulations but also use their own rules and regulations such as Organizational Culture, leadership Style, Compensation.

### Simultaneous Test Results (Test F)

Statistical test F is basically whether all the independent variables or free inclusion in the model have a simultaneous effect on the dependent variable / dependent [8]. F test results listed in Table

**TABLE 2**  
TEST RESULTS OF F

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.285 6,048	3		.856	.001 <sup>a</sup>
Residual	2,169	46	.047		
Total	3,025	49			

a. Predictors: (Constant), x3, x1, x2

b. Dependent Variable: y, SPSS output source 20, the data is processed in 2018.

For Sig value 0.001 is below the value of  $\alpha = 0.05$  and then proved significant influence. Job satisfaction variables (X1), motivation (X2) and organizational commitment with the same affect employee performance. Another criterion could be seen from the value calculated F and F table. F count = 6,048 while the F table = 2.81.

### Test Results Significant partially (t test)

For t test showed that to job satisfaction (X1) t value 0.614 and t table = 2.012 and  $0.624 >$  probability value of 0.05 which indicates that job satisfaction variables did not influence significantly on employee performance (Y). Motivation variable (X2) the value of t count equal to 2,129 and t table = 2.012 and  $< 0,05$  probability value of 0.039 indicates that motivation variable (X2) significant influence on employee performance. For variable organizational commitment (X3) t value of 2.441 and t table = 2.012 and  $0.019 <$  probability value of 0.05. This indicates that the variable organizational commitment (X3) significantly influence employee performance (Y).

**TABLE 3**  
Test Results of T

Model	unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.648	1,057		.614	.543
x1	.090	.183	.062	.493	.624
x2	.497	.234	.294	2.129	.039
x3	.224	.092	.336	2.441	.019

Dependent Variable: y, Predictors: (Constant), x3, x1, x2), SPSS output source 20, the data is processed in 2018.

### 4.2. Discussion

The results showed that simultaneous job satisfaction (X1), motivation (X2), organizational commitment (X3) significantly affect performance. This can be understood as follows, if the employee satisfaction and supported by the strong motivation that will encourage employees to work better. STIE Mandala leaders always want to give a good motivation in the form of an increase in compensation, or motivation in other forms. Motivation given is intended to give satisfaction to the employees so hopefully the performance will be better. Independently or each variable partial results of the analysis are as follows:

#### Influence of Job Satisfaction on employee performance

Analysis shows that employee satisfaction has no significant influence on employee performance. The results of this study is different from the study of the Fund, 2015; Mohammed, 2016; Safia and Asha, 2014; Danica, 2016. Actually, it does not mean there is no effect, no effect but is weak or insignificant (strong). There are several reasons that could explain such as the effect may not be immediate, but there are other variables that can strengthen or become an intermediary for the emergence of a good performance, such as the strong commitment of employees to work well and assume the work is worship so that compensation received later not only in the form of higher wages, but there are still other compensation, such as pride, reward, which is an encouragement for employees to do a good job. With good work and if their performance is a matter of pride, or the assumption that work is worship so the same as other worship should be done because it will get the reward and blessing in his life. This is reinforced by the confirmation in the form of asking directly to some employees, and most of it has such presumption. Encouragement and awareness to work well already exists within its own employees. For some employees to work that well used and when it is working properly then there would be satisfaction, being able to show to friends, superiors that someone had been working well. Such conditions in accordance with the study of Muna et al, 2017 revealed the double direction of the relationships that form cycles cause and effect relationships, so that satisfaction leads to performance and performance leads to satisfaction through some mediation. Successful organizations are those that apply satisfaction and performance measurement tests periodically to keep track of this level

#### Influence of Motivation on performance

Test results in this study demonstrate that motivation significantly influence employee performance. These results support the research conducted by Indra, 2017; Masud, et al, 2016; Stefania and Gabriel, 2015. Somewhat different from the research that has been mentioned Amjad Ali, et al, 2016 concluded in their study that motivation does not only play an important role in the performance of employees but also on job satisfaction. Motivation in this case the motivation is an important element that must be owned by an employee as a boost in self employees who need to be met for these employees to adapt to surrounding to achieve the objectives to be achieved in the work and complete organizational tasks effectively. If employees have high motivation and positive will help employees in completing its tasks both in quality and quantity. The results of this testing is also supported by the respondent data both employees long as new shows that have

a high motivation will be very influential in the completion of his task. STIE Mandala some motivation given to employees conducted by : the delivery of training and development, mentoring, giving examples of how to do, measures to be carried out by continuing to improve the welfare of employees for example regularly raise salaries, bonuses, allowances, cultivate an attitude of sympathy and empathy among fellow. STIE Mandala in relatively good employee motivation where almost all employees in every part has shown that having a good motivation which saw their desire to do their best and work together in order to complete the task for the sake of the best results of a given task. Merger between high employee motivation, supported by the knowledge and skills of employees will increase the competence that will ultimately appear in the form of high-performance behavior.

### **Influence of Organizational Commitment to employee performance**

Results of a statistical analysis of this study showed the effect of organizational commitment to employee performance. This finding is in line of research has been done by Muhammad, 2010; Memari, 2013; who wrote committed employees will be able to do their jobs more than management's expectations. Slightly different from the study of Giedre, 2013 although it states there is influence between organizational commitment and performance but different dimensions of different organizational commitment influence. For the dimension continuance commitment to have a negative impact, Brantley, 1993; Chang, 2006. Employees' organizational commitment positively affect the survival of an organization. Employees would be committed to an institution if the employee feel needed and employees involved in the problems of the institution, thus giving rise to a sense of belonging on the employee. Employees who have a high commitment to the organization will give maximum effort to achieve organizational goals, are willing to sacrifice for the sake of the organization and have a strong desire to remain in the organization. STIE Mandala organizational commitment as seen from the 3 dimensions of organizational commitment shows that organizational commitment of employees relatively well this can be seen from a high sense of belonging, involvement in various activities and the desire to continue to survive in STIE Mandala.

### **5 CONCLUSION**

Based on the statistical test has been done, it can be concluded as follows:

1. Simultaneously job satisfaction (X1), motivation (X2), and organizational commitment influence on employee performance.
2. Partially job satisfaction (X1) has no significant influence on employee performance.
3. Partially motivation (X2) significant influence on employee performance.
4. Partially organizational commitment significantly influence employee performance.

Implication in Teoritis there are need dissemination relating to factors that affect employee satisfaction, factors that can motivate employees and foster employee commitment; The need for the introduction / socialization problems Stress Management. Work stress problems may occur in relation to the interaction between employee and their work. The

occurrence of work stress due to imbalance between the employee personality characteristics with the characteristic aspects of his work and can occur in all working conditions. There are two types of stress that is Eustress and Distress. With the introduction / socialization of work stress problems can be expected to minimize the stress of work or at least can point towards the work stress stress Eustres is the result of the response to stress that is healthy, positive, and constructive (constructive). This includes the well-being of individuals and organizations that are associated with the growth, flexibility, adaptability, and a high level of performance; the need for the introduction / socialization problems Organization Citizenship behavior (OCB). Introducing Organizational Citizenship Behavior (OCB) is expected to bring a culture that led to the implementation of Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) can arise from a variety of factors within the organization, such as the existence of employee job satisfaction and organizational commitment of high .If this is the case can be said to have established a sense of unity among employees. Sympathy and Empathy can be awakened and this show has been the formation of solid team work and leading high performance. Implication in Managerial there are Designing new Vision and Mission to accommodate the needs of stakeholders and the changing demands of the changing situation; it need to redesign the rules and regulations of the Merit System.As one of the factors leading to job satisfaction, and is one of the motivators, it is proper if the Merit system used periodically need to be reviewed, whether Merit system that there is already good or there needs to be improvement / changes to suit the changing circumstances in both internal and externally. Phased implementation of quality assurance system /Quality Assurance, both internally and externally.

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