



THE EFFECT OF MOTIVATION AND COMMUNICATION ON JOB SATISFACTION THROUGH ORGANIZATION COMMITMENT IN PT. ARTHA PRIMA FINANCE

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Abstract

This study aims to determine the effect of motivation, communication, and organizational commitment to job satisfaction simultaneously and partially. Research conducted on employees of PT. Artha Prima Finance. The sampling technique used saturated sample method involving 80 people. Data analysis using path analysis.

Based on the data analysis, it is known that motivation and communication variables have an effect on employee job satisfaction simultaneously and partially. The effect of motivation on employee job satisfaction is 0.319. The influence of motivation on employee job satisfaction through motivation is $0,360 \times 0,247 = 0,0889$. The direct effect of communication on employee job satisfaction is 0.630. While the influence of communication on employee job satisfaction through organizational commitment is $0.218 \times 0,247 = 0.0538$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

Introduction

Employees are an important element in both profit-making and non-profit organizations. Employees will work well if they get good job satisfaction earned from the organization they serve. Satisfaction is actually a subjective condition that is the result of a conclusion based on a comparison of what an employee receives from his job as expected, desired, and thought of as appropriate or entitled to it. While every employee/employee subjectively determines how the job is satisfactory.

Job satisfaction is related to behavior or Job satisfaction is closely related to the attitude of employees to their own work, work situation, cooperation between the leadership with employees. To bring job satisfaction, Herzberg suggests that companies do job enrichment, which is an effort to create jobs with greater challenges, responsibilities, and autonomy. In the world of satisfaction work, one of them can refer to the compensation provided by the entrepreneur, including salary or rewards and other work facilities such as official homes and work vehicles. The context of "satisfied" can be viewed from two sides, the individual will feel satisfied when experiencing things.

Research from Abrivianto et al (2014) states that motivation affects employee performance and satisfaction. This research is done in PT. Arthawena Sakti Gemilang Malang. Other research also states that communication and organizational commitment affect the satisfaction of employees working in the organization.

Research Syauta et al (2012) states that organizational commitment impact on job satisfaction. The research was conducted on a number of laborers working in irrigation companies in Jayapura, Papua. The sample involved were 127 employees. Data analysis using partial least square (PLS) and Sobel test.

**Literature Review****Job Satisfaction**

Job satisfaction according to Martoyo (1992: 115), is basically one of the psychological aspects that reflects one's feelings towards his work, he will feel satisfied with the suitability of his ability, skill, and expectations with the work he faces. Satisfaction is actually a subjective condition that is the result of a conclusion based on a comparison of what the employee receives from his job than expected, desired, and thought of as appropriate or entitled to it. While every employee/employee subjectively determines how the job is satisfactory.

According to Tiffin (1958) in As'ad (1995: 104) job satisfaction is closely related to attitudes of employees to their own work, work situation, cooperation between leaders and employees. Meanwhile, according to Blum (1956) in As'ad (1995: 104) suggests that job satisfaction is a common attitude that is the result of some special attitudes toward work factors, adjustments and individual social relationships outside of work.

From these limitations on job satisfaction, it can be concluded simply that job satisfaction is a person's feelings toward his work. This means that the conception of job satisfaction sees it as the result of human interaction with the work environment.

In the opinion of Robbins (2010: 91) job satisfaction refers to the general attitude of an individual to the work he does. A person with a high level of job satisfaction shows a positive attitude towards the work; someone who is dissatisfied with his work shows a negative attitude to the job. Because in general, when people talk about employees, more often they mean job satisfaction.

Hasibuan (2005: 202) job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, out of work, and in combination between the two. Rivai (2004: 475) satisfaction is an evaluation that describes a person's feelings of pleasure or dissatisfaction at work. Meanwhile, according to Cherrington (2010) "job satisfaction basically refers to how much an employee likes his job"

Work is an important part of a person's life, so job satisfaction also affects a person's life. Wether and Davis (2010) stated that job satisfaction is a part of life satisfaction. Job satisfaction also depends on the intrinsic, extrinsic, and worker perceptions of the work, so job satisfaction is the level at which a person feels positively or negatively about various aspects of work, workplace, and relationships (Donnelly 2001: 464-465).

Motivation

Motivation is a drive of will that causes a person to perform an action to achieve a certain goal. Motivation comes from the word motif which means "encouragement" or stimulus or "driving force" that exists within a person. According to Weiner (1990) cited Elliot et al. (2000), motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities.

According to Uno (2007), motivation can be interpreted as an internal and external impulse in a person who is indicated by the existence; desires and interests; encouragement and need; hopes and aspirations; appreciation and respect. According to Weiner (1990) cited Elliot et al. (2000), motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities. Motivation is the impact of one's interaction with the situation it faces (Siagian, 2004).

Motivation becomes a force, a force or power, or a complex state and a willingness in the individual to move toward a certain goal, whether consciously or unconsciously (Makmun, 2003).

A person's motivation can be generated and grows through himself-intrinsically and from the extrinsic environment (Elliot et al., 2000; Howard, 1999). Intrinsic motivation means the desire of the self to act in the absence of external stimuli (Elliot, 2000). Intrinsic motivation will be more profitable and provide a steady in



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learning. Extrinsic motivation is described as a motivation that comes from outside the individual and can not be controlled by the individual (Howard, 1999). Elliot et al. (2000), exemplifies it with the values, rewards, and/or rewards used to stimulate one's motivation.

For example, in learning activities, motivation is the driving force that ensures the continuity of learning activities and gives direction to the learning activities so that the desired goals can be fulfilled. Thus the motivation is very influential on the results of one's learning. If a person does not have the motivation to learn, then the person will not achieve optimal learning outcomes. To be able to learn well in need process and good motivation, provide motivation to the learner, means to move someone to want or want to do something.

Trimo gives understanding of motivation is a driving force in individual behavior in individual behavior either will determine direction and endurance (pertinence) every human behavior in which is also contained emotional element insane of concerned From the above description can be granted that the motivation is etymology is drive or driving force that exists within a person to perform an action to achieve a goal.

Communication

Communication is the transfer of information and understanding from someone to someone. For transferring the information referred to in the communication, a communication process is required.

According to Webster New Collegiate Dictionary "the term communication comes from the Latin term *Communicare*, past participle form of *communicatio* and *communicatio* which means a tool to communicate especially a delivery and receiving system news, such as telegraph, telegraph, radio, etc.". Gibson and Ivan (2006: 84) suggest "Communication is the transmission of information and understanding, about verbal or non-verbal symbols ". "Communication is the process of understanding in the form of ideas or information from one person to another.

Luthan (2006) provides an understanding that directly leads to organizational change and development that can only occur through the development of human resources in their respective environments. To achieve the goals of the organization will require a good communication, where there is a tangle of understanding of the communication so as to understanding and implemented between the parties one by the other parties of this Communication is important in an organization to achieve its objectives. Newstrom and Davis (2004: 151) argue that "the absence of the employee communication cannot be pulled know what seeker peer, the leadership cannot accept the input of information, and other supervisors cannot give instructions backs". Robbins (2010) mentions that "communications help develop motivation by explaining to employees what to do, how well they work, and what can be done to improve sub-standard performance."

Organizational Commitment

According to Robbins and Judge (2008: 100) organizational commitment is a situation in which an employee sided with a particular organization and its goals and intentions to maintain membership in the organization. Thus, high employee involvement means siding with the particular job of an individual, while high organizational commitment means favoring the organization that recruits the individual.

Meanwhile, according to Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual knows and tied to his organization. A highly committed individual will likely see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014: 165) that reflects the organization's commitment to recognizing the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is an individual psychological state associated with strong beliefs, beliefs, and acceptance of organizational goals and values, a strong willingness to work for the organization and the extent to which it wants to remain an organization member.

**Research Methods****Research Design**

This research uses Explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. The relationship between variables can be described in the form of path analysis diagram as follows:

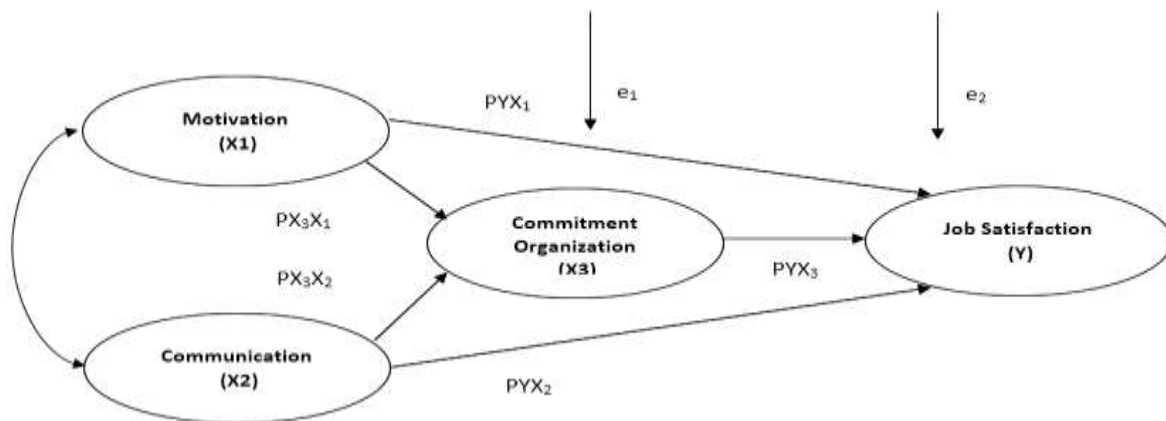


Figure 1. Research Design

Population and Sample Research

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2005). The sample is the pull of a portion of the population to represent the entire population, (Surakhmad, 2000).

The sample used in this research is company employees. The total number of employees is 80 people. The number of employees is entirely involved in this study. So the sampling is using saturated sample method.

Data Collection Technique

To obtain a concrete and objective data must be held research on the problems studied, while the steps that researchers took in the collection of data are:

a. Primary data

Primary data is data obtained directly from the object of research, In this case, the primary data obtained from field research that is data collection method do premise direct research on the object of research in question.

b. Secondary data

Secondary data is data obtained indirectly from research object. In this case, the secondary data obtained from the library research data collecting method that is done by studying and understanding books of the literature of the author's work that can be justified theoretical basis.

Data Analysis

Stages of data processing in this study are classical assumption test with regression such as linearity test, heteroskedastic test, normality test, multicollinearity test and autocorrelation and descriptive statistic search are a mean value, median mode, standard deviation, and range.

Data Quality Test

Questionnaire to be used in research, to produce valid and reliable instrument first tested with validity test and instrument reliability. According to Sugiyono (2007: 219) "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.



Test Data Validity

Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with a total score which is the number of each scored item. The correlation coefficient used is Product Moment correlation coefficient.

Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but is a range between several values, eg 0-10 or 0-100 or scales 1-3, 1-5, or 1-7, and so on can use alpha coefficients (α) from Cronbach.

Results and Discussion

1. Effect of motivation and communication on employee job satisfaction

Linear analysis model can be seen based on the calculation by using SPSS program as follows.

Table 1. Results of the first equation analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,373	3,166		3,593	,001
	MOTIVATION	,264	,115	,200	2,291	,025
	COMMUNICATION	,870	,129	,589	6,736	,000

a. Dependent Variable: SATISFACTION

Based on the above table, the simultaneous structural equations can be described as follows
 $Y = 0,200X_1 + 0,589X_2$. The value of F arithmetic can be obtained from the following table.

Table 2. Value F Calculate simultaneous equations

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1157,631	2	578,815	29,630	,000 ^b
	Residual	1504,169	77	19,535		
	Total	2661,800	79			

a. Dependent Variable: SATISFACTION
 b. Predictors: (Constant), COMMUNICATION, MOTIVATION

Based on the above table note that the value of F arithmetic of 29.63 and significance of 0.05. This value is less than 0.05. This means that the variables motivation and communications affect the employee job satisfaction simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

Table 3. The r-value of a squared first regression model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,659 ^a	,435	,420	4,41980	1,151

a. Predictors: (Constant), COMMUNICATION, MOTIVATION
 b. Dependent Variable: SATISFACTION

Based on the above table it is known that r square value of 43.5% means motivation and communication variables affect employee job satisfaction of 43.5% while the rest is influenced by other variables that are not included into the equation model.



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2. Analysis of the influence of motivation on employee job satisfaction partially

The result of Motivation influence analysis on job satisfaction partially can be seen in the following table.

Table 4. Results of second regression equation analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23,373	3,277		7,132	,000
	MOTIVATION	,421	,142	,319	2,976	,004

a. Dependent Variable: SATISFACTION

The structural equation of the above data can be seen as follows $Y = 0.319X_1$. Based on the table above analysis results note that the coefficient of Motivation of 0.319. The value of t is 2.976. Value significance of 0.004. This value of significance is smaller than 0.05. This means that the motivation variable has an effect on the employee's job satisfaction partially. The magnitude of leadership influence on employee job satisfaction can be seen in the following table.

Table 5. The r-value of the square of the second equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,319 ^a	,102	,090	5,53596

a. Predictors: (Constant), MOTIVATION

Based on the above table it can be seen r square value of 0.102. This means the influence of motivation variable on employee job satisfaction of 10.2% and the rest influenced by other variables that are not included into the equation model.

3. Analysis of the influence of communication on employee job satisfaction partially

The result of analysis of the influence of Communication on job satisfaction partially can be seen in the following table.

Table 6. Results of the analysis of the third regression equation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,315	2,379		6,858	,000
	COMMUNICATION	,930	,130	,630	7,157	,000

a. Dependent Variable: SATISFACTION

The structural equation of the above data can be seen as follows $Y = 0.630X_2$. Based on the table above analysis results note that the communication coefficient of 0.630. The value of t is 7,157. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the variables of communication affect the employee job satisfaction partially. The magnitude of the effect of communication on employee job satisfaction can be seen in the following table.

Table 7. The r-value of squared the third equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,630 ^a	,396	,389	4,53859

a. Predictors: (Constant), COMMUNICATION



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Based on the above table it can be seen r square value of 0.396. This means the influence of communication variables on employee job satisfaction of 39.6% and the rest influenced by other variables that are not included in the equation model.

4. Analysis of the influence of organizational commitment to employee job satisfaction partially

The result of analysis of the influence of motivation on job satisfaction partially can be seen in the following table.

Table 8. Results of the fourth regression equation analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25,708	3,284		7,828	,000
	COMMITMENT	,305	,136	,247	2,247	,027

a. Dependent Variable: SATISFACTION

The structural equation of the above data can be seen as follows $Y = 0.247X_3$. Based on the table above analysis results note that the coefficient of the motivation of 0.247. The value of t is 2,247. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the organizational commitment variable has an effect on the employee's satisfaction partially. The amount of influence of organizational commitment to employee job satisfaction can be seen in the following table.

Table 9. The squarer of the fourth equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,247 ^a	,061	,049	5,66133

a. Predictors: (Constant), COMMITMENT

Based on the above table it can be seen r square value of 0.061. This means the influence of organizational commitment variable on employee job satisfaction of 6.1% and the rest influenced by other variables that are not included in equation model.

5. Analysis of the influence of motivation and communication on employee job satisfaction through organizational commitment

The coefficient of influence Motivation to commitment can be seen in the following table

Table 10. Influence motivation on organizational commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,035	2,611		5,759	,000
	MOTIVATION	,384	,113	,360	3,404	,001

a. Dependent Variable: COMMITMENT

Based on the above table it can be seen that the effect of Motivation on employee job satisfaction is 0.319. The influence of motivation on employee job satisfaction through motivation is $0,360 \times 0,247 = 0,0889$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable. The value of motivation coefficient on Communication can be seen in the following table.



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Table 11. The value of the coefficient of influence communication on organizational commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,102	2,418		7,900	,000
	COMMUNICATION	,261	,132	,218	1,973	,052

a. Dependent Variable: COMMITMENT

Based on the above table it can be seen that the direct effect of employment pressure on employee job satisfaction is 0.630. While the influence of communication on employee job satisfaction through organizational commitment is $0.218 \times 0.247 = 0.0538$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable. Overall can be described as follows:

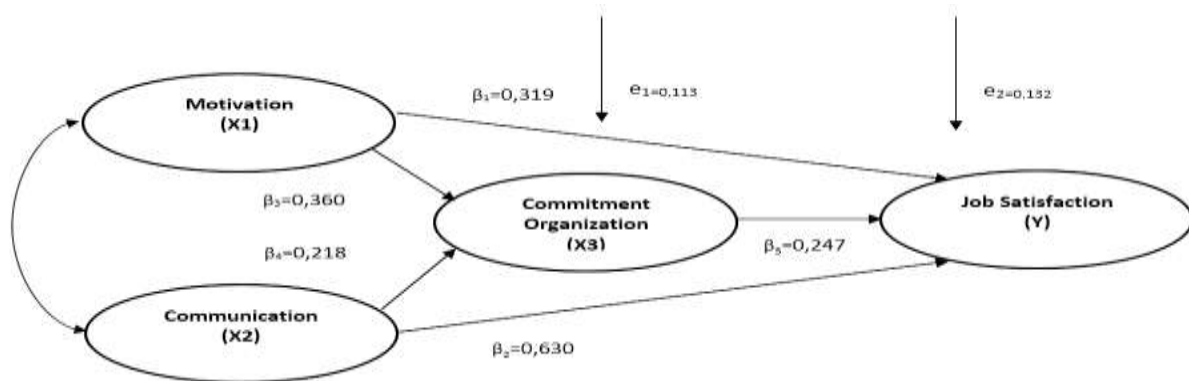


Figure 5. Overall Path Analysis

Conclusions and Suggestion

Conclusion

Motivation and Communication variables affect the employee job satisfaction simultaneously. The value of F arithmetic is 29.63 and the significance is 0,05. This value is less than 0.05. The r squared value of 43.5% means Motivation and Communication variables affect employee job satisfaction of 43.5% while the rest is influenced by other variables that are not included in the equation model.

Motivation variable has an effect on employee job satisfaction partially. The value of t is 2.976. Value significance of 0.004. This value of significance is smaller than 0.05. The value of r squared is 0.102. This means the influence of motivation variable on employee job satisfaction of 10.2% and the rest influenced by other variables that are not included in the equation model.

Communication variables affect employee job satisfaction partially. The value of t is 7,157. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.396. This means the influence of communication variables on employee job satisfaction of 39.6% and the rest influenced by other variables that are not included in the equation model.

Organizational commitment variable has an effect on employee's satisfaction partially. The value of t is 2,247. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.061. This means the influence of organizational commitment variable on employee job satisfaction of 6.1% and the rest influenced by other variables that are not included in equation model.



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The effect of motivation on employee job satisfaction is 0.319. The influence of motivation on employee job satisfaction through motivation is $0,360 \times 0,247 = 0,0889$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

The direct effect of communication on employee job satisfaction is 0.630. While the influence of communication on employee job satisfaction through organizational commitment is $0.218 \times 0.247 = 0.0538$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

Suggestion

Companies need to increase the motivation of employees working for the company. Motivation will be achieved if the needs of employees are met such as the amount of salary received, the rules that must be obeyed by employees and discipline. Fulfillment of the employee's needs is needed so that employees can perform the task well and produce a good performance.

Companies need to consider improving good communication. Good communication is done by paying attention to good communication resources, communication channels, and communication receivers. All three elements must support each other in generating good communication between employees.

Another thing that needs to be considered in improving the performance is an increase in organizational commitment of employees. Increased organizational commitment can be made by increasing affective commitment, normative commitment, and sustained commitment. This increase in commitment can be done through increased corporate involvement in solving company problems and company development. The activities of meetings held to discuss company issues and evaluate the activities of the company should involve the employee. Outside togetherness activities such as joint tourism and increased employee morale also need to be held to increase the organization's commitment.

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