

Organizational Commitment in View of Job Satisfaction in Production Employees at PT.X

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Abstract: An organization is a system consisting of individuals who influence each other and work together to achieve certain goals. Organizational goals can be achieved if human resource management is done well, which in turn will increase organizational commitment and generate job satisfaction. This study aims to determine the effect of job satisfaction on organizational commitment in production employees at PT.X. This research method uses quantitative research methods with the research design used is associative causality. The population in this study consisted of 121 production employees in the Aluminum department. The sampling technique used was non-probability sampling with the total sampling method, so that the entire population consisting of 121 production employees was sampled in this study. The scale used to measure job satisfaction is the Job Satisfaction Survey (JSS). While the scale used to measure organizational commitment is the Organizational Commitment Questionnaire (OCQ). Data analysis techniques in this study include classical assumption tests, (normality test, and linearity test), simple linear regression analysis, and the coefficient of determination. The results showed that there is an effect of job satisfaction on organizational commitment in production employees at PT X. Job satisfaction contributes 64.5% to organizational commitment and 35.5% is influenced by other factors.

Keywords: Production Employees; Job Satisfaction; Organizational Commitment

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1. Introduction

The success of an organization or company in achieving its goals to realize its vision and mission depends not only on its ability to manage human resources (HR), but also on optimal utilization of its human resources (HR) so that they become qualified HR. However, competence alone is not enough to guarantee the company's success. Organizational goals can be achieved if employees are committed to the company, because committed employees will be willing and strive to achieve organizational goals [1].

Employees with high organizational commitment have different attitudes than those with low commitment. High organizational commitment results in high job performance, low attendance, and low turnover. Highly committed employees will have high productivity. Conversely, low employee commitment has a negative impact as it reflects a lack of responsibility in carrying out one's duties. Every organization will experience difficulties if the commitment of its employees is low. Employees with

low commitment will not give their best to the organization and easily leave the organization [2].

Like any other company, PT X has goals to achieve, and expects the best participation and contribution from its employees. However, it is constrained by the low and inconstant organizational commitment of its employees. Based on an interview with the head of Human Resource Development (HRD), it was found that in the production department there were a number of serious problems, namely low employee commitment. This can be seen from the high level of absenteeism and tardiness of employees when entering work and when returning to the work area. In addition, many employees were less compliant with established work procedures and many employees often ignored safety measures and did not follow operational standards in the use of machinery, resulting in an increased risk of workplace accidents and equipment damage, as well as employees frequently leaving work positions without permission for personal matters. Many employees do not show dedication in completing their tasks, often delay work, and pay little attention to the quality of production.

Based on the results of interviews with several production employees in the Aluminum department, the company has taken a policy not to extend contract employees for a while. This policy has an impact on the course of activities in the production process, where employees who are retained indirectly get pressure from the company to survive in carrying out the production process. Employees face heavier workloads due to changes in manpower mapping in certain work areas, which causes difficulty in adapting, high pressure from superiors, and a negative work environment. As a result, productivity declined as employees lost their passion and enthusiasm for work, and work quality declined due to lack of initiative and moral responsibility towards the company.

Based on the results of a pre-study questionnaire distributed in December 2023 involving 30 production employees, it was found that 28 employees did not feel proud to be part of the company, 27 employees did not feel happy and satisfied when working at this company, and 26 employees did not feel that leaving this company would disappoint the people around them. Other issues found included increased delays, lack of communication between coworkers, and increased individualism as employees felt preoccupied with their respective job desks. The workload, working hours, and opportunities to earn additional income from overtime in the Aluminum department are also heavier than other departments.

Some employees feel a lack of support and recognition from the company, which leads to a decrease in motivation and morale. The lack of appreciation for employees' efforts and contributions creates frustration and dissatisfaction, which in turn reduces commitment to the company. This situation poses a serious problem for the organization, as employees who feel unsupported tend to be less enthusiastic about their tasks, complain more often, and show low loyalty. This can adversely affect the performance of the team and the entire company. Low-commitment employees tend to not enjoy their work, complain frequently, and lack totality at work, which negatively impacts other employees who are highly committed.

2. Literature Review

[3] revealed that commitment in an organizational context refers to a psychological condition that reflects the relationship between members and the organization where they work. This condition affects the individual's decision to remain as part of the organization. In other words, members who have a high level of commitment to the organization are more likely to remain loyal and contribute actively, while those who lack commitment are more prone to leave the organization or are less fully invested in the organization's efforts. In line with previous research, Jex dan Britt (2008) stated that organizational commitment can be considered as the level of employee dedication to the organization where he works and the willingness to work for the benefit of the organization, and the possibility of maintaining his membership. In addition, [5] added that organizational commitment is an attitude that reflects employee loyalty to the organization and the ongoing process by which organizational members express their concern, success and sustainable progress of the organization. From the three statements above, it can be concluded that organizational commitment is a work attitude in the form of desire, willingness, dedication, loyalty, and strong trust that shows the desire to remain a member of the organization by accepting the values and goals of the organization, and working for the benefit of the organization. [6] also explained that the three aspects of commitment can be distinguished conceptually and in real experience. Continuance commitment shows the employee's attachment to the organization because of the working relationship and benefits obtained, affective commitment shows the employee's emotional bond with the organization, while normative commitment is related to feelings of obligation arising from prevailing values and norms.

[7] in his research identified factors that influence organizational commitment, namely personal characteristics, job and role characteristics, organizational structural characteristics, work experience and organizational support. According to the research [8] One of the factors that can influence the level of organizational commitment is by increasing employee job satisfaction. [9] revealed that if job satisfaction is met, trust in the company will arise, which in turn increases employees' organizational commitment to the company.

[10] said in his research that job satisfaction reflects the results of work experiences and the level of disappointment felt by employees, which can indicate the need for attention from the company or organization. If employees feel dissatisfied or disappointed with the company or organization, their involvement will decrease due to low commitment to the organization, which can then lead to negative things that hinder the continued development of the organization or company. If an employee in the work environment does not get what is expected, such as fair promotion opportunities, good income, pleasant colleagues and superiors, and satisfaction with the job itself, it is certain that the employee's commitment to the organization will be low, which in turn can hinder the development of the organization or company.

Research conducted by [11] found that there is a significant positive influence between job satisfaction and organizational commitment. The higher the job satisfaction felt by employees, the higher their organizational commitment. If job satisfaction is fulfilled, trust in the company will automatically arise. This will certainly have an

impact on increasing the organizational commitment that employees have to the company [12].

This is in line with the opinion of [13], which states that job satisfaction is emotional in nature which is reflected by discipline, work performance, and work morale and tends to be pleasant and love their work. This means that the more employees are satisfied with their jobs, the more committed they will be to their work, motivated to be present on time, and have the nature to work as well as possible which will have a positive impact on the company. In addition, [14] stated that job satisfaction is an attitude possessed by employees related to teamwork, work situations, rewards, and physical and psychological factors. Employee job satisfaction is often evidenced by achievements and awards received by the company, such as the Adipura award, Outstanding Taxpayer, Public Service Exhibition Title, and others.

The hypothesis proposed in this study states that there is an effect of job satisfaction on organizational commitment in the production employees of the Aluminum section at PT.X. Thus, if H_0 is accepted, the hypothesis in this study is that there is an effect of job satisfaction on organizational commitment in the production employees of the Aluminum section at PT X. Meanwhile, if H_a is accepted, the hypothesis in this study is that there is no effect of job satisfaction on organizational commitment in the production employees of the Aluminum section at PT.X.

3. Methods

This research uses a quantitative approach with an associative causality research method. The population and samples used in this study were employees of PT X, totaling 121 production employees in the Aluminum department. The sampling technique in this study used non-probability sampling with total sampling technique.

The method of data collection in this study involves the use of a psychological scale of organizational commitment adopted from the Organizational Commitment Questionnaire (OCQ) developed by [3], This scale is divided into 3 aspects, namely affective commitment, affective commitment (continuance commitment), normative commitment (normative commitment). An example of an item on this scale is, "I would be very happy to spend the rest of my career with this organization". This scale has 24 statement items with 7 answer options (1) STS as a short answer strongly disagree to (7) SS as an answer strongly agree. Referring to the item rest correlation value moves from 0.368 - 0,686 and no items are declared canceled. The results of the item discrimination test showed a scale reliability coefficient of 0.908. So it can be concluded that the Organizational Commitment Questionnaire (OCQ) scale is feasible to use as a measuring tool to measure organizational commitment.

The job satisfaction scale was adopted from the Job Satisfaction Survey (JSS) developed by Spector (1997), the scale is divided into 9 aspects, namely, pay, promotion, supervision, fringe benefits, contingent re-wards, operating conditions, coworkers, nature of work, communication. This scale has 36 statement items. with 6 answer options, namely (1) STS as a short answer strongly disagree, to (6) SS as a short answer strongly agree. Referring to the item rest correlation value moves from 0.432 - 0.685

and no items are declared canceled. The results of the item discrimination test showed a scale reliability coefficient of 0.954. So it can be concluded that the Job Satisfaction Survey (JSS) scale is feasible to use as a measuring tool to measure job satisfaction.

The analysis technique used is simple regression analysis. The simple regression analysis technique uses a classic assumption test. The classic assumption tests used are normality test, linearity test, simple linear regression test and coefficient of determination test. In this study, the analysis technique was carried out using the help of the SPSS 25 program.

4. Results and Discussion

This study aims to determine whether there is an effect of job satisfaction on organizational commitment in employees of PT X, involving 121 production employees, especially in the Aluminum section or line at PT X. The hypothesis proposed is that there is a significant influence predicting organizational commitment, with a Sig. value of $0.000 < 0.05$, so the alternative hypothesis (H_a) is accepted. This means that job satisfaction has an influence on organizational commitment in production employees at PT. X.

The results of the above study are in line with previous research. [15] found that job satisfaction has a significant positive effect on employee organizational commitment in law office organizations. Research [16] also shows the effect of job satisfaction on organizational commitment, where employees who are satisfied with their jobs tend to be more committed, while those who are highly committed are more likely to get greater satisfaction. [17] and [18] This finding strengthens the understanding that the higher the job satisfaction of employees, the higher their level of commitment to the organization.

Organizational commitment owned by employees will certainly have a positive impact on the company. Because if the commitment of employees is high, the company will develop quickly. Vice versa, if the organizational commitment is low, this will add problems for the company. One of the factors that can influence the level of organizational commitment is by increasing employee job satisfaction [8]. Job satisfaction is basically a benchmark in organizational commitment and is positive [19]. This means that job satisfaction can be measured by promotion, workload, supervisors and coworkers. Every employee can measure their job satisfaction with the company. This is because, what creates job satisfaction is the employee himself and the conditions of the company.

Based on the regression coefficient value of 0.676 and a constant value of 7.552, it shows that without job satisfaction, the level of organizational commitment will remain high. Then, the regression coefficient is positive, it can be concluded that job satisfaction has a positive influence on organizational commitment. This means that the higher the job satisfaction an employee has, the higher the level of commitment to the organization. And vice versa, the lower the level of job satisfaction, the lower the level of organizational commitment

Research by Khasanah et al. (2023) shows that the better the satisfaction felt by employees, the higher employee commitment will be. People who are satisfied with

their jobs will have high loyalty to the company for the realization of company goals. Meanwhile, employees who have a low level of satisfaction such as dissatisfaction with the value of compensation, coworkers and working conditions will have an impact on their performance.

[20] In his research said that job satisfaction is related to an individual's feelings about his job and the conditions of his work environment. Individuals who feel satisfied tend to be more enthusiastic in completing their tasks and responsibilities. At PT X, the level of employee job satisfaction is mostly in the medium category, which indicates that employees generally feel quite satisfied with the work they get from the company. Employees who have high job satisfaction and organizational commitment tend to have a low desire to move [21].

[22] In his research revealed that individuals who are relatively satisfied with their jobs will be more committed to the organization, and those who are committed to the organization tend to get greater satisfaction. Job satisfaction is very important in an organizational environment because it relates to employee behavior towards the organization and its environment. Job satisfaction can encourage the creation of organizational commitment. Thus, job satisfaction has a positive impact on employee commitment to their organization. This positive influence indicates that the higher the job satisfaction of employees, the higher their commitment to the organization, and vice versa, the lower the job satisfaction of employees, the lower their commitment to the organization. [23].

Basically, employees choose jobs that are considered to be in line with their interests. However, without realizing it, both organizations and individuals can dynamically face mismatches with expected realities. Some people deal with this mismatch through attitudes. The two most important attitudes in organizations that can affect absenteeism, performance achievement, etc. are job satisfaction and organizational commitment [24]. A satisfied attitude towards the work done tends to produce positive behavior within the company where you work. Satisfied employees will automatically find their work more enjoyable [25]. Job satisfaction that is fulfilled will create a sense of trust from employees that the company cares about them. This will have a positive impact by increasing employees' sense of commitment to the company. In addition, it is important for employees to pay attention to organizational commitment to the company. This is because employees who have a strong organizational commitment tend to reduce counterproductive behavior [26]. Vice versa, the lower the employee's job satisfaction, the lower his organizational commitment.

Based on the results of the analysis obtained in this study, the contribution made by job satisfaction variables to organizational commitment in production employees at PT X is 64.8%. So the remaining 35.2% is influenced by other factors not examined in this study. Ma'rufi and Anam (2019) [27] in his research also identified factors that influence organizational commitment, namely personal characteristics, job and role characteristics, organizational structural characteristics, work experience and organizational support. According to the research. [28] One of the factors that can influence the level of organizational commitment is by increasing employee job satisfaction. [9] revealed that if job satisfaction is met, trust in the company will arise, which in turn increases employees' organizational commitment to the company.

The above statement is in accordance with the research [29] which states that one of the factors that can make employees feel comfortable with their work is the level of employee satisfaction with their work. Employees who feel satisfied in their jobs tend to have a higher commitment to the organization where they work. Research by Marnoto and Dewatmoko (2022) also revealed that if a worker is satisfied in his job, he tends to have a high commitment to the organization where he works. Employees with high commitment will accept each other, learn from other colleagues, and fully participate in every organizational activity.

This is in line with the statement [30] which reveals that in every organization, various problems often arise that require the organization's ability to retain its employees to keep working according to the needs of the organization. These problems are often related to job satisfaction, which is the positive attitude of employees towards their work which is reflected in their performance and morality. Providing fair and adequate rewards can increase employee job satisfaction, while high commitment can influence employee actions and their impact on their performance.

Based on the results of the research that has been carried out, there are 121 respondents collected. The following is a description of the demographic data obtained in this study:

Table 1.
Respondent Demographic Data

Characteristics	Categorization	Total	Percentage
Gender	Male	45	37.2%
	Female	76	62.8%
Age	<25 Years	52	43%
	25-30 Years	31	25.6%
	31-36 Years	2	1.7%
	37-42 Years	4	3.3%
	43-48 Years	20	16.5%
	>48 Years	12	9.90%
Last Education	SMA/SMK	121	100%
Section/Line Produksi Aluminium	Production line 1	27	22.3%
	Production line 2	94	77.7%
Length of Service	1-5 Years	84	69.4%
	6-10 Years	31	25.6%
	>10 Years	6	5%
Relationship status	Not Married	45	37.2%
	Married	76	62.8%

The table above shows that the majority of respondents were female at 62.8% and under 25 years old at 43%. All respondents had a high school/vocational school education. Most respondents work in production line 2 by 77.7% and have a working period of 1-5 years by 69.4%. The majority of respondents were married at 62.8%.

uji normalitas pada skala Job Satisfaction Survey dan Organizational Commitment Questionnaire menunjukan hasil Kolmogorov Smirnov yaitu:

Table 2.

Normality Test of Job Satisfaction and Organizational Commitment

One-Sample Kolmogorov-Smirnov Test

Asymp. Sig. (2-tailed)	Normality Standart	Description
.200 ^{c,d}	> 0.05	Normal

Based on the results of the normality test above, it is known that the value of Sig = 0.200 > 0.05, so that the two variables can be considered normally distributed in accordance with the normality rules which state the value of Sig. > 0.050.

In addition, the results of linearity testing between job satisfaction and organizational commitment variables show the following results:

Table 3.

Linearity Test of Job Satisfaction and Organizational Commitment

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Commitment Or- ganization* Job Satisfaction	Between Groups	(Combined)	23035.156	47	490.110	7.013	.000
		Linearity	18271.776	1	18271.776	261.467	.000
		Deviation from Linearity	4763.381	46	103.552	1.482	.065
	Within Groups		5171.245	74	69.882		
	Total		28206.402	121			

Based on the results of the linearity test above, the variable job satisfaction on organizational commitment in production employees at PT. X shows a Sig value. Deviation from Linearity value of 0.065 > 0.05. This shows that there is a linear relationship between the variables of job satisfaction and organizational commitment in production employees at PT. X.

Table 4.

Simple Linear Regression Test

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	

1	(Constant)	7.552	6.369		1.186	.238
	Job Satisfaction	.676	.046	.805	14.856	.000

Based on the table above, the constant value of 7.552 indicates that without the influence of job satisfaction, the level of organizational commitment remains high. The regression coefficient value of 0.676 indicates that each one unit increase in job satisfaction will increase organizational commitment by 0.676. Because the regression coefficient is positive, it can be concluded that job satisfaction has a positive effect on organizational commitment. So that the regression equation is $Y = 7.552 + 0.676X$. Sig value. $0.000 < 0.05$, indicates that job satisfaction significantly affects organizational commitment in the work of production employees at PT X.

Table 5.
Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 ^a	.648	.645	9.099

Based on the results above, it is known that R Square shows a figure of 0.648 or 64.8%. This shows that the job satisfaction variable contributes 64.8% to organizational commitment, while the remaining 35.2% is influenced by other variables not examined in this study.

5. Conclusion

Based on the results of the analysis that has been carried out, it can be concluded that there is a significant influence between job satisfaction on organizational commitment in production employees at PT X. The results showed that the job satisfaction variable contributed 64.8% to the organizational commitment variable. The results showed that the job satisfaction variable contributed an influence of 64.8% to the organizational commitment variable. For future research, it is recommended that researchers examine other variables that also have the potential to influence organizational commitment, such as organizational climate, leadership style, and corporate culture. Further research can also explore more deeply the specific factors in job satisfaction that have the most influence on organizational commitment. In addition, testing interventions or programs aimed at increasing employee job satisfaction can provide deeper insights into how to improve organizational commitment at PT X.

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