

Job Satisfaction Mediates the Effect of Job Characteristics on Organizational Commitment (Study on Employees of PT. Marga Yumma Adventure)

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Abstract: Organizational commitment is a strong desire of employees to survive and be actively involved in the organization to achieve the goals of the organization. The purpose of this study was to determine the effect of job characteristics on organizational commitment mediated by job satisfaction. This research was conducted at PT. Marga Yumma Adventure . The total population and samples taken were 63 respondents using a saturated sampling technique. Data collection was carried out through questionnaires and interviews. The analysis technique used is descriptive analysis, path analysis and sobel test. Based on the results of the analysis it was found that job characteristics had a positive and significant effect on organizational commitment. Job characteristics have a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on organizational commitment. Job satisfaction significantly mediates the relationship between job characteristics and organizational commitment. This means that the better the employees understand the characteristics of their work, the greater their job satisfaction, so that their commitment to the organization will increase. This study provides evidence that the factors influencing organizational commitment are job satisfaction through job characteristics and raises practical implications for PT. Marga Yumma Adventure and other companies to be able to use this research as a learning reference.

Keywords: Job Characteristics, Job Satisfaction, Organizational Commitment.

1. Introduction

In the business world in the current era of globalization, competition is increasing and changes in the work environment that occur make a company required to be able to create a good work environment for employees in companies engaged in the field of goods and services. Proper HR management is the key to success in achieving an organizational goal (Monica, 2022). Human resources must continue to be developed,

because unlike machines that always carry out the same activities every time, humans always experience changes and developments, because these changes will cause various types of challenges that must be faced and handled properly (Azizah & Supriyatin, 2019). Organizations put their significant effort into attracting and retaining talented employees and having high organizational commitment to the company (Aguiar-Quintana et al.,

2020; Anggreyani & Satrya 2020; Ibrahim 2020).

Jumiran et al., (2020) stated that organizational commitment tends to express the feelings possessed by employees which provide an overview as a form of desire, need and responsibility for employees towards their organization. Every company must pay attention to the performance of its human resources, namely employees, so that they are able to realize the goals that have been set. Paying attention to and managing human resources in a company is very important. Companies will always be required to improve the quality of their resources. Resources in a company determine the effectiveness of running activities in a company. Employee organizational commitment is an important factor in the company's long-term plans. Pristiwati and Suharyono (2018) say that organizational commitment is a strong desire of employees to survive and be actively involved in the organization to achieve the goals of the organization.

Organizational commitment has an important role for employees because organizational commitment is a reference and encouragement that makes employees more responsible for their obligations (Bodroastuti & Tirtono, 2019). One's attitude towards attachment to an organization is a reflection of organizational commitment (Putra et al., 2021). Organizational commitment is an agreement to do something for oneself, another individual, group or organization (Widyaningrum & Rachman, 2019).

In his book Priansa (2014: 234) argues that employee organizational commitment is an identification of feelings, involvement, and loyalty shown by employees towards the organization where they serve and work. Employee organizational commitment can also be manifested in an attitude of acceptance of rules and regulations, a strong belief in the values and goals of the organization that have been agreed upon by all parties.

According to Yuwono et al. (2020) organizational commitment tends to express the feelings possessed by employees which provide an overview as a form of desire, need and responsibility for employees towards their organization. Organizational commitment is an impetus for individuals to achieve organizational success goals that have been set in accordance with the agreement of all members. There is a strong urge to maintain and become an important part of the organization's members in order to achieve organizational goals is also a form of organizational commitment (Sugeng & Niswah, 2023). Therefore, strong employee organizational commitment will affect the performance displayed by employees.

This research was conducted at PT. Marga Yumma Adventure, which is one of the tourist attractions in Bali Province, especially in Badung Regency. As a company in the tourism sector, PT. Of course, Marga Yumma Adventure must try its best to attract visitors to use its tourism services. Even more so in facing the new normal era after the

pandemic, which has caused companies to make extra efforts to increase visitor interest. This can be achieved to the maximum if employees actively participate in helping revive the existence of the company. Pt. Marga Yumma Adventure in 2022 should be a revival of the tourism sector, but in fact the number of visits to PT. Yumma Adventure's margin tends to be low.

Based on the results of interviews conducted with the manager/HRD and found several main problems in this company, namely;

Table 1.
Pre-Survey Interview Results of PT. Marga Yumma Adventure

No	Variable	Interview result
1	Organizational Commitment	The results of interviews with the manager/HRD showed that lately there has been a decrease in the activity of PT. Marga Yumma Adventure at work. Employees are often seen delaying their work. In addition, some employees are often absent, do not come to work on time and go home before the set working hours. This shows an indication of a lack of organizational commitment, especially affective organizational commitment which does not feel that employees have emotional

attachment and involvement with the company.

Source: Interview results, 2022

According to the research results of Mwesigwa et al., (2020) one of the factors that influences employee organizational commitment is job satisfaction. Job satisfaction is a positive feeling about work resulting from an evaluation of its characteristics (Robbins & Judge, 2015:46). A person with a high level of satisfaction will show a positive attitude towards his work, whereas someone who is dissatisfied will show a negative attitude towards his work. Winarto and Purba's research (2018) also means that when employees have high job satisfaction, these employees have positive perceptions and feelings about their work. Job satisfaction reflects the attitudes and feelings of an employee towards his work, colleagues, leaders and everything that is encountered in the work environment (Wisnawa & Dewi, 2020).

Job satisfaction and organizational commitment are closely related to job characteristics. Job characteristics is an approach to designing work that shows how work is described into five core dimensions, namely: skill diversity, task identity, task meaning, autonomy, and feedback (Robbins & Judge, 2017: 268). The company's success in determining clear job descriptions for employees and according to their abilities will have a good impact, so that employees have high organizational

commitment to the company and make effective contributions. Organizational commitment is influenced by job characteristics which include challenging aspects, job scope, role conflict, and role ambiguity. One's work organizational commitment will increase along with the increasing challenges in his work. Conflict will also arise if there is no clarity on the role of workers, so that organizational commitment can decrease. Ekayanti et al., (2019) emphasized that to increase employee organizational commitment and job satisfaction, companies need to pay attention to job characteristics factors.

The results of Sugeng & Niswah's research (2023) show that there is a positive and significant effect of job characteristic variables on organizational commitment. Employees who are given full autonomy in completing work and are given clear information about the results of their work or performance will bring positive values to the organization. However, Bedagama & Tjahjaningsih's research (2021) shows that job characteristics do not affect organizational commitment. Findings by Sugianto et al., (2018) show that job characteristics have a significant influence on job satisfaction.

Research by Nahita & Saragih (2021) suggests that the variable job satisfaction has a positive and significant effect on the variable organizational commitment. Employees will have full organizational commitment to the organization if they have a sense of

satisfaction with work, salary, promotions, co-workers, and supervisors (Kurniawati & Hirawati, 2022). The results of the mediation test of Arini's research (2017) show that characteristics influence organizational commitment through job satisfaction as mediation. Employees who are given challenging work, work that is identified from start to finish, or work that has a major impact on the internal or external environment will be motivated and motivated to work harder and with enthusiasm. The more employees feel satisfied in completing their work will indirectly increase employee organizational commitment to the company.

Based on the phenomenon found in PT. Marga Yumma Adventure related to job characteristics, job satisfaction and organizational commitment, it is felt necessary to conduct deeper research on "Job Satisfaction Mediates the Influence of Job Characteristics on Organizational Commitment" among employees of PT. Marga Yumma Adventure.

2. Research Method

The research design used is a causal associative research type. The research location was carried out at PT. Marga Yumma Adventure which is located on Jalan. Medium Krasan-Abiansemal, Badung, Bali. The selection of research locations was chosen purposively (purposive) based on consideration of the problems in the organizational commitment variable. The objects in this research are transformational leadership, job satisfaction, and

employee organizational commitment. The endogenous variable in this study is organizational commitment (Y). The exogenous variable in this study is job characteristics (X). The mediating variable in this study is job satisfaction (Z). The type of data used in this research is quantitative and qualitative which comes from primary data and secondary data. The data collected from this study are the results of surveys and interviews regarding job characteristics, job satisfaction and organizational commitment which are distributed to all PT. Marga Yumma Adventure. Secondary data in this study are in the form of records, reports, general company data, sales data and data on the total number of employees of PT. Marga Yumma Adventure.

The population of the PT. Marga Yumma Adventure as many as 63 people. Respondents to the case study of PT. Marga Yumma Adventure is 63 people and the sample technique used in this study is the saturated sample technique. Data collection methods used in this research are interviews and surveys. The data analysis technique used in this research is path analysis technique.

The theoretical relationship between variables can be formulated into the following structural equation model. Substructure 1 is,

$$Y = \beta_1 X + \beta_2 Z + e \dots\dots\dots(1)$$

Information :

Z = Job Satisfaction

X = Job characteristics Work

Y = Organizational Commitment

1 = Regression coefficient of the variable Job characteristics

2 = Regression coefficient of the Job Satisfaction variable

e = errors

Substructure 2 is,

$$Z = \beta_3 X + e \dots\dots\dots(2)$$

Information :

Z = Job Satisfaction

X = Job characteristics

3 = Regression coefficient of organizational commitment

e = errors

3. Result and Discussion

Result

This study uses 63 respondents as employees of PT. Marga Yumma Adventure. The characteristics of the respondents were seen from 4 variables, namely age, gender, last education and length of work. The fewest respondents aged 17-26 years were 12 people or only 19%. Respondents aged 27-36 years as many as 21 people or 33.3% dominated among other age ranges. Age 37-46 is 17 with a percentage of 27%. Age more than 46 years a number of 13 or 20.6%. This means PT. Marga Yumma Adventure is dominated by employees with an age range of 27-36 years who are considered active and have sufficient work experience.

Respondents with male gender were 50 people or 79.4% and respondents with female gender were 13 people or 20.6%. This means that respondents are dominated by men, in other words PT. Marga Yumma Adventure is dominated by male employees who are considered

stronger and in accordance with the job descriptions in the company.

The dominant education of respondents was at the diploma level with a total of 26 people or 41.3%, while the lowest percentage was at the undergraduate level with 22.2% or as many as 14 people. The number of employees with high school education is 23 with a percentage of 36.5%. This shows the position at PT. Marga Yumma Adventure is dominated by diploma graduates, especially in the field of tourism because they are considered to have expertise and are ready to work in the industry.

Respondents with a working period of 6-10 years were 38 people or 60.3%, dominating among the other working periods, while the least number of respondents with a working period of 1-5 years were 9 people or only 14.3%. For more than 10 years of service there are 16 people or 25.4%. This means PT. Marga Yumma Adventure has many loyal and experienced employees with more than 6 years of service.

Validity testing is done by calculating the Pearson Product Moment Correlation value. An instrument is said to be valid if the values of Pearson Product Moment Correlation (r) \geq 0.30. A valid instrument allows measuring the variables that occur in research correctly. The results of the validity of each instrument from the variables in this study are as follows.

Table 2.
Instrument Validity Test Results

Variable	Indicator	Pearson Correlation	Description
Organizational Commitment	Y.1	0,698	Valid
	Y.2	0,675	Valid

Job Satisfaction (Y)	Y.3	0,719	Valid	
	Y.4	0,606	Valid	
	Y.5	0,703	Valid	
	Y.6	0,476	Valid	
	Y.7	0,721	Valid	
	Y.8	0,737	Valid	
	Y.9	0,316	Valid	
	Job Characteristics (Z)	Z.1	0,834	Valid
		Z.2	0,666	Valid
Z.3		0,733	Valid	
Z.4		0,584	Valid	
Z.5		0,555	Valid	
Job Characteristics (X)	X.1	0,541	Valid	
	X.2	0,825	Valid	
	X.3	0,668	Valid	
	X.4	0,741	Valid	
	X.5	0,689	Valid	

Source: Primary data, 2023

The results of the validity test of the three variables show the value of the correlation coefficient (Pearson Correlation) with a total score of all indicators greater than 0.30. This proves that the statement items on the three variables above have fulfilled the data validity requirements.

Reliability test aims to determine the extent to which measuring instruments can be trusted or relied upon. Reliability testing was carried out on instruments with cronbach's alpha coefficients. If the Cronbach's alpha value is 0.60, then the instrument used is reliable. The results of the instrument reliability test in this study are presented in the following table.

Table 3.
Instrument Reliability Test Results

Variable	Cronbach Alpha	Description
Y (Organizational Commitment)	0,807	Reliabel
Z (Job Satisfaction)	0,701	Reliabel
X (Job Characteristics)	0,720	Reliabel

Source: Primary data, 2023

The results of the reliability test in this study showed that the three variables obtained a Cronbach Alpha which was greater than 0.60 so that the statements on the questionnaire in this study could be said to be reliable and could be used to conduct research.

The classical assumption test was carried out with the aim of ensuring that the results obtained meet the basic assumptions in the regression analysis. The results of the classical assumption tests carried out in this study consisted of normality tests, multicollinearity tests and homoscedasticity tests. The following are the results of the normality test on model 1 and model 2.

Table 4.
Normality Test Results

One-Sample Kolmogorov-Smirnov	
Asymp. Sig. (2-tailed)	
Model I	0,200
Model II	0,059

Source: Primary data, 2023

Based on the results of Table 4, it was found that the Asymp.Sig (2-tailed) model I coefficient was 0.200 and the Asymp.Sig (2-tailed) model II coefficient was 0.059 while the significant level used was 0.05. Because the coefficient of Asymp.Sig (2-tailed) is greater than α , it can be concluded that this structural model has a normal distribution.

Table 5.
Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		

Job Characteristics	.657	1.523
Job Satisfaction	.657	1.523

a. Dependent Variable: : Organizational Commitment

Source: Primary data, 2023

The output results of the SPSS multicollinearity test can be seen in Table 5 which shows that the tolerance value for the variables of job characteristics and job satisfaction is $0.657 > 0.10$ and the VIF value is $1.523 < 10.00$ respectively. It was concluded that the model has no symptoms of multicollinearity.

Table 6.
Heteroscedasticity Test Results

Model	Variable	Sig. t
Model I	Job Characteristics	0,175
Model II	Job Characteristics	0,460
	Job Satisfaction	0,752

Source: Primary data, 2023

Table 6 can be seen the value of Sig. the job characteristics variable in model I is 0.175, the value of Sig. the variables of job characteristics and job satisfaction in model II are 0.460 and 0.752 greater than 0.05 so it can be concluded that the above model states that there are no symptoms of heteroscedasticity.

This study uses data analysis techniques with path analysis to test the hypothesis of the direct and indirect effect of job characteristics, job satisfaction and organizational commitment. Completion of the path analysis is divided into two models, namely the first model the effect of job characteristics on job satisfaction and the second model is the effect of job characteristics and job satisfaction on organizational commitment.

Table 7.
Coefficient of Path I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.554	1.653		4.570	.000
Job Characteristics	.659	.077	.738	8.538	.000

a. Dependent Variable: Job Satisfaction
b. R square: 0,544
c. Sig.F: 0,000

Source: Primary data, 2023

Table 8.
Coefficient of Path II

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.194	4.535		1.586	.118
Job Characteristics	.805	.271	.430	2.974	.004
Job Satisfaction	.563	.103	.268	2.856	.008

a. Dependent Variable: Organizational Commitment
b. R Square: 0,428
c. Sig.F: 0,000

Source: Primary data, 2023

The total determination coefficient of 0.740 means that 74.0 percent of the variation in organizational commitment is influenced by job characteristics and job satisfaction, while the remaining 26.0 percent is influenced by other factors not included in the research model.

Sig test results. F model II of 0.000 which is smaller than the significant value of 0.05 indicates that H0 is rejected and H1 is accepted so that it can be concluded that job characteristics and job satisfaction simultaneously influence organizational commitment

The magnitude of the effect of job characteristics (X) on organizational commitment (Y) is 0.430 with a sig.t value of 0.004 less than the significant value used (0.004 < 0.05). This figure indicates that job characteristics have a positive and significant effect on organizational commitment of 43.0 percent, while

the remaining 57.0 percent is influenced by other factors outside the model.

The magnitude of the effect of job characteristics (X) on job satisfaction (Z) is 0.738 with a sig.t value of 0.000 less than the significant value used (0.000 < 0.05). This figure indicates that job characteristics have a positive and significant effect on job satisfaction by 73.8 percent, while the remaining 26.2 percent is influenced by other factors outside the model.

The magnitude of the effect of job satisfaction (Z) on organizational commitment (Y) is 0.268 with a sig.t value of 0.008 less than the significant value used (0.008 < 0.05). This figure indicates that job satisfaction has a positive and significant effect on organizational commitment of 26.8 percent, while the remaining 73.2 percent is influenced by other factors outside the model.

The Sobel test is an analytical tool to test the significance of the indirect relationship between exogenous and endogenous variables mediated by intermediary variables. The Sobel test is formulated with the following equation and can be calculated using the Microsoft Excel 2010 application. If the calculated Z value is greater than 1.96 (with a 95 percent job satisfaction level), then the mediator variable is considered to significantly mediate the relationship between endogenous and exogenous variables.

$$Z = \frac{ab}{\sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}} \dots\dots\dots(2)$$

Keterangan :

a = 0,738

S_a = 0,077

b = 0,268

S_b = 0,103

$$Z = \frac{0,738 \cdot 0,268}{\sqrt{(0,268^2 \cdot 0,077^2) + (0,738^2 \cdot 0,103^2) + (0,077^2 \cdot 0,103^2)}}$$

Z = 2,498

Based on the results of the Sobel test, it shows that the Z = 2.498 > 1.96 tabulation results, which means that the job satisfaction variable significantly mediates the relationship between job characteristics and organizational commitment. Thus, the fourth hypothesis is accepted.

Discussion

Effect of job characteristics on organizational commitment

The magnitude of the effect of job characteristics (X) on organizational commitment (Y) indicates that job characteristics have a positive and significant effect on organizational commitment. This means that the better employees understand the characteristics of their work, the employee's commitment to the organization will increase. In this study it can be explained that the employees of PT. Marga Yumma Adventure has a very good understanding of job characteristics and is accompanied by high employee organizational commitment. This result is evidenced by the results of the respondents' answers on the job

characteristics variable where most employees feel the work given is very challenging and requires a certain number of skills and talents as well as the respondents' answers on the organizational commitment variable where most employees feel proud to be part of this organization.

These results support previous research conducted by Sugeng & Niswah (2023) showing that there is a positive and significant effect of job characteristic variables on organizational commitment. Yuliyati & Soliha's research (2019) shows that there is a significant influence between job characteristics on the organizational commitment of members of the Central Java Regional Police's Criminal Investigation Unit. In addition, research by Toqwy & Edward (2021) and Mukhtaruddin et al., (2021) states that job characteristics have a partially positive and significant influence on employee organizational commitment. This is in line with the research by Nurtjahjono et al., (2020) and Yeni (2022) which shows that job characteristics have a positive and significant effect on employee organizational commitment.

Effect of job characteristics on job satisfaction

The magnitude of the effect of job characteristics (X) on job satisfaction (Z) indicates that job characteristics have a positive and significant effect on job satisfaction. This means that the better the employee can complete the job with various competencies, the higher the satisfaction at work. In this study it

can be explained that the employees of PT. Marga Yumma Adventure has a very good understanding of job characteristics and is followed by very high job satisfaction. These results are evidenced by the results of employees' answers to the job characteristics variable where most employees feel that each task given is important for the continuity of the company's organization in the future as well as employees' answers to the job satisfaction variable where most employees of PT. Marga Yumma Adventure has worked according to his expertise.

These results also support previous research conducted by Sugeng & Niswah (2023) which stated that job characteristics positively and significantly influence job satisfaction. Afifah & Rijanti (2022) stated that job characteristics have a positive and significant effect on job satisfaction. Research by Sugianto et al., (2018) also found that job characteristics have a positive and significant influence on job satisfaction. This is in line with the research by Astutik & Priantono (2020) and Obasi (2018) which state that job characteristics have a significant effect on job satisfaction.

Effect of job satisfaction on organizational commitment

The magnitude of the influence of job satisfaction (Z) on organizational commitment (Y) is indicating that job satisfaction has a positive and significant effect on organizational commitment. This means that the higher the employee's job satisfaction, the employee's commitment to the organization will also increase. In this study it can be

explained that the employees of PT. Marga Yumma Adventure has very high job satisfaction and high organizational commitment. These results are evidenced by the respondents' answers to the variable job satisfaction where most of the employees of PT. Marga Yumma Adventure feels that the salary they receive is in accordance with the workload given by the company and the respondents' answers to the organizational commitment variable where most employees feel they belong to the organization.

These results also support previous research conducted by Widyatmika & Riana (2020) in whose research they concluded that job satisfaction has a positive effect on the organizational commitment of an employee. Likewise, Hidayat's research (2018) also found job satisfaction to have a positive and significant effect on organizational commitment. This is in line with the research by Nahita & Saragih (2021), Kristiano & Bernarto (2020), Hamdani et al. (2018) suggested that the variable job satisfaction has a positive and significant effect on the variable organizational commitment. Likewise, the research by Sugeng & Niswah (2023) and Alkahtani et al., (2021) also found the same results in their research which stated that there was a positive influence between job satisfaction and organizational commitment.

Job satisfaction mediates the effect of job characteristics on organizational commitment

Based on the results of the Sobel test, it means that the better the employees understand the

characteristics of their work, the greater their job satisfaction, so that their commitment to the organization will increase. In this study it can be explained that the employees of PT. Marga Yumma Adventure has a very good understanding of job characteristics, followed by very high job satisfaction and high organizational commitment.

This result is evidenced by the results of the respondents' answers to the job characteristics variable where most employees feel the work given is very challenging and requires a certain number of skills and talents, the respondents' answers to the job satisfaction variable where most employees of PT. Marga Yumma Adventure has worked according to their expertise and the respondents' answers to the organizational commitment variable where most employees feel proud to be part of this organization. These results support previous research conducted by Ekayanti et al., (2019) and Afifah & Rijanti (2022) which stated that job satisfaction is able to mediate the influence of job characteristics on organizational commitment. This is in line with the results of Yuliyati & Soliha's research (2019) which states that consumer job satisfaction moderates the effect of job characteristics on organizational commitment of members of the Central Java Regional Police Special Crimes Investigation Directorate. Likewise with the research of Anora et al. (2020) and Arini (2017) who also found the same result, that is, job satisfaction is positively significant

and able to mediate the relationship between job characteristics and organizational commitment.

4. Conclusion

Based on the results of data analysis and discussion of the influence of each variable, the following conclusions can be drawn. Job characteristics have a significant positive effect on organizational commitment. This means that the better employees understand the characteristics of their work, the more committed employees will be to the organization. Job characteristics have a positive and significant effect on job satisfaction. This means that the better the employee understands the characteristics of the job, the employee will be able to complete the job with various competencies thereby increasing job satisfaction. Job satisfaction has a positive and significant effect on organizational commitment. This means that the higher the employee's job satisfaction, the employee's organizational commitment to the organization will also increase. Job satisfaction significantly mediates the effect of job characteristics on organizational commitment. This means that the better the employee understands the characteristics of his work, the greater his satisfaction at work so that the employee's organizational commitment to the organization will increase.

Suggestions that can be given based on the results of the research are as follows. Companies should pay more attention to employee welfare in terms of compensation,

facilities and career paths to all employees fairly in order to increase employee organizational commitment to the organization so that employees will work optimally. Companies should hold activities outside of daily work such as outbound, employee gatherings, and other activities that can strengthen the relationship between employees and employees with superiors. Companies should conduct regular assessments and evaluations of employees and provide awards or rewards to employees with the best performance in each department to provide a reference for employees to further improve their performance according to their respective expertise. For future researchers, it is necessary to consider examining variables, factors, and other indicators beyond job characteristics and job satisfaction to increase organizational commitment. Such as compensation variables, career development, work environment, and others.

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