

Building Employee Satisfaction: Work Motivation Analysis and Work Commitment

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Abstract: This study aims to analyze the effect of work motivation on partial employee satisfaction, work commitment to partial employee satisfaction, as well as work motivation and job commitment to employee satisfaction simultaneously at Madrasah Aliyah Negeri Jambi Province. The population of this study are three Madrasah Aliyah Negeri Jambi Province, namely Madrasah Aliyah Negeri Olak Kemang Jambi City, Madrasah Aliyah Negeri 1 Temiang Island Tebo District, Madrasah Aliyah Negeri 2 Muaro Bulian Batanghari Regency as many as 293 teachers and employees. Sampling technique using probability sampling technique with the number of samples of 169 teachers and employees. Analysis method using path analysis, followed by determination analysis (R Square), partial hypothesis testing (t test) and simultaneous (F test) with alpha 5 percent (0,05). Before further analyzed first tested the instrument and the classical assumption test. Analytical tool using SPSS version 21.0 for windows. The results showed that work motivation and work commitment have positive and significant impact on employee satisfaction.

Keywords: Employee satisfaction, work motivation, work commitment

INTRODUCTION

Education is a very important factor in creating and generating human resources. Therefore education is very important in order to raise the dignity of the nation. Likewise with the institution of education, in its management without the help of experts who are skilled and reliable, would be a less qualified school. Human resource management is important because organizations that are able to move forward of course depend on personnel who can manage the organization well and vice versa not a few organizations are destroyed by not being able to manage human resources [18].

One important aspect that determines the success of an educational unit is the implementation of organizational activity efficiently. For the purpose it requires professional management, supported the administration of schools / madrasah creative and professional. Creative means human resources capable of having ideas or ideas and innovative. Professional means human resources capable of performing their duties in accordance with the profession. For example as a clerk in the school, in addition to able to create concepts, is also able to operate the computer. Especially now in the world of education to process data teachers, staff, and students have gone through the process of data list of the principal of education.

The role of administrative employees is very strategic to help smooth the work of the principal. Without the help of the administrative staff, the

principal performs his heavy duties, besides having to think hard about how to develop the organization of educational institutions he leads also preoccupied with typing-type jobs, save the school documents and so forth. Things like this will hinder the progress of the organization he leads. Everything is very important for the development and advance of the school, especially in the process of education and teaching.

In the madrasah structure, the secretariat unit is located under the principal of the school / madrasah. The secretarial unit serves to provide support in the form of administrative services to enable the school / madrasah to carry out its main duties well. The secretarial unit is headed by a chief of administrative personnel who must meet certain qualifications and competencies. Head of administrative staff oversees a number of administrative personnel in charge of providing services to internal and external customers.

Internal customers are principals, teachers, and other administrative employees, while external customers are all parties outside the school / madrasah who have an interest in school / madrasah. In such a context, the role of the secretariat unit in a school / madrasah can not be ignored because without the support of good administrative services, it is unlikely that the school / madrasah has achieved the established vision and mission. Administrative support is not only in order to facilitate the implementation of basic activities that are routine but also in the context of school / madrasah development.

Basically the task of educators and education personnel or school employees is specifically regulated in the Law of the Republic of Indonesia number 20 of 2003 on the National Education System. Based on the regulation, the educational staff has the duty to carry out administration, management, development, supervision, and technical service to support education process in education unit. Educators are professionals in charge of planning and implementing the learning process, assessing learning outcomes, conducting mentoring and training, and conducting research and community service, especially for educators and universities.

In the implementation to realize the goals of the organization, it must be possible for the organization to pay attention to customer satisfaction that is the principal, teachers, and other administrative employees. Because if members in the organization have been satisfied then the principal, teachers, and other administrative employees will always be loyal in carrying out their work. Guiltinan [5] argues that one of the benefits of customer satisfaction is to increase customer loyalty.

Seeing the importance of employee satisfaction, then to support employee satisfaction the school / madrasah should be able to provide work motivation and work commitment to members within the organization. Due to the existence of work motivation and work commitment is expected to be able to realize employee satisfaction.

Work motivation is the power or incentive of the employee to act or behave in certain ways. Such strength is the individual's willingness to do something or to suit each individual's ability [11].

Motivation is a factor that encourages a person to perform a certain activity, therefore motivation is often interpreted also as a factor driving a person's behavior [14]. Motivation is an encouragement from within an employee to achieve a goal. An employee will do a good job if there is a push from within himself.

In addition to motivation, work commitment is also a very important thing in an organization. Work commitment as an attitude that reflects employees' loyalty to the organization and is an ongoing process whereby organizational members express their concern for the organization, to organizational success and ongoing progress [13].

Highly committed employees are those who feel connected to the organizations they work for and engage themselves actively in the work for which they are responsible. In other words, highly committed employees are those who recognize and love their

organizations and are actively involved in fulfilling the tasks by delivering maximum results in achieving organizational goals.

The study was conducted with the aim to: 1) Analyze the effect of work motivation on employee satisfaction; 2) Analyzing the effect of work commitment on employee satisfaction; And 3) Analyzing the effect of work motivation and employee commitment to employee satisfaction simultaneously.

LITERATURE REVIEW

Employee Satisfaction

According to Kotler and Armstrong [6] Consumer satisfaction is the extent to which perceived product performance meets buyer expectations. When product performance is lower than customer expectations, then the buyer is satisfied or very happy.

According to Zeithaml and Bitner [19] the definition of satisfaction is the response or response of consumers regarding the fulfillment of needs. Satisfaction is an assessment of the characteristics or features of the product or service, or the product itself, which provides the level of consumer pleasure associated with the fulfillment of consumer consumption needs.

Meanwhile, according to Pasuraman, Zeithaml, Berry and Parasuraman [20], argued that customer satisfaction is the feeling of customer to one type of service obtained. According to Kotler and Keller [7] quoted from the book Marketing Management says that Consumer Satisfaction is the feeling of pleasure or disappointment of someone who emerged after comparing the performance (result) of thought products to the expected performance.

Work motivation

Everyone in doing a certain action must be driven by a certain motive. Motivation usually arises because of the needs that have not fulfilled the goals achieved, or because of the desired expectations. Work motivation is a combination of complex psychological forces within each person [17].

Luthan [8] suggests that motivation is a process that begins with a physiological or psychological deficiency that moves behaviors or incentives intended for purpose or incentive. Thus, the key to understanding the motivation process depends on understanding and the relationship between needs, drives and incentives.

Then Sutrisno [14] also explains motivation is something that raises the spirit or the drive of work. Motivation is the provision of the driving force that creates the excitement of one's work, so that they are

willing to cooperate, work effectively, and integrate with all their efforts to achieve satisfaction.

In addition Robbin and Judge [12] define motivation as a process that explains one's strength, direction, and perseverance in an effort to achieve its goals. Since the motivation in general is related to the effort toward each goal, we narrow the focus to the organization's goal of work-related behavior.

One of the known motivational theories is Maslow's motivational theory. This motivational theory is called "A theory of human motivation". This theory follows the plural theory, ie a person behaves / works, because of the urge to meet the various needs. Maslow argues that one's desirable needs are tiered, meaning that when the first requirement has been fulfilled, the second level needs will be the main one. Furthermore, if the second level needs have been met, then the third level needs and so on up to the level of the fifth requirement of Suwatno and Priansa [15].

The five hierarchies of need for human beings, namely physiological, security, social, appreciation, and self-actualization [16]. In another motivational study, David McClelland in Mangkunegara (2011) [9] suggested three different human needs: 1) Need for Achievement; 2) Need for Affiliation; And 3) Need for Power.

Working Commitment

Commitment is a relatively strong identification and involvement of a person to the organization. Organizational commitment is the desire of members of the organization to maintain its membership in the organization and is willing to strive for the achievement of organizational goals [13].

Commitment is an attitude that reflects employees' loyalty to the organization and on the ongoing process in which organizational members express their concern for the organization and their continued success and progress [8].

Parboteeah, Praveen K., Cullen, John B (2011) [10] define commitment is the foundation for achieving success in every organization and is the partner of every organization in achieving any goal that has been determined whether an organization lies in its high commitment.

Organizational commitment is also defined by Allen and Mayer as a form of employee's affection for the workplace. George and Jones say that workers who are committed to the organization are happy to be members of the organization, believe in the organization and have good feelings about the organization, and are willing to defend the organization, and want to do something good for the organization [2].

Allen and Meyer in Darmawan [3] define organizational commitment as a concept that has three dimensions, namely affective, normative and continuance commitment. Affective commitment is the degree to which an employee is emotionally bound, familiar and involved in the organization. Continuity commitment is an assessment of the costs associated with leaving the organization. Normative commitment refers to the degree to which a person is psychologically bound to be an employee of an organization based on feelings of loyalty, affection, warmth, possession, pride, pleasure, happiness and so on.

Based on the study of the theories that have been proposed and previous research, the following framework of thought is developed:

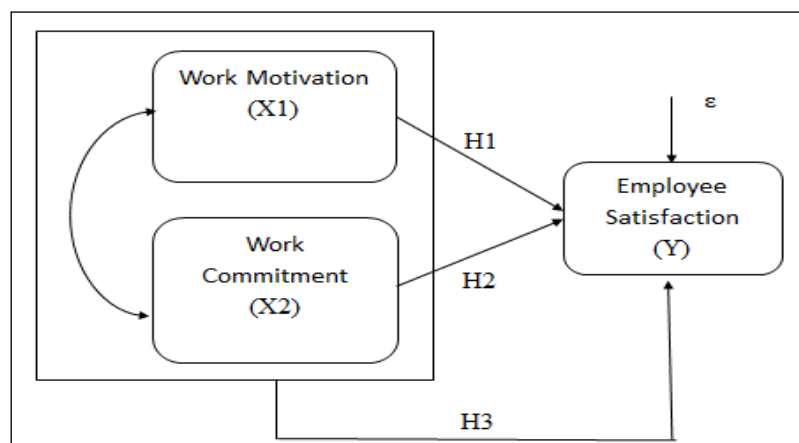


Figure 2: Conceptual Framework

The research hypothesis is: 1) work motivation affect to employee satisfaction; 2) work commitment positively affects employee satisfaction;

And 3) work motivation and work commitment have a positive effect on employee satisfaction.

RESEARCH METHODS

Population and Sample

The population of this study are three Madrasah Aliyah Negeri Jambi Province, namely Madrasah Aliyah Negeri Olak Kemang Jambi City, Madrasah Aliyah Negeri 1 Temiang Island Tebo District, Madrasah Aliyah Negeri 2 Muaro Bulian Batanghari Regency as many as 293 teachers and employees. Sampling technique using probability sampling technique with the number of samples of 169 teachers and employees.

Test Instrument Research

To get quality results and good quality should be if the series of research should be done well as well. Mature planning is absolutely necessary, then the tools used should also be in good condition. Therefore, often before the research carried out, first done research testing tools used first. This is done so that the data obtained is valid and reliable.

Validity test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the question on the questionnaire is able to reveal something that will be measured by the questionnaire [4]. The statistical tests refer to the criteria:

- ✓ $r \text{ count} < r \text{ critical}$ then it is invalid
- ✓ $r \text{ count} > r \text{ critical}$ then it is valid

Test Reliability

Reliability is a value that shows the consistency of a measuring device in measuring the same phenomenon. Reliability shows how far a measuring device can be trusted and dependable. Reliability is a tool for measuring a questionnaire that is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if one's response to a statement is consistent or stable over time. A construct or variable is said to be reliable if it gives a Cronbach Alpha value > 0.60 [4].

Classic assumption test

a. Normality test

The normality test aims to test whether in the regression model the intruder or residual variable has a normal distribution. As it is well known that t and F test assume that the residual values follow the normal distribution (Ghozali, 2011). Basic decision-making can be done based on probability (Asymptotic Significance), namely:

- ✓ If probability > 0.05 then the distribution of the population is normal.
- ✓ If the probability $< 0,05$ then the population is not normally distributed.

b. Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between

independent variables (independent). A good regression model should not be correlated between independent variables (Ghozali, 2011) [4]. A common way to detect the presence or absence of multicollinearity is by using Variance Inflation Factors (VIF). According to Ghozali [4], if the VIF value is less than 10 then there is no Multicollinearity in the data.

c. Heteroscedasticity Test

Heteroscedasticity aims to test whether in the regression model there is a variance inequality of the residual one observation to another observation. A good regression model is homoscedasticity or does not occur heterokedastisitas [4]. As for Ghozali [4] basic analysis to detect the presence or absence of heterokedastisitas can be known as follows.

- ✓ If there is a certain pattern, such as the points that exist form a certain pattern that is regular (wavy, widened then narrowed), then there has been heterokedastisitas.
- ✓ If there is no clear pattern, and the points spread above and below the zero on the Y axis, there is no heterokedastisitas.

Data analysis technique

This research uses (Path Analysis). This analysis is one option in order to study the dependence of a number of variables within the model. This analysis is a good method to explain if there is a large set of data to analyze and look for causal relationships. The path diagram provides explicitly the relation of causality between variables based on the theory. The arrows show the relationship between variables [4]. In depicting the path diagram to note is the one-headed arrow is a regression relationship. After analyzed by path analysis, followed by test of determination analysis (R Square), partial test of hypothesis (t test) and simultan (F test) with 5 percent error tolerance level.

RESULT & DISCUSSION

In general the selection of respondents to the questionnaire distributed in three Madrasah Aliyah Negeri Jambi province, namely Madrasah Aliyah Negeri Jambi City Kemang megrim, Madrasah Aliyah Negeri 1 Temiang Island Tebo, Madrasah Aliyah Negeri 2 Muarabulian Batang District responded to agree and strongly agree on butir- Item questionnaire. This shows that work motivation, work commitment and employee satisfaction have been in accordance with respondents' perceptions.

Before stepping into hypothesis testing, it must first go through the calculation of analysis requirements. Testing requirements analysis must fulfill classical assumptions. To get the value of the examiner efficient and not biased or BLUE (Best Linear Estimator unbiased) of the regression equation by the least squares method (least square), it is necessary to test to determine the regression model produced meets the

requirements of the classical assumptions. In this study will put forward the classical assumption commonly used, ie Normality Test Multicollinearity Test and heterocedasticity Test.

From result of test which done by using SPSS 21.0 aid as a tool in this research is obtained result that the data in this research is normal distribution, it is proved from the result of significance value (Asymp Sig. 2-tailed) greater than 0,05, that is (0,162 > 0,05) so it can be concluded that the data in this study is normally distributed.

Then from the results of multicollinearity test known that the results of Tolerance value calculation shows no independent variable has Tolerance value less than 0.10, which means there is no correlation between independent variables. In addition, the calculation of Variance Inflation Factor (VIF) also shows the same thing there is no independent variable that has VIF value more than 10. So it can be concluded that there is no multicollinearity among independent variables in the regression model.

Furthermore, the results of heterocedasticity test known scatterplots seen that the points spread randomly and tresebar both above and below the number 0 on the axis Y. it can be concluded that there is no heterocedasticity on regression model, so that the regression model is appropriate to predict the use of accommodation services based on Input variable independent.

Based on the assumption test results, it has been fulfilled Requirements for further testing.

Path Analysis

This analysis is one option in order to study the dependence of a number of variables within the model. This analysis is a good method to explain if there is a large set of data to analyze and look for causal relationships.

To answer the purpose of research is done by using path analysis (path analysis) by using software tools SPSS version 21.0. The steps taken is to calculate the correlation between variables, then based on the results of calculations correlation matrix can be calculated path coefficient, as follows.

Table-1: Coefficients regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	11.670	3.836		3.042	.003
	X1_Work_Motivation	.602	.068	.585	8.903	.000
	X2_Work_Commitment	.237	.060	.260	3.965	.000

a. Dependent Variable: Y_Employee_Satisfaction

Source: Output SPSS under 21.0 for windows

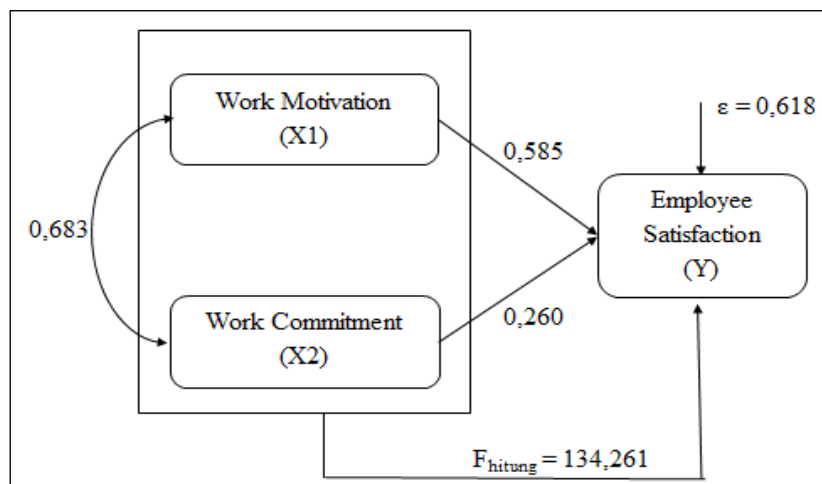


Figure 3. Path Structure Analysis Results

To see the direct and indirect effects, it can be seen in the following table:

Table-2: Summary of Pathway Coefficient of Work Motivation and Job Commitment to Job Satisfaction

Variable	Directly	Undirect		Sub Total	Total
		X ₁	X ₂		
Work motivation (X ₁)	34,22%		10,39%	10,39%	44.61%
Working Commitment (X ₂)	6,76%	10,39%		10,39%	17.15%
Influence X₁, X₂					61.76%
Influence of other variables					38.24%

Source: Output SPSS under 21.0 for windows is processed.

From result of path analysis done by direct influence of job motivation to employee satisfaction equal to 34,22%, work commitment to employee satisfaction equal to 6,76%, and total influence of work

motivation and work commitment to employee satisfaction directly or indirectly equal to 61, 76. The value describes the coefficient of determination R² Square As shown in the following table.

Table-3: Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786 ^a	.618	.613	6.639

a. Predictors: (Constant), X2_Work_Commitment, X1_Work_Motivation

Source: Output SPSS 21.0 for windows

R value of 0.786 shows double correlation (work motivation and work commitment) with employee satisfaction. Considering the variation of R Square Value equal to 0,618, meaning percentage of contribution of influence of work motivation variable and work commitment to employee satisfaction equal to 61,8%, while the rest of 38,2% influenced by other variable not included in this model.

Hypothesis testing aims to explain the characteristics of certain relationships or differences between groups or the independence of two or more factors in a situation, Ali, Hapzi, and Limakrisna, N [1]. The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study.

Partial Effect Test Result (t test) and Simultaneous Influence (Test F)

Table-4: Test Result t (Partial)

Model		t	Sig.
1	(Constant)	3.042	.003
	X1_Work_Motivation	8.903	.000
	X2_Work_Commitment	3.965	.000

Data source: Output SPSS 21.0

Influence Work Motivation (X₁) Against Employee Satisfaction (Y)

From the result of regression test in Table 4 above by using SPSS 21.0, it is found that t_{count} of work motivation variable (X₁) is 8,903, with significance value 0.000, because the level of significance < 0.05 (0.000 < 0.05) it can be concluded that work motivation (X₁) Effect on employee satisfaction (Y). This means there is a linear relationship between work motivation (X₁) with Employee Satisfaction (Y).

Influence Work Commitment (X₂) Against Employee Satisfaction (Y)

From the result of regression test in Table 4 above by using SPSS 21.0, obtained t_{count} of variable work commitment (X₂) is 3.965, with the significance value of 0.000, due to the significance level < 0.05 (0.000 < 0.05) it can be concluded that the work commitment (X₂) Effect on employee satisfaction (Y). This means there is a linear relationship between work commitment (X₂) with employee satisfaction (Y).

Influence Work Motivation (X₁) and Work Commit (X₂) Against Employee Satisfaction (Y)

To answer the third hypothesis that work motivation and work commitment affect the employee

satisfaction simultaneously can be seen from Table 5 below.

Table-5: F test results simultaneously

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11834.484	2	5917.242	134.261	.000 ^b
	Residual	7316.049	166	44.073		
	Total	19150.533	168			
a. Dependent Variable: Y_Employee_Satisfaction						
b. Predictors: (Constant), X2_Work_Commitment, X1_Work_Motivation						

Data source: Output SPSS 21.0

From ANOVA test or F test using SPSS 21.0 obtained F_{count} of 134.261 with p-value probability 0.000, because the level of significance level is much more < 0.05 ($0.000 < 0.05$) Therefore H_0 is rejected and H_1 accepted, so it can be concluded that hypothesis Zero (H_0) is rejected and alternative hypothesis (H_1) is accepted means this proves the variable of work motivation and work commitment together significantly influence the variable of employee satisfaction.

DISCUSSION

Based on the results of research then it can be continued with the discussion as the next.

- From testing the hypothesis that done work motivation has an influence on employee satisfaction. In an attempt to influence the behavior or activities of others can be done in various ways. The role of work motivation is necessary to improve service satisfaction. Because the higher the motivation of someone's work will be different from the service. For that every employee can recognize the intrinsic factor in him that can cause the desire to succeed so that with the Motivation of work managed to create a strong determination to successfully achieve the goals of which one of the service satisfaction. A strong determination is a contribution generated by work motivation that will produce the best service and be able to achieve service satisfaction.

In addition to intrinsic factors, external factors can also create a motivation in working. Work motivation, a supportive environment, challenging work or supervisory role shown in work will create a belief that success will lead to service satisfaction. Based on the description can be expected there is a relationship of work motivation with the satisfaction of administrative service personnel. Then the work commitment of an employee in carrying out his duties relate to who is doing, what is done, and what the results. In the community environment, the

more will create service and customer satisfaction.

- From testing the hypothesis made known work commitment has an effect on employee satisfaction. Work commitment is the awareness to do the organization activities shown by attitudes, values and habits or behavior in work. Working commitment is marked with a sense of fun at the organization of this sign as well as the pride that is related to the level of attendance, enjoying his job and putting his job as his self-image. A person is committed to working real, passionate, and cooperative in order to achieve the organization's goals and to have success with the organization.

Service satisfaction is one of the objectives to be achieved by every chief of administrative personnel in carrying out their duties and responsibilities as managers who can be shown in their managerial activities. The essence of commitment is to make the goals of employees and organizations one and the same, and to have strong goals with group goals. Highly committed employees in performing their duties will demonstrate the expected service. The high commitment of a head or an employee is inseparable from the belief in the well-being of management towards them that is the approach of human resource management as a valuable asset and not merely as a commodity that can be exploited at will management.

- From testing the hypothesis that is known to work motivation and work commitment simultaneously have an effect on employee satisfaction. Satisfaction is the Assessment of a person about how far his overall work satisfies his needs or general attitude which is the result of some special attitudes toward the factors of employment, adjustment and the social relations of the individual outside of work. In Islam the service is a fraternity, so to optimize the service the workers and those in

the service must have a sense of brotherhood so that the higher the sense of brotherhood will be the higher level and the quality of the service.

CONCLUSION

Based on the results and discussion then the conclusions of this study are:

- Motivation of work has a positive and significant effect on employee satisfaction partially. This is justified through the results of an analysis that is able to contribute positively and has a strong correlation. So also from the research results can be seen that there are positive results for direct or indirect influence. This means that in improving service satisfaction can be through increased work motivation.
- Work commitment has a positive and significant effect on employee satisfaction partially. This is justified through the results of an analysis that is able to contribute positively and has a strong correlation. So also from the research results can be seen that there are positive results for direct or indirect influence. This means that in increasing service satisfaction can be through increasing work commitment.
- Work motivation and work commitment have positive and significant impact on employee satisfaction simultaneously. This is justified through the results of an analysis that is able to contribute positively and has a strong correlation. The total value of direct and indirect influence of work motivation and work commitment together towards employee satisfaction of 61.8%. This has the significance of the contribution of the influence of work motivation and work commitment to employee satisfaction.

Suggestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

- Given that work commitment has a smaller effect on employee satisfaction, it is better that the implementation of work commitment in Madrasah Aliyah Negeri Jambi Province should be done more wisely, especially in improving employee competency, such as to always firmly committed to work optimally.
- Need to do research with a relatively larger sample involving organizations from other Governments that can be used as a comparison, so generalization of research

results can more represent the condition of Government in general in Indonesia.

- Organizations need to reconsider other factors that affect employee satisfaction, such as work environment factors, compensation, work culture, and organizational climate in the form of making employee questionnaires to determine the most dominant factor in affecting employee satisfaction.

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