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The Effect of Organizational Commitment and Work Discipline on Job Satisfaction

Donny Dharmawan¹, M.Anwar², Isniar Budiarti³, Indah Lestari⁴
Santi Nururly⁵

Abstract:

The aim of this research is to investigate the potential correlation between organizational commitment and work discipline with employee job satisfaction. The study involves 110 employees from both general and personnel divisions, comprising the research population. Saturated sampling, also known as census sampling, is utilized in this study. The data analysis method employed is path analysis, preceded by confirmatory factor analysis to validate the indicators representing the variables or constructs. The results of path analysis shed light on the impact of discipline and organizational commitment on job satisfaction. The study confirms the theoretical notion that individuals tend to experience higher levels of satisfaction when they exhibit greater dedication, provided that discipline is maintained. The practical implications of this research are intended to guide decision-making and policy formulation regarding discipline, organizational commitment, and job satisfaction within PT Mustika Ratu.

Keywords: *Employee, Job Satisfaction, Organizational Commitment, Work Discipline*

1. Introduction

Human Resources, often abbreviated as HR, is an essential factor inseparable from any organization. According to Hasibuan and Andika (2023), human resource management (HRM) is the science and art of managing employee responsibilities and relationships to ensure productivity and efficiency, aiding in the achievement of organizational, employee, and societal goals. Employees, being social beings, constitute the primary source of profit for every corporation. They evolve into proactive planners, implementers, and controllers, effectively contributing to the attainment of business objectives. Employees possess thoughts, emotions, and desires that influence their perception of their roles, subsequently impacting job satisfaction, organizational commitment, dedication, and affinity towards their work (Winarsih & Fariz, 2021).

Rizal et al. (2023) assert that discipline is indicative of recognizing that adherence leads to the accomplishment of organizational goals. Therefore, organizational

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discipline must be prioritized as crucial to goal attainment. Kurniawan et al. (2021) explain that discipline serves as a corrective measure against individuals who breach organizational regulations.

Discipline is influenced by various factors, including job satisfaction. As noted by Juned et al. (2022), job satisfaction refers to employees' contentment or discontentment with their work. Satisfied employees tend to exhibit a positive attitude towards their work, leading to improved performance and, consequently, good work discipline (Putra & Mujiati, 2019). When employees are satisfied with their work, they exert maximum effort in completing tasks, thereby enhancing their performance (Kurniawan et al., 2021). Additionally, organizational commitment influences discipline (Ong et al., 2021; Atika et al., 2023).

An employee's decision to remain with or leave a company is influenced by their level of commitment, a psychological state defining their relationship with the organization (Ali Idrus, 2022). Organizational commitment, as defined by Zayed et al. (2022), refers to an employee's sense of duty to remain with the company, shaped by normative forces encountered both before and after joining the organization. Rizal et al. (2023) suggest that individuals who have been long-term employees are more likely to exhibit disciplined behavior. Moreover, highly committed group members energize and inspire one another to perform better (Anisa, 2023; Tutik 2019). Conversely, employees who display no loyalty, such as through absenteeism and rule-breaking, risk termination or resignation (Juwita, 2019). In today's workforce, employee commitment is often a prerequisite for filling positions.

PT. "Mustika Ratu Tbk, which was formally founded on March 14, 1978 by Mrs. BRA Mooryati Soediby, emerged as a leading company in Indonesia for cosmetics and herbal medicine."PT Mustika Ratu Tbk was first established in 1975 as a sole proprietorship by Mrs. BRA Mooryati Soediby, with production taking place in the garage of her home. The company he founded was able to turn a profit and "became" a "company." The company was named PT Mustika Ratu based on "Deed of Establishment No. 35 dated 14 March 1978," and it was established in Jakarta, specifically on Jalan Gatot Subroto Kav."74–75."

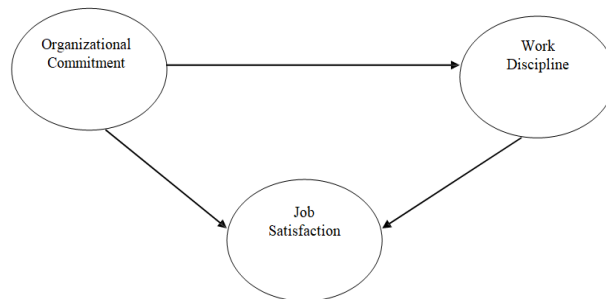
Information about the complaints 110 employees had about their place of residence was gathered from the interviews conducted with them. Compensation is the issue that receives the most complaints. Table 1 displays employee complaint data.

Table 1. Employee Complaint Data

Complaint Type	Opinion			Total
	Poor	Fair	Good	
Compensation	43%	27%	30%	100%

Source: Results From Interviews, 2022

According to the findings of thirty employee interviews, up to sixty percent of these workers would accept a job offer from another company if one were made, with the remaining forty percent choosing to decline it. Nurahmawati et al. (2022) says that workers who are not committed to the company or who are not happy with their jobs are likely to leave. At the conclusion of the year, personnel assessments are conducted on a relatively regular basis. Several intriguing findings emerged from the 30 evaluation results, one of which was discipline, which was judged to be less disciplined in terms of attendance and work schedules. The conceptual framework and way of thinking in this study were developed with the impact of work discipline and dedication on job satisfaction in mind. Work discipline, organizational commitment, and job happiness are covered in this conceptual framework.

**Figure 1. Conceptual Framework**

Source: Various Opinions

Under the given circumstances and using the previously outlined thinking framework and difficulties, the following research hypothesis can be developed:

H1: Job satisfaction is positively impacted by organizational commitment.

H2: Job satisfaction directly benefits from work discipline.

H3: Organizational commitment directly benefits from work discipline

2. Methodology

This study was conducted at PT Mustika Ratu. In this study, organizational commitment (Y1) and work discipline (Y2) are endogenous factors, or the dependent variable, whereas job satisfaction (X) is utilized as an exogenous variable, or the independent variable. The original data used in this study was gathered from primary sources or respondents in response to inquiries about work discipline, organizational commitment, and job satisfaction. Secondary data is gathered from the company's existing data. This study used interviews and questionnaires as its data collection methods. All employees in the operational and general divisions make up the study's population. Because of the limited population, the sampling technique was employed in this study. Census sampling, in which every member of the population is a sample,

is another word for saturated sampling. The population size of this study was 110, as all employees were employed as samples or respondents due to the use of census or saturated sampling.

Path analysis and confirmatory factor analysis are the data analysis techniques employed in this study. When confirming indicators for elucidating constructs or variables, confirmatory factor analysis is employed, (Sugiyono, 2017)states that in principle factor analysis is used to confirm the theory or concept of whether the measured indicators are able to explain the variables formed. In the meantime, the goal of route analysis is to gather data regarding the independent (exogenous) and dependent (endogenous) variables' direct and indirect influences.

3. Empirical Findings/Result

Confirmatory Factor Analysis Results

When attempting to explain research variables, confirmatory factor analysis is employed to validate the indicators of measured variables. The following is a description of the confirmatory factor analysis results:

Job satisfaction

The dimensions that can be combined to produce work satisfaction variables are listed in Table 2 along with their cumulative variance values.

Table 2. Cumulative Variance Value Of The Job Satisfaction

Dimensions	Cumulative Variance
Work (X ₁)	77 %
Wages (X ₂)	78 %
Supervisions (X ₃)	78 %
Promotions (X ₄)	80 %
Work Relationship (X ₅)	85 %

Source: Data processed

It is possible to say that these five dimensions can constitute a job satisfaction variable since, as Table 2 shows, all of the job satisfaction dimensions have cumulative variance values more than 60%.

Organizational Commitment

The factors that make up the organizational commitment variable are displayed in Table 3 along with their cumulative variance values.

Table 3. Cumulative Variance Value Of Dimensions ± Forming Dimensions Organizational Commitment Variable

Dimensions	Cumulative Variance
Affective Commitment (Y1.1)	63 %
Ongoing Commitment (Y1.2)	85 %
Normative Commitment (Y1.3)	83 %

Source : Data Processed

It is clear from Table 3 that each of the five organizational commitment dimensions has a cumulative variance value greater than 60%, indicating that the dimensions together can constitute an organizational commitment variable.

Work Discipline

The work discipline variables' dimensions' cumulative variance values are displayed in Table 4.

Table 3. Cumulative Variance Value Of Dimensions ± Forming Dimensions Work Discipline Variables

Dimensions	Cumulative Variance
Time Discipline (Y2.1)	69 %
Work Discipline (Y2.2)	61 %

Source : Data Processed

It is evident from Table 4 that all work discipline dimensions have values more than 60%, indicating that these two dimensions have the capacity to function as a discipline variable.

Loading Factor and Mean Values

The loading factor values of all the indicators employed in this study are greater than 0.50, indicating that these dimensions are generally strong and valid in constructing variables related to work discipline, organizational commitment, and job satisfaction. The average value is between 3.20 and 3.73, indicating that the worker's evaluation of job satisfaction, organizational Workplace discipline and dedication are sufficient and beneficial. With a value of 0.9, the supervision dimension achieved the greatest loading factor position in the job satisfaction variable. This indicates that when the leadership performs effective supervision, the employees feel satisfied. The job dimension, on the other hand, has the highest mean (3.8), indicating that the work assigned is in line with the employee's area of expertise and can boost job satisfaction. With a loading factor value of 0.9, the sustainable commitment component has the highest value in terms of organizational commitment. This indicates that workers have an understanding of the benefits and drawbacks of remaining with the company or leaving. With the highest mean score of 4, affective commitment indicates that employee participation in all business activities can boost organizational commitment among staff members. Work discipline can be formed by the dimensions of time discipline and work/action discipline, both of which have a loading factor value of 0.9. Conversely, the time dimension has the greatest mean value, with a value of 3,

indicating that the company's usage of time discipline for employees can enhance their job discipline employee concerned.

Path Analysis Results (Path Analysis)

The summary of the route analysis coefficient results can include information based on the outcomes of the path analysis computations. Total coefficient of determination results indicate that 38% of the diversity of data can be explained by the model; this means that 38% of the information in the data can be explained by the model, with other variables not included in the model accounting for the remaining 62% of the explanation. Conceptualization According to this notion, trimming eliminates paths that are not significant. The path's validation test for the path coefficient for direct influence is the same as in regression by looking at the level of significance (sig) < 0.05 . The level of significance of the variables used in the research is as follows, Substructure 1 = $X = 0.000 < 0.05$, Substructure 2 = $X = 0.000 < 0.05$, and $Y1 = 0.008 < 0.05$.

4. Discussion

The Influence of Organizational Commitment on Job Satisfaction

The findings of the analysis indicate a positive and significant relationship between organizational commitment and the job satisfaction variable (Aryani, 2023). This is evident from the coefficient value of 0.415 attributed to the job satisfaction variable. Various factors, such as the nature of the job, compensation, benefits, management, opportunities for advancement, and relationships with colleagues, collectively impact an individual's career satisfaction. According to the assessment's findings, aligning one's expertise with their field of work, having opportunities to realize one's full potential, and fostering close relationships with coworkers contribute to heightened job satisfaction and a stronger inclination to remain with the company until retirement. These conclusions are consistent with studies conducted by Mangkuprawira (2017), who identified a robust and positive correlation between organizational commitment and job satisfaction. Essential aspects of job satisfaction encompass satisfaction with compensation, working relationships, supervision, and the job itself. Once these fundamental needs are met, employees are likely to exhibit high levels of organizational commitment.

The Influence of Job Satisfaction on Work Discipline

With a coefficient value of 0.337, the data analysis results suggest a positive and significant relationship between job satisfaction and work discipline. When employees are content with their job, compensation, benefits, management, career advancement opportunities, and relationships at work, they are inclined to exert greater effort, adhere to punctuality, and accept accountability when expectations are not met (Hartini et al., 2021). This implies that higher job satisfaction corresponds to greater work discipline, while lower job satisfaction adversely affects work discipline. These findings are in line with research conducted by Zayed et al. (2022), which demonstrated a significant influence of job satisfaction on work discipline.

The Influence of Organizational Commitment on Work Discipline

Organizational commitment encompasses three dimensions: affective, continuance, and normative commitment (Ramadhan et al., 2023). The coefficient value of 0.250 associated with the organizational commitment variable suggests a positive and significant relationship between organizational commitment and work discipline. Affective, continuance, and normative commitments, along with factors such as career satisfaction, reluctance to leave, and the value of loyalty, positively influence commitment and encourage adherence to established rules. These findings corroborate earlier studies conducted by Anwar et al. (2023), who found that highly committed group members inspire and motivate one another to perform better. They establish their own standards to address members lacking discipline. Conversely, less committed workers may attempt to evade responsibilities and act contrary to their duties. Highly committed employees, however, consistently fulfill their responsibilities without manipulation.

5. Conclusions

From the results of the research analysis, research conclusions can be drawn, namely that job satisfaction is positively correlated with work discipline, job satisfaction is positively correlated with organizational commitment, organizational commitment is correlated with work discipline.

Research conclusions may be made based on the examination of the data, which show that work discipline and job satisfaction are positively connected, as well as that work discipline and organizational commitment are strongly correlated.

Companies must focus on organizational commitment and employee job satisfaction in order to enhance work discipline. In general, employee job satisfaction has a high value. However, the company needs to raise salaries and other benefits that are considered inadequate and not in line with responsibilities, leaders who commend the work done, leaders who implement regulations, and opportunities to hold various positions in order to improve work discipline. In the meantime, things like the task assigned is in line with one's area of competence, one is given the chance to reach one's potential inside the organization, and since lecturers keep good marks, their familial relationships with one another must continue. Organizational commitment among employees is often highly valued. Nonetheless, there are still a number of low values that the company needs to raise. These include the fact that few things are upset when employees decide to leave and that few employees believe it is preferable to work for one company their entire career.

The happiness that employees feel while working for the organization is something that they should uphold because they have good ideals finding it difficult to leave the company and the value of loyalty which has a positive impact. Workplace discipline has an overall reasonably excellent score, but there is one poor point that needs to be further raised by the organization: employees believe that inconsistencies in the

penalties meted out to violators are the reason behind their low score, and they feel no hesitation in breaking the rules.

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