

Influence of Motivation and Organizational Commitment on Work Satisfaction and Employee Performance

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ABSTRACT: This study aims to determine the effect of motivation on job satisfaction between permanent employees and outsourcing in the period 2013-2015. Motivational influence on the performance of the jobholder and outsourcing. The influence of organizational commitment on job satisfaction among permanent employees and outsourcing. The influence of commitment organizational to employee performance between permanent employees and outsourcing by using SEM (Structural Equation Modeling). The effect of job satisfaction on employee performance. A sample of 60 respondents ie 55 permanent employees and five employees of outsourcing from year 2013 to 2015, then the authors examine the influence of motivation and organizational commitment to job satisfaction and employee performance, as for data collection techniques used by the researcher is a questionnaire is a technique of data collection in research by using a questionnaire that contains a list of questions to the respondent. Analytical techniques used in this study using Structural Equation Modeling (SEM) PLS operated by AMOS program 21.0. The results showed that there is a positive and significant influence between Motivation (X1) to Job Satisfaction (Y1), there is a positive and significant influence between Motivation (X1) on Performance (Y2), there is a positive and significant influence between Organizational Commitment (X2) on Job Satisfaction (Y1), exists a positive and significant influence between a positive and significant influence between Organizational Commitment (X2) to Performance (Y2), there is a positive and significant influence between Job Satisfaction (Y1) on Performance (Y2).

Keywords: *motivation, organizational commitment, job satisfaction, performance permanent employees, employee outsourcing, SEM (Structural Equation Modeling).*

INTRODUCTION

PT. Bank Rakyat Indonesia (Persero) Tbk. Branch Office of Sidoarjo is one of the companies employing employees with permanent status and outsourcing. In accordance with the Decree Nokep. S.57-DIR / SDM / 11/2006 on the delivery of part of the work to other companies (outsourcing), where through the outsourcing system is expected to minimize the risk of juridical (legal problem and legal costs) and reduce the administrative problems in the management of employees, so BRI focus the main activities (core business) and easy enough to adapt to changes in business environment without having to be burdened with employment issues.

Outsourced employees in every execution of duties should always be careful because of the risks laid off more than regular employees if they make a mistake. Whereas employees with the status of outsourcing in juridical generally have a weak position within a company. If a person with an outsourced employee status makes a mistake, his / her employment relationship with a agencies can be easily decided unconditionally. Yet other than that in terms of relating to work environment, permanent employees are entitled to various supporting facilities (office, space special and official cars), and paid salaries and benefits (job allowances, allowances health), to pension benefits. Unlike the outsourced employees, the salary received is not as big salary received by permanent employees.

THE CONNOTATION OF SYNERGY INNOVATION

Understanding Motivation

Says, "Motivation comes from the Latin word *movere* which means encouragement or move¹", the motivation can also be defined as "The process of encouragement to the para employees in order to work sincerely in order to achieve the goals of the organization.

Organizational Commitment

Organizational commitment can be defined as the relative power of an individual toward a organization and involvement in a particular organization². organizational commitment³ (Organizational Commitment) is a situation where an individual is in favor of a particular organization as well-purpose purpose and desire to maintain membership in the organization.

Job satisfaction

Job satisfaction is a reflection or assessment of an employee's feelings toward work⁴. Further job satisfaction can be described as an emotional state, good fun or unpleasant, is experienced by employees during the work process⁵.

Basically job satisfaction is an individual matter, where every individual has different levels of satisfaction in accordance with the value system found in the individual.

Employee Performance

Understanding performance is the work of quality and quantity achieved by a person in carry out their duties in accordance with the responsibilities given to him⁶. Performance is results or overall success rate of individuals over a given period of implementation assigned tasks with various existing possibilities such as standards of work, targets, goals and criteria agreed with the organization⁷.

Explained that the main purpose of the appraisal is to motivate individuals employees in order to be able to achieve organizational goals and in order to meet the results of standards of behavior has been set before, so it can produce results in accordance with the wishes of the organization⁸.

reveals that one way or the performance (performance) refers to the level of achievement of tasks form an employee job. Performance reflects how well employees meet the requirements a job⁹. Often interpreted as effort, which reflects the energy spent, performance is measured in terms of results¹⁰. Explains that the employee's performance as a function (f) of the interactions between the ability of (A) with motivation (M), so that:

¹ Sarwoto. *Fundamentals of Organization and Management*. Jakarta: Ghalia Indonesia. 1979. 54.

² Tobing, Diana. . *The Effect of Organizational Commitment and Job Satisfaction on Employee Performance PT. Perkebunan Nusantara III in North Sumatra*. *Journal of Management and Entrepreneurship*. Volume II, No. 1, 2009. 31-37.

³ Robbins, SP. *Organizational Psychology 8th Edition*. Jakarta: Prenhallindo. 2001. 78.

⁴ Vrinda, N and Nisha Ann Jacob. *The Impact of Job Satisfaction on Job Performance*. *ijciss International Journal in Commerce, IT & Social Sciences*, volume 2, Issue 2. 2015. 24.

⁵ Singh, JK & Jain, M. *A Study of the Employees Job Satisfaction and Its Impact on Their Performance*. *Journal of Indian Research*. 1 (4), 2013. 105-111

⁶ Mangkunegara, AP . *Human resource management company*. Bandung: PT Remaja Rosdakarya. 2009. 60-62.

⁷ Rivai, V., & Sagala, EJ. *Human Resource Management For Companies: From Theory To Practice*, Second Edition. Jakarta: King Grafindo Persada. 2009. 101-108.

⁸ H. Simamora, *Human resource management*. Yogyakarta: Publishing Division of YKPN School of Economics. 2006. 46-52.

⁹ Ibid.

¹⁰ Robbins, Stephens P. and Timothy A. Judge. *Organizational Behavior*. Indonesia Edition Volume 1. Jakarta: Salemba Four. 2008. 86-97.

$$\text{Performance} = f(A \times M)$$

If either one is inadequate, performance will be negatively affected. Besides the two factors there are other factors that affect employee performance, namely the opportunity to work (opportunity to perform-O), so the equation becomes:

$$\text{Performance} = f(A \times M \times O).$$

Conceptual Framework

The conceptual framework of research that describes this Research as shown in the following figure:

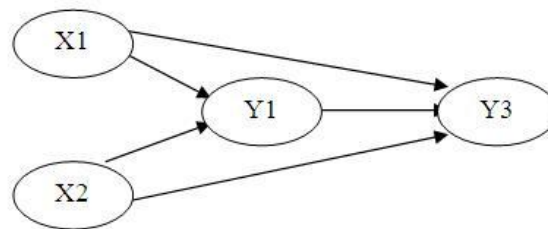


Figure 1. Conceptual Framework

Information :

X1: Motivation

X2: Organizational Commitment

Y1: Job Satisfaction

Y2: Employee Performance

Based on the above conceptual framework, the research hypothesis is arranged as follows:

H1: There is a positive and significant influence between motivation on job satisfaction in permanent employees and outsourced employee

H2: There is a positive and significant influence between the motivation on employee performance on the permanent employee and outsourced employee H3: There is a positive and significant influence between organizational commitment to job satisfaction on employees fixed and outsourced employees

H4: There is a positive and significant influence between organizational commitment to employee performance on employees fixed and outsourced employees.

H5: There is a positive and significant influence between job satisfaction on employee performance on permanent employees and outsourced employee.

PLATFORM DESIGN IDEAS

This type of research is explanatory research, because this research explains why the symptoms, events or phenomena occur. Based on the assumption that the symptoms, events, or phenomena were not stand alone, there must be antecedent factors or causes. Explanatory research intended to explain a sample generalization to its population or explain the relationship difference or influence one variable with another variable. In this explanation research use samples and hypotheses. In the survey explanation research, researchers are

required to build a research hypothesis and test it in the field because this study aims to find the causal relationship of variables studied thus inferential statistics is the main tool for data analysis¹¹.

This research was conducted by BRI Branch Office of Sidoarjo, Jalan Jendral Ahmad Yani No. 35 study according to the number of population that is equal to 40 respondents with a sample of 35 for permanent employees and 5 for outsourcing.

Methods of data analysis used in this research using the Partial Least Square (PLS). For the purposes of this study this method is better than other SEM software, eg AMOS and LISREL. This PLS model is used when the basic theory of weak model design and indicators the measurement does not meet the ideal measurement model. PLS can be used with the number of samples not large and can be applied at all scales of the data¹².

THE CONTENTS OF PLATFORM CONSTRUCTION

This study uses questionnaire as an instrument consisting of 59 items statement, which consists from the 16 item statement to the motivation variable, 12 item statement to measure the commitment variable organizational, 19 item statements to measure job satisfaction variables, and 12 item statements for employee performance variable, using Likert scale, with instrument 5 response category starting from strongly disagree to strongly agree. Questionnaire distributed to employees of BRI Regional Office Sidoarjo, totaling 60 copies, is distributed to all permanent employees and outsourced employees.

Based on gender dominated by female respondents equal to 53,33%, indicate the high quantity of female employees working at PT. Bank Rakyat Indonesia (Persero) Tbk. Branch BRI Sidoarjo. Judging from the level of education, the employees are 100% educated S1. The largest average dominated by S1 educated employees, because the requirement to work in this company at least S1.

The results showed that the average accumulation (Mean) of all the answers per item in the variable Motivation (X1) is 3.58. So it can be concluded that in general Motivation (X1) variables include in the High category. Organizational Commitment (X2) of 3.81. So it can be concluded that the Common Organizational Commitment variables (X2) belong to the High category. Employee Performance (Y2) is 3.92. So it can be concluded that in general Employee Performance variable (Y2) included in the category High. Employee Performance (Y2) of 3.92. So it can be Sidoarjo East Java. The number of samples in this concluded that in general Performance variables Employee (Y2) included in High category.

Measurement Model

Based on the data presented in the table above, it is known that the average of each item question has value factor loading and Alpha Cronbach > 0.7. So it can be concluded that the the overall question used in this study is valid and reliable and can be used for further analysis.

Model Match Test

The value of R square shown by Job Satisfaction (Y1) is 0.673, then the influence of Commitment Organizational (X2) and Motivation (X1) work to Job Satisfaction (Y1) is equal to 67,3%, while 22.7% is explained by other variables outside the model.

The value of R square shown by Performance (Y2) is 0.795, then the effect of Commitment Organizational (X2), Motivation (X1) of work, and Job Satisfaction (Y1) to Performance (Y2) is 79,5%, while 20.5% is explained by other variables outside the model.

$Q\text{-Square} = 1 - [(1-0,673) \times (1-0,795)] = 1 - (0.327 \times 0.205) = 1 - 0.067035 = 0.932965 = 0.93$ (rounding)

¹¹ Silalahi, Ulber. Social Research Methods. Bandung: PT. Refika Aditama. 2012. 24-27.

¹² Abdillah, W & Jogiyanto, HM. Partial Least Square (PLS), Alternative Structural Equation Modeling (SEM) in Business Research. Yogyakarta: ANDI. 2015. 79-90.

Based on the above calculation results obtained Q-Square value of 0.932. This shows the magnitude of the diversity of research data that can be explained by the research model is 93.2%, while the remaining 6.8% is explained by other factors that lie outside of this research model. Based on the results, then the model in this study can be said to have the goodness of fit is good.

Hypothesis Testing

This section deals with the evaluation of coefficients or parameters indicates a causal relationship or the influence of one latent variable against another latent variable. A the causal relationship is declared significant if the p-value <0.05. With the help of SMARTPLS program application Version 3 obtained the result of estimation of Path Coefficient model structural value. In summary the calculation results the coefficients are presented in the following table:

Tabel 1
Estimation Results and Hypothesis Testing

Hypothesis	Influence	Path Coefficient	t-Count	p-value	Results
H1	H1 Motivation (X1) to Satisfaction Work (Y1)	0,354	3,257	0,001	Significant
H2	Motivation (X1) on Performance (Y2)	0,239	2,656	0,005	Significant
H3	Organizational Commitment (X2) on Job Satisfaction (Y1)	0,552	6,877	0,000	Significant
H4	Organizational Commitment (X2) on Performance (Y2)	0,356	3,326	0,001	Significant
H5	Job Satisfaction (Y1) on Performance (Y2)	0,396	3,653	0,000	Significant

DISCUSSION

Performance (Y2) is dominated by the influence of job satisfaction (Y1) with the highest path coefficient of 0.396. Thus if the management wants to improve employee performance results (Y2) then it can prioritize the improvement of value on Job Satisfaction (Y1), while what makes Job satisfaction (Y1) increased tend to be more dominated by Organizational Commitment (X2), with the highest coefieien value of Line of 0,552. Thus if the management wants to improve job satisfaction (Y1) then it can prioritize the improvement of value on Organizational Commitment (X2). This can be illustrated in the Diagram The following path:

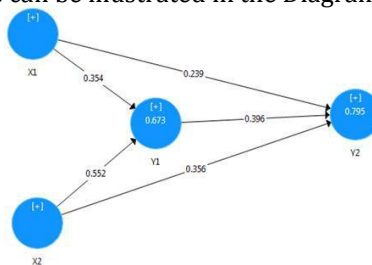


Figure 2. Line Diagram

The Effect of Organizational Commitment (X2) on Performance (Y2)

Influence of Motivation (X1) on Job Satisfaction (Y1)

From the analysis of data obtained the result that the value of Path Coefficient obtained at the influence of Motivation (X1) on Job Satisfaction (Y1) is 0.354, This can be seen from Fig 2 where the value is positive and significant value with p-value $0.001 < 0.05$, so, if motivation enhanced it will have an impact on increasing Job Satisfaction (Y1).

Influence of Motivation (X1) on Performance (Y2)

From the analysis of data obtained the result that the value of Path Coefficient obtained at the influence of Motivation (X1) on Performance (Y2) is 0.239, This can be seen from Figure 2 where the value is positive and significant with p-value $0.005 < 0.05$, so, if motivation enhanced will have an impact on performance improvement (Y2).

The Effect of Organizational Commitment (X2) on Job Satisfaction (Y1)

From the analysis of data obtained the result that the value of Path Coefficient obtained at the effect of Organizational Commitment (X2) on Job Satisfaction (Y1) is 0,552, It can be seen from Figure 4.1 where the value is positive and significant with p-value $0.000 < 0,05$, Thus, if the Motivation is improved it will have an impact on performance improvement (Y2).

From the analysis of data obtained the result that the value of Path Coefficient obtained at the effect of Organizational Commitment (X2) on Performance (Y2) is 0.356, This can be seen from Figure 2 where the value is positive and significant value with p-value $0.001 < 0.05$, Thus, if Increased motivation will have an impact on performance improvement (Y2).

The Effect of Job Satisfaction (Y1) on Performance (Y2)

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research on employee respondents PT. Bank Rakyat Indonesia (Persero) Tbk. Branch BRI Jalan A. Yani Sidoarjo, it can be concluded several things as follows:

1. There is a positive and significant influence between Motivation (X1) on Job Satisfaction (Y1), where quantity and quality of work performed by highly motivated employees is better than low-motivated employees.
2. There is a positive and significant influence between Motivation (X1) on Performance (Y2), where this is seen from the work process of employees who are more enthusiastic in carrying out the task. With the spirit the work produces work more leverage and better than employees who have low motivation.
3. There is a positive and significant influence between Organizational Commitment (X2) on Satisfaction Work (Y1), where high commitment employees tend to be more satisfied against what he does so that the employee is more comfortable and loyal to company.
4. There is a positive and significant influence between the positive and significant influence between Commitment Organizational (X2) on Performance (Y2), where employees have Organizational Commitment high tend to have better
5. Performance than employees who have Organizational Commitment The low one.
6. There is a positive and significant influence between Job Satisfaction (Y1) on Performance (Y2), where employees who have high job satisfaction tend to provide better work results compared employees that level satisfaction it works low.

Suggestion

Based on the conclusions of the results of the study, the suggestion can be presented as following:

1. Performance of employees at PT. Bank Rakyat Indonesia (Persero) Tbk. Branch BRI Sidoarjo is, From the analysis of data obtained obtained the result that the value of Path Coefficient obtained at the influence of Job Satisfaction (Y1) on Performance (Y2) is 0.396, This can be seen from Figure 2 where the value is positive and significant value with p-value $0.000 < 0,05$, so, if motivation enhanced will have an impact on performance improvement (Y2).
good enough but it needs to be improved again to get better.
2. Organizational commitment to permanent employees and outsourced employees is different due to the high desire to leave the company for outsourced employees because of not yet maximal and transparent promotion system of office to become permanent employees, management should also support the employee outsourcing that has good performance, to include job opening to become a full-time employee on the terms specified by the company.
3. Motivation of employees at PT. Bank Rakyat Indonesia (Persero) Tbk.Cabang BRI Sidoarjo is good however need to be improved again such as improving achievement motivation in carrying out work, relationship cooperation between employees is still low, and the reward system should be noticed again by management so that employees can be motivated in work.

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