Conference Paper

Relationship Between Organizational Commitment and Employee Satisfaction of PT X

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Abstract.

This research aims to examine the relationship between job satisfaction and organizational commitment in employees of PT X. This study used quantitative research with a correlational research design. The research population were all the employees of PT X, 34 employees in total The sampling technique used is saturated sampling. The data collection method used is the adaptation of the Organizational Commitment Scale (OCS) and the generic job satisfaction scale with the validity used in this study is a validity construct. The data analysis technique used in this research is product-moment correlation. The results of the hypothesis test show that the organizational commitment of most of the employees of PT X is in very high classification, the job satisfaction of most of the employees of PT X is included in the high classification, and the positive relationship of employees of PT X between organizational commitment and job satisfaction. The author hopes that further researchers will make this research a valid reference for future research. And the authors suggest to develop this research.

Keywords: organizational commitment, employee, statisfaction

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1. Introduction

Companies are required to have quality human resources (HR). Advances in technology and trade encourage human resources to behave in quality improvement. This quality improvement is indicated by the commitment in the organization [1]. Companies must be able to create job satisfaction for employees in order to improve the maximum service quality [2]. Job satisfaction can be viewed from two sides, from the employee side, job satisfaction will create a pleasant feeling at work, while from the company side, job satisfaction will increase productivity, improve employee attitudes and behavior in providing excellent service [3]. Hammer and Avgar [4] state that employees will tend to leave the organization if they are not satisfied with the work climate and job characteristics.

Bashayreh [5] states that individuals with job satisfaction show a pleasant positive attitude as a result of a satisfying work experience. According to Robbins [6] the quality of human resources that has a strong influence on organizational performance is organizational commitment. Employees who are committed to the organization have the potential to improve performance both individually, in groups and in organizations. Employees who have high organizational commitment will give maximum effort voluntarily for the advancement of the organization. According to Hodge [7] one of the factors that influence organizational commitment is job satisfaction. Employees who are satisfied with their duties and environment will feel a sense of equality with the organization and are involved in company activities. The results of research by Angel et al in [7]. found that employees who have high organizational commitment will have high job satisfaction as well.

Employees who work without coercion and do it with pleasure will have a good impact and their commitment to the organization will grow. Other studies have shown that employees with higher job satisfaction are physically and mentally in better condition and higher job satisfaction reflects a favorable organizational atmosphere that leads to employee attraction and retention [8]. Commitment can also be seen from the job satisfaction of an employee who works in an organization [9]. Thus the relationship between job satisfaction and commitment can be a reciprocal relationship. Research Meyer et al. [10] showed that affective commitment has a significant correlation with job satisfaction. Various research studies show that people who are relatively satisfied with their work will be more committed to the organization [11].

PT. X is the party that organizes and provides a system as well as a means to bring together buying and selling offers. PT X has a significant role in capital market activities. PT X is responsible for providing all securities trading facilities and making regulations related to stock exchange activities.

Employee job satisfaction at PT X has not been optimal because salaries and wages, promotion opportunities, supervision, co-workers, and working conditions have not been perfectly guaranteed which may cause organizational commitment to employees to decrease. So that the final result of this research will help PT X create an employee development program. with the aim of not only retaining employees for the long term, but also attracting people to join the company [12].

Several previous studies were taken by researchers to compare with their research. For example, research with the topic "The Relationship Between Organizational Committees and *Organizational Chitizenship Behavior* in Employees of PT X" with research results showing that the hypothesis proposed by the researcher is proven, namely that

there is a significant positive relationship between the variable Organizational Commitment and *Organizational Citizenship Behavior*. The more positive the Organizational Commitment, the higher the *Organizational Citizenship Behavior* [13]. The difference with this study lies in the variables and also the research subjects which are more specific and clearer.

Then there is also a study entitled "The Influence of Job Satisfaction on Employee Productivity of Islamic Bank X Regional Offices." average level of job satisfaction of employees of Sharia Bank X Regional Office II only reached a fairly satisfied level. Meanwhile, the level of employee productivity can be categorized as productive [14]. The difference with this study lies in the variables and there are differences in the research subjects.

The next research is research that discusses "The Influence of Organizational Commitment and Job Satisfaction on Employee Performance (Study on Regional Drinking Water Company (PDAM) Salatiga City)" with research results The results show organizational commitment has a positive effect on employee performance, job satisfaction has a positive effect on employee performance and jointly organizational commitment and job satisfaction have a positive effect on employee performance [15]. The difference between previous research and this research is that previous research is more about influence. The purpose of this study is to examine the relationship between job satisfaction and organizational commitment to the employees of PT. X

This research is expected to provide benefits for those who need it both theoretically and practically. Theoretically, this research is expected to add insight and knowledge about factors related to job satisfaction and organizational commitment to employees on the Indonesian stock exchange, and is also expected to be a means to develop knowledge about the importance of job satisfaction and organizational commitment in a company. Practically For further researchers, this research is expected to provide information and scientific references in further research to improve the use and discussion of the relationship between job satisfaction and organizational commitment. For companies, namely to assist management in improving the quality of organizational commitment to its employees and job satisfaction to its employees. For employees, this research can be submitted as a reference or as a reference that I am an employee must and must have job satisfaction and commitment in an organization

2. Literatur Review

2.1. Organizational commitment

Kreitner and Kinichi [16] that organizational commitment is a reflection of where an employee recognizes the organization and is bound to its goals. This is an important work attitude because people who are committed are expected to show their availability to work harder to achieve organizational goals and have a greater desire to stay at a company.

Meyer and Allen [17] stated that organizational commitment can be seen as a psychological relationship that an individual has with his organization, characterized by a strong identification with the organization and a desire to contribute to improving organizational goals

Lincoln and Bashaw "Organizational commitment has three indicators: employee willingness, employee loyalty, and employee pride in the organization. Conceptually, there are three things that are markers of organizational commitment: (a) There is a strong sense of trust and acceptance of a person towards the goals and values of the organization, (b) There is a person's desire to make a serious effort for the organization, (c) There is a strong desire to maintain membership in an organization [18].

Allen and Meyer [19] also determine several indicators that can be a measure of organizational commitment, namely: Indicators of affective commitment consist of personal characteristics and work experience. Furthermore, indicators of continuity commitment consist of the size and/or amount of the individual's investment or side bet, and the perception of the lack of other job alternatives. Then the indicators of normative commitment are the individual's experience before being in the organization (experience in the family or socialization) and the experience of socialization while in the organization.

2.2. Job satisfaction

Satisfaction as one of the most widely considered and researched dimensions in the business environment [20] is considered one of the most complex and multifaceted concepts in the business world. Job satisfaction is defined as a positive feeling about one's job resulting from the evaluation of its characteristics [8]. Job satisfaction can be said to be a pleasant mental feeling that an individual has about his job, job satisfaction is an emotional response to a work situation [21].

Job satisfaction can include pleasure and satisfaction related to work. Robbins [22] considers job satisfaction as an individual's general attitude towards his job. Devi et al. [23] say job satisfaction is an affective reaction to work from a comparison of

the perceived and desired results. Some experts argue that job satisfaction is an emotional reaction to job conditions, which is often decided by how good the results or expectations are, for example if employees think that they are being treated unfairly, receive less reward, they may have negative feelings towards their work [24].

Robbins [22] states that job satisfaction is more than just an attitude that explains a person's internal state, both qualitatively and quantitatively. Beardwell et al. [25] associate a positive approach to work with job satisfaction, and a negative approach to work with job dissatisfaction.

2.3. The relationship between job satisfaction and organizational commitment of PT. X

Organizational commitment is the degree to which a person identifies himself with a particular organization. Both in terms of participation in the organization where they are located and identification as part of the organization. The relationship between an individual's interest in the organization affects job satisfaction. Where job satisfaction is meant here is the feeling of employees towards their work. Either a pleasant feeling or not in order to fulfill his needs.

There are factors that can affect organizational commitment, one of which is job satisfaction. Where job satisfaction is a factor that can encourage someone to increase organizational commitment [26].

The growth of organizational commitment can be seen when the organization's work expectations are fulfilled properly, with job expectations being met, job satisfaction will arise [27]. As stated by Mathieu (1991) [28] that organizational commitment can lead to an increase in job satisfaction and vice versa, job satisfaction can lead to an increase in organizational commitment.

From this it can be said that organizational commitment has a positive relationship to job satisfaction. This means that if employees have high job satisfaction, the commitment to the organization will also be higher and vice versa. As explained by Kreitner and Kinicki [16], it shows that there is a positive relationship between commitment and job satisfaction. Based on the description above, the hypothesis proposed is that there is a positive relationship between job satisfaction and organizational commitment to PT X employees.

3. Method

3.1. Design

This study uses a quantitative approach with a correlational research design with the aim of knowing the relationship between two variables

3.2. Population and Sample

The population in this study is all employees of PT. X. Meanwhile The sample in this study amounted to 34 employees sampling technique in this study uses *probability sampling* with the type of *saturated sampling* , which means that all populations are sampled [29].

3.3. Data collection tool the data

Collection tool used in this study was an adaptation of the *Organizational Commitment Scale* (OCS) by Natalie J. [19]. While the data collection tool with the aim of measuring job satisfaction is using an adaptation of the *Scale Of Generic Work Satisfaction* by Macdonald & MacIntyre [30].

TABLE 1: Blueprint Organizational Commitment Scale (OCS).

No	Aspects	Indicators	favorable	unfavorable	total
1	Affective Comitment	Having a close emotional closeness with the organization	4 items	4 items	8
2	Continuance Commitment An	individual's awareness of the great loss experienced if leaving the organization.	6 items	2 items	8
3	Normative Commitment	Feeling an obligation or duty	5 items	3 items	8
	Total				**24 items**

3.4. Validity and reliability test

The type of validity used in this study is construct validity. Testing the validity of the instrument in this study was carried out using *Pearson's Product Moment*

The reliability test of this study was carried out using internal consistency analysis. It is said to be reliable if the value of .6

TABLE 2: Blueprint Scale Of Generic Work Satisfaction.

no	aspect	indicators	favorable	Unfavorable	total
1	Job	Satisfied with the work itself	2 items	2 items	4 item
2	Salary	Satisfied with the salary given	2 items	2 items	4 items
3	Promotion	Satisfied with the promotion given	2 items	2 items	4 item
4	supervision	Feeling satisfied with the supervision given by the leader	2 items	2 items	4 item
5	Coworkers	Feeling satisfied with coworkers	2 item	2 item	4 item
6	Working Conditions	Satisfied with working conditions	2 items	2 items	4 items
					24 items

3.5. Data analysis techniques

In this study using descriptive analysis, assumption test and product moment person correlation test. Descriptive analysis was conducted to describe the variables of organizational commitment and job satisfaction.

The assumption test used in this study is the normality test, linearity test. The normality test aims to test whether the data from each research variable is normally distributed or not. Linearity test is used to determine whether the independent variable (X) and the dependent variable (Y) have a linear relationship or not.

4. Results and Discussion

4.1. Descriptive data analysis

The results of descriptive analysis of the variables of organizational commitment and job satisfaction are as follows:

TABLE 3: Descriptive analysis.

	N	Min	Max	Mean	Std. Deviation
Organizational Commitment	34	56	107	80.82	11.299
Job Satisfaction	34	41	88	72.03	9.044

Based on table 1, the organizational commitment scale is known to have a mean value of 80.82 with a standard deviation of 11.299. And the job satisfaction scale is known to have a mean value of 72.03 with a standard deviation of 9.044.

TABLE 4: Categorization of Organizational Commitment Score.

Category	Norm	Total	Percentage
Very High	X > 63	32	94,1 %
High	42 > X > 63	2	5.9 %
Low	21 > X > 42	-	-
Very Low	X < 21	-	-
Total		34	100%

Based on table 2, it can be described that most of the subjects have a very high organizational commitment as much as 94.1% of the 34 subjects.

TABLE 5: Categorization of job satisfaction scores.

Category	Norms	Total	Percentage
Very High	X > 81	4	11.8%
High	40 > X > 80	30	88.2%
Low	20 > X > 40	-	-
Very Low	X < 20	-	-
Total		34	100%

Based on table 3, it can be described that most of the subjects have high job satisfaction as much as 88.2% of 34 subjects.

4.2. Normality Test

TABLE 6: *Kolmogorov-Smirnov*.

Variable	Sig	Ket	Conclusion
Organizational commitment	.200	Sig > .05	Normal distribution
Job satisfaction	.200	Sig > .05	Normal distribution

Based on the results of the normality test on the two variables above, it shows that the significance value is .200 so it can be said that the residual value is normally distributed.

4.3. Linearity test

TABLE 7: Linearity Test results for.

Variable	Sig.	Conclusion	Organizational
Commitment (X) Job Satis-faction (Y)	.226	P > .05	Linear

Based on table 5, the significance value of organizational commitment and job satisfaction is .226, meaning that the relationship between organizational commitment and learning motivation is linear.

4.4. Hypothesis Testing The

Results of hypothesis testing using Pearson *Product Moment.* As follows:

TABLE 8: Product moment correlation test results pearson.

Variable	Sig. (p)	Correlation	Description	conclusion
Organizational commitment and job satisfaction	.000	.694	Sig < .05	Hypothesis accepted

Based on the results of the Pearson *product moment* , the correlation value was .694 with a significance value of .000 < .05 (significant). This shows that the two variables have a significant relationship. So when organizational commitment is high, job satisfaction will be high.

5. Discussion

5.1. Organizational commitment

One aspect according to [6] that can affect the good or bad performance of employees is organizational commitment. Organizational commitment is the level of a person in identifying the organization, hopes and goals to be able to remain an employee in the organization [6].

Commitment starts from how employees can recognize the organization itself. The meaning is that when employees get to know their organization, their love for an organization will slowly grow [31] which will slowly lead to commitment in the employee to the organization. Over time, this commitment will become more firmly embedded in employees [24].

Organizational commitment is the degree to which employees are involved in their organization and wish to remain members, which contains an attitude of loyalty and willingness of employees to work optimally for the organization where the employee works. [18]

According to Robert and Kinicki [16] that organizational commitment is a reflection where an employee recognizes the organization and is bound to its goals. Mayer

and Allen [17] state that organizational commitment can be seen as a psychological relationship that an individual has with his or her organization, characterized by a strong identification with the organization and a desire to contribute to perfecting organizational goals. In this study, it was found that the results of the descriptive analysis that had been carried out showed that the majority of respondents were in the very high category with a percentage of 94.1%.

The level of high and low organizational commitment of employees greatly affects how the performance of these employees. The higher the organizational commitment of an employee, the better the performance of an employee. And conversely, the lower the organizational commitment of an employee, the lower the performance produced by the employee [19].

5.2. Job satisfaction

Satisfaction is defined as a positive feeling about one's job resulting from an evaluation of its characteristics [8]. Job satisfaction can be said to be a pleasant mental feeling that an individual has about his job, job satisfaction is an emotional response to a work situation [21].

Robins [8] states that job satisfaction is more than just an attitude that explains a person's internal state, both qualitatively and quantitatively. Devi et al. [23] say job fulfillment is a full feeling response to work from the correlation between visible and desired results. Beardwell et al. [25] associate a positive approach to work with job satisfaction, and a negative approach to work with job dissatisfaction. Being one of the important aspects covered in human resource management, job satisfaction can be grouped with various features (nature of work, supervision, benefits, contingent rewards, operating procedures and co-workers) that complete the job profile [32].

In this study, it was found that the results of the descriptive analysis that had been carried out showed that the majority of respondents were in the high category with a percentage of 88.2%. Some experts argue that job satisfaction is an emotional reaction to job conditions, which is often decided by how good the results or expectations are, for example if employees think that they are being treated unfairly, receive less reward, they may have negative feelings towards their work [24]. Job satisfaction is a result resulting from one's feelings and attitudes towards the work that has been done, both positive and negative attitudes in an organization or company.

5.3. Relationship Between Job Satisfaction and Organizational Commitment of PT X Employees

Based on the results of the hypothesis by using Pearson *product moment correlation*, it shows that the two variables have a very strong correlation. There are data on organizational commitment and job satisfaction of employees of PT X, obtained p value of .000 < .05 with r of .694. So these results indicate that the two variables have a significant and positive relationship so that the hypothesis in this study can be accepted. This shows that when an employee's job satisfaction is high, he or she will have a high sense of organizational commitment as well. And vice versa, when employees have a low sense of job satisfaction, it means that organizational commitment is also low. This is directly proportional to the statement that job satisfaction is one of the factors that can affect organizational commitment [33]. and this is related to the opinion of experts who say that there are factors that can affect organizational commitment, one of which is job satisfaction. Where job satisfaction is a factor that can encourage someone to increase organizational commitment [26]. Provision of appropriate salaries and promotions will affect the desire of employees to remain loyal to the organization [34]. Employees will be more committed to providing services to consumers when they are satisfied with their work and given the opportunity for a career [35]. Optimal service quality can be achieved if the company is able to realize job satisfaction and organizational commitment [36]. Testa [37] shows that job satisfaction will be able to increase organizational commitment and service effort provided.

As explained by Kreitner and Kinicki [16], it shows that there is a positive relationship between commitment and job satisfaction. organizational commitment has a positive relationship to job satisfaction. This means that if employees have high job satisfaction, the organizational commitment will also be higher and vice versa. One of the factors that can affect job satisfaction is organizational commitment, if job satisfaction in the organization is fulfilled it will automatically emerge employee confidence that the organization really cares about its employees, this has an impact on increasing employee commitment to the organization [27].

6. Closing

6.1. Conclusion

The following is A number of conclusion which could drawn by the authors,

1. The organizational commitment of most of the employees of PT X is in very high classification

2. The job satisfaction of most of the employees of PT X is included in the high classification

3. The positive relationship of employees of PT X between organizational commitment and job

satisfication

6.2. Suggestions

Based on conclusion which in do, then researcher give some advice to the party who related, among others:

1. Share company. Writer believe that the organization will follow the way of life and customs in the current state of the organization. This can clearly affect the actual organization and obviously also affect the representatives associated with it.

2. Share employee. Writer hope to employee PT X to continue to maintain good relationship between workers and fulfill obligations to the organization. So that can make the organization more effective and the effect on representatives is to feel fulfilled on the job. The author also hopes that employees always maintain good relations between employees in order to make it easier for the company to complete their duties

3. For further researchers, The author hopes that further researchers will make this research a valid reference for further research. And the authors suggest to develop this research.

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