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.

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

| No. | Month | 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

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

| No. | Month | 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    |

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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 | Fns Yoko     | Operator        | PJS Depth Card          |
| 4   | K4582 | Fns 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  | Spinning     | Mechanical      | PJS Karu Mechanical Spinning |
| 9   | K3606 | Net B        | Operator        | PJS Wakaru Net B        |
| 10  | 5033  | Mine         | Mechanical      | PJS Karu Mechanic Mine  |
| 11  | 97006 | Warehouse    | Supervisor      | PJS Karu Godang Multi   |
| 12  | K436  | Net A        | Operator        | PJS Wakaru QC Net A     |
| 13  | K4032 | Net A        | Operator        | PJS Wakaru QC Net A     |

Source: PT

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 (Xj)

| Statement Item | R_cont | X_valid | 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)

| Item | Total Statistics | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Tot Correlation | Cronbach's Alpha if Item Deleted |
|------|------------------|---------------------------|-------------------------------|--------------------------------|---------------------------------|
| P1   | 84.26            | 129.753                   | 480                           | 888                            |
| P2   | 84.63            | 126.826                   | 496                           | 888                            |
| P3   | 85.64            | 134.045                   | 501                           | 890                            |
| P4   | 84.46            | 125.367                   | 564                           | 886                            |
| P5   | 84.68            | 127.505                   | 677                           | 884                            |
| P6   | 84.67            | 121.088                   | 773                           | 879                            |
| P7   | 84.82            | 122.189                   | 779                           | 880                            |
| P8   | 84.21            | 128.104                   | 504                           | 888                            |
| P9   | 84.17            | 123.930                   | 687                           | 882                            |
| P10  | 84.78            | 130.973                   | 386                           | 901                            |
| P11  | 85.65            | 133.747                   | 412                           | 890                            |
| P12  | 84.55            | 126.818                   | 651                           | 884                            |
| P13  | 85.03            | 130.304                   | 497                           | 888                            |
| P14  | 84.82            | 134.210                   | 268                           | 894                            |
| P15  | 84.81            | 123.228                   | 769                           | 880                            |
| P16  | 85.03            | 130.304                   | 497                           | 888                            |
| P17  | 84.39            | 134.513                   | 548                           | 895                            |
| P18  | 84.05            | 136.008                   | 523                           | 894                            |
| P19  | 85.01            | 131.316                   | 443                           | 889                            |
| P20  | 85.60            | 134.264                   | 407                           | 890                            |
| P21  | 84.60            | 130.642                   | 401                           | 891                            |
| P22  | 84.86            | 131.592                   | 334                           | 893                            |

Source: Result Output SPSS version 25.0 for windows

### TABLE VI. TEST THE VALIDITY OF ORGANIZATIONAL COMMITMENT VARIABLES (Y)

| Item | Total Statistics | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Tot 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                           | 893                            |
| P9   | 40.32            | 48.453                    | 707                           | 891                            |
| P10  | 41.01            | 46.010                    | 642                           | 895                            |
| P11  | 40.07            | 50.574                    | 568                           | 890                            |
| P12  | 40.10            | 46.494                    | 678                           | 892                            |

Source: Result Output SPSS version 25.0 for windows

### TABLE VII. JOB SATISFACTION VARIABLE TEST RESULTS (X)

| 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)

| Cronbach's Alpha | N of Items |
|------------------|------------|
| 892              | 22         |

Source: Result Output SPSS version 25.0 for windows

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

| Cronbach’s Alpha | N of Items |
|------------------|------------|
| 0.903            | 12         |

Source: Result Output SPSS version 25.0 for windows

### TABLE X. INFORMATION ON VALIDITY AND RELIABILITY

| Validity | count > table | Reliability |
|----------|---------------|-------------|
| 0.858 > 0.7 | X1 Valid     | Reliable    |
| 0.892 > 0.7 | X2 Valid     | Reliable    |
| 0.903 > 0.7 | Y Valid      | Reliable    |

### TABLE XI. COEFFICIENTS OF DEPENDENT VARIABLE

| Coefficients* | Unstandardized Coefficients | Standardized Coefficients | Collinearity Statistics |
|---------------|----------------------------|---------------------------|-------------------------|
| Model         | B | Std. Error | Beta | T  | Sig. | Tolerance | VIF |
| (Constant)    | 14.969 | 5.801 | 2.586 | 0.011 | 0.018 | 0.999 | 1.001 |
| Job satisfaction | 193 | 0.80 | 2.18 | 0.032 | 0.019 | 0.999 | 1.001 |
| Development Career | 274 | 0.58 | 4.75 | 0.000 | 0.000 | 0.999 | 1.001 |

Dependent Variable: Organizational Commitment

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 determination 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     | 0.028 | 0.001 | -0.101 | 0.1194509 |

* Predictors: (Constant), WS

### TABLE XIII. COEFFICIENTS

| Model | Unstandardized Coefficients | Standardized Coefficients | t  | Sig. |
|-------|----------------------------|---------------------------|----|-----|
|       |                            |                           |    |     |
|       | Constant                   | 14.969                    | 5.801 | 2.580 | 0.011 |
|       | WS                         | 193                       | 0.80 | 2.181 | 0.032 |
|       | JD                         | 274                       | 0.58 | 4.754 | 0.000 |
|       | Constant                   | 44.021                    | 4.754 | 5.701 | 0.000 |

Dependent Variable: CO

Source: data processing results
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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