THE IMPACT OF EMPLOYEE JOB SATISFACTIONS TO WORK COMMITMENT: A CASE STUDY OF MINISTRY OF INDUSTRY IN INDONESIA

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Abstract. Number of employees of the Ministry of Industry more in the productive age, expected to increase job commitment, and it shows that employee commitment Ministry of Industry looks still low, so that researchers feel challenging to know how to improve the employees’ commitments, so that the aim of this research is to study the causal relationship between employee job satisfactions to work commitment. Survey was conducted in this with 189 sample of employees selected randomly. The data has been analyzed by path analysis. The findings of this research concluded that: (1) there is a positive and significant effect of job satisfaction to work commitment in employee of ministry of industry. So, the conclusion of this research is by increase the employee commitment need to increase job satisfaction it self, by some innovative ways.

Keywords: employee job satisfaction, work commitment

I. INTRODUCTION

In facing competition every organization including government organizations should have a core competence, and ready to face the challenges of a unique environment of complex and volatile. (Cohen, S, Eimicke, W, 2008). Individual competencies is also worth noting that the very survival of the organization. This is supported by the opinion of Lans, Biemans and Mulder (2008), which says that the core competence of the organization can be achieved if people who live in it have individual competencies (Lans, T, Biemans, H and Mulder, M (2008). Core competence reflected the commitment of each individual, where the commitments are affected by one of them is job satisfaction. this is supported by the theory advanced by Clugston and Lum et al (2000) which says that there are significant job satisfaction on commitment.

Number of employees of the Ministry of Industry more in the productive age, expected to increase job commitment, but according to data from 2014, shows that employee commitment Ministry of Industry looks still low, due to the activities carried out is lower than the available budget, which in 2014 only reached by eighty-eight percent. This is evident from some of the attitudes of employees, among others: (1) More work is based on the provisions of the existing course, and less creative, because it lacked the challenge (2) Lack of funds and time given cause employees less do the practice to their work and commitment of the employees still less because of the work being done only to the extent of an administrative nature. (Eris, Y, 2007).

In connection to the above, the researchers are interested in researching further to know and be able to get an answer to the extent of the link between job satisfaction (job satisfaction), the commitment (commitment) of employees in the Ministry of Industry, arguing some research objectives include: To investigate whether job satisfaction effect on employee commitment to the Ministry of Industry.

II. LITERATURE REVIEW

A. Commitment

The commitment of individuals in the organization is the degree to which a person devotes attention, ideas, and responsibilities in order to achieve organizational goals. This is supported by the opinion of Colquitt (2008) are: organizational commitment is defined as the desire on the part of an employee stays a member of the organization. While Adam. J and Jones, WH (1999), stating “Commitment is defined as the extent to which an individual Believes in the veracity and utility of his or her actions, and may be contrasted with the debilitating sense of alienation that results from feelings of powerlessness and resignation in the face of stressful events”.

Newstrom dan Davis (2010) viewed from other side that, Organizational commitment is the degree to which an employee identifies with the organization and wants to continue actively participating in it. Sedangkan menurut Benkhoff (1997) Commitment is the degree to which employees care about, and contribute to, organizational success.

Another notion mentioned by Robbins and Judge (2010), among others: Organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.

Feelings of pleasure to work as noted above, is also confirmed by the opinion of Gary Blau (2011), among others, as follows: “Commitment is affective commitment refers to one’s emotional attachment to an occupation, (I want to stay): normative commitment is a person’s sense of obligation to remain in an occupation (I should stay):
while continuance of commitment refers to the individual’s assessment of the costs associated with leaving one’s occupation (I have to stay),” Shaw, Delery & Abdulla (2003), Gibson (2008), view commitments as “The result of investments or contributions to the organization, or psychological approach, in which commitment is depicted as a positive, high-involvement, high-intensity orientation toward the organization.

Furthermore Luthans (2008), McShane and Von Glinow (2007), Wagner and Hollenbeck illustrates the commitment is more compact, which have a strong desire to remain a member of certain organizations, the desire to strive and have a certain belief, acceptance of the values and goals organization. In addition there is also a sense of partisanship commitment to organizational goals, the feeling of involvement in the tasks of the organization, a sense of loyalty to the organization.

B. Job Satisfaction

Employee job satisfaction is an important thing to consider in achieving organizational goals. This is supported by Greenberg, J & Baron, R & Newstrom and Davis (2002) who found job satisfaction have a positive impact on the achievement of work objectives and Job satisfaction is a set of favorable feelings and emotions with the which employees view their work.

Job satisfaction is an effective attitude a feeling of relative like or dislike toward something. This is supported by the opinion of Wexley and Yulk, Robert P. Vecchio, 2006) defines job satisfaction, "Job satisfaction is emotional reactions to employment experiences are Inevitable. One's thinking and feeling toward work ", whereas job satisfaction according to Schermerhorn, Vroom in Luthan is as follows:" Job satisfaction is the degree to which individuals feel positively or negatively about their jobs ".

The same opinion was also expressed by Qolquit, Lepine and Wesson, Luthan, 2008) that Job satisfaction as a pleasurable emotional state the resulting from the appraisal of one’s job or job experiences. It represents how you feel about your job and what you think about your job, and Ivancevich, Kanopaske and Matteson, Robbin, S (2008) found, "Job Satisfaction an attitude that workers have about their jobs. It results from their perception of the jobs ".

The next development of job satisfaction expressed by Wagner & Hollenbeck, 2007) which says that "Job satisfaction as a pleasurable feeling that result from the perception that one’s job fulfills or Allows for the fulfillment of one’s important job value”. This is reinforced by the opinions Kreitner, R and Kinicki, A (2008) which says that: "Job satisfaction is an affective or emotional response toward various Facets one's job. This definition implies job satisfaction is not a unitary concept. Rather a person can be are relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects.

The above understanding is reinforced by Jennifer and Gareth, Schemerhorn and Gibson, et al (2008), which identifies five aspects contained in job satisfaction, namely: the five Facets of job satisfaction measureb by the JDI are 1) The Work it self; responsibility, interest, and growth, 2) quality of supervision; technical help, and social support, 3) relationship with co - workers, 4) Promotion opportunities, chances for further advancement;, and 5) Pay.

Hypothesis

Model specifications can be Described above hypothesis in statistical hypothesis to be tested in this study items, namely: testing positive work motivation (X), on commitment (Y).

Subjects and Measures

The population in this study were all employees the echelon IV in the Ministry of Industry, which consists of nine (9) of the Directorate General (with the two characteristics are studied, namely: job satisfaction and commitment. The number of samples for research purposes, using the formula Slovin order to obtain validity generalization. From 358 population obtained a sample of 189 respondents. How to determine the respondents conducted with a random sample proportional (proportionall random sampling). samples trials to test the research instrument used 30 employees. this was done to determine the validity and reliability of research instrument.

the data used in this study consisted of, primary data directly from the object observed in this study are employees of the Ministry of Industry. Secondary data were obtained indirectly through other sources, generally in the form of archives, journals, books and so forth supporter.

Research conducted on two research instruments, ie measuring instruments are comprised of the dependent variable and independent variables. The dependent variable was the commitment (Y), while the independent variables include job satisfaction (X). Based on these instruments collected data in the form of a questionnaire in the form of respondents with a scale interval Likert scale of 1 to 5. This questionnaire was developed by based on the conception that includes conceptual definitions, operational definition, and grid research instruments.

The research instrument is tested and analyzed. Analysis of research instruments was conducted to test whether the instruments used in this study met the requirements for a good measuring tool. Analysis of the research instrument consisting of validity and reliability.

From the definition of a conceptual and operational definitions of variables commitments obtained indicator (1) the desire to remain in the organization (2) the desire to be actively involved in the organization, (3) the desire to contribute to the success of the organization, (4) the desire for identification with the goals and vision of the organization , (5) the desire to remain in the organization, (6) the desire to stay opted in charge of the organization.

Based on the test of the validity of the use of correlation technique product moment of 32 items for the variables are 1item invalid (drop) and 31 statement item instrument commitment variable (Y) meet the requirements or the results of trials found as many as 32 items declared valid and 1 grain otherwise drop is number 23. From the calculation of reliability by using Alpha formula
Cronbach obtained that the instrument has a commitment to high reliability.

From the definition of a conceptual and operational definitions of variables job satisfaction derived indicators: (1) the job and the task at hand, (2) the remuneration salary / honoraria, (3) the opportunity promotion obtained, (4) position and the position given, (5) working standards are set, (6) working conditions, (7) the recognition of the work and (8) the support of colleagues.

Based on the validity of the test using product moment correlation technique for variable X 3 are invalid item (drop) and 30 items from 33 statement instrument job satisfaction variables (X) satisfy the requirements of validity. Calculation of reliability by using the formula Cronbach Alpha coefficient reliability of the instrument for job satisfaction variables 0.93 then in accordance with the classification criteria of reliability values, it can be said that job satisfaction instrument has high reliability.

III. METHOD OF ANALYSIS

a. Descriptive Analysis

Descriptive analysis is a calculation of the average price of arithmetic (mean) and standard deviation of scores between the two variables. The calculation results are described in the list of the frequency distribution of each variable as well as visualized in the image or graphic histogram. Based on the known value of the raw data processing respectively for the mean, median, mode, standard deviation, range, minimum, maximum, and the coefficient of variance, then made the distribution of frequencies is visualized through tables and graphs histogram.

b. Inductive Analysis

Inductive or inferential analysis to draw conclusions based on the results of the processing of the data obtained by sampling techniques. Data collected through research instruments were analyzed using descriptive statistical analysis techniques and inferential statistics (Chourmain.M, 2008). Descriptive statistical analysis is used to provide an overview of each of the variables that can be measured (observable). Multiple regression analysis aimed to determine the influence of some of some of the independent variables commonly called X, and so on with the dependent variable is called Y (Ginting 2008: 191).

The classical assumption of this study is the normality test and test and test multicollinearity heterokedastisitas. Testing normality test conducted for the statistical analysis of parametric assumptions that must be possessed by the data are normally distributed. This study uses the Jarque-Bera test for normality assisted with program Eviews significant level (α) = 5% with a confidence level (df) by 95%. Data will be normal distribution when the Jarque-Bera value greater than 5% .. Test Multicollinearity aims to test whether the regression model found the level of correlation between the variables free (independent). A good regression model was happening correlation between variables free (independent) are low, less than 0.8. To test the assumption multikoleniaritas used Pearson Correlation.

Heteroscedasticity test aims to test whether the probability distribution is considered interference remains the same for the entire value of the variable values of the independent variables called homokedastisitas. Test white with Eviews program used to test heterokedastisitas. This assumption test aims to determine whether a regression model occurred inequality of residuals from one to another observation.

Uji Hipotesis

Hypothesis: testing positive direct influence job satisfaction (X), the commitments (Y)
Ho : ß ≤ 0
Ha : ß > 0

RESULTS

a. Descriptive Data

Description of the data in this section include commitments instrument data (Y), which is referred to as the dependent variable is job satisfaction (X). Description of each of the variables are presented in succession starting from the variable Y, X

Job Satisfaction

Data of job satisfaction scores range between 30 to 150 theoretical and empirical score range between 90 to 150. The result of the calculation of the data obtained an average of 116.81; standard deviation of 10.67; variance of 113.886; The median is 115; and the mode of 111.

Of the 189 samples can be classified into 9 classes, 3 score instrument ranges between 90-96, or 1.59%, 9 at intervals of 97-103 or 4.76%, 39 with intervals of 104-110 or 20.63% , 57 with intervals of 111-117, or 30.16%, 39 with intervals of 118-124, or 20.63%, 27 with intervals of 125-131, or 14.29%, 8 people with intervals of 132-138 or 4, 23%, 3 at intervals of 139-145, or 1.59%, and 4 people with intervals of 146-152, or 2.12%.

Work Commitments

Data of work commitments scores range between 31 to 155 theoretical and empirical scores range between 76 up to 155. The result of the calculation of the data obtained by an average of 127.40; standard deviation of 13.81; variance of 190.7204; median of 126; and the mode of 124.

Means that of 189 samples can be classified into 9 classes, 4 score instrument ranges between 76-84, or 2.12%, one person with an interval of 85-93, or 0.53%, 2 at intervals of 94-102 or 1.06 %, 2 at intervals of 103-111, or 1.06%, 33 with intervals of 112-120, or 17.46%, 87 with intervals of 121-129, or 46.03%, 22 with intervals of 130-138 or 11 , 64%, 20 with intervals of 139-147, or 10.58%, and 18 people with the interval 148-156 or 9.52%.
The regression equation $Y = 49.69 + 0.67X$, retrieved $F_{hitung} = 67.18$ is greater than $F_{table}$ at $\alpha = 0.01$ for $df_1$ (1: 187). Because $F_{hitung} > F_{table}$ the regression equation is expressed very significant. For the linearity test, obtained $F_{hitung} = 1.32$ is smaller than the $F_{table}$ at $\alpha = 0.05$ and $F_{table}$ at $\alpha = 0.01$ for $df_1$ (45: 142). Because $F_{hitung} < F_{table}$ the distribution point terestimasi acceptable form a linear line. $Y = 49.69 + 0.67X$Korelasi antara kepuasan kerja dengan komitmen sebesar 0.528.

With $t_{count}$ amounted to 8.19 $t_{table}$ 2.33 at $\alpha = 0.01$ and thus it can be stated that the correlation between $Y$ and $X$ are very significant.

**Hypothesis testing**

The results after analyzing the model used as the basis for answering hypotheses and draw conclusions in this study. Explanation to answer the hypothesis can be described as follows:

**Direct Impact Positive Job Satisfaction (X) of the Commitments (Y)**

$H_0: \beta \leq 0$

$H_1: \beta > 0$

$H_0$ is rejected, if $t_{count}$ $t_{table}$.

From the calculation of regression analysis, the direct effect of job satisfaction (X) of the commitment (Y), with a value of 4.978 while the value $t_{table}$ at $df_1$ = 185 for $\alpha = 0.05$ by 1.96. Therefore $t_{count}$ greater than the value $t_{table}$ then $H_0$ is rejected and $H_1$ accepted, thus job satisfaction (X) has positive influence on commitment (Y) can be accepted.

From the analysis of the hypothesis produced findings that job satisfaction is a positive direct effect on commitment. Based on these findings we can conclude that increased job satisfaction will lead to increased commitment.

### IV. DISCUSSION AND CONCLUSION

Based on the analysis, it turned positive direct effect of job satisfaction on employee commitment to the Ministry of Industry. This means that if employees are satisfied at work, then the employee commitment to the organization will increase. This finding agrees with the results of research Ayeni, C.O & Popoola, S.O (2007), who found that the influence of job satisfaction on employee commitment, seen its yield significantly. As well as the findings Linche Seniati (2006). Research conducted Lisa M Mortman, Wendy R. Boswell and John W. Boudreau (2000) and Michael Clugston, M Michael Clugston, M (2000), says that: the importance of employee satisfaction, because job satisfaction has a positive effect on commitment to the organization.
Job satisfaction is feeling happy and not happy at work, either perform basic tasks, as well as additional, that will affect the achievement of the work done. Targets achieved work load and vice versa could be considered to be a delight. Employees should be given appropriate tasks and can be fun for those who do. If employees do not feel satisfied with their jobs, can cause various reactions, for example, stop complaining, disobedient, steal from the organization, or leave some of their responsibilities.

Job satisfaction affects employee commitment with the assumption that employees will provide the best for the organization, if they are getting the best of the organization. Employees who gain work satisfaction is the basis for the organization in the form of employee loyalty. Loyal employees are the most valuable asset for the organization in enhancing the benefits to the organization.

Job satisfaction can be seen from the aspect of the job the employee. Employees will be satisfied if the work is done in accordance with the skills possessed. Works employees at the Ministry of Industry, sometimes there is not in accordance with the skills they have, if only dealing with administrative matters, will not reduce the involvement in the work, but it is important for the work of a technical nature. This is in accordance with the opinion of Schermerhorn (2005), which says that employees would be satisfied if it enjoys the work he does.

Employee job satisfaction is also evident from a good rating by the leader or co-workers, on the work that it provides. Employees will feel happy and increase their participation or rewards if results obtained in accordance with the power it gives. So the involvement and commitment to the organization will increase.

Moreover job satisfaction also depends on the style of leadership, it is necessary for the support and leadership styles that can increase desire and karayawan involvement in the work. Leadership is a strong driving and have the power to influence the employee's desire. Good factor that comes from outside and from within, such as the attention and praise of employees. If employees feel they receive the support and attention of the leadership, employees will do a positive reaction to the organization.

Leaders or managers also need to know the factors that affect job satisfaction of employees, among others, what makes a person do the work, assess the work and situations that affect the value of work. These three things mentioned above if it is understood, then employees feel cared for and leadership will be easier to meet the needs of employees, so that employees desire to be involved in the achievement of organizational goals will increase.

Support from managers and management among colleagues also dictates a sense of excitement in the work. Because interactions encountered at work, will determine its weight is not the job done. This can be achieved if each employee can respect and appreciate and understand the needs between colleagues for carrying out the work. This is in accordance with the opinion of Griffin (2007), which says that employees who gain satisfaction in the work place is a resource for the organization in the form of employee loyalty. Loyal employees are the most valuable asset for the organization in enhancing the benefits to the organization.

**Conclusion**

Based on the results of data analysis and statistical calculations to the results of research on employee commitment Idapat Ministry of Industry concluded that:

Job satisfaction is a direct positive effect on employee job satisfaction. This finding means that the job satisfaction that will either lead to increased employee commitment.

To increase employee commitment need to increase job satisfaction. Efforts are made to improve job satisfaction among others by creating a good working atmosphere, which affect the employees’ desire to always liked a given task.

**REFERENCES**


