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WORK MOTIVATION TO AFFECTIVE COMMITMENT THROUGH JOB SATISFACTION IN EMPLOYEES PRONAFI SKIN CLINIC

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Abstract

Employees are important components in a company, related to how the company can achieve its goals. The purpose of this study was to determine the effect of work motivation (reward) on employee commitment through perceived satisfaction. The object used in this study is Pronafi Skin Clinic in Sidoarjo. Data collection was specifically carried out by distributing questionnaires to the study sample. The sample was determined using non-probability sampling techniques and obtained as many as 45 employees as research respondents. The analytical method used is path analysis with the SmartPLS program. The results found that both hypotheses were accepted. (1) The first result found that work motivation (reward) has a positive and significant effect on commitment. (2) The second result found that satisfaction has a significant role in mediating the effect of work motivation (reward) on commitment.

Keywords: Work Motivation, Reward, Commitment, Satisfaction

1. INTRODUCTION

Employees are an important company component to pay attention to, and can even be considered as company assets that need to be properly maintained. Employees who feel proud and happy to work in a company are certainly based on the good treatment given by the company. The satisfaction felt by employees will be reflected in how they carry out and complete their work. This will certainly be

good for the company. Through employees with good performance, a company can achieve its goals or goals.

Therefore, it is important for companies to identify things that can affect employee job satisfaction. This study examined companies engaged in beauty clinics in Sidoarjo. Delgado (2018) states that the factor that supports employee performance is employee work motivation. This is because motivation is a positive response from employees in order to encourage themselves to try to work so that goals are achieved. The company has a reward system, which is a form of appreciation for certain achievements given in material form. Work motivation is a process that directs and maintains performance. Motivation drives employees internally towards actions that help them to achieve the specific goals or tasks assigned to them. Employee work effectiveness can inspire them to their job and can bring more work motivation and more commitment from their work. It can be defined as motivation to do an activity for that, in order to experience pleasure and satisfaction in the activity (Sohail, et al, 2014: 3).

Furthermore, in addition to work motivation, organizational commitment (including commitment) is also needed to improve the performance of a company. Mathis and Jackson state that organizational commitment is the degree to which employees believe and are willing to accept organizational goals. The commitment will remain or will not leave the organization (Sopiah, 2008). In a study by Ping et al., (2012) committed employees tend to be more responsible in providing services. Various research studies show that people who are relatively satisfied with their work are more committed to the organization (Mathis and Jackson, 2006). Mowday, Porter and Streers (2003) state that organizational commitment is the nature of an individual's relationship with the organization by showing the characteristics of accepting organizational values and goals, having a desire to act for the organization, and having a strong desire to remain with the organization. In addition to work motivation and commitment, job satisfaction is very important for employees because getting job satisfaction at work is one of the goals of an employee at work. Job satisfaction can be viewed from two sides, namely from the employee side and the company side. Job satisfaction from the employee side will bring out a feeling of pleasure at work, while from the company side, job satisfaction will increase productivity, improve attitudes and behavior of employees in providing excellent service (Suwatno and Priansa, 2011). Job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected in work morale, discipline, and work performance (Hasibuan, 2008). According to Judge et al., (2001), job satisfaction must be maintained in order to improve organizational performance. A fairly strong correlation can also

be shown in previous research between job satisfaction and commitment.

Meyer et al. (2002) proved that there is a strong correlation between job satisfaction and commitment. In addition, further evidence is also supported by research conducted by Newstrom (2007) in the concept of Performance-Satisfaction-Effort Loop which states that the emergence of employee satisfaction will lead to increased commitment to the organization where the employee works (Han et al., 2012)). As for Robbins (2001), defining job satisfaction is a general attitude of an individual towards his job, the difference between the amount of reward that a worker receives and the amount that they believe they should receive. Research on the relationship between work motivation, commitment, and job satisfaction conducted by Wardhani, Winda K. et al. (2015) conducted a study entitled "The Effect of Employee Motivation on Organizational Commitment and Job Satisfaction as an intervening variable at PT.ABC Malang". The results of these studies indicate that hygienic factors and motivating factors influence organizational commitment through job satisfaction. So it can be concluded that high work motivation will affect the increase in job satisfaction. When job satisfaction is high, job satisfaction becomes an indirect influence between satisfaction and organizational commitment ".

Based on the description related to this organizational commitment, the researchers conducted further observations of 15 employees through interviews conducted in March 2019. Interviews were conducted to find out more about the employees' reasons for staying at the company. From the results of the interview, it shows that the employees' desire to stay in the company is due to the lack of other alternatives that they can take when leaving the company, namely 55% of respondents, while 45% of other respondents answered that they felt they were part of the company because they already worked at the company. since the company started operating. This shows the high emotional attachment between employees and the organization and the low awareness in employees that commitment to the organization is something that should be done.

Table 1.1 Data of Employee Length of Employment in 2016-2018

No.	length of working	number of employees
1.	< 1 years	15 people
2.	1 years	10 people
3.	2 years	10 people
4.	3 years	10 people
Total		45 people

Data source: Processed data from Pronafa Skin Clinic Sidoarjo

2. METHOD

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This type of research is included in the type of causal research. Causal research is research that examines the causal relationship between two or more variables, so that it can explain the impact of changes in value variations in a variable on changes in value variations in one or more other variables (Silalahi, 2012: 33).

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This study uses a quantitative research design, namely research that presents a further stage of observation. After having a set of classification schemes, the researcher then measures the size or distribution of these characteristics among members of certain groups. In this case, the role of statistical techniques such as frequency distribution, central tendency, and dispersion appears (Silalahi, 2012: 27-28).

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In this study, data analysis used the Partial Least Square (PLS) approach. PLS is a component or variant based Structural Equation Modeling (SEM) equation model. According to Ghazali (2006), PLS is an alternative approach that shifts from a covariance-based to variant-based SEM approach.

Covariance-based SEM generally tests causality / theory while PLS is more of a predictive model. PLS is a powerful analytical method (Ghozali, 2006), because it is not based on many assumptions. For example, the data must be normally distributed, the sample does not have to be large. Besides being able to be used to confirm the theory, PLS can also be used to explain whether there is a relationship between latent variables. PLS can simultaneously analyze the constructs formed by reflective and formative indicators.

According to Ghazali (2006), the purpose of PLS is to help researchers for predictive purposes. The formal model defines latent variables as linear aggregates of the indicators. The weight estimate for creating a latent variable score component is obtained based on how the inner model (a structural model that connects between latent variables) and the outer model (the measurement model, which is the relationship between the indicator and its construct) is specified. The result is the residual variance of the dependent variable. The parameter estimates obtained by PLS can be categorized into three. First, is the weight estimate used to create the latent variable score. Second, it reflects the path estimate that connects latent variables and between latent variables and their indicators (loading). Third, it relates to the means and location parameters (regression constant values) for indicators and latent variables. To obtain these three estimates, PLS uses a 3-stage iteration process and each iteration stage

produces an estimate. The first stage is producing a weight estimate, the second stage is producing an estimate for the inner model and outer model, and the third stage is producing an estimate of means and location (Ghozali, 2006).

3. RESULTS, DISCUSSION, AND IMPACT

Work Motivation (Reward) Affects Commitment

Motivation is a positive response from employees in order to encourage themselves to try to work so that goals can be achieved. The company has a reward system, which is an appreciation. The results showed that motivation has an effect on commitment. This shows that employees who have work motivation tend to be more committed. The results of the first hypothesis test show a positive coefficient value, which means that there is a positive effect. Furthermore, the significance score is known to obtain a value less than the specified significance level, so it means that there is a significant effect. This finding is in line with the hypothesis which assumes that "there is an effect of work motivation (reward) on commitment", so that H1 in this study is **accepted**.

These results support the research of Wardhani et al (2015) which shows a significant effect on the influence of motivation on commitment to results which reinforces the assumption that work motivation significantly affects commitment. This is in line with the definition theory put forward by Mangkunegara and Octorend (2015) that motivation as an enhancer of morale is born from a series of activities that lead to individuals achieving a goal.

Descriptive statistical data on the stated motivation variable shows the respondent's answer has the highest score on the statement "I feel motivated by the increase in salary given by the leader". This shows that Pronafa's employees feel motivated when the company applies an increase in their wages. Whereas on the commitment variable, the highest score was obtained in the statement "I have no desire to find work in other clinics and am comfortable to continue working in Pronafa", which indicates that Pronafa employees are willing to stay longer in Pronafa.

The existence of motivation that is born is dominated by an increase in employee wages. This is because all research respondents are outsourcing employees who incidentally there is no guaranteed career path until there is a discount in wages as an outsourcing company service. The statement that they are motivated by an increase in wages can be a separate enlightenment for Pronafa in relation to motivating employees with a rewarding system.

In addition, research respondents have a tendency to commit to staying at the company and not looking for work in other clinics. This is a reflection of a number of respondents who are dominated by female employees with a percentage of 84.5%, which indirectly reflects the possibility of creating family relationships. Plus, the respondents in this study were also dominated by employees with an age range of 24-30 years as much as 77.4%, which is the age when looking for a job with a definite career path. Therefore, it is not surprising that the respondents' answers tend to be oriented towards increasing wages and do not want to seek a career other than in the company.

In order to maintain the existing commitment of these employees, it is important for Pronafa to increase motivation in his employees. As it has been found, that motivation has a significant positive effect on the emergence of commitment, so in this case it is also important for companies to ensure motivation in employees, one of which is through a reward system. When the spirit that gives birth to this motivation is balanced with individual employees who have a commitment, it will create a feeling of pride and even willing to innovate for the betterment of the company so that work motivation can be specifically recognized as having a significant effect on employee commitment.

Work Motivation Affects Commitment Through Job Satisfaction

Satisfaction is a psychological component that acts as one of the basic human needs. When individuals feel that they are satisfied with something, they tend to behave positively. Conversely, individuals who are not satisfied with something, tend to behave in an unpleasant manner, because everything is not in accordance with or not as expected.

The results of the study indicate that work motivation has a positive effect on commitment through job satisfaction. The results of the indirect effect using the sobel test show a significance value that is smaller than the specified level, so it means that significantly the perceived satisfaction has a positive role in the relationship between the two variables. This finding is in line with the hypothesis which assumes that "there is an effect of work motivation (reward) on commitment through job satisfaction", so that H2 in this study is accepted.

Based on these results, it can be said that satisfaction has a positive and significant effect in mediating the motivation and commitment variables. This is in line with the results of research by Wardhani et al. (2015) which show that this study shows that motivation affects commitment through job satisfaction. So it can be concluded that high work motivation will affect the increase in job satisfaction,

when job satisfaction is high, the influence of motivation on commitment will be high through the measure of satisfaction. Ping et al., (2012) that committed employees tend to be more responsible in providing services.

The motivation as an independent variable in this study plays two roles as a variable that affects the other two variables, in this case the satisfaction variable and the commitment variable. From the results of the beta coefficient test used to determine the magnitude of the influence of a variable on other variables, it is found that the relationship between the motivation variable and satisfaction has a greater beta coefficient value, which is 0.828, which means that if the score of the motivation variable increases by one unit score, it will have a positive impact on increased commitment in employees by 0.432. Based on these data, the results obtained were 0.357 from the multiplication of the results of the score of the influence of motivation on satisfaction and also the influence of motivation on commitment, while the beta coefficient which was shown by the motivation variable on commitment showed a positive score of 0.459 which means that if the score of the motivation variable has increased by one unit score, then will have a positive impact on increasing commitment in employees by 0.459. From the two, it can be seen that the direct motivation variable on commitment has a greater magnitude of influence.

From the beta coefficient between the motivation variable towards commitment and motivation to satisfaction mentioned, when compared with the sobel value 1.889 which indicates a positive correlation on the satisfaction variable as an intermediary for motivation to commitment. In particular, these findings indicate that satisfaction successfully mediates the emergence of commitment in employees. As for generating feelings of satisfaction itself, employees need motivation in employees.

Work motivation in the form of reward, in this case, is a driving force that affects commitment. Basically, commitment is the degree to which employees trust and accept to stay in the company. Employees who have high motivation in themselves will make satisfaction as a psychological means to achieve needs, so that more specifically through perceived satisfaction, employee performance can be measured the level of employee commitment. Thus, the influence of motivation can increase employee commitment through the satisfaction that employees get from the motivation to work.

In addition to providing motivation, job satisfaction variables can also be provided with a sense of comfort in working among employees, at Pronafa skin clinic an organizational structure has been formed in each division to reduce the risk of social inequality. This is intended to equalize treatment and policies for all employees at Pronafa Skin Clinic. The result of the coefficient of determination is

91.3%, which means that the commitment variable in this study is influenced by motivation with mutual satisfaction of 91.3%. While the rest is influenced by other variables outside the variables under study. The magnitude of this figure shows that both motivation and satisfaction felt by employees can have a strong influence on the emergence of commitment in employees. This shows that employees who feel motivated will indirectly create satisfaction in the employees, thereby giving rise to commitment in the employees.

In line with Mangkunegara and Octorend (2015) that motivation is an enhancer of work morale that is born from a series of activities that lead to individuals achieving a goal. When the spirit that gives birth to this motivation is balanced with individual employees who have a commitment, it will create a feeling of pride and even willing to innovate for the betterment of the company. This is based on the commitment theory which states that commitment in individuals will give birth to feelings of emotional attachment to the company. It can be concluded that the higher the motivation in employees, the higher the level of commitment that employees have to the company. work motivation, organizational commitment (including commitment) are also needed to improve the performance of a company.

Mathis and Jackson state that organizational commitment is the degree to which employees believe and are willing to accept organizational goals. The commitment of employees will always be shown by the desire to stay or not leave the organization (Sopiah, 2008). Job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected in work morale, discipline, and work performance (Hasibuan, 2008). According to Judge et al., (2001), job satisfaction must be maintained in order to improve organizational performance. A fairly strong correlation can also be shown in previous research between job satisfaction and commitment. Thus, it can be concluded that high work motivation will affect increased commitment, when job satisfaction is high, the influence of motivation on commitment is also high.

4. CONCLUSION

Based on the test results, the conclusions that can be drawn in this study are: Work motivation (reward) contributes to the commitment of Pronafa Skin Clinic employees, because the employee's age is at a productive age of 24-30 years where the birth motivation is dominated by an increase in employee wages so that

employees prefer to stay and maintain the good name of the company. Job satisfaction mediates the effect of work motivation (reward) on the affective commitment of Pronafa Skin Clinic employees, because all employees who become respondents are outsourcing where they are motivated by an increase in wages because outsourcing employees do not get benefits or rights that are directly under the company that gives them satisfaction for work. Through this performance satisfaction, employees will be more committed to their work.

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