

The influence of work motivation and organizational commitment on work discipline with job satisfaction as an intervening variable at the department of food security and agriculture, binjai city

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Abstract: Discipline is the main tool for obedience and adherence to the boundaries set by the organization, be it in the form of job descriptions, organizational regulations, or work targets. An employee who has a high level of discipline will work well and can improve organizational performance. This study aims to determine whether work motivation and organizational commitment affect employee work discipline through job satisfaction as an intervening variable at the Department of Food Security and Agriculture, Binjai City. The study was conducted on 91 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis. The results obtained in this study show 1) there is a significant influence between work motivation on job satisfaction, 2) there is a significant influence between organizational commitment variables on job satisfaction, 3) there is a significant influence between work motivation variables on work discipline, 4) there is a significant effect between organizational commitment variables on work discipline, 5) there is a significant influence between job satisfaction variables on work discipline, 6) job satisfaction variables cannot influence work motivation variables on work discipline, 7) job satisfaction variables cannot influence organizational commitment variables on work discipline.

Keywords: Work Motivation, Organizational Commitment, Job Satisfaction, Work Discipline.

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1. Work Discipline

According to Simamora (2011), discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms.

The Importance of Work Discipline

The importance of the role of work discipline on employee productivity is stated by Musanef (2012) who argues that: "Discipline is no less important than other principles, meaning that the discipline of each employee always affects the results of work performance. Therefore, in every organization it is necessary to emphasize the discipline of its employees. Through high discipline, the productivity of the University of North Sumatra, employee work can basically be improved. Therefore, it is necessary to instill in each employee the best possible discipline".

2. Work Motivation

Human resources are an important part of activities in the company, so that the continuity of company activities also depends on the support of qualified and competent human resources. To be able to increase employee job satisfaction at work, companies need to provide effective and targeted motivation to employees.

Employees who have been properly motivated, will with their own awareness and willingness to work better and provide maximum work productivity for the progress and interests of the company in achieving its goals.

3. Organizational Commitment

According to Luthans (2002), organizational commitment is a strong desire to remain as a member of the organization, the desire to strive according to the wishes of the organization, certain beliefs and acceptance of the values and goals of the organization. An attitude that reflects employee loyalty to the organization and the ongoing process by which organizational members express their concern for the organization and its continued success and progress.

Indicators of Organizational Commitment

According to Meyer and Allen (2006), formulating 3 dimensions of commitment in organizations:

Affective commitment is related to the emotional relationship of members to their organization, identification with the organization, and member involvement with activities in the organization. Organizational members with high affective commitment will continue to be members in the organization because they have a desire for it.

Previous research is very important as a basis for preparing this research. The following are the results of previous research.

Table 2.1 Previous Research

| Number | Name/ year | Title | Research Variables | Research Results |
|--------|--------------------------|---|---|---|
| 1. | Trio Saputra (2019) | The Effect of Work Motivation on Work Discipline | Independent: Work Motivation (X) Dependent: Work Discipline (Y) | The results of the study based on regression analysis found that there is an effect of work motivation on employee discipline, the correlation coefficient is positive, meaning that it has a unidirectional relationship. |
| 2. | Awang Mada Kurnia (2013) | Pengaruh Motivasi Kerja terhadap Kepuasan Kerja dan Prestasi Kerja | Independent: Work Motivation (X) Dependent : Job Satisfaction (Y1) Job Achievement (Y2) | Based on the results of the path analysis, it shows that the Work Motivation Variable has a significant influence on Job Satisfaction with a value of 0.000. Work Motivation variable has a significant influence on Employee Job Achievement with a value of 0.041. Job Satisfaction has a significant influence on Employee Job Performance with a value of 0.037. |
| 3. | Trio Saputra (2016) | The Effect of Work Motivation on Work Discipline | Independent: Work Motivation (X) Dependent: Work Discipline (Y) | The results of the summary model with predictor (constant) work motivation can be seen where the R value, also known as the correlation coefficient, is 0.461, meaning that the correlation coefficient is marked (+) positive, meaning that it has a moderate relationship in the same direction. The R square (R ²) value is 0.226, meaning that the effect of work motivation on work discipline is 22.6%. |
| 4. | Dede Kurnia Ilahi (2017) | The Effect of Job Satisfaction on Work Discipline and Organizational Commitment | Independent: Job Satisfaction (X) Dependent : Work Discipline (Y1) Organizational Commitment (Y2) | The results of the path analysis show: job satisfaction variables have a significant and positive influence on work discipline; job satisfaction variables have a significant and positive influence on organizational commitment; work discipline variables have a significant and positive influence on organizational commitment; and |

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|----|---------------|---|--|---|
| | | | | the indirect effect of job satisfaction on organizational commitment through work discipline with a beta coefficient value of 0.347 with a total effect of 0.611. |
| 5. | Amilin (2008) | Effect of Organizational Commitment on Job Satisfaction | Independent: Organizational Commitment (X) Dependent : Job Satisfaction (Y) | The results of the path analysis show: the organizational commitment variable has a significant and positive effect on job satisfaction. |

The Effect of Job Satisfaction on Work Discipline

According to Rivai (2014: 824), "Job satisfaction can affect employee work discipline towards a better direction, this is because employees have achieved psychological satisfaction which raises a positive attitude from employees. Good discipline reflects the amount of responsibility a person has for the tasks assigned to him. This encourages work passion, work enthusiasm, and the realization of company goals. Increasing the dimensions of job satisfaction can improve employee discipline". This is because these dimensions are felt by employees through their experiences while in the organization, if there is job satisfaction, there are positive feelings that arise in the employee so that he will have a positive attitude towards his work. This positive attitude will have an impact on high employee discipline. Based on the description above, it can be assumed that work motivation and organizational commitment affect work discipline through job satisfaction. To make it easier to explain a study, the researcher describes a conceptual framework that contains the relationship between variables as follows:

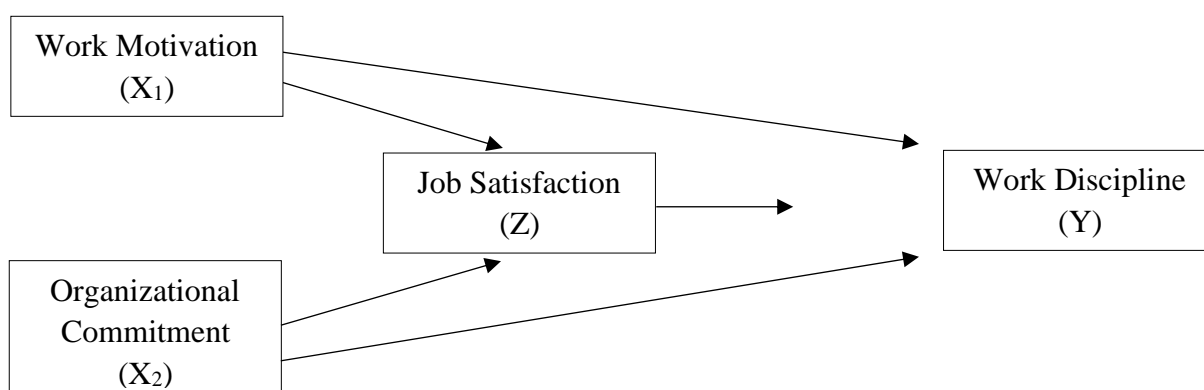


Figure 2.1 Conceptual Framework

Hypothesis

A hypothesis is a temporary answer to research problems, until proven through the data collected. The hypotheses of this study are:

H1: Work motivation has a significant effect on job satisfaction.

H2: Organizational commitment has a significant effect on job satisfaction.

H3: Work motivation has a significant effect on work discipline.

H4: Organizational commitment has a significant effect on work discipline.

H5: Job satisfaction has a significant effect on work discipline.

H6: Work motivation has a significant effect on work discipline through job satisfaction.

H7: Organizational commitment has a significant effect on work discipline through job satisfaction.

Research Design

This research is included in associative research with a quantitative approach. This study examines the relationship between Work Motivation (X1) and Organizational Commitment (X2) variables on Work Discipline (Y) variables with Job Satisfaction (Z) as an intervening variable. In this study, the approach used is a quantitative approach because the data used to analyze the effect between variables are expressed by numbers or numerical scales (Kuncoro, 2011, in Wulandari, 2015).

Operational Design

The operational definition of research is a further description of the definition of concepts that are classified in the form of variables as instructions for measuring and knowing whether the measurement is good or bad in a study. The operational definitions in this study are as follows:

Table 3.1 Operational Definition Table

| Variable | Defenition | Indicator | Measurement Scale |
|---------------------|--|--|-------------------|
| Work Discipline (Y) | Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. Source: | <ol style="list-style-type: none"> 1. Attendance Rate 2. Work Procedure 3. Obedience to superiors 4. Work Awareness 5. Responsibility | Likert |

| | | | |
|--------------------------------|---|--|--------|
| | Rivai (2004) | | |
| Job Satisfaction (Z) | Job satisfaction is defined as the level of a person's feelings of pleasure as a positive assessment of his job and the environment in which he works (Wibowo, 2015: 132). | <ol style="list-style-type: none"> 1. Discipline 2. Work Morale 3. <i>Turn Over</i> | Likert |
| Motivasi Kerja (X1) | The process of influencing or pushing from the outside towards a person or work group so that they want to carry out something that has been determined. | <ol style="list-style-type: none"> 1. Driving Force 2. Willpower 3. Willingness 4. Expertise 5. Skills 6. Responsibility 7. Liability 8. Purpose | Likert |
| Organizational Commitment (X2) | an employee behavior related to strong belief and acceptance of organizational goals and values, a willingness to strive to achieve the interests of the organization, and a desire to maintain a position as a member of the organization. | <ol style="list-style-type: none"> 1. <i>Affective Commitment</i> 2. <i>Continuance commitment</i> 3. <i>Normative Commitment</i> | Likert |

CONCLUSION

- a. Work motivation has a positive and significant effect on job satisfaction at the Food Security and Agriculture Office of Binjai City. This means that this condition proves that the level of providing work motivation can increase employee job satisfaction.
- b. Organizational commitment has a positive and significant effect on job satisfaction at the Food Security and Agriculture Office of Binjai City. This means that this condition proves that the better the organizational commitment of employees can lead to job satisfaction.
- c. Work motivation has a positive and significant effect on work discipline at the Food Security and Agriculture Office of Binjai City. This means that this condition proves that the level of providing work motivation to employees can increase work discipline.
- d. Organizational commitment has a positive and significant effect on work discipline at the Food Security and Agriculture Office of Binjai City. This means that this condition proves that the better organizational commitment can improve employee work discipline.

- e. Job satisfaction has a positive and significant effect on work discipline at the Food Security and Agriculture Office of Binjai City. This means that this condition proves that the higher job satisfaction can improve work discipline.
- f. The effect of work motivation on employee discipline at the Food Security and Agriculture Office of Binjai City will be smaller if done through job satisfaction. The direct effect of work motivation on employee discipline is greater than the indirect effect of work motivation on work discipline. It can be concluded that job satisfaction is not able to mediate the effect of work motivation on work discipline.
- g. The effect of organizational commitment on employee discipline at the Food Security and Agriculture Office of Binjai City will be smaller if done through job satisfaction. The direct effect of organizational commitment on work discipline is greater than the indirect effect of organizational commitment on work discipline. It can be concluded that job satisfaction is not able to mediate the effect of organizational commitment on work discipline.

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