

## The Influence of Job Satisfaction on Organizational Commitment

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### Abstract

*This research aims to determine the effect of job satisfaction on work commitment. The research method was quantitative research. The sample in this research was 30 teachers. The data was processed using SMART PLS analysis techniques. The research results show that there is an influence between job satisfaction and teacher work commitment. This means that increasing teacher job satisfaction will increase teacher commitment to work. Researchers provide suggestions to further increase teacher work commitment by increasing teacher satisfaction in carrying out their duties.*

**Keywords:** Job Satisfaction, Organizational Commitment

### 1. Introduction

Work commitment is a very important variable for companies. Individuals with high work commitment will show loyalty and feel proud to be part of the organization. Job satisfaction is a very important issue for someone at work. High job satisfaction will make someone work better and have a greater sense of responsibility in carrying out their duties (Marihot et al., 2023) ; (Nasution et al., 2022) ; (Nasution et al., 2023) .

Likewise, a teacher has the task of educating and transferring knowledge to students. Of course there needs to be comfort, so that teachers feel happy being part of the organization. High job satisfaction will make teachers work better and be committed to carrying out their duties.

Having employees who are willing to devote all their abilities for the progress of the company is the hope for all organizations (Maulana, 2020) . In the face of increased global competition, organizations are more dependent upon the positive work attitudes and behaviors that typically emanate from employee commitment (Gottman et al., 1998) . A person's commitment to an organization or company in the world of work is often a very important issue. Commitment to the organization is acceptance of the goals and values of the organization, where the degree of commitment is defined as the willingness to dedicate oneself to the values and goals of the organization (Anas et al., 2014) . High commitment means having a strong bond with the school. Not only as a place to earn a living, but also as a place for them to apply all the knowledge they have gained in school and college. A place where they share knowledge with students for the sake of the nation's progress. School is an organizational forum where educators and students meet (Megawati, 2014) .

### 2. Literature Review

According to Griffin (Griffin & Moorhead, 2014) organizational commitment can be interpreted as an employee's attitude that reflects the extent to which an individual knows and is attached to their organization. An individual who has high commitment will likely see himself as a true member of the organization. Job satisfaction can be defined as a positive experience or feeling that employees feel regarding the results of their work at work (Robbins & Judge,

2017) . Work commitment is an employee's sense of identification, loyalty and participation towards the organization or organizational unit. Commitment to the organization includes three attitudes, namely: 1.) A sense of identification with the organization's goals; 2.) Feeling of participation in organizational tasks; and 3.) feelings (Saragih & Sehondro, 2020)

Bhutto et al. (2012) suggests several factors that contribute to job satisfaction which include work itself, supervision, co-workers, compensation, promotions and job security. ). Indicators of job satisfaction according to Luthans (2006:243) are the job itself, salary, promotion opportunities, supervision and co-workers. Olusegun (2013) stated that there is an influence of job satisfaction on turnover intention. Satisfied employees have a lower level of employee turnover intention, while dissatisfied employees have a higher level of employee turnover intention (Robbins and Coulter, 2010:38).

Muayyad & Gawi, (2017) job satisfaction is related to feelings an employee about whether his job is enjoyable or not, which generally refers to a person's attitude towards the level of job satisfaction, which indicates the adequacy of expectations and benefits offered . Factors that influence job satisfaction include: 1.) individual factors, including age, health, character and expectations; 2.) social factors , including family relationships , community views, responsiveness, trade union activism, political freedom and community relations; and 3.) Key employment factors , including salary, supervision, job security , working conditions and opportunities for promotion

## **2.4 Hypotheses Development**

The results of research conducted by (Megawati, 2014) show that there is an influence between teacher job satisfaction and organizational commitment. Job satisfaction will improve employee performance (Kamel et al., 2015) . The results of research conducted by (Aktar et al., 2013) also show the influence of job satisfaction on organizational commitment. High job satisfaction will have an impact on employee willingness and happiness, so that a teacher will be loyal and proud to be part of the organization.

## **3. Methods**

The research was carried out using a quantitative approach. The research was conducted on 30 teachers at SMA Negeri 2 Panai Hilir, Labuhanbatu Regency. The variables in this research consist of job satisfaction and organizational commitment. The scale used is a Likert scale, namely 5 (strongly agree), 4 (agree), 3 (disagree), 2 (disagree), and 1 (strongly disagree). The collected data was processed using SEM SMART PLS.

## **4. Results and Discussions**

### **4.1 Finding**

#### **4.1.1 Outer Model**

The outer model was carried out to see whether the indicators used were able to measure the variables of job satisfaction and organizational commitment. The recommended loading factor amount for each indicator is  $> 0.70$ . Table 1 below shows that all variables in this study are valid in measuring job satisfaction and organizational commitment variables. This can be seen from the loading factor value  $> 0.70$ .

Table 1. Outer Model

	Job Satisfaction	Organizational Commitment
Com1		0.911
Com2		0.943
Com3		0.946
Com4		0.923
JobS1	0.866	
JobS2	0.940	
JobS3	0.794	
JobS4	0.904	

### 3.2 Construct Reliability and Validity

Composite reliability testing is carried out to see that the variables studied have good reliability. The recommended value for composite reliability is 0.70.

Table 2. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.873	0.880	0.916	0.733
Organizational Commitment	0.949	0.949	0.963	0.867

Based on Table 2, it shows that the composite reliability value of the job satisfaction and organizational commitment variables has a value of > 0.70. Thus it can be stated that the variables in this study are reliable.

### 3.3 Hypothesis Testing

Table 3. Hypothesis Testing

Form of Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Job Satisfaction -> Organizational Commitment	0.897	0.908	0.022	41,589	0,000

## 4. Discussion

This research examines the influence of teacher job satisfaction on teacher organizational commitment in carrying out their duties. The research results show that there is a positive and significant influence between teacher job satisfaction and organizational commitment. This means that if teacher job satisfaction increases, this will be followed by an increase in teacher work commitment in carrying out their duties. Job satisfaction has many aspects, such as job satisfaction regarding the salary received, job satisfaction regarding work facilities, job

satisfaction regarding relationships between employees, job satisfaction regarding the fairness of promotion policies, and so on. If this can be fulfilled well, the teacher will feel at home and will have no intention of leaving the organization.

The results of this research are in accordance with the results of previous research conducted by (Megawati, 2014) showing that there is an influence between job satisfaction and teacher work commitment. The results of research conducted by (Saragih & Sehondro, 2020) show that teacher job satisfaction can increase teacher work commitment in carrying out their duties. Employees who feel proud of the company have concerns about leaving the company and believe that someone must be loyal to their organization (Maulana, 2020). Employees who feel they have high normative and sustainable commitment tend to be neutral regarding their affective commitment. This will be different if employees have affective commitment, because affective commitment is deeper than other commitments, in other words, someone who has affective commitment feels a bond with the organization (Darmawati et al., 2013). Many efforts need to be made to increase teacher work commitment, including improving a fair reward system for teachers at work (Siregar et al, 2023). Motivation will increase if expectations match the reality accepted by the teacher. Motivation is a very important part for a teacher in carrying out his duties (Nasution et al, 2022).

## 5. Conclusion And Recommendation

Job satisfaction can be a driver of increased work commitment at work. High job satisfaction will make a teacher more enthusiastic and more responsible in carrying out their duties. Job satisfaction can be in the form of satisfaction with salary, satisfaction with work facilities, satisfaction with leadership supervision, satisfaction with co-workers, and so on. High work commitment is shown by high work loyalty, high dedication in carrying out duties, and pride in being part of the organization.

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