

WORK MOTIVATION AND ORGANIZATIONAL COMMITMENT DRIVE JOB SATISFACTION, WHILE JOB INVOLVEMENT DOES NOT: EVIDENCE FROM YOGYAKARTA INDONESIA'S OUTSOURCING INDUSTRY

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ABSTRACT

This paper aimed to examine the impact, partially and whole, of work motivation, involvement, and organizational commitment on job satisfaction. This study is considered quantitative research. The validity and reliability tests are performed using the Smart (PLS) Version 3.0. The PLS program uses the Variance-Based Structural Equation Modeling (SEM) technique. This study was conducted at an outsourcing service provider firm in Yogyakarta, Indonesia. There were 30 people in the population, and all of them were participating as research subjects. This study's sampling technique used saturated samples. The findings revealed that work motivation had a considerable impact on job satisfaction, had no effect on work involvement, and organizational commitment had an impact on job satisfaction.

Keywords: *Job Satisfaction, Work Motivation, Work Involvement, Organizational Commitment*

ABSTRAK

Makalah ini bertujuan untuk menguji dampak, sebagian dan keseluruhan, dari motivasi kerja, keterlibatan, dan komitmen organisasi terhadap kepuasan kerja. Penelitian ini dianggap sebagai penelitian kuantitatif. Uji validitas dan reliabilitas dilakukan dengan menggunakan Smart (PLS) Versi 3.0. Program PLS menggunakan teknik Variance-Based Structural Equation Modeling (SEM). Penelitian ini dilakukan di sebuah perusahaan penyedia jasa alih



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daya di Yogyakarta, Indonesia. Terdapat 30 orang dalam populasi, dan semuanya berpartisipasi sebagai subjek penelitian. Teknik pengambilan sampel penelitian ini menggunakan sampel jenuh. Temuan penelitian ini mengungkapkan bahwa motivasi kerja memiliki dampak yang cukup besar terhadap kepuasan kerja, tidak berpengaruh terhadap keterlibatan kerja, dan komitmen organisasi berdampak pada kepuasan kerja.

Kata Kunci: *Kepuasan Kerja, Motivasi Kerja, Keterlibatan Kerja, Komitmen Organisasi*

INTRODUCTION

Every organization has advantages and disadvantages to their products and services, which must be carefully analyzed. Advantages must be preserved, regenerated, and developed on a constant basis, while flaws must be remedied or eliminated (Safitri 2015). Article 1 paragraph 2 of Law No. 13 of 2003 defines labor as everyone who may produce goods or services for personal or societal benefit. The table below shows labor absorption data by business field.

Table 1. Labor Absorption Data According to Field of Employment



Source: Central Bureau of Statistics, (2024) <https://kadin.id/data-dan-statistik/ketenagakerjaan/>

The table shows that the accommodation & food and beverage business sector is the highest sector in increasing the workforce, which is around 0.96 million people. On the other hand, the development of *retail and marketing agencies* has increased very rapidly from year to year, as well as *outsourcing service providers* in Yogyakarta, Indonesia, established in 1995, which until now focuses on providing worker/labor services. As a worker/labor service company, *outsourcing service providers* in Yogyakarta, Indonesia provide services as an extension for *clients*.

Exploring and developing human resources is crucial for obtaining high-quality employees in organizations. Effective human resource management is required (Rangin et al., 2021). Effective management of human resources is crucial for a company's success. (Yakup, 2017). Effective management requires proper planning, organizing, motivating, and supervising responsibilities, as well as adequate support aspects (Hartati, 2020).

Employee's job satisfaction is very crucial for the success of human resource management and the organization itself (Prasetyaningrum, 2020). Research had indicated that job satisfaction is a significant factor in overall well-being. (Vratskikh et al., 2016). To measure employee's satisfaction in the workplace

means the needs to involves observing their ideas, feelings, and experiences. Job satisfaction in itself, refers to the feelings of the employees about both positive and negative aspects of their jobs. There are several factors that make a company have high satisfaction that can be managed well by effective leaders. (Vorina *et al.*, 2017).

To achieve job satisfaction, people must be highly motivated and take ownership of their tasks. Employees that lack motivation may struggle to perform successfully and exhibit irresponsibility, even if they possess strong operational abilities (Ardianti *et al.*, 2018). Motivation encourages workers to generate goods or services in order to achieve goals. (H. Artati, 2020). The impacts caused by this include increasing productivity, reducing the turnover rate of employees working in the company, and reducing the absenteeism rate (Permatasari & Yanuar, 2024).

Vorina *et al.* (2017), had stated that the satisfaction of a job is linked to the involvement of a job, which refers to employees' willingness to contribute to the company's success beyond their usual duties. Proactive task job engagement prioritizes personal initiative in professional activities, whereas personal role involvement focuses on the overall scope of the function (Fletcher. 2016). Work involvement impacts employee performance and results for their organization. As employees become more involved in their work, they are expected to participate in all company activities (Susilowati & Azizah, 2020). The impact of highly involved work involvement is that it increases employee job satisfaction, employees who are involved will complete more of their work (F. I. Putri & Kustini, 2021).

Organizational commitment is linked to employee job satisfaction as it reflects a good attitude towards the company, rather than just their individual work. (Ćulibrk *et al.*, 2018). on Tarikh *et al.* (2016), had stated in their own fields, that the commitment on organizations develops when individuals and companies prioritize preserving their working connection. Organizational commitment significantly improves employee job satisfaction. Higher employee commitment leads to improved job satisfaction. (Suparta and Ardana, 2019).

This study was intended to dig for how work motivation affects the satisfaction of a job. This paper was aimed to examine the impact of work involvement and organizational commitment on the satisfaction of a job in outsourcing service providers in Yogyakarta, Indonesia.

THEORY AND HYPOTHESIS DEVELOPMENT

The hypothesis for this study is developed as follows:

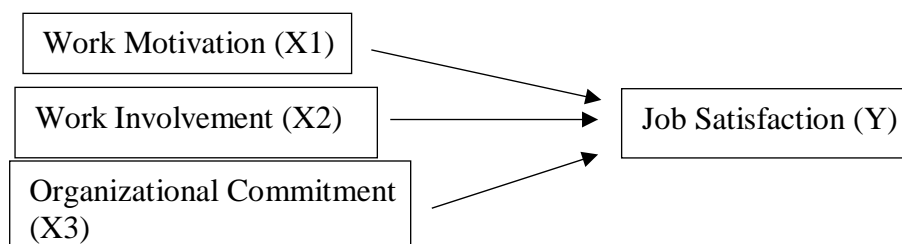


Figure 1: Research Framework

Source: adopted from (Ćulibrk *et al.*, 2018) and developed by researchers (2024)

The Impact of Work Motivation on Job Satisfaction

Eliyana et al. (2019), had stated that job satisfaction is driven by motivating factors and conditions. Work motivation improves job satisfaction. (Wau, Purwanto, 2021). Paramita et al. (2018), also stated in which there is quite a positive relationship between the motivation of work and satisfaction of a job among employees. Employee's motivation to work significantly improves employee's satisfaction of their jobs (Wuwungan & Taroreh, 2017). Motivation significantly improves job satisfaction among online drivers. (N Abawi et al., 2021).

H1: Work Motivation Has a Positive and Significant Influence on Job Satisfaction

The Effect of Work Involvement on Job Satisfaction

Alfian et al., (2017), had stated in which that the job satisfaction of the employees, is positively correlated with engagement. Job involvement has quite the considerable favorable relationship on job satisfaction of an employee (Sriani et al., 2022). Employees that consider their respective company as a dynamic to learning in an organization are more engaged and satisfied with their jobs (Varshney, 2020). Job engagement is significantly related to job happiness in leaders. Researchers determined that employment engagement offers an excellent opportunity for development toward personal life goals (Gopinath & Kalpana, 2020). It was also found that the involvement of a job has a good and significant relationship on its satisfaction among agricultural authorities (Marwan et al., 2020).

H2: Work Involvement Has a Positive and Significant Influence on Job Satisfaction

The Impact of Organizational Commitment on Job Satisfaction.

Organizational commitment is defined as orientation in values towards the organization, indicating that individuals values, prioritize their responsibility in work and their respective organization. Individuals will give their all to help the organization realize its objectives (Rantesalu et al., 2017). Organizational commitment, both concurrent and partial, has quite the major impact on its job satisfaction (Supiyanto, 2015). It was stated also that the Organizational commitment has quite favorable and considerable impact on a job's satisfaction (Farida & Iqbal 2016). Organizational commitment improves employee job satisfaction (Loan, 2020). A quite strong, and obvious significant relationship exists between organizational commitment and employee's satisfaction in their jobs (Setiawan, 2020). Çelik et al. (2015), had stated that the organizational commitment does improves employee's satisfaction on their jobs.

H3: Organizational commitment Has a Positive and Significant Impact on Job Satisfaction.

RESEARCH METHODS

Research Model

The research model was adapted from Čulibrk et al. (2018).

Research Sample and Procedure

This study takes a quantitative approach and uses primary data. This study collects primary data using surveys and questionnaires. The researcher did their investigation at an outsourcing service provider organization in Yogyakarta, Indonesia. This study used 30 respondents as its population and also its sample

size. This study is using the Saturated Sampling Technique. The researcher's questionnaire uses a Likerrt scale, with 5 possible replies. This study is utilizing descriptive statistical analysis and Structural Equation Modeling (SEM) with SmartPLS software version 3.0.

Operational Definition

Table 2. Operational Definitions

Variables	Operational Definition	Indicator
Work motivation (Suputra & Sriathi, 2018), (Novitasari & Rivai, 2020)	Work motivation itself is a suggestion or encouragement that arises for it is mostly given by someone to another person or from oneself.	1. The Perception of one's job challenges 2. Perceptions regarding employee ability to overcome difficulties at work 3. Driving force 4. Will 5. Objective
Job Engagement (Puspita et al., 2017)	Job involvement is the inclining to which an employee identifies with his or her job, actively participating in it, and considers his or her job performance to be important to self-worth.	1. Participate 2. Decision-making 3. Getting responsibilites done 4. Completing tasks not according to schedule 5. Does not provide comfort
Organizational Commitment (Suputra & Sriathi, 2018)	Organizational commitment is the creation of a valuable and maintained relationship, where each party is willing to work together for the progress of the company.	1. <i>Affective organizational commitment</i> 2. <i>Continuance organizational commitment</i> 3. <i>Normative organizational commitment.</i>
Job satisfaction (Suputra & Sriathi, 2018)	Job satisfaction is a general attitude toward one's job that reflects the difference between the amount of rewards that the workers receive and the amount they believe they should receive	1. Performance 2. Confession 3. The job itself 4. Growth 5. Progress.

RESEARCH RESULTS AND DISCUSSION

Sample Demographics

Table 2. Respondent Characteristics

	Number of Respondents	Percentage (%)
Gender		
Man	15	50
Woman	15	50
Age		
<20 years	3	10

20-25 years	11	37
26-30 years	9	30
>30 years	7	23
Position		
MD	10	33
Sales	5	17
SPG/SPB	10	33
TL	5	17
Length of working		
> 1 year	8	27
1 to 3 years	12	40
4 to 5 years	6	20
> 5 years	4	13
Amount	30	100

Source: primary data that was processed by PLS 3.0, (2024)

Respondents in Table 2 show the same gender proportion, dominated by those aged 20-25 years, with MD and SPG/SPB positions, with a length of service of 1-3 years.

Data Analysis Results

In this study, the *Partial Least Squares* (PLS) analytic approach was utilized to discover the ideal predictive linear relationship in the data and explain whether or not there is a relationship between the latent variables (Sugiharjo et al., 2021).

Instrument Test Results

Table 3. Summary of Means and Loadings

Variables	Questionnaire Questions Loading	Average	Loading
Job Satisfaction (Y)	Y.1. Satisfied with this job because the company appreciates the achievements that have been achieved	3,765	0.887
	Y.1. Satisfied with this job because the company gives recognition when tasks are completed well.	3,743	0.921
	Y.3. Have an interesting job	3.831***	0.893
	Y.4. Get career development because of the work you do	3.603	0.901
	Y.5. Prioritize career advancement over monetary incentives	3,581**	0.668*
Work Motivation (X1)	X1.1. Have a perception of the existence of work challenges	3,919	0.885

	X1.2. Have a perception of the ability to overcome difficulties in working	3.904	0.878
	X1.3. I do my best to achieve my target achievement.	4.243***	0.586*
	X1.4. I set the highest standards of achievement that I believe are achievable.	3,846**	0.870
	X1.5. I try various strategies to achieve my goals even though I encounter difficulties.	3.926	0.868
Job Engagement (X2)	X2.1. I always participate in work	3,971	0.409*
	X2.2. I was not involved in decision making during the meeting.	2,779	0.317*
	X2.3. All my work can be completed well	4.132***	0.849
	X2.4. I complete my work tasks not according to schedule	2,044**	-0.113*
	X2.5. I feel that work is a part of life.	3,757	0,874
	X2.6. This job does not give me comfort	0.110*	2.375
Organizational Comittment (X3)	X3.1. Feeling proud of the organization where you work	3,735	0.930
	X3.2. Consider the current organization to be the best	3,544	0.938
	X3.3. Emotionally attached to the organization where you work	3.338	0.885
	X3.4. Feeling at a loss if you leave the organization where you work	2,919**	0.514*
	X3.5. Considers working in the current organization as a necessity.	3.404	0.445*
	X3.6. Consider that loyalty is important	3.875***	0.534*
*not used, due to low loading factor			
**lowest average			
***highest average			

Source: primary data processed by PLS 3.0, (2024)

The output results of the loading factor for indicators X1.3, X2.1, X2.2, X2.4, X2.6, X3.4, X3.5, X3.6, and Y5 are less than 0.6, indicating invalidity. Therefore,

the item is dropped or destroyed and will not be used for research testing. Other indicators show findings above 0.6, indicating validity. The validity test outcomes include resume, construct reliability, and validity testing across all indicators. As seen in Table 4.

Table 4. Cronbach's Alpha and Composite Reliability Test

	Cronbach's Alpha	ρ_A Composite	Reliability	Average Variance Extracted (AVE)	information
Job Satisfaction	0.922	0.923	0.945	0.811	Reliable
(Y) Work Motivation	0.899	0.902	0.929	0.766	Reliable
(X1) Job Engagement	0.654	0.657	0.852	0.743	Reliable
(X2) Organizational Commitment	0.907	0.914	0.942	0.843	Reliable
(X3)					

Source: primary data processed by PLS 3.0, (2024)

The construct reliability and validity test shows that all variables have an Average Variance Extracted (AVE) value greater than 0.50, indicating reliability. The latent variable has a Composite Reliability rating and Cronbach's Alpha greater than 0.70, indicating high reliability. If the dependability rating is 0.5 and approaching 1, the extract variation is considered dependable. (Sarwono, 2010). The distribution of respondents' answers revealed high dependability across four factors and 16 indicators.

Following the reliability test, a discriminant validity test was conducted, with findings shown in Table 5.

Table 5. Discriminant Validity Test (Fornell Larcker Criterion)

Variables	Job Satisfaction (Y)	Work Motivation (X1)	Job Engagement (X2)	Organizational Commitment (X3)
Job Satisfaction (Y)	0.900			
Work Motivation (X1)	0.814	0.875		
Job Engagement (X2)	0.671	0.714	0.862	
Organizational Commitment (X3)	0.753	0.657	0.599	0.918

Source: The primary data that was processed by PLS 3.0, (2024)

The square root of the Average Variance Extracted (AVE) for each construct is higher than the correlation between constructs within the model, indicating that the constructs in the estimated model satisfy the criteria for discriminant validity. Pearson Correlation Analysis is utilized to examine the relationships among the variables being studied. Positive or negative correlation coefficient values reflect the direction of the relationship between variables. A positive correlation shows a direct relationship, where a higher value of variable x corresponds to a higher value of variable y, and lower values of x correspond to lower values of y. Conversely, a negative correlation signifies an inverse relationship, meaning a higher value of variable x is associated with a lower value of variable y, and vice versa (Junaidi, 2021). Additionally, the R-Square test results are provided in Table 6.

Table 6. R Square Test

	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Job Satisfaction (Y)</i>	0,750	0,721

Source: The primary data that was processed by PLS 3.0, (2024)

In the R Square test, it can be concluded that the R-Square value for the satisfaction variable is 0.750, which means that the variability of satisfaction can be explained by the model by 75%, including in the strong category. The R-Square value is categorized as strong if it is more than 0.67 or 67% (Sarwono, 2010). Furthermore, the Goodness-of-fit test is carried out measures for SEM which can be seen in Table 7.

Table 7. Goodness-Of-Fit Measures Test From SEM

Indicator	Criteria	Saturated Model	Estimated Model
SRMR	<i>acceptable if ≤ 0.08</i>	0.080	0.080
d_ULS	<i>acceptable if ≥ 0.95</i>	0.611	0.611
d_G	<i>acceptable if $P \geq 0.05$</i>	0.812	0.812
Chi-Square	<i>close to zero</i>	129,571	129,571
NFI	<i>acceptable if ≥ 0.90</i>	0.681	0.681
rms Theta	<i>close to zero</i>	0.230	-

Source: The primary data that was processed by PLS 3.0, (2024)

The Goodness-of-fit test results show a d_ULS value of 0.611, which falls below the required threshold of 0.95. The NFI score of 0.681 falls short of the specified threshold of 0.90 or higher. SRMR, d_G, Chi-Square, and last rms Theta yield findings that exceed the criterion. Table 8 shows hypothesis testing (bootstrapping).

Table 8. Hypothesis Testing

	<i>Original Sample</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
	<i>(O)</i>				
Motivasi Kerja (X1)					

→	Kepuasan Kerja(Y)	0.513	0.504	0.171	2.99 0	0.003
Job Involvement (X2)	→	Job Satisfaction(Y)	0.088	0.12 0	0.183	0.482
Komitmen Organisasi(X3)	→	Kepuasan Kerja(Y)	0.363	0.344	0.166	2.182
						0.03 0

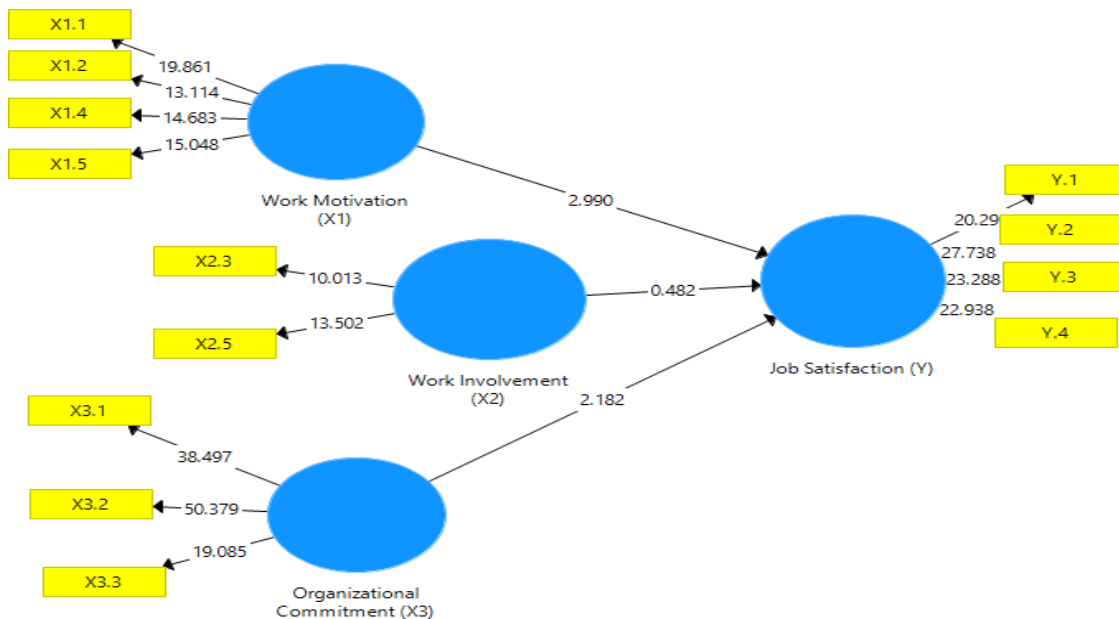
Source: The primary data that was processed by PLS 3.0, (2024)

The hypothesis testing or *bootstrapping* results had indicated that work motivation variable has quite the positive impact on job satisfaction, as evidenced by the original sample value of 0.513 and the t-statistic value of 2.990. The t-statistic value is greater than 1.96 and the P value is 0.003, which is less than 0.050.

The variable of work engagement has a negative impact on job satisfaction, with an original sample value of 0.088, a t-statistic value of 0.482 (must to be larger than 1.96), and a P value of 0.630 (higher than 0.050).

The original sample value of 0.363 indicates a positive relationship between organizational commitment to job satisfaction. The t-statistic value is 2.182, which is higher than 1.96 and for a P value of 0.030, which is less than 0.50.

Figure 2. Path Diagram



Source: The primary data that was processed by PLS 3.0, (2024)

DISCUSSION

Work Motivation Has a Positive and Significant Impact on Job Satisfaction at an *Outsourcing* Service Provider Company in Yogyakarta, Indonesia

The X1.5 statement questionnaire indicates that individuals will try every approach to acquire job satisfaction, regardless of its difficulty (high *mean*). Based on the average, it is included in the high value. This provides an illustration that employees at *outsourcing service providers* in Yogyakarta,

Indonesia consider the work done using a useful strategy to achieve the desired target even though they have to struggle, so that they will get maximum results. In this condition, it shows that employees have difficulty in their work, the company must provide motivation and direction to its employees in order to achieve satisfaction in work.

A person who has a strong determination to achieve better work results than others will be considered to have the motivation to achieve (Ni'mah & Hadi, 2020). Farida & Iqbal suggest that work motivation, in addition to achievement motivation, is a key factor in job satisfaction. (Farida and Iqbal, 2016). Employee's own job satisfaction partially is also influenced by work motivation (Ardianti et al., 2018). Providing motivation can enhance both job satisfaction and engagement (Endayani et al., 2018).

Job Involvement Has No Effect on Job Satisfaction at *Outsourcing Service Provider Company* in Yogyakarta, Indonesia

The findings of two recent studies can be seen in the distribution of the X2.4 statement questionnaire that completing work tasks is definitely not in accordance with the predetermined schedule. Based on the average, it is included in the lowest value.

This provides an illustration that employees at outsourcing service providers in Yogyakarta, Indonesia, to complete their work tasks still need direction from their leaders, so that the work done is in accordance with the schedule. Therefore, the leaders of *outsourcing service providers* in Yogyakarta, Indonesia must provide direction or training to employees, so that they aim to contribute to the company to achieve the goals desired by the company itself and its employees. Research indicates that job involvement does not significantly impact job satisfaction (Primaputri & Rimadias, 2017). Marwan et al. (2020) suggest that a high degree of work involvement contributes to enhanced performance.

Organizational Commitment Positively Impacts Job Satisfaction Among *Outsourcing Service Providers* in Yogyakarta, Indonesia.

The distribution of the X3.6 statement questionnaire indicates that corporate employees place a high value on loyalty. Based on the average, it is included in the high value. This provides an illustration that employees in *outsourcing service provider companies* in Yogyakarta, Indonesia highly appreciate loyalty. Loyalty is very valuable in order to advance the condition of the company better, in this way employees show a loyal attitude towards the outsourcing service provider company in Yogyakarta, Indonesia and provide full support to *outsourcing* service providers in Yogyakarta, Indonesia to further develop and progress.

Research suggests that organizational commitment improves employee job satisfaction (Loan, 2020). Building organizational commitment requires strong employee-company ties to foster acceptance and commitment. Providing possibilities for job satisfaction and corporate loyalty can foster positive relationships (Rikmaratri & Prohimi, 2018). Research suggests that organizational commitment improves job satisfaction among employees (Çeli k et al., 2015).

CONCLUSION

Based on the results of the analysis and explanation that the author has conveyed in the description of the previous chapter, the author can draw the following conclusions:

1. Work motivation variable has quite the positive impact on job satisfaction, as evidenced by the original sample value of 0.513 and the t-statistic value of 2.990. The t-statistic value is greater than 1.96 and the P value is 0.003, which is less than 0.050.
2. Work engagement has a negative impact on job satisfaction, with an original sample value of 0.088, a t-statistic value of 0.482 (must to be larger than 1.96), and a P value of 0.630 (higher than 0.050).
3. A positive relationship between organizational commitment to job satisfaction. The t-statistic value is 2.182, which is higher than 1.96 and for a P value of 0.030, which is less than 0.50.

Implications Theory

In the implications of the theory, hypothesis 2 is not significant due to the existence of work tasks that are not in accordance with the schedule, as a result, employees of *outsourcing* service providers in Yogyakarta, Indonesia still need direction from their leaders to complete their work tasks, so that the work carried out is in accordance with the schedule.

Practical Implications

Because hypothesis 2 is not significant, the researcher proposes from the theoretical implications, namely training. Training as a moderating variable to strengthen work involvement towards job satisfaction.

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